CHAIRMAN OF THE JOINT CHIEFS OF STAFF NOTICE

J-2
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CJCS Notice 3314
8 November 2025

INTERIM JOINT STAFF GUIDANCE FOR INTELLIGENCE PLANNING SUPPORT TO JOINT TRAINING AND EXERCISES

References:
 See Enclosure C

1. <u>Purpose</u>. This notice establishes interim guidance for integrating intelligence into the National Exercise Program (NEP), Chairman's Exercise Program (CEP), Joint Exercise Program (JEP), and Combatant Commander (CCDR)-directed exercises.

2. <u>Superseded/Cancellation</u>. None. This is a new issuance.

3. <u>Applicability</u>. This interim guidance applies to the intelligence and counterintelligence (CI) elements of the Joint Staff, Combatant Commands (CCMDs), Military Services, intelligence combat support agencies (CSAs), and other Department of War (DoW) elements that perform national and defense intelligence functions, as well as those organizations under the authority, direction, and control of the Under Secretary of War for Intelligence and Security.

4. <u>Background</u>. This interim guidance outlines the processes and procedures used by joint intelligence planners involved in joint exercise design and execution and post-event assessment. It should be applied in conjunction with Chairman of the Joint Chiefs of Staff Manual (CJCSM) 3314.01B, "Intelligence Planning." This CJCS Notice supplements CJCSM 3314.01B and will be incorporated into the manual during the next revision cycle.

5. <u>Responsibilities</u>. The aforementioned organizations are responsible for integrated intelligence into joint exercises in accordance with (IAW) the procedures and processes outlined in this notice.

6. <u>Definitions</u>. See Enclosure C.

UNCLASSIFIED

7. <u>Summary of Changes</u>. None. This is a new issuance.

8. <u>Releasability</u>. LIMITED (NOT APPROVED FOR PUBLIC RELEASE). This directive is approved for mil/.gov access only on the Non-classified Internet Protocol Router Network (NIPRNET). DoW Components (to include the CCMDs) and other Federal agencies may obtain copies of this directive through controlled access at < https://jsportal.sp.pentagon.mil/ Matrix/DEL/ SitePages/Home.aspx>. Joint Staff activities may obtain access via the SECRET Internet Protocol Router Network (SIPRNET) directives Electronic Library web sites.

9. <u>Effective Date</u>. This NOTICE is effective upon signature. This notice will be canceled upon the next update to CJCSM 3314.01B or within 12 months from the date of publication, whichever is earlier.

For the Chairman of the Joint Chiefs of Staff:

FRED W. KACHER, VADM, USN
Director, Joint Staff

Enclosures:
    A – Intelligence Planning Support to Joint Training and Exercises
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ENCLOSURE A

INTELLIGENCE PLANNING SUPPORT TO
JOINT TRAINING AND EXERCISES

1. <u>Purpose</u>. This notice describes the role of joint intelligence planners in integrating intelligence into the NEP, CEP, JEP, and CCDR-directed exercises.

2. <u>Relationship between Exercise and Intelligence Planning</u>. **Intelligence exercise planners are first and foremost joint intelligence planners**. Planning and exercise planning are inherently linked. The purpose of planning an exercise is to train and assess the organization's ability to execute planned operations. Exercises are part of the plan assessment function within the Joint Planning and Execution process (reference (g)). The training objectives (TOs) are derived from Joint Mission Essential Tasks (JMETs), conditions, and standards based on joint doctrine, commander's guidance, and organizational standard operating procedures (SOPs). Similar to the intelligence planning (IP) process, exercise planning activities follow the two IP lines of effort (LOEs) with modifications to meet Joint Event Life Cycle (JELC) requirements.

	Planning	Exercises
Process	Joint Planning Process: Plan Initiation, Mission Analysis, COA Development, COA Analysis & Wargaming, COA Selection, Plan Development	Joint Exercise Life Cycle: Design, Plan, Preparation, Execution, Evaluation
Events	In-progress Reviews	Concept Development Conference, Initial Planning Conference, Middle Planning Conference, Master Scenario Event List (MSEL) Conferences, Final Planning Conference, After Action Review
Boards, Bureaus, Centers, Cells, and Working Groups	JPG, OPT, Intelligence Planning Team, Intelligence Planning Steering Group	Exercise Control Group, Joint Exercise Control Group, Intelligence Working Group, Intelligence Control Cell
LOE 1 Products	Common Threat Scenario, Dynamic Threat Assessment, Intelligence Estimate, Crisis Intelligence Reporting	Road to Crisis (Scenario), MSEL, Implementers, Injects (pre-planned and dynamic scripting)
LOE 2 Products	J-2 Staff Estimate, Annex B, National Intelligence Support Plan	Exercise Annex B, simulated exercise products
Resource Requirements	Global Force Management, Request for Forces, Request for Support	Consolidated Exercise Support Request

Figure 1. Joint Planning and Joint Event Life Cycle Parallelisms

a. <u>LOE 1</u>. Joint intelligence planners provide intelligence threat assessments and estimates to support the exercise scenario and play. These activities include a Road to Crisis (RTC), scenario, and injects to support the Master Scenario Event List (MSEL).

b. <u>LOE 2</u>. Joint intelligence planners determine how intelligence operations can be exercised during the event. These activities include aligning intelligence training objectives (ITOs) with intelligence tasks in the Annex B, *National Intelligence Support Plan* (NISP), and related intelligence support plans (ISPs); designing exercise processes to replicate or test intelligence functions based on the TOs; and then requesting intelligence personnel, resources, tools, and capabilities to exercise those processes. LOE 2 deliverables include exercise planning orders, exercise Annex Bs, Consolidated Exercise Support Requests (CESRs), and Exercise Directives (EDs) and instructions.

3. <u>Exercise Program Overview</u>. The U.S. Government (USG) has three major exercise programs. Each program has its own sponsor and associated forums to manage, support, and conduct its respective program and associated exercises.
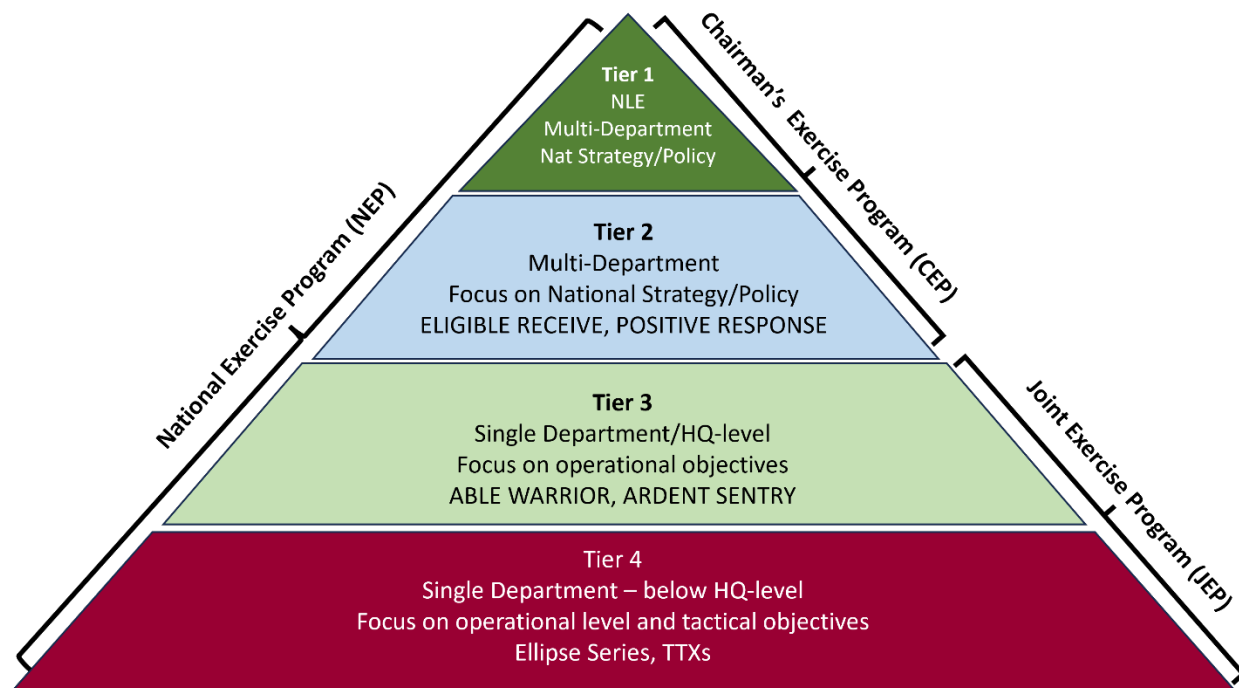

Figure 2. National Exercise Program

Enclosure A

a. Exercise Programs

(1) National Exercise Program. The NEP is the primary national-level mechanism for validating national preparedness. The National Security Council Principals Committee and its subordinate committees guide NEP policy direction and decision-making, which is implemented and executed by Department of Homeland Security (DHS)/Federal Emergency Management Agency (FEMA). All departments and agencies are required to support Tier 1 and 2 exercises. The Joint Staff Directorate for Joint Force Development, J-7, through the Chairman's Exercise Program Division, manages coordination of DoW support to/participation in the NEP.

(2) Chairman's Exercise Program. The CEP is designed to improve capability and readiness of U.S. Armed Forces to perform joint operations through the conduct of regularly scheduled national-level exercises that examine plans, policies, and procedures under various simulated crisis situations. The CEP is a means for the Joint Staff J-7 to coordinate CCMD and interagency participation in strategic, national-level joint exercises.

(3) Joint Exercise Program. The JEP is a principal means for CCDRs to maintain trained and ready forces, exercise their plans, exercise global integration, exercise global deterrence, and support their CCMD campaign plan engagement activities.

(4) CCDR-designated JEP events train to command JMETs as well as support theater and/or global security cooperation requirements from CCMDs and/or Global Campaign Plans. CCDR-designated JEP exercises include CCMD, Service, Component, Joint, and multinational training events.

b. Joint Training Tiers. Distinct from NEP tiers, Joint Force training events are categorized into five tiers based on the intended training audiences (TAs) within the DoW organizational hierarchy. Identifying tiers with associated training efforts provides a means of quickly distinguishing events executed within joint training programs. Joint intelligence planners support Tier 0 through Tier 1 training events in coordination with (ICW) the supported CCMD/ organization (see reference (a) for a complete description of the Joint Exercise Tiers).

(1) Tier 0 exercises prepare strategic DoW leaders for key global integration challenges ranging from competition through crisis to conflict. Tier 0 exercises provide the Joint Force opportunities to develop military options for the CJCS and Secretary of War and military advice to the President of the United States in support of global military operations.

(2) Tier 1 exercises prepare national-level organizations, CCDRs, and staffs to integrate interorganizational partners at the strategic and operational levels of war. Tier 1 exercises identify core competencies, procedural disconnects, and common ground toward achieving U.S. unity of effort.

(3) Tier 2 exercises prepare the joint task force (JTF) commander to conduct complex military operations at the operational level. The JTF normally executes an assigned mission or limited objective as part of a larger national or international effort.

(4) Tier 3 training exercises train the ability of systems, units, or forces to function within an organizational and interorganizational environment. This training prepares individuals, staffs, and Service units in response to the operational and tactical requirements and assigned missions of the CCMDs.

(5) Tier 4 training focuses on basic, technical, and unit operational training to support joint force commands and links to JMETs. Service tactical training programs focus on improving full spectrum proficiency of conventional, space, cyberspace operations, and special operations forces.

4. Department of War Exercise Community and Supporting Elements

   a. Joint Staff Directorate for Joint Force Development, J-7. The Joint Staff J-7's Deputy Directorate for Joint Training (DDJT) synchronizes and coordinates NEP participation through the CEP and JEP. The Joint Staff J-7 maintains the *Joint Training Event Handbook* (reference (i)), which guides joint exercise planning processes using the JELC. Key DDJT tasks include executing the CEP through strategic and national level exercises, JELC management, exercise design planning and control, providing Deployable Training Teams to enhance Joint Force readiness, providing modeling and simulation expertise in support of the CEP and JEP, and supporting the CJCS's Joint Lessons Learned Program (JLLP) (reference (h)).

      (1) Joint exercise planners facilitate exercise design, planning, execution, and post-execution assessment. They review TOs and the TA, and coordinate with partner organizations and allies. Joint exercise planners are responsible for all aspects of exercise planning throughout the JELC. Although these are primarily joint exercise planner functions, most, if not all, of these functions are informed by and may be delegated to joint intelligence planners. Typically, these include exercise documents (orders, annexes, RTC, EDs, Exercise Control Books), models and simulations (M&S), the MSEL, event TOs, facilities and systems, and travel arrangements.

(2) The joint exercise control group (JECG) is a temporary organization responsible for managing and directing the execution (Phase IV) of joint exercises. Joint Staff J-7 has the capability to lead or support the design, planning, and preparation efforts for CCMD and Service training and exercise events, as well as manage and direct all aspects of a JECG during exercise execution. The JECG has three main functions: provide pre-execution training for JECG response cell participants; serve as the "central nervous system" for the control of the exercise; and regulate the flow of information among the TA, observers and controllers, M&S, response cells, after action report (AAR) observers, and the opposing force (OPFOR). The JECG should be familiar with blue (friendly) force concept of operations and scheme of maneuver to advise decision makers or senior strategic advisors. The JECG can inject or recommend the activation of MSEL items or threat emulation scenarios into game play based on prior planning coordination and desired exercise objectives. Finally, the JECG provides the commander with an unbiased, informed, and independent opinion to adjudicate professional differences or unclear data results.

b. Joint Staff Directorate for Intelligence, J-2. The Deputy Directorate for Force Modernization (J2F), in conjunction with the Chairman's Joint Exercise Division, leads and manages a multi-agency, cross-directorate team comprised of J-2 and J-7 intelligence planners and intelligence CSA personnel. J2F coordinates Joint Staff J-2 participation in selected exercises and provides joint intelligence planners to Tier 1 exercises to integrate joint intelligence expertise and enhance joint warfighter capabilities. This team supports, facilitates, and integrates intelligence expertise into joint exercises. This team has three main functions: provide intelligence functional area expertise to exercises; develop and facilitate intelligence systems, architectures, and dissemination processes during planning and execution; and coordinate intelligence production and reporting to satisfy training objectives.

c. Combatant Commands. CCMD joint intelligence planners integrate intelligence into joint exercise design, planning, execution, and post-exercise assessment and evaluation. CCMD joint intelligence planners are integral to developing ITOs that enhance critical intelligence skills essential to CCMD mission requirements. To enhance globally integrated plans and exercises, joint intelligence planners should conduct cross-CCMD/Defense Intelligence Enterprise (DIE) coordination and collaborate when developing ITOs and addressing the four intelligence-focused exercise components outlined in paragraph 5.

(1) In addition to ITO development and integration, CCMD joint intelligence planners' responsibilities include identifying the intelligence TA,

coordinating with the DIE and partner agencies, incorporating lessons learned via the Joint Lessons Learned Information System (JLLIS), ensuring intelligence operational concepts are integrated into training events, and supporting the Exercise Control Group (ECG)[1] during planning and execution. CCMD joint intelligence planners assist in developing realistic scenarios and intelligence injects to replicate virtual and constructive intelligence collection capabilities and provide participants with valuable training opportunities. This iterative planning process helps participants progressively build the skills and knowledge needed to conduct effective intelligence operations.

     (2) Coordinating DIE and Intelligence Community (IC) support and participation is a key joint intelligence planner responsibility. The organizations listed in paragraph 4.e. are typical exercise partners and may be participants, facilitators, or both. Joint intelligence planners should coordinate with those organizations that possess relevant intelligence expertise/capabilities required to support exercise TOs/ITOs.

     (a) The CESR is the preferred vehicle for requesting exercise support (see Enclosure B). The CESR is disseminated via formal message traffic. Joint intelligence planners at the owning organization (Joint Staff J-2 for Tier 0 exercises and CCMDs for Tier 1 exercises) are responsible for identifying CESR requirements and subsequent CESR message coordination with exercise sponsors for issuance. CESR requests should be clear and concise and encompass all known intelligence support requirements. Typical CESR content includes, but is not limited to:

       1. Exercise overview and intent.

       2. Intelligence training objectives.

       3. Event list by phase and location.

       4. Planning group dates and locations.

       5. Specific organization manpower support requests.

       6. Required systems, accesses, and authorities.

       7. Classification and releasability limitations.

       8. Intelligence Control Cell (ICC) roles and responsibilities.

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[1] The terms ECG and Exercise Control Cell are often used synonymously. This enclosure uses the term ECG, which follows reference (i).

9. Identification of the TA.

10. Intelligence information management/knowledge management (IM/KM) (e.g., requests for information (RFIs), scripting, systems and tools).

d. <u>Intelligence Control Cell</u>. The ICC is a component of the JECG. The ICC is a multi-discipline intelligence control organization that integrates U.S. national, theater, tactical, and partner intelligence assets and expertise into exercises. The ICC replicates the spectrum of intelligence support to planning and execution, serves as the JECG point of contact (POC) for intelligence scripting and control, and is staffed with personnel that operate intelligence support systems. Joint intelligence planners, along with pre-designated "Trusted Agents," serve in the ICC and orchestrate intelligence support to achieve exercise TOs/ITOs. ICC responsibilities may include dynamic scripting of intelligence products to guide the TA and satisfy TOs/ITOs, monitoring MSEL injects, simulating system outages, answering TA and JECG RFIs, and other activities requiring intelligence subject-matter expertise.

Intelligence Control Cell	
ICC Team Chief	Responsible for functionality and administration of the ICC. Addresses issues from RFI, Collection, and MSEL managers.
ICC Deputy Team Chief	Assists the Team Chief in the functionality and administration of the ICC. Attends all player audience meetings and backbriefs control cell for situational awareness.
LNO	Responsible for providing inputs to the Master Control Cell (MCC). Attends MCC meetings and ensures intelligence play is synchronized with overall exercise requirements.
MSEL Manager	Coordinates the MSEL process. Ensures MSEL dissemination occurs on time and through designated means. Coordinates with MCC MSEL Manager.
RFI Manager	Responsible for overall tracking of RFIs. Tracks all incoming/outgoing RFIs. Coordinates closely with D/A controllers to ensure consistent FRI responses.
Collection Coordinator	Coordinates collection process. Coordinates between collector and collection models and works closely with scripters and supporting CSAs/IC to ensure consistent RFI responses.
Message Handling Administrator	Responsible for all exercise injects released via designated message handling system.
Department/Agency Controllers	Planners assign D/A controllers to ensure organization injects are submitted IAW exercise plan, track internal actions, and answer RFIs and collection requirements.
Evaluator(s)	Responsible for collecting data based on the exercise evaluation plan and objectives.

Figure 3. Notional ICC Construct and Responsibilities

e. <u>Combat Support Agencies and Department of War Offices</u>

(1) <u>Defense Intelligence Agency</u>. The Defense Intelligence Agency's (DIA's) Deputy Director for Global Integration (DDGI), Office of Operations and

Integration (O&I) serves as DIA's entry point for facilitating enterprise-wide requests for support to national, DoW, and non-DoW exercises. DDGI's Integrated Intelligence Centers' plans, exercise, and readiness divisions, ICW DDGI O&I, lead DIA in exercise participation and integration for their respective areas of responsibility. DIA's exercise support mission is to conduct agency-wide joint training to advance proficiency and performance across all core and crisis JMETs and to provide CCMDs and the Joint Staff with exercise support.

(2) <u>National Geospatial-Intelligence Agency</u>. The National Geospatial-Intelligence Agency's (NGA's) Enterprise Readiness and Exercise Branch (GDRR) manages the agency's exercise program through the NGA Joint Training Plan, NGA Exercise Working Group, CCMD exercise planning, and experiments and demonstrations (E&D). GDRR's mission is to advance geospatial intelligence (GEOINT) readiness through exercises, E&D, contingency support planning, and assessments supporting DoW and IC missions. Agency representatives located at the CCMDs serve as the entry POC for coordinating exercise support. See NGA GDRR web site for additional information.

(3) <u>National Security Agency/Central Security Service</u>. The National Security Agency (NSA)/Central Security Service Exercise Section is the agency's lead for coordinating enterprise-wide participation in national and DoW exercise engagements including CCMD, coalition, Service, and agency and interagency exercises. Agency representatives located at the CCMDs serve as the entry POC for coordinating exercise support. See NSA's web site for additional information.

(4) <u>National Reconnaissance Office</u>. The National Reconnaissance Office's (NRO's) Exercise Support Branch falls under the Training and Exercise Group (TEG) and provides support to a wide range of Service, CCMD, and homeland security-related exercises. See NRO TEG and Exercise Schedule web sites for additional information.

f. <u>Non-Department of War Community</u>

(1) <u>Department of Homeland Security</u>. The DHS's National Exercise Division (NED), under FEMA, manages the NEP for the USG and is the lead for all Tier 1 exercises. The NED also manages the Homeland Security Exercise and Evaluation Program. See DHS FEMA web site for additional information.

(2) <u>Federal Bureau of Investigation</u>. The Critical Incident Response Group (CIRP) is the Federal Bureau of Investigation's (FBI's) POC for Tier 1 and 2 national-level exercises. The CIRP also manages operations support such as the Federal Emergency Support Teams and the National Special Security

Events. See FBI Law Enforcement Training web site for additional information.

(3) <u>Office of the Director of National Intelligence</u>. The Office of the Director of National Intelligence's (ODNI's) Intelligence Exercise Coordinator assists the IC in utilizing national-level exercises to enhance intelligence processes, procedures, and interaction with other organizations. ODNI attends the Policy Coordination Committee for Training, Exercises and Evaluation meetings and maintains IC-informed national-level exercises. See ODNI web site for additional information.

(4) <u>Central Intelligence Agency</u>. The Associate Director for Military Affairs (ADMA) supports national-level exercises through the Critical Mission Assurance Program. ADMA oversees Central Intelligence Agency (CIA) support to all DoW exercises. See the CIA web site for additional information.

5. <u>Joint Exercise Battle Rhythm</u>. In addition to Joint Staff-led exercise planning events, there are various exercise planning conferences and working groups held throughout the JELC. Joint intelligence planners should maintain awareness of exercise conferences and working groups and be prepared to coordinate and integrate exercise intelligence requirements accordingly. Many of these forums have no standard naming convention (e.g., intelligence planning working groups, intelligence scripting working groups) but perform important functions, to include, but not limited to, identifying intelligence planning, scripting, and architecture requirements; developing the exercise adversary/ OPFOR; and developing intelligence IM/KM processes. During joint exercises, the Joint Staff J-2 may also replicate real world crisis or contingency forums such as executive steering groups, defense intelligence synchronization meetings, and intelligence crisis management teams to exercise crisis/ contingency decision-making procedures.

6. <u>Joint Exercise Components</u>. From the perspective of a joint intelligence planner, there are four key components of an exercise: the exercise objectives (EOs) and corresponding TOs/ITOs; operational environment (OE) with the RTC; MSEL and supporting intelligence implementers; and intelligence architecture.

a. <u>Exercise Objectives</u>. The EO is the "specific statement of purpose, guidance, and/or direction for an exercise," while TOs constitute "the desired outcome of a joint training activity in terms of performance, training situation, and level of performance for a specified training audience" (reference (a)).

(1) The EOs drive all other exercise components. EOs are established at the beginning of the JELC by the commander/director and are used to drive the JELC. Participating organizations and functional directorates map their TOs to

the overall EOs. Joint intelligence planners should provide ITOs to the joint exercise planners for consolidation.

(2) Joint intelligence planners consolidate ITOs, obtain organizational approval, and work to embed ITOs into overall EOs/TOs. Together, these objectives dictate the type of DIE and IC participation required to support the exercise. Joint intelligence planners should ensure ITOs are specific, measurable, achievable, relevant, and time-bound.

b. Scenario Development

(1) The scenario is a tool to establish the context for the exercise and test plan tactics, techniques, procedures, and capabilities. The scenario may exist as a stand-alone document (e.g., RTC), a compilation of "ground truth" documents/slides, or the "story" expressed through the MSEL. Ideally, the scenario should include activities that exercise all the joint functions and multiple elements of the intelligence process (e.g., planning and direction, collection, processing). To develop a credible exercise scenario, exercise planners solicit input from intelligence analysts and other SMEs early in the JELC.

(2) Joint intelligence planners coordinate with exercise planners to schedule battle rhythm events, ad hoc working groups, and other planning forums to ensure ITOs from all participants are adequately represented within the scenario and structured to ensure a successful intelligence training event.

c. MSEL and Exercise Injects. The MSEL is a document or database (e.g., Joint Training Tool (JTT)) that presents all exercise injects. Injects are organized/ categorized by subject, date and time, targeted audience, and/or themes. The MSEL organizes how scenario information will be presented to the TA. Injects and implementers are developed by various functional working groups and synchronized during MSEL reviews as part of the JELC.

(1) Injects are the manner of bringing an incident (information) to the attention of the TA for whom it was created. Intelligence injects are presented to the TA via established intelligence architectures and processes. Joint intelligence planners should review all intelligence-related injects in the JTT or the MSEL to ensure they align with the TOs/ITOs and are delivered to the intended TA audience at the designated time.

(2) Implementers are the vehicle in which an inject is delivered to the TA. When practical, implementers should replicate real-world intelligence dissemination processes (e.g., record message traffic, databases feeding a

common intelligence picture, e-mail), or may be posted to a portal or web site for the TA to pull. All implementers authorized for use in the event are contained within the implementer list, managed by the ECG as part of the IM/KM plan.

    d. <u>Intelligence Architecture</u>

      (1) The intelligence architecture is based upon the people, products, and systems required to exercise the intelligence process. The intelligence architecture is developed in four basic steps: defining which intelligence processes will be exercised (i.e., those driven by the TOs/ITOs); defining how these processes work within TA organization(s); determining which parts of the process will be performed by the TA and which parts will be simulated; and identifying which systems can be employed and which require simulation. For multinational exercises, this will likely include review of intelligence sharing agreements with allied/partner nations, and identification of allied/coalition intelligence architecture requirements (e.g., STONEGHOST, Battlefield Intelligence Collection and Exploitation System, Combined Enterprise Regional Information Exchange System).

      (2) Joint intelligence planners identify intelligence technical requirements and dissemination methods, coordinate intelligence production or simulation, and ensure intelligence is properly reflected in exercise models and simulations as early as possible in the JELC to ensure TOs/ITOs are met. This includes identifying the intelligence IM/KM processes for intelligence functions during execution in relevant exercise documents, such as the Exercise Directive, CESR, or Exercise Control Book.

7. <u>Joint Event Life Cycle</u>. Joint training events supported by the Joint Staff J-7 are designed, planned, prepared, executed, and evaluated using the JELC (reference (d). The JELC is a flexible planning framework that can be tailored to levels of joint event complexity. Any event supported by Joint Staff J-7 should employ the JELC and associated planning timeline in order to standardize exercise terminology, processes, and milestones. The JELC occurs in Phase III of the Joint Training System and consists of five stages: **design; planning; preparation; execution; and evaluation, analysis, and reports**. Planning events or collaborative sessions provide discrete breakpoints between each stage and provide guidance, monitor progress, identify challenges, and establish taskings.
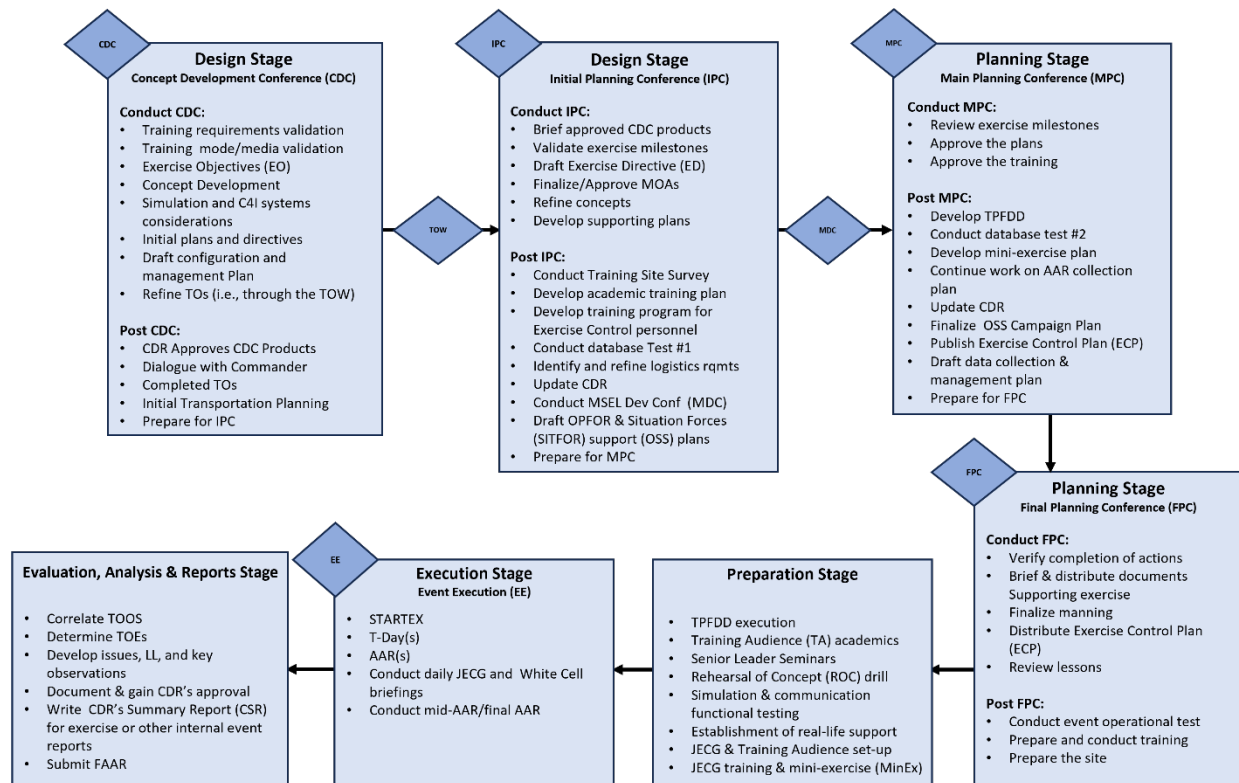
Figure 4. Joint Event Life Cycle[2]

8. <u>Joint Intelligence Planners Tasks</u>. Joint intelligence planner tasks can be broken down into three phases: pre-execution, execution, and post-execution.

   a. <u>Pre-Execution Tasks</u>

     (1) <u>Mission Analysis</u>. Exercise mission analysis consists of analyzing the TOs, scenario, and related plans; determining planning timelines; and developing an exercise intelligence support plan.

       (a) Joint intelligence planners lead the development of TOs/ITOs by reviewing and recommending mission essential tasks (METs) as reflected in the Defense Readiness Reporting System from applicable Annex Bs, intelligence support plans (e.g., NISP), and/or previous exercise AARs. Joint intelligence planners consider what intelligence objectives are embedded in the TOs and which intelligence concepts of support and processes are required to accomplish them. Joint intelligence planners should define their organization's ITOs, ensuring they are mapped to the overarching EOs and TOs.

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[2] See reference (d) for a complete list of JELC inputs/outcomes.

Training Objective (Example) 1
J2 2 (U) Provide all-source current intelligence to CCMDs and the CJCS
J2 JMET(s) 3 (U) SN 5.7.6 – Provide Intelligence Management
Subordinate Universal Joint Task(s): (U) SN 2.2.3 – Determine Strategic Intelligence Requirements
Training Objective (Performance Statement): (U) JS J-2 enables DIE synchronization via appropriate working groups, cells, boards IAW CJCSI 3050.01, *Implementing Global Integration* and JSG 5700.02
Training Audience: (U) JS J22/J23/J25/J2T, CCMDs, CSAs
Training Situation: (U) JS J2 conducts DISM with the DIE. (U) DIA Integrated Intelligence Center (IIC) receives prioritized analysis and production requirements from CCMD J2s. (U) DIE deconflicts CCMD J2 federated target development requirement(s). (U) Supported CCMD/Coordinating Authority/Supporting Commands require short notice target development support.
Level of Performance: (U) DIE synchronizes intelligence narrative and creates a shared understanding of the current threat during a contingency. (U) DIA IIC produces strategic intelligence products to support CCMDs and Joint Staff based on received prioritization. (U) Near-term targeting issues are identified for DIE national production and collection. (U) Target production priorities are presented at the DISM and assigned to federated partners.

Figure 5. Intelligence Training Objective Example

(b) Joint intelligence planners should analyze and provide feedback to scenario planners throughout the JELC, focusing on intelligence requirements and realism at all stages of the planning process. Joint intelligence planners review the scenario to determine what intelligence will be required to drive operations, and what subject-matter experts (SMEs) will be needed to support exercise design and execution. Joint intelligence planners may circulate the scenario to intelligence analysts and provide their feedback to the scenario design planners.

(c) Determine planning timelines and milestones. As a general guide, joint intelligence planners perform the following tasks:

1. Contact supporting commands and agencies and establish themselves as the exercise sponsor intelligence POC.

2. Convene a meeting of the intelligence representatives to scope the ITOs.

3. Coordinate review of the scenario documents, finalize the ITOs, and obtain leadership approval.

4. Draft a CESR. Joint intelligence planners may enter requests for intelligence exercise support from the relevant CSA into IC portals.

5. Finalize the scenario document and ensure the MSELs and implementors are drafted.

6. Ensure that all key exercise documents (e.g., scenario, MSELs, implementors) are finalized and conduct training for TA and ECG participants.

(d) Develop a support plan and update exercise planning documents (e.g., web site, calendar) as required.

(2) Intelligence Architecture. To scope player's roles and determine exercise intelligence architecture requirements, exercise planners consider:

(a) Intelligence processes that will be used in the exercise. For example, intelligence analysis may not be an exercise objective, but products derived from intelligence analysis are required to drive the exercise and educate the TA.

(b) Identification of the TA and ECG. EOs should dictate the TA requirement. Organizations derive greater benefit from having more personnel involved as the TA vice control/response cell personnel. However, realistic scenario simulation requires appropriate ECG staffing. Examples of intelligence personnel participating as the TA may include:

1. CSA/IC personnel, located remotely, using systems of record to satisfy CCMD intelligence requirements as outlined in applicable NISPs and ISPs.

2. CSA intelligence analysts deployed to the CCMD JIOC as liaison officers or crisis augmentees. Exercises offer junior analysts and briefers the opportunity to acquire tradecraft training and familiarity with the respective CCMD and joint planning and execution processes.

3. Collection strategist. RFI managers developing plans and creating exercise RFIs and submitting them via their corresponding systems of record.

(c) Based on the previous steps, exercise planners identify real-world systems used to support intelligence processes that will be employed during the exercise along with necessary exercise artificialities to replicate those systems

(exercise accounts, servers, portals, websites, models, or Joint MSEL tools).

(d) Systems and processes are captured in the ED or Exercise Control Book, and normally include ECG and TA locations, connectivity, and battle rhythms for both groups. Intelligence systems and architecture requirements are discussed in detail in the intelligence working group (IWG). Intelligence TA requirements are documented in the CESR and used to officially request DIE and national intelligence support.

(3) Production Requirements. Exercise intelligence products for Phase IV (Execution) are identified throughout the various conferences/working groups during Phases II and III (Planning and Preparation). Joint intelligence planners organize the efforts of the federated intelligence element of the ECG and coordinate internal and external intelligence organizations' exercise product contributions to meet TOs/ITOs. Key actions include:

(a) Determining production requirements and tasking appropriate intelligence federated elements.

(b) Creating intelligence story lines as needed to support ITOs not covered through support to other component/syndicate storylines.

(c) Identifying and developing MSEL items. MSEL implementers drive operational or intelligence objectives and should be written to trigger an action for the TA. If an organization participates in the exercise or a process requiring evaluation is used, MSEL implementors should be developed.

(d) Coordinating pre-execution intelligence products and reviewing them to ensure congruency with the scenario/intelligence story line.

(e) Determining dissemination means. Dissemination means should be identified and captured through the intelligence architecture development process. Products are usually disseminated via systems of record or posted to exercise web pages. Dissemination means should always be tested prior to the start of the exercise (STARTEX).

(4) Staff Player Requirements. Review of the intelligence architecture should determine desired exercise staffing requirements. Each organization will likely have its own system for requesting support. Typical methods for articulating and requesting support include regularly scheduled exercise meetings, exercise web pages listing upcoming exercise events, frequent touchpoints with organizational leadership that cover expected support and projected contributions, and formal request letters or messages.

(5) Administrative Requirements. Joint intelligence planner's administrative responsibilities include obtaining or arranging system accesses, organizing system set-up and checks, developing a control plan, and working other related tasks.

(a) Travel planning includes obtaining approval from the supported organization, which may include submitting a Theater Clearance Request, arranging for anti-terrorism/force protection training, generating orders, and passing appropriate security clearances. Depending on the number of travelers, the joint intelligence planner may need to reserve lodging and coordinate meals and transportation between lodging and ECG location to support 24-hour operations.

(b) Joint intelligence planners should articulate space and system requirements, to include classified terminals, voice systems, printers, etc. Personnel should arrive in time to perform checks to ensure there are no issues with clearances, passwords, computer accesses, hardware and software functionality, billeting, etc.

(6) Pre-Execution Training. Joint intelligence planners may be required, with trusted agent or TA assistance, to coordinate and present pre-execution training, to include academics, to exercise participants and supporting organizations.

(a) Pre-execution training for participants normally consists of briefs or training sessions that address: scenario, exercise, and TOs; exercise architecture; battle rhythm; administrative requirements for exercise participants; exercise web sites and accounts; instructions pertinent to the evaluation and data collection plans; and blue force concept of operations. Exercise planners may choose to develop exercise packages to augment the training. Training should be conducted prior to STARTEX to ensure sufficient time to address shortfalls and/or required corrections.

(b) Pre-execution training for controller personnel includes the aforementioned items as well as joint MSEL account information and battle rhythm events specific to the ECG.

Night Shift 2200-1000   *Day Shift 1000-2200*

• 2100 Turnover brief • 2200 Shift Change • 0300 MSEL Synch/Inject Review • 0400 RFI Update Meeting • 0500 MSEL Updates to MCC • 0500 MCC MSEL Synch VTC • 0700 Controller Meeting with MCC • 0800 Observer Player VTC • 0900 Turnover Brief • 1000 Shift Change

• 1000 Turnover brief • 1100 Collection Synch • 1500 MSEL Synch/Inject Review • 1600 RFI Update Meeting • 1630 Observer Player VTC • 1700 MCC MSEL Synch • 1900 Controller Meeting with MCC • 2100 Turnover Brief • 2200 Shift Change

Figure 6. Example of JECG Battle Rhythm

(7) Evaluation Plan. Joint Staff J-7 Deployed Training and Lessons Division and CCMDs are responsible for evaluation plans for their respective exercises. Evaluation plans are centered on TA processes and performance and are tied the EOs/TOs. Data collection may take the form of logbooks, spreadsheets, and/or surveys. Joint intelligence planners may provide feedback or be requested to support the evaluation plan.

b. Exercise Execution. Joint intelligence planners, along with pre-designated "Trusted Agents," serve in the ECG and orchestrate intelligence support to the exercise. During exercise execution, joint intelligence planners supervise the running of the ICC and undertake necessary actions to support the TOs/ITOs.

c. Post-Exercise Tasks. Action officers record detailed observations during the execution phase and note significant shortfalls and systematic process or performance weaknesses. The data from these observations is captured in two parts of the exercise AAR. The first part contains the intelligence lessons learned. Intelligence lessons learned are provided to senior leaders and are integrated into the overall JLLP. The second part identifies exercise process lessons learned, which are fed back into the exercise planning and support AAR. Daily informal observations are critical to ICC functioning and feedback to the supported organization undergoing training.

9. Intelligence Planning Chronological Tasks by JELC Event. This section is intended to assist joint intelligence planners by providing a foundational reference for tasks and considerations throughout the JELC. It is not intended to be all-inclusive; joint intelligence planners should anticipate and incorporate additional requirements and/or tasks to meet specific TOs/ITOs and operational requirements.

a. Concept Development Conference

(1) Review commander's guidance and exercise intent.

(2) Conduct a before-action review incorporating observations and recommendations from existing AARs (review relevant lessons learned from previous events).

(3) Identify and familiarize with associated strategic planning and exercise specific documentation such as corresponding plans (e.g., Annex B, NISP), security classification guides, or other applicable guidance.

(4) Review JMETs.

(5) Identify primary and secondary intelligence TA, to include DIE organizations.

(6) Research real world events that could be used as a basis for MSEL items.

(7) Propose tailored ITOs to support exercise TOs.

(8) Stand up the IWG.

(9) Develop an intelligence plan of action and milestones (POA&M).

(10) Outline intelligence M&S requirements.

(11) Determine intelligence IM/KM requirements.

(12) Advise OE and exercise scenario planners with relevant, accurate intelligence.

(13) Develop RTC Annex B outline.

(14) Identify overall exercise classification guidance.

(15) Identify overall releasability requirements.

b. Initial Planning Conference

(1) Obtain JTT or other MSEL management account.

(2) Review and align ITOs with TOs.

(3) Review the primary and secondary intelligence TA.

(4) Develop intelligence M&S plan.

(5) Refine intelligence IM/KM requirements.

(6) Review and update intelligence POA&M.

(7) Determine IWG battle rhythm.

(8) Contribute intelligence expertise to scenario development.

(9) Draft RTC Annex B.

(10) Coordinate intelligence support requirements (e.g., collections, adversary, scenario) and make initial determination on which processes will be replicated to support the ITOs.

(11) Determine initial staffing requirements in the Joint Manning Document (JMD)/Exercise Support Manning Document (ESMD).

(12) Determine ICC structure requirements.

(13) Identify initial CESR requirements.

c. <u>Mid Planning Conference</u>

(1) Validate ITOs.

(2) Validate intelligence M&S plan.

(3) Draft IM/KM plan.

(4) Review the scenario.

(5) Review RTC Annex B.

(6) Finalize intelligence support requirements (e.g., collections, adversary, scenario).

(7) Draft CESR and perform all necessary pre-coordination with DIE

elements. In cases when consensus cannot be achieved, seek planning guidance from Joint Staff J-2F.

      (8) Validate intelligence staffing requirements in the JMD/ESMD.

      (9) Review and update intelligence POA&M.

      (10) Refine ICC structure.

      (11) ICW Joint Staff J-7 review TA evaluation plan.

  d. <u>MSEL Development Conference</u>

      (1) Review training requirements and objectives.

      (2) Review the approved scenario.

      (3) Support storyline development with ITO/TOs.

      (4) Crosswalk ITOs with TOs and exercise planners.

      (5) Ensure Joint MSEL data input in the JTT.

      (6) Participate in MSEL synchronization and review.

  e. <u>Final Planning Conference</u>

      (1) Validate and publish IM/KM plan.

      (2) Validate RTC Annex B.

      (3) Publish CESR (not later than 90 days prior to STARTEX). Include context approved by supporting organizations/commands.

      (4) Ensure the JMD/ESMD satisfies intelligence requirements.

      (5) Validate ICC structure.

      (6) Review intelligence implementors within JTT.

      (7) Validate intelligence scripting requirements.

      (8) Validate intelligence dissemination processes.

      (9) ICW Joint Staff J-7, finalize TA evaluation plan.

   f. <u>Intelligence Scripting Conference</u>

      (1) Review training requirements and objectives.

      (2) Review intelligence scripting requirements.

      (3) Review and coordinate intelligence architecture, database inputs, and other processes and procedures

      (4) Review and approve OE.

      (5) Coordinate or script required intelligence products.

      (6) Identify and allocate resources for dynamic scripting requirements.

   g. <u>Execution</u>

      (1) Participate in relevant ECG battle rhythm.

      (2) Coordinate or script dynamic intelligence products.

      (3) Attend MSEL synchronization events.

      (4) Advise ECG on the exercise adversary.

      (5) Annotate relevant metrics and observations.

   h. <u>Facilitated After Action Review</u>

      (1) Capture intelligence and other relevant observations and lessons learned.

      (2) Prepare for and conduct AAR with joint intelligence and exercise planners.

      (3) Be prepared to draft and publish all required documentation.

      (4) Document observations and lessons learned within the JLLIS.

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ENCLOSURE B

NOTIONAL CONSOLIDATED EXERCISE SUPPORT REQUEST

1. <u>Purpose</u>. This enclosure provides an example of a notional CESR message. Exercise requirements will dictate specific CESR content. See reference (k) for a more detailed example of potential CESR content. While NRO no longer maintains the JTENS Manual, Chapter 5 contains a description of legacy CESR content that may still be useful.

2. <u>Overview</u>. The CESR serves two purposes. It provides the Services, CCMDs, and their components a single vehicle for submitting exercise requirements for intelligence support (to include national agency augmentation) and it promulgates awarness of the exercise by describing its purpose, sponsor, participants, schedule, locations, and objectives. Requirements are categorized by intelligence discipline or type and specified as live, simulated, or scripted. An initial and final CESR are normally required. The initial CESR provides early awarness of the exercise and serves as a statement of intent to submit formal requirements for support. Requirements are refined and finalized during the JELC. Once validated, the CESR provides a common document for joint exercise planners to conduct detailed exercise planning and coordination.

FM: HQ CCMD//
TO:
BT
CLASSIFICATION//
SUBJ: CONSOLIDATED EXERCISE SUPPORT REQUEST (CESR) FOR EXERCISE XXX-YR (U)
1. (CLASSIFICATION) EXERCISE BACKGROUND INFORMATION.
1A. (CLASSIFICATION) EXERCISE OVERVIEW.
1B. (CLASSIFICATION) EXERCISE DATES.
1C. (CLASSIFICATION) EXERCISE TYPE. FTX, CPX, OR COMBINATION OF BOTH.
1D. (CLASSIFICATION) EXERCISE PARTICIPANTS AND TRAINING AUDIENCE.
1E. (CLASSIFICATION) EXERCISE LOCATION. PROVIDE EXERCISE PLAYBOOK AND GEOPHYSICAL DESCRIPTION OF EXERCISE AREA OF OPERATION TO ENABLE NATIONAL AGENCY PRE-EXERCISE SUPPORT SURVEYS.
1G. (CLASSIFICATION) SCENARIO OVERVIEW.
1H. (CLASSIFICATION) LIST OVERARCHING EXERCISE OBJECTIVES, TRAINING OBJECTIVES, AND INTELLIGENCE TRANING OBJECTIVES.
2. (CLASSIFICATION) SIGINT SCRIPTING AND DISSEMINATION REQUIREMENTS.
2A. (CLASSIFICATION) OPELINT REQUIREMENTS.
2A.1. (CLASSIFICATION) LIVE OPELINT REQUIREMENTS.
2A.2. (CLASSIFICATION) SCRIPTED OPELINT REQUIREMENTS.
2B.1. (CLASSIFICATION) SIGNALS OF INTEREST.
2B.2. (CLASSIFICATION) COMMUNICATIONS EXTERNAL REQUIREMENTS.
2B.3. (CLASSIFICATION) SCRIPTED COMMUNICATIONS EXTERNAL REQUIREMENTS.
2C. (CLASSIFICATION) COMINT REQUIREMENTS.
2C.1. (CLASSIFICATION) LIVE COMINT REQUIRMENTS.
2C.2. (CLASSIFICATION) SCRIPTED COMINT REQUIREMENTS.
2D. (CLASSIFICATION) MODELS AND SIMULATIONS.
2D.1. (CLASSIFICATION) PROVIDE DETAILS ON INTELLIGENCE SIMULATOR/SCRIPTED DATA TYPES AND ASSOCIATED VOLUMES.
2D.2. (CLASSIFICATION) PROVIDE SOURCE REQUIREMENTS FOR SIMULATED/SCRIPTED DATA TYPES AND ASSOCIATED VOLUMES.
2E. (CLASSIFICATION) CSAR/SAREX SUPPORT.
3. (CLASSIFICATION) THEATER BALLISTIC MISSILE WARNING (TBMW) DISSEMINATION REQUIREMENTS.
3A. (CLASSIFICATION) DATES FOR DESIRED SIMULATED EXERCISE TBM LAUNCHES.
3B. (CLASSIFICATION) AREA OF RESPONSIBILITY (AOR) IN WHICH EXERCISE TBM PLAY WILL TAKE PLACE.

3C. (CLASSIFICATION) REQUIRED BROADCAST MESSAGE FORMATS.

3D. (CLASSIFICATION) VOICE REPORTING NETS REQUIRING ACTIVATION.

3E. (CLASSIFICATION) WARNING SECTORS AT RISK DESCRIPTION IF DIFFERENCT FROM REAL-WORLD.

3G. (CLASSIFICATION) DESIRED SCRIPTING FORMAT.

3H. (CLASSIFICATION) IBS BROADCAST TO BE USED. LIST DESIRED THEATERS AND BROADCAST CHANNELS FOR DISSEIMINATION OF SIMULATED DATA.

3I. (CLASSIFICATION) PROVIDE OTHER PERTINENT INFORMATION OR REQUESTS.

EXAMPLES SUCH AS NON-STANDARD COMMUNICATION REQUIREMENTS (E.G., SIPRNET, REMOTE JTAGS DISPLAYS, OR DATA COLLECTION REQUIREMNETS).

4. (CLASSIFICATION) MASINT REQUIREMENTS.

4A. (CLASSIFICATION) EXERCISE PLANNERS SHOULD COORDINATE WITH MASLO OR NATIONAL MASINT REQUIREMENTS OFFICERS TO INPUT REQUIREMENTS. NOTIONAL MASINT TASKING, COLLECTION, PROCESSING, EXPLOITATION AND DISSEMINATION SHOULD BE PREPARED IAW PROCEDURES ESTABLISHED BY THE THEATER COLLECTION MANAGER REGARDING USE OF THE MASINT REQUIREMENTS SYSTEM (MRS) AND REQUIREMENTS MANAGEMENT SYSTEM (RMS).

4B. (CLASSIFICATION) DOMESTIC COLLECTION ACTIVITIES REQUIRE ADDITIONAL COORDINATION. COORDINATION ISSUES SHOULD BE DIRECTED TO THE DIA NATIONAL MASINT REQUIREMENTS OFFICERS OR THE MASINT COORDINATION CENTER (MOCC).

5. (CLASSIFICATION) IMAGERY COLLECTION, PRODUCTION AND DISSEMINATION SUPPORT.

5A. (CLASSIFICATION) IMAGERY REQUIREMENTS OVERVIEW.

5B. (CLASSIFICATION) PRE-EXERCISE IMAGERY AND MODELING REQUIREMENTS.

6. (CLASSIFICATION) AIRBORNE ISR SUPPORT.

6A. (CLASSIFICATION) AIRBORNE IMAGERY REQUIREMENTS. THE AIRBORNE ISR PORTION OF THE CESR ENCOMPASSES TWO SEPARATE REQUIREMENTS. A REQUEST FOR NON-ORGANIC ISR SUPPORT DURING THE EXERCISE, AND IN THE CASE OF CONUS EXERCISES, A REQUEST TO CONDUCT IMAGERY AND SIGNINT COLLECTION IAW ESTABLISHED INTELLIGENCE OVERSIGHT PROCEDURES.

6B. (CLASSIFICATION) IMAGERY PROPER USE STATEMENT FORMAT FOR NEW/ARCHIVED DOMESTIC AIRBORNE IMAGERY.

6B.1. (CLASSIFICATION) DOMESTIC PROPER USE STATEMENT.

6B.2. (CLASSIFICATION) SUBMIT PROPER USE STATEMENT THROUGH PARENT SUBCOMPONENT OR UNIFIED COMMAND J-2 COLLECTIONS OFFICE. STATE PURPOSE OF REQUEST, INTENDED USE OF IMAGERY, AND

LOCATION OF PLANNED/POTENTIAL COLLECTION. DETERMINE IF ANY ALLIED COLLECTION PLATFORMS WILL BE INCORPORATED INTO THE EXERCISE AND ACQUIRE APPROPRIATE RELEASE AUTHORITY.

6B.3. (CLASSIFICATION) LIST OF IMAGERY TARGETS.

7. (U) REQUEST FOR EXERCISE SUPPORT CAPABILITIES.

7A.1. (CLASSIFICATION) THIS SECTION OF THE CESR ADDRESSES REQUEST FOR TRAINING, ON-SITE TECHNICAL SUPPORT OR NATIONAL AGENCY SCRIPTORS. THE CESR ONLY REQUESTS SUPPORT FOR TRAINING (I.E., JECG SUPPORT, RESPONSE CELL MODELS AND SIMULATORS, OPFOR SUPPORT) AND NOT AUGMENTATION FOR BLUE FORCE PARTICIPATION.

7A.2. (CLASSIFICATION) CONTROLLER REQUIREMENTS. NATIONAL AGENCIES AND THE JOINT STAFF PROVIDE SUPPORT FOR DESIGNATED EXERCISES IAW PRIORITIES ESTABLISHED BY CJCS AND THE NATIONAL EXERCISE SUPPORT WORKING GROUP. NATIONAL AGENCIES AND THE JOINT STAFF PROVIDE CAPABILITIES TO ENHANCE EXERCISE REALISM. REQUESTS FOR SCRIPTING SUPPORT, ESPECIALLY SIGINT, IMINT, AND GEOINT SHOULD BE MADE AS REQUEST FOR CAPABILITY. INCLUDE THE DUTIES AND RESPONSIBILITIES EXPECTED OF AUGMENTEES INCLUDING ANY SPECIAL SKILLS AND QUALIFICATIONS. INCLUDE HOW MANY SITES REQUIRE COVERAGE AND NUMBER OF SHIFTS AT EACH LOCATION. WHEN REQUESTING SUPPORT, INCLUDE PRE-EXERCISE TRAINING AND TECHNICAL SUPPORT VISITS TO PROVIDE THE NATIONAL EXERCISE COMMUNITY FLEXIBILITY IN SOURCING QUALIFIED PERSONNEL.

7A.3. (CLASSIFICATION) COMBAT SUPPORT AGENCY (CSA) SUPPORT. THIS SECTION DETAILS REQUESTED SUPPORT FROM EACH CSA AS APPROPRIATE. DETAILS SUCH AS DATES, TIMES, LOCATIONS, SPECIFIC CAPABILITIES REQUIRED FOR RED/BLUE/WHITE/ECG CELL SUPPORT ARE INCLUDED IN THIS SECTION.

7A.4. (CLASSIFICATION) SERVICE INTELLIGENCE CENTER (SIC) SUPPORT. THIS SECTION DETAILS REQUESTED SUPPORT FROM EACH SIC AS APPROPRIATE. DETAILS SUCH AS DATES, TIMES, LOCATIONS, SPECIFIC CAPABILITIES REQUIRED, ETC. FOR RED/BLUE/WHITE/ECG CELL SUPPORT ARE INCLUDED IN THIS SECTION.

7A.5. (CLASSIFICATION) JOINT STAFF SUPPORT. THIS SECTION DETAILS REQUESTED SUPPORT FROM EACH JOINT STAFF J-DIR AS APPROPRIATE. DETAILS SUCH AS DATES, TIMES, LOCATIONS, SPECIFIC CAPABILITIES REQUIRED, ETC. FOR RED/BLUE/WHITE/ECG CELL SUPPORT ARE INCLUDED IN THIS SECTION.

8. (CLASSIFICATION) COMMAND CONTACT LIST.

8A. (CLASSIFICATION) LEAD INTELLIGENCE PLANNER.

8B. (CLASSIFICATION) EXERCISE COLLECTION MANAGER.

8C. (CLASSIFICATION) INTELLIGENCE DISSEMINATION MANAGER.

8D. (CLASSIFICATION) CSAR POC.

8E. (CLASSIFICATION) OTHER CONTACTS RELATED TO CESR.

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ENCLOSURE C

REFERENCES

a. CJCSI 3500.01K, 12 November 2024, "Joint Training Policy for the Armed Forces of the United States"

b. CJCSM 3150.05F, 28 February 2025, "Joint Reporting System Situation Monitoring Manual"

c. CJCSM 3314.01B, 14 February 2025, "Intelligence Planning"

d. CJCSM 3500.03F, 8 August 2025, "Joint Training Manual for the Armed Forces of the United States"

e. CJCSM 3511.01A, 30 August 2024, "Joint Training Resources for the Armed Forces of the United States"

f. CJCSG 3500.01, 20 December 2021, "Chairman's Guidance for Training and Exercise Support to Global Integration"

g. CJCSG 3130, 12 April 2023, "Joint Planning and Execution Overview and Policy Framework"

h. Joint Staff J-7 brief, undated, "Joint Training Organizational Brief" SIPRNET: <https://jsportal.sp.pentagon.smil.mil/sites/J7/JT/Shared Documents/DDJT_Org_Brief.pdf> last accessed 23 September 2025.

i. Joint Staff J-7, "Joint Training Event Handbook"

Enclosure C

SUPPORTING DOCUMENTATION

1. ICD 103, 14 July 2008, "Intelligence Enterprise Exercise Program,"

2. DIA Deputy Director for Global Integration, 6 September 2024, "Joint Training and Exercise Management Plan (JTEMP)"

3. Joint Staff J-2, "Lessons Learned Program Standard Operating Procedure (SOP)"

4. NRO, April 2015, "Joint Tactical Exploitation of National Systems (JTENS) Manual"

GLOSSARY

PART I – ABBREVIATIONS AND ACRONYMS

AAR	after action review
CCDR	Combatant Commander
CCMD	Combatant Command
CEP	Chairman's Exercise Program
CESR	Consolidated Exercise Support Request
CJCS	Chairman of the Joint Chiefs of Staff
COA	course of action
CTS	Common Threat Scenario
DHS	Department of Homeland Security
DoW	Department of War
DTA	Dynamic Threat Assessment
ECG	Exercise Control Group
ED	Exercise Directive
EO	Exercise Objective
ICC	Intelligence Control Cell
IPR	In-progress Review
IPSG	Intelligence Planning Steering Group
IPT	Intelligence Planning Team
ITO	Intelligence Training Objective
IWG	Intelligence Working Group
JECG	Joint Exercise Control Group
JELC	Joint Event Lifecycle
JPG	Joint Planning Group
JTT	Joint Training Tool
JTENS	Joint Tactical Exploitation of National Systems
MDC	MSEL Development Conference
MET	mission essential task
M&S	models and simulations
MSEL	Master Scenario Event List
NEP	National Exercise Program
NIPR	Non-classified Internet Protocol Router Network
NISP	National Intelligence Support Plan

OPFOR	opposing force
OPT	operational planning team
RFF	request for forces
RFS	request for support
RTC	Road to Crisis
SIPRNET	SECRET Internet Protocol Router Network
SOP	standard operating procedure
STARTEX	start of exercise
TA	training audience
TO	training objective
USG	U.S. Government

PART II – DEFINITIONS

after action review
1. A process designed by a commander or director to provide commanders direct feedback on the accomplishment of selected Joint Mission Essential Tasks, conditions, and standards stated in terms of training objectives for the commander to evaluate training proficiency.
2. An analytical review of training events that enables the training audience, through a facilitated professional discussion, to examine actions and results during a training event.
Also called AAR. (CJCSM 3500.03F)

before action review. The Joint Staff J-2 Lessons Learned Manager (LLM) adopted a planning tool called the before-action review (BAR). This concept, originally developed by other Combatant Commands, is a systematic approach LLMs throughout the Joint Force can employ. The BAR process deliberately incorporates insights and recommendations from previous after-action reports into both exercise planning and standard operating procedure development. Also called BAR. (JS J2 LL SOP DRAFT)

exercise objective. Specific statement of purpose, guidance, and/or direction for an exercise.   (CJCSI 3500.01)

facilitated after action review. An analytical review of training events that enables the training audience, through a facilitated discussion, to examine actions and results during a training event. Also called a FAAR. (J-7 *Joint Training Event Handbook*)

implementer. An implementer is the vehicle by which an inject is delivered to the training audience (TA). An implementer can be a standard intelligence report, a simulated phone call, e-mail (including attachments), meeting transcript, or other simulated or real-world mechanism by which the TA receives the information. Implementers are selected to be as realistic as feasible and appropriate for the information. All implementers are contained within the implementer list, managed by the exercise control group as part of the information management/knowledge management plan. (J2M-72 definition)

inject. The manner of bringing an incident to the attention of the players for whom it was created. Injects are made by response cells or by the master scenario event list cell and implemented using doctrinal communications means and processes. (J-7 *Joint Training Event Handbook*)

Joint Event Life Cycle. Describes the design, planning, preparation, execution, and evaluation and reporting stages required to successfully execute a discrete training event. Also called JELC. (CJCSI 3500.01)

joint exercise control group. Typically, the Combatant Command staff will form a joint exercise control group (JECG) to plan, direct, and control a joint exercise. The organization and responsibilities of the JECG may vary from organization to organization but normally consists of five major parts: observer/trainer group; controller group; modeling and simulations group; role players; and the opposition force. Also called JECG. (J-7 *Joint Training Event Handbook*)

Joint Exercise Directive. Joint Exercise Directives provide participants information concerning the planning and conduct of a joint training events, to include exercise goals, objectives and conduct. Select portions of the directive become key components of the Exercise Directors' Handbook. (J-7 *Joint Training Event Handbook*)

Joint Mission Essential Task. A mission task selected by a joint force commander deemed essential to mission accomplishment and defined using the common language of the Universal Joint Task List in terms of task, condition, and standard. Also called JMET. (JP 1-02)

Joint Mission Essential Task List. A list of JMETs selected by a commander to accomplish an assigned or anticipated mission that includes associated tasks, conditions, and standards and requires the identification of command-linked and supporting tasks. Also called JMETL. (CJCSI 3500.01)

response cell. Cells within the exercise control group that represent absent higher, adjacent, or subordinate levels of command. They are the main tools to create realism for the training audience (TA). They replicate all the agencies and organizations that the TA would interreact with in a real-world operation. Response cells inject incidents in the most realistic manner possible, tasks the TA, and are in turn tasked by the TA. (J-7 *Joint Training Event Handbook*)

standard operating procedures. A set of instructions applicable to those features of operations that lend themselves to a definite or standardized procedure without loss of effectiveness. Also called SOP. (*DoD Dictionary of Military and Associated Terms*)

training audience. An organization (staff element, command, or another unit) that performs a particular joint mission-essential task list task. Also known as the TA. The TA includes both the primary training audience and the

secondary training audience. The primary TA is the headquarters, command, participating unit, designated as the main TA. (J-7 *Joint Training Event Handbook*)

training objective. Training objectives (TOs) constitute the desired outcome of a joint training activity in terms of performance, training situation, and level of performance for a specified training audience. TOs are derived from Joint Mission ETs, conditions, and standards based on joint doctrine, commander's guidance, and organizational SOPs. (CJCSI 3500.01)

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