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ORGANISATION DU TRAITE
DE L'ATLANTIQUE NORD



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BI-STRATEGIC COMMAND DIRECTIVE 075-003

COLLECTIVE TRAINING AND EXERCISE - EXERCISE PROCESS

DATE: 01 September 2023

REFERENCES: See Annex B

1. **Status.** This Directive supersedes the Bi-Strategic Command Directive (Bi-SCD) 075-003 dated 28 January 2020.

2. **Purpose.** Bi-SCD 075-003 provides guidance pertaining to the NATO military Collective Training and Exercise (CT&E) associated Exercise Process (EP). This document should be used as a comprehensive guideline on how to design, plan, execute, and assess NATO Collective Training and Exercises in accordance with NATO Education, Training, Exercises and Evaluation (ETEE) policy. Bi-SCD 075-003 layout trails from general to specific. The main body contains a compendium mainly intended for Commanders, Key leaders and Non-exercise planners on CT&E policy and guidance plus the leadership crucial roles in the EP. Exercise programmers have to be familiar at least with the compendium. Exercise planners and subject matter experts will find descriptions of the CT&E related EP in depth as well as explanations on methodology and further instructions for specific areas and events in the annexes to this document. Bi-SCD 075-003 provides practical examples and is a handrail for exercise planners. It is the obligation of the exercise planners to outline the specific exercise training progression and requirements tailored to each exercise alongside with available resources, thereby paving the way for Commanders decisions on the final delivery of each particular exercise.

3. **Applicability.** This directive is applicable to all headquarters and units of both ACO and ACT.

4. **Implementation.** This revised Bi-SCD 075-003 introduces a streamlined EP, modified and unified templates for EP deliverables, a single set of exercise preparation bodies, and an innovative approach to form collective training and exercises composed of training blocks. This new EP methodology must be used for all NATO exercises executed from 2025 onwards. Based on Bi-SCD 075-003 users' feedback from practical work with Bi-SCD 075-003 annexes, Staff Officer/SME level annexes may be revised/updated when necessary to provide up-to-date guidance/best practice within Bi-SCD 075-003 lifecycle.

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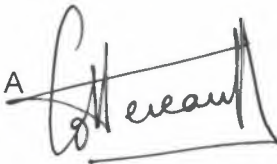
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5. **Supplementation.** Supplementation may be requested to SHAPE PLANS Directorate and published after authorization. When authorized, the draft supplement will be fully coordinated with the proponent of the parent directive prior of issuing.
6. **Publication Updates.** Updates are authorized when approved by Chief of Staff (COS) SHAPE and COS HQ SACT. An assessment for a revision is to be carried out not later than two years after the release date of this publication.
7. **Proponent.** The proponent for this directive is SHAPE PLANS J7 TRX.

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VERSION HISTORY

Change Number	Rationale for change	Complete rewrite/ Paragraphs changed	Date of Document
0	Bi-SC COS task, Revision to Bi-Strategic Command 75 Series Directives, dated 31 March 2022	Complete rewrite	September 2023

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CHAPTER 1 - COMPENDIUM

1-1. **General.** This compendium provides leaders and staff officers with a common understanding of NATO CT&E through a review of key terms.

a. **Collective Training & Exercises.** CT&E activities are designed to prepare Force Elements (FEs) to perform military tasks in accordance with defined standards.

As per NATO ETEE policy¹, the focus of NATO's CT&E is to ensure that the Alliance has a coherent set of deployable, interoperable and sustainable forces that are equipped, trained, exercised and commanded to meet NATO's level of ambition.

b. **Collective Training.** Collective Training develops FE basic performance through information sessions and procedural drills. There are two categories of Collective Training: Academics and Battle Staff Training (BST).

c. **Exercises.** Exercises develop FE advanced performance through the planning and conduct of live or simulated operations. There are three categories of exercises: Crisis Response Planning (CRP)², Deployment Exercise (DEPLOYEX) and Employment Exercise (EMPLOYEX).

d. **Training Progression.** An exercise training progression is a set of complementary and progressive training activities aligned through a unique EP. An exercise training progression forms a training sequence usually starting with some Collective Training activities and culminating in one or several Exercise activities.

1-2. **Exercise Process.** The quality and effectiveness of CT&E activities is achieved through a robust EP structuring exercise preparation and execution. It is composed of four stages: Initiation (Stage 0), Specification (Stage 1), Planning (Stage 2) and Conduct (Stage 3). It is synchronized with feedback processes such as training, assessment, evaluation, and capability integration.

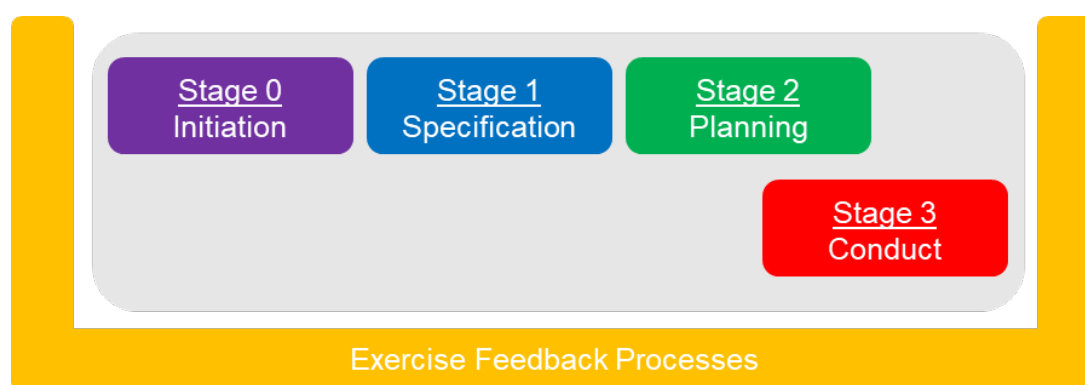


Figure 1-1 – Exercise Process stages

¹ Reference A.

² Exercising of CRP may contain an Operations Plan Adjustment Process, or NATO Crisis Response Process (NCRP Baseline Model, Fast Track Decision-Making, or Accelerated Decision-Making).

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The Exercises ambition is to replicate operations according to the logic of “train as you fight, fight as you train”. However, they do not benefit from the same level of attention and resources. The preparation and conduct of an exercise is therefore relying on a long and iterative EP promoting synergies and optimizing the use of peacetime scare resources.

The three preparatory stages (0 to 2) progressively detail and confirm exercise’s ambitions, resources, and responsibilities. Therefore, the subsequent stage amplifies and consolidates the output of the previous one.

a. **Preliminary Remarks**

- (1) Each stage comprises a methodical series of actions in order to develop the major deliverables of that specific stage.
- (2) Stage 2 overlaps and has connexions to the exercise Conduct stage (Stage 3) when the exercise is composed of several CT&E activities.
- (3) Pending on the complexity of an exercise, a full EP may require up to a 24-Month period.
- (4) Exercise Feedback Processes run in parallel to EP and are synchronized with it via EP products.
- (5) The four EP stages are described in general terms in below paragraphs and detailed in the annexes to this document.

b. **Stage 0 – Initiation.** Stage 0 is the preparatory stage for exercise development. It confirms key responsibilities and sets the maximum level of ambition and resources that the exercise can afford within the multi-year programme. Starting from the short concept that was drafted in the multi-year documents, it ends with the delivery of the Exercise’s Initiation slides-package (EXINT). Stage 0 is led by the Officer Scheduling the Exercise (OSE), who is supported by the pan-HQ and cross-functional OSE led Exercise Board (EB) and Exercise Group (EG) as well as the OSE HQ internal Exercise Team (ET).

c. **Stage 1 – Specification.** Stage 1 details exercise responsibilities, ambitions and resources within the Exercise Specification (EXSPEC), forming the first document binding key stakeholders. Stage 1 is led by the OSE, supported by EB, EG, and ET.

d. **Stage 2 – Planning.** Stage 2 is the venue for planning the delivery of these CT&E activities scheduled for Stage 3. Scenario modules are being developed and released ahead of each CT&E activity whereas the Exercise Plan (EXPLAN) will focus on the construct of the culminating exercise. The Officer Conducting the Exercise (OCE) leads Stage 2, supported by the EB, EG and OCE HQ Exercise Team. OCE ensures coordination with OSE throughout Stage 2. The OCE may delegate parts of this stage to the Training Audience (TA) or, if designated, to the Officer Directing the Exercise (ODE).

e. **Stage 3 – Conduct.** Stage 3 covers the conduct by the Exercise Control (EXCON) organization and reporting by the OCE of these CT&E activities scheduled in the training progression. The latter is a set of training blocks sequenced in order to best meet TA

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training requirements within available resources. Figure 1-2 provides an overview of the six types of training blocks³.

Training Block	ENDS	WAYS	MEANS
<u>A</u> -block: <u>A</u> cademics	Enhance knowledge and skills	KLT, seminar, staff ride	Lectures, discussion, case study, brainstorm, knowledge and experience sharing
<u>B</u> -block: <u>B</u> attle Staff Training (BST)	Train TTP	Terrain walk training, FST, FAT, X-FAT,	Vignettes, case study, back briefs
<u>C</u> -block: <u>C</u> risis Response Planning (CRP)	Train planning (COPD) and/or Plan Activation	Develop, wargame, Red Team, rehearse, or activate plans/orders	Static location/training center, sandbox, terrain survey, wargame
<u>D</u> -block: <u>D</u> EPLOYEX	Exercise the deployment of forces	ALERTEX, MOVEX	Simulation, maneuver,
<u>E</u> -block: <u>E</u> MPLOYEX	Exercise the employment of forces	CAX (simulation), FTX, LIVEX, BSX (vignettes)	Vignettes, run-through of procedural cases/documents (paper play), simulation, live fires, maneuver
<u>F</u> -block: <u>F</u> ollow-on training	Address LI and TA CDRs areas of concerns	<u>A</u> -block to <u>C</u> -block ways	<u>A</u> -block to <u>C</u> -block means

Figure 1-2 – EP Stage 3 training blocks.

f. **Summary Matrix for EP Stages, Opening Documents, Commanders Validation and Deliverables.** Each stage has an opening document, a conference to consolidate the main products and a Validation Meeting (VM) to validate the EP stages deliverables. It starts top-down and continues bottom-up. Conferences in the EP are regularly meetings

³ For ease memory, the Training Blocks are named and labelled with letters from “A” to “F”. The Training Block labels are umbrella terms and comprise several activities to be selected as required. Training Block C (CRP) comprises for example an Operations Plan Adjustment Process (OPAP), or a NATO Crisis Response Process (NCRP) training.

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that convene for more than a day. Figure 1-3 summarizes the relation of EP stages, opening documents, commanders' validation and deliverables.

EP stages	0. Initiation	1. Specification	2. Planning	3. Conduct
CDR's D&G	CT&E Directive	OSE Guidance	OCE Guidance	Local EXORDs
CDR's validation	VM-0 (after EIC)	VM-1 (after ESC)	VM-2 (after MPC)	VM-3
Deliverable	EXINT	EXSPEC	EXPLAN & Scenario Modules	Training & EXREP

Using a single structure: CDR's cover page + A3 Overview + coordinated Main body and Annexes

Figure 1-3 – EP stages summary matrix.

1-3. **Relationship between Programming and the Exercise Process.** Often described in purely linear terms (Requirements, Programming and Exercise Planning), the CT&E continuum is in fact more agile than this description suggests. The length of time it takes to plan a complex exercise and the requirement to give Allies a minimum of 3 years visibility of the exercise programme exacerbates this linear understanding. However, while the component parts are conceptually linear, the reality is that they are continual and overlapping. The Military Training and Exercise Programme (MTEP) and the CT&E Directive provide the Exercise Concept used to initiate NATO Exercises. In the course of the EP, requirements and resources may be added to or pulled out of an exercise in order to balance the exercise programme, to seize opportunities, or to cope with contingencies. Additional training requirements should be limited during the exercise Planning Stage and denied at the exercise Conduct Stage where they put the exercise at risk. See Figure 1-5 at the end of chapter 1.

1-4. **Exercise Feedback Processes.** The preparation for crisis response and collective defence operations relies above all on the findings from major exercises centred on realistic and challenging scenarios. Hence, the importance, for the Alliance, of applying an enhanced exercise's feedback system. It deals with four categories of findings organized via dedicated documents and synchronized throughout the EP and via EP deliverables. See below description and Figure 1-6 at the end of chapter 1.

a. **Training Process.** The findings related to the progression of the training audiences are drawn from the training process run by a Trainer Team (TT). They enable the steering of the exercise play by the OCE/ODE and the review of training plans by each TA during their Validation Meeting 3 (VM-3).

b. **Internal Assessment Process.** The findings related to the organization of TA and EXCON are drawn from the internal assessment process conducted by TA Divisions/Branches and EXCON cells at the end of each training activity. They enable TA and OCE/ODE to improve their internal organization for future operations or exercises.

c. **Evaluation Process.** The findings related to the readiness of the units due to assume standby responsibilities for NATO are drawn from the evaluation process run by an Evaluation (EVAL) team. They enable the force commanders to certify readiness to SACEUR.

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- d. **Capability Integration Process.** The findings related to crosscutting and pan-HQs' strength and weaknesses in capabilities are drawn from the Capability Integration (CI) process run by a CI Team. They enable SHAPE and HQ SACT to confirm current and future capabilities during exercises.
- e. Only training and internal assessment are mandatory.
- f. All these processes are initiated by the leadership, prepared and conducted by the staffs. The findings collected and analysed during the training blocks are then presented to the leadership for exploitation. Selected findings are turned into Lessons Identified (LI), thus informing the Lessons Learned (LL) process.
- g. Annex G details these feedback processes.

1-5. **Flow of Exercise related Processes.** The flow of exercise related processes, starting with an orientation provided in multi-year and multi-exercises documents, databases and tools, via programming, then passing through the Exercise Process and culminating in the Exercise Feedback processes is depicted at Figure 1-7.

1-6. **General Roles and Responsibilities.** The exercise lifecycle is a continuous cross-functional and pan-headquarters process led by the commanders and facilitated by the training experts (J7/A7/G7/N7/S7).

a. **Key Individual Responsibilities**

(1) **Leadership in NATO Exercise Lifecycle.** Early exercise ownership of commanders and involvement of senior leaders in the exercise lifecycle is key for well-informed decisions along the lines with the exercise concept development, planning and execution. Senior leader and commanders provide Direction and Guidance (D&G) to exercise planners for EXINT, EXSPEC, EXPLAN and local Exercise Orders (EXORDs)⁴ development, partner involvement, Strategic Communication (StratCom), or high visibility events (such as Distinguished Visitor Days (DVD)). Commanders attend certain exercise milestones preparation and execution events and validate at the commanders' level, major deliverables contents such as the EXINT, EXSPEC, EXPLAN and Exercise Report (EXREP). OSE, OCE and ODE key roles and networking are explained below.

(2) **Officer Scheduling the Exercise.** The OSE is the commander who:

- (a) Reviews the exercise concept.
- (b) Schedules the EP events.
- (c) Directs the EP for stages 0 and 1.
- (d) Oversees the EP for stages 2 and 3.

⁴ EXORD in the form of individual TA HQ COS order for respective commands.

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- (e) Ensures the exercise is adequately resourced.
- (f) Validates the exercise results.

The OSE may also serve as OCE and/or the TA commander. The OSE is in the leading role for the Steering Group (SG), EB and EG during Stage 0 and Stage 1, hence steering the production of the EXINT, EXSPEC and related products.

(3) **Officer Conducting the Exercise.** The OCE is the commander who:

- (a) Supports the EP for stages 0 and 1.
- (b) Directs the EP for stages 2 and 3 in close coordination with OSE.
- (c) Reports the exercise results to the OSE.

The OCE can be an Allied Command Operations (ACO) commander or a national commander. The OCE can also be the TA commander or a participant. The OCE is in the leading role for the SG⁵, EB and EG during Stage 2 of the EP.

(4) **Officer Directing the Exercise.** The ODE supports the OCE for the detailed planning and overall conduct of the exercise by creating the conditions⁶, which allow the achievement of the Exercise Aims (EAs) and Exercise Objectives (EOs). When no ODE is appointed, the responsibilities default to the OCE; nonetheless, the OCE will still need to designate an Exercise Director (EXDIR) internally to cover those responsibilities. ODE role is normally provided by a training centre.

(5) **Exercise Director.** The EXDIR, proposed by the OCE and approved by the OSE, is the senior officer responsible for the overall direction and control in support of the set EAs and EOs as well as the approved Training Objectives (TOs). The EXDIR will be designated during the exercise initiation stage (Stage 0) in support of the OCE. The EXDIR will head the EXCON organisation and directs all aspects of execution of an exercise on behalf of the OCE. An ODE, when designated, is also the EXDIR.

(6) **Director of Evaluation.** The Director of Evaluation (DIREVAL) is the senior officer responsible for the evaluation efforts consistent with OSE and according to AD 075-013. DIREVAL is independent; however, the efforts are to be coordinated with EXDIR.

(7) **Capability Integration Authorities.** Pending the exercise concept, CI Authorities are responsible for the confirmation of current and future capabilities, based on findings from the exercise. CI Authorities are independent; however, the efforts are to be coordinated with EXDIR.

⁵ In case OSE is not a TA, OSE will normally delegate Steering Group responsibility to OCE for stages 2 and 3.

⁶ The ODE will provide the Setting, Scenario, MEL/MIL, Simulation, OPFOR, EXCON Structure, and fill some EXCON positions. Additionally, the ODE will modify these items as needed during execution to ensure EA and EO achievement.

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(8) **Officer of Primary Responsibility.** The Officer of Primary Responsibility (OPR) is the designated staff officer in each HQ, agency and centre with primary responsibility for coordinating the preparation, execution and analysis of an exercise on behalf of their commander/director. OPRs must be empowered to act and speak for their commanders.

b. **Exercise Preparation Bodies.** There are four types of exercise preparation bodies. These bodies are the SG, the EB, the EG and several ETs (one team per involved exercise stakeholder/HQ). This general hierarchy and naming of exercise preparation bodies is maintained throughout all exercise stages, whoever (OSE, OCE, ODE) is in the leading role for a dedicated stage. Figure 1-4 depicts the hierarchy of the four exercise preparation bodies.

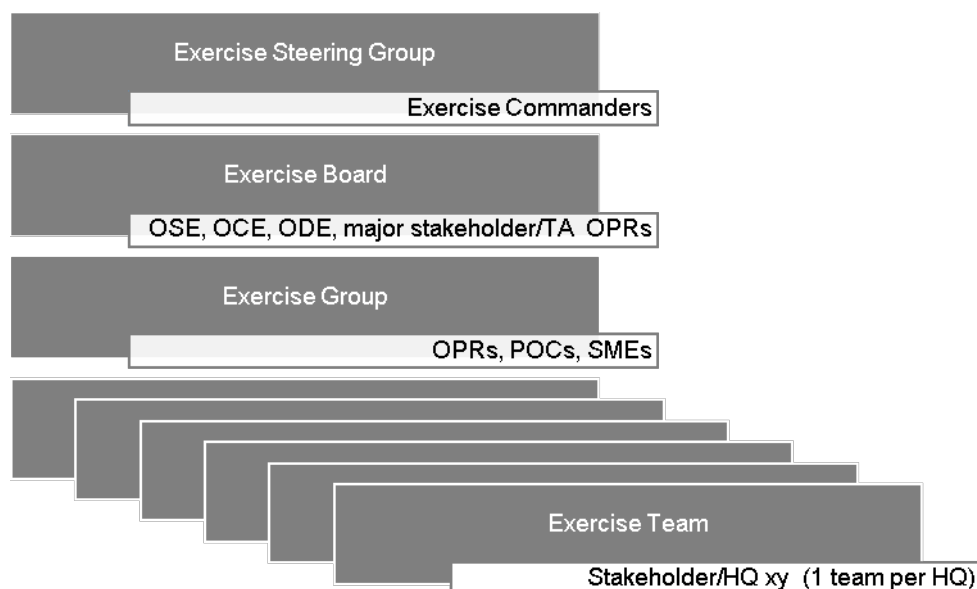


Figure 1-4 – Exercise Preparation Bodies

(1) **Exercise Steering Group.** The SG is the venue for exercise commanders and senior leaders to be informed on current and approaching exercise lifecycle forthcoming and points for decision. Commanders and senior leaders may take decisions already during the steering group meeting and may provide further D&G.

(2) **Exercise Board.** OSE, OCE, ODE and major stakeholder OPRs convene when necessary in the EB in order to review and analyse relevant initiating D&G or document for each stage of the EP, and to coordinate the development of specific major deliverables for each EP stage. The EB reports to the SG, thereby requesting and supporting the commanders' decisions during the EP. The EB forms the core of the EG.

(3) **Exercise Group.** OPRs and functional representatives/SMEs convene in the EG. The EG drafts and develops the EXINT, EXSPEC, EXPLAN.

(4) **Exercise Teams.** Each exercise stakeholder entity/HQ establishes a dedicated ET to support the own entity/HQ at all stages for exercise preparation

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purposes. The ETs are composed of the local OPR and the functional representatives.

c. **Exercise Execution Bodies**

(1) **Training Audiences.** There are two different types of TAs, the Primary Training Audience (PTA) and the Secondary Training Audience (STA). Collectively, the PTA and STA are referred to as the TA.

(a) **Primary Training Audiences.** The PTAs are those force elements identified in the multi-year exercise documents as the main focus of the exercise, confirmed in Stage 0 and laid down in the EXINT (if not confirmed in Stage 0, at least in early Stage 1 and laid down in EXSPEC). Exercise design, resources and conduct are managed to meet the PTAs training requirements. Being PTA implies to be challenged to the maximum extent possible, in several areas chosen by the Commander (e.g., Crisis Establishment integration with Reinforcement Mechanism⁷, capable opposed forces, business continuity following a strike, 24/7 battle rhythm⁸, autonomous deployment, Command Post relocation, etc.).

(b) **Secondary Training Audiences.** The STAs are those force elements identified in the multi-year exercise documents, confirmed in Stage 0/Stage 1 and laid down in the EXINT/EXSPEC as the secondary focus of the exercise. Exercise design, resources and conduct within means and capabilities are managed to meet the STAs training requirements. Being STA implies to be challenged to a manageable extent.

(2) **Exercise Control.** EXCON is the organization controlling the conduct of an exercise in its three main aspects: real support, content delivery and training. It is led by the EXDIR, supported by the chief of the EXSUP, the chief of the Exercise Content (EXCO) and the chief of the Trainer Team (chief TT).

1-7. **Significant Products to manage Exercises.** The development of Training Plans, EXINT, EXSPEC, EXPLAN, as well as EOs and TOs are defined in this Bi-SCD 075-003 document. CT&E training blocks, as well as formats of involvement are described in this directive. Instructions concerning planning and conduct of different training blocks are given in the annexes to this document. Information pertaining to developing and scripting of the exercise play, and actions in line with resourcing requirements or the Exercise Feedback processes are in respective annexes. The main principles for efficiently managing key resources and developing cost-efficient solutions (exercise linking and multi-tier exercises) are described in this document. Considerations regarding managing exercise key resources have to include capabilities and capacities of exercise supporting and enabling elements/entities, as they often provide support to multiple exercise venues in parallel.

⁷ Refer to SH/COM/COS/OAC/19-004566 BI-SC NATO Command Structure Adaptation – Additional Tasking, dated 01 December 2019.

⁸ Refer to SH/PLANS/J7/TRX/IK/23-014280, Requirement to exercise over 24 hour periods, dated 23 June 2023.

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- a. **Multi-year and Multi-exercises documents leading to an Exercise Concept.** Multi-year and multi-exercises documents should dictate for the overall requirements, EAs and exercise parameters in order to enable exercise programmers to coordinate exercise programmes and anticipate the need for time critical resources. This information will then orient the EP Initiation (Stage 0).
- b. **Aims and Objectives, focusing training and resources**
- (1) **Exercise Aims.** EAs come from the multi-year exercise documents and are aligned with political and strategic level guidance for ETEE⁹. They list the individual and collective aims assigned to key stakeholders by the requirement authority and are confirmed by the OSE to initiate the exercise process.
- (2) **Exercise Objectives.** The EOs describe to what extent the TA are exercised in each Main Capability Area (MCA) and serve to focus exercise preparation, conduct, and analysis to ensure that specific operational requirements are met within available resources. The EOs are defined by the OSE based on the overall strategic/operational vision, aim and intent for the exercise.
- (3) **Training Objectives.** A TO is a desired goal expressed in terms of TA performance under set conditions related to a defined standard. TOs are drafted by TAs and approved by the OCE. The development and use of TOs, to include standing TOs¹⁰, is described at Annex J.
- c. **Opening documents, setting terms of reference for each EP stage**
- (1) **OSE Guidance.** The OSE Guidance for the exercise contains OSE up-to-date direction and guidance for the approaching exercise and respective exercise process. It sets roles and responsibilities, and lines to take during the exercise process. The OSE guidance is the order to the OSE led EB and EG and the ET of the OSE's Headquarters. The OSE Guidance is the administrative input document¹¹ for the Specification stage (Stage 1) of the Exercise Process. The OSE Guidance is published in tandem with the EXINT, which in turn contains exercise facts, EAs and draft EOs. The OSE Guidance remains in force for the entire EP and provides together with the EXINT and EXSPEC the persistent boundaries for the exercise methodology and delivery of the specific exercise, as set by the OSE. OCE, ODE, TA and supporting elements are to adhere to these boundaries. A deviation from this is only possible with extant approval by the OSE.
- (2) **OCE Guidance.** The OCE Guidance for the exercise is the order to the OCE led EB and EG for the conduct of the Planning stage (Stage 2) of the EP. It contains the delineation of roles and responsibilities pertaining to the execution of exercise planning main events (such as the Initial Planning Conference (IPC), Main Planning Conference (MPC), and Final Coordination Conference (FCC)) and the

⁹ Foundational documents and guidance influencing Exercise Initiation and Exercise Specification development are described in Chapter 2, paragraph 2-7 of this document.

¹⁰ Standing TOs are intended to provide "70%(+)" solution for TOs and are means to streamline and improve the TO development process and the quality of TOs.

¹¹ Focus on EP methodology and how to produce EP deliverables.

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development of the EXPLAN. The OCE Guidance is the input document for Stage 2. The OCE must continuously be aligned with the OSE intent.

(3) **Local Exercise Order.** The local EXORDs are the orders that direct the conduct of the exercise and are issued by the individual TA HQs for their respective force elements. The local EXORD is the starting document for the TAs regarding the Conduct stage (Stage 3) of the EP. The TA must continuously be aligned with the OSE intent.

d. **Deliverables, detailing exercise's ambitions, resources and responsibilities**

(1) **Exercise Initiation.** The EXINT is the product of Stage 0, promulgated by the OSE. It confirms the Overall Requirements, EAs, Exercise Parameters and major milestones. It also contains draft EOs.

(2) **Exercise Specification.** The EXSPEC is the product of Stage 1, promulgated by the OSE. It amplifies EXINT and specifies exercise ambitions, training progression, resources and responsibilities.

(3) **Exercise Plan.** The EXPLAN is the product of Stage 2, promulgated by the OCE. It amplifies EXSPEC and provides specific detail for exercise conduct.

(4) **Exercise Report.** The EXREP is the product of Stage 3, promulgated by the OCE. It assesses to which extent the exercise ambitions where met (EA, EO, TO) and the use of resources optimized.

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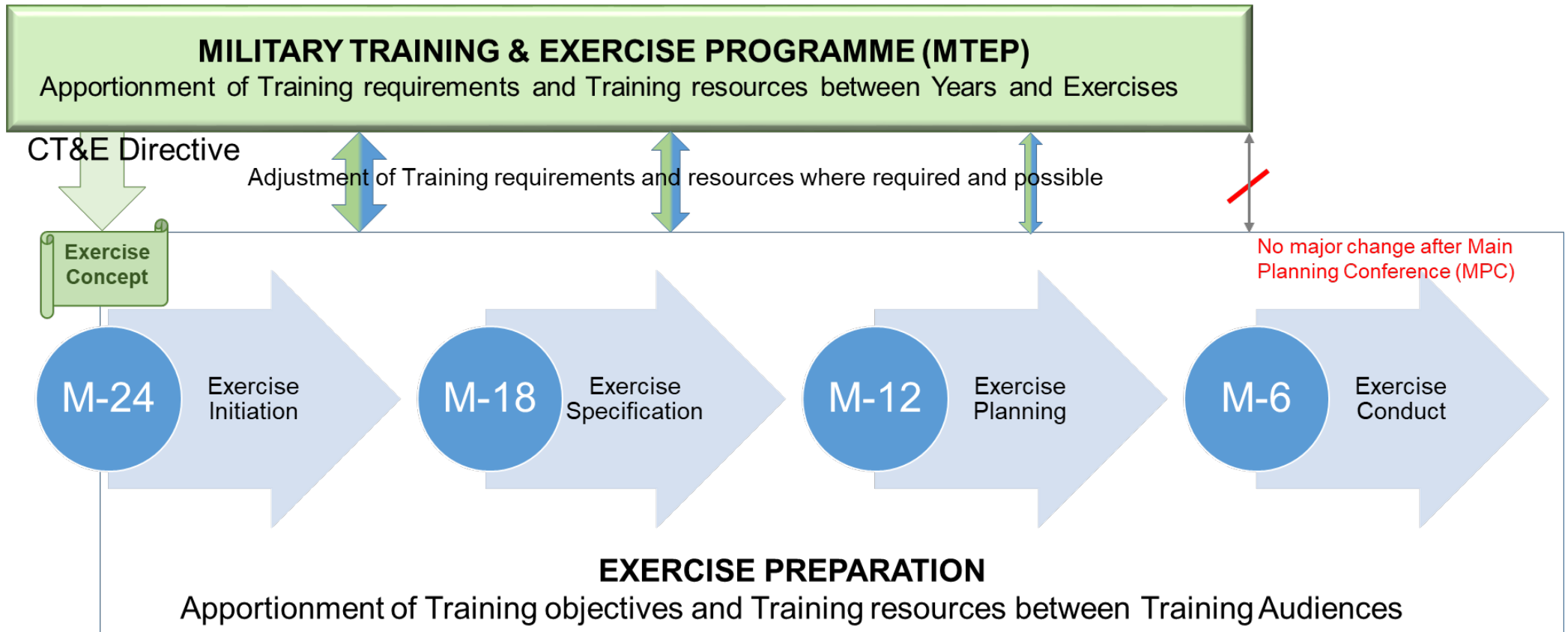


Figure 1-5 – Relationship between Exercise Programmers and Planners

		Exercise Feedback Processes					
		PROCESS	FEEDBACK	ENDS	WAYS	MEANS	
Mandatory	TRAINING. Subject Matter Experts (SME) observe and train the Training Audience (TA).	<ul style="list-style-type: none"> Exercise Play TA Training Plans ACO Force Standards revision 	<ul style="list-style-type: none"> Inform the dynamic Exercise Play process. Support TA current and future progression. 	<ul style="list-style-type: none"> Daily exchange of information with TA, evaluators, and Content actors. Hot Wash-Up (HWU) After Action Review (AAR) 	<ul style="list-style-type: none"> Body: Trainer Team (TT) References: TOs and MEL/MIL Deliverable: Contribution to Exercise Report (EXREP) 	Validation Meeting 3 (VM-3) and Lessons Learned	
	INTERNAL ASSESSMENT. Preparation and participating bodies run their internal assessment .	<ul style="list-style-type: none"> Internal organisation 	<ul style="list-style-type: none"> Enhance internal performance. Inform LL process with common interest findings 	<ul style="list-style-type: none"> At ENDEX, consider 3 points to improve and to sustain during an internal HWU. Report to the upper echelon what can't be fixed at own level and exchange with pairs. 	<ul style="list-style-type: none"> Bodies: Exercise Board, EXCON cells and TA branches References: Applicable Directives, SOPs, Handbook Deliverables: LIL in EXREP; Action plans; Before Action Review (BAR) 		
When applicable	EVALUATION. SMEs evaluate Force Elements (FE) compliance with NATO Standards.	<ul style="list-style-type: none"> Readiness system ACO Force Standards revision 	<ul style="list-style-type: none"> Ensure that FE declared to NATO are ready to meet current and contingent operational priorities. 	<ul style="list-style-type: none"> Quality check before and during the exercise. Unit's HWU. 	<ul style="list-style-type: none"> Body: Evaluation Team References: ACO Forces Standards Criteria Deliverable: Evaluation Report 		
	CAPABILITY INTEGRATION (CI). SMEs investigate the relevance of cross-cutting and Pan-HQ capabilities.	<ul style="list-style-type: none"> Integration of current and future capabilities. 	<ul style="list-style-type: none"> Confirm current or future cross-cutting capabilities. Suggest changes to future NATO capabilities including experimentation. 	<ul style="list-style-type: none"> Commanders' inputs Daily exchange with EVAL and Senior Mentors Interview key TA personnel HWUs AAR 	<ul style="list-style-type: none"> Body: Bi-SC CI Teams References: Cross-cutting and Pan-HQ challenges; key Concepts/Directives Deliverables: Capability Integration Report (CIR) 		

Figure 1-6 – Overview on Exercise Feedback Processes categories and ends, ways, means

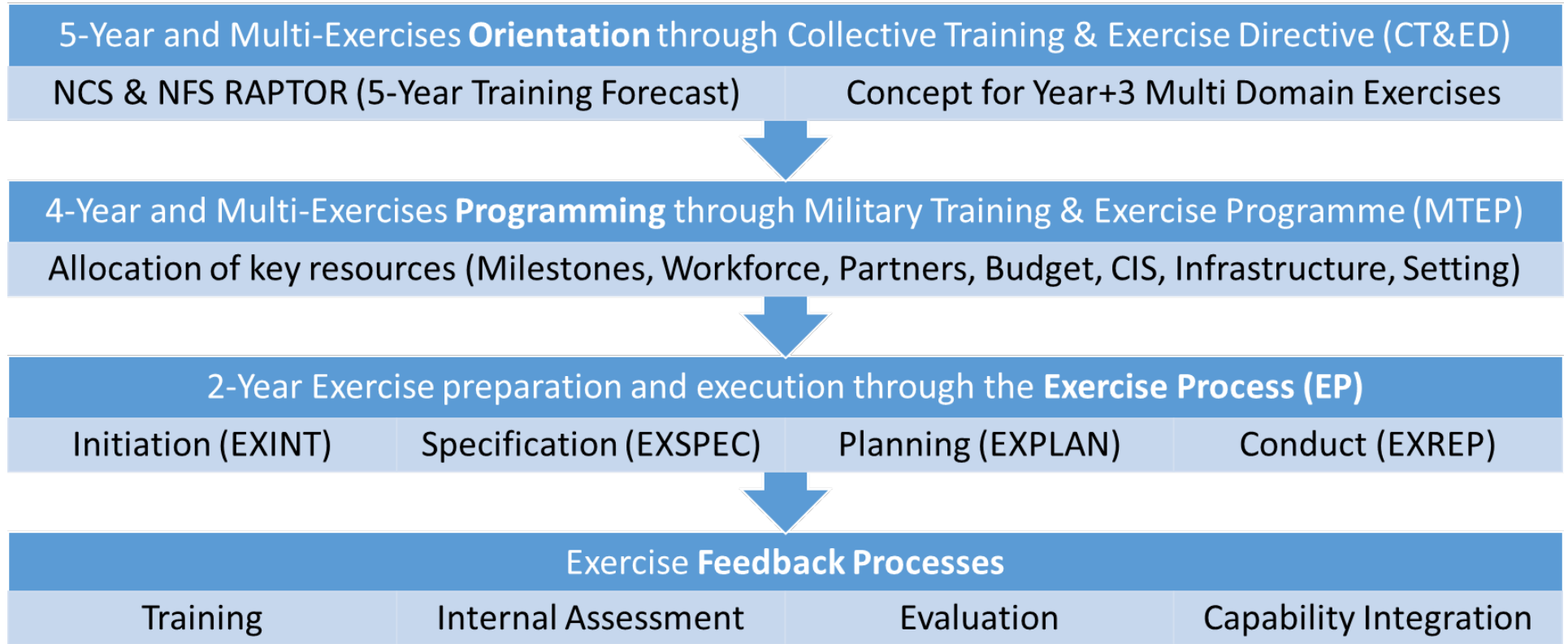


Figure 1-7 – Flow of Exercise related Processes

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CHAPTER 2 - NATO COMMAND STRUCTURE AND NATO FORCE STRUCTURE ROLES AND RESPONSIBILITIES

2-1. **Introduction.** Chapter 2 provides more detailed guidance on dedicated ETEE and CT&E roles and responsibilities of NATO Command Structure (NCS) and NATO Force Structure (NFS) entities. Besides Bi-SCD 075-003, there are other directives (see Figure 2-1 below) to guide NATO ETEE. These documents are connected to Bi-SCD 075-003, and contain supplementary D&G in dedicated capacities. Where dedicated Bi-SC or ACO Directives provide most recent information on their subjects, Bi-SCD 075-003 will not go into details, but refers/links to the other directives. Figure 2-1 depicts Bi-SCD 075-003 place within this series of documents. All references are listed at Annex B to Bi-SCD 075-003.

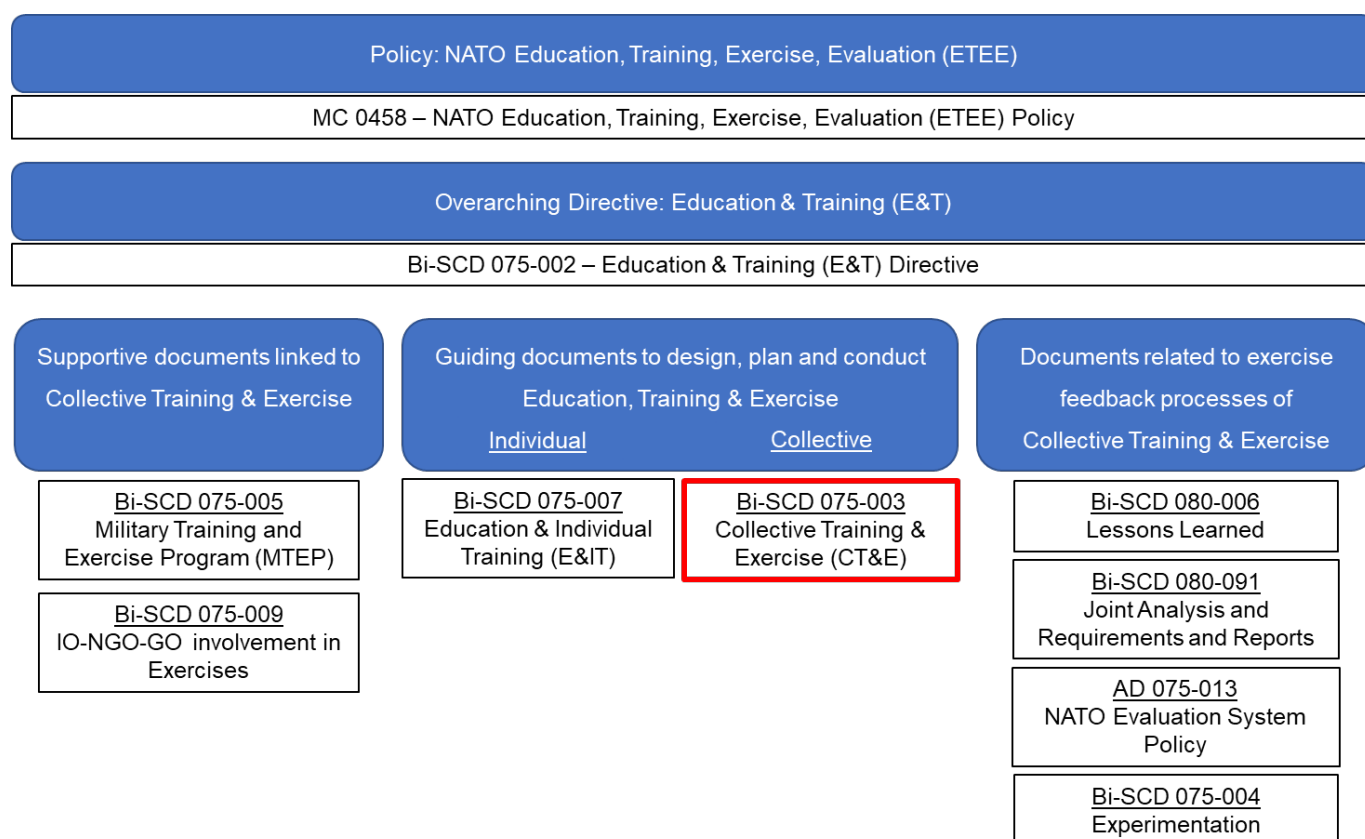


Figure 2-1 – Bi-SCD 075-003 place within NATO ETEE related documents

2-2. **Relationships between the Strategic Commanders for NATO Collective Training & Exercise.** Up-to-date ETEE and CT&E responsibilities and roles of the two Strategic Commands (SCs) are generally described below:

- a. SACEUR responsibilities
 - (1) Define prioritised CT&E requirements.
 - (2) Develop CT&E policy.
 - (3) Develop NATO Military Training and Exercise Programme.

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- (4) Maintain NATO Common Exercise Picture (CEP).
 - (5) Design Multi Domain Exercises (MDX).
 - (6) Provide guidelines on LL.
 - (7) Define evaluation policy and supervise evaluation of HQs nominated in a Long Term Commitments Plan (LTCP) or alike Force Structure Requirements.
 - (8) SACEUR acts as the OSE for strategic- and operational-level headquarters exercises (e.g. STEADFAST series).
- b. SACT responsibilities
- (1) Contribute to CT&E with doctrine and experimentations.
 - (2) Define JWC, JFTC, JALLC Programmes of Work (POW).
 - (3) Scenario development.
 - (4) Supervise individual training.
 - (5) Global programming.
 - (6) Direction, guidance, and venue coordination for the integration of experimentation activities in CT& E events as well as collective training support by ACT entities such as the Joint Warfare Centre (JWC), Joint Force Training Centre (JFTC) and the Joint Analysis and Lessons Learned Centre (JALLC).

2-3. ACO Entities – Roles and Responsibilities

- a. **SHAPE Management Directorate.** SHAPE Management Directorate (MGT) retains the overall responsibility for Information Knowledge Management (IKM) for the exercise, delegating actions where appropriate. They endorse the exercise Information Exchange Requirements (IER). Exercise related IKM support is detailed at Annex P.
- b. **SHAPE J10 Strategic Communications Division.** SHAPE J10 Strategic Communications (J10 STRATCOM) Division develops strategic direction and guidance to inform and deliver coordinated and effective communications activities at the operational and tactical level, and will expose non-communicators to the StratCom process, communication capabilities, and their relevance to all activities in order to reinforce their importance for Alliance operations. Exercise related StratCom considerations are detailed at Annex V.
- c. **SHAPE Cyberspace Directorate.** SHAPE CYBERSPACE will retain the overall responsibility for the assessment and prioritisation of Communication and Information Systems (CIS) requirements and the arbitration of conflicts if not all CIS requirements for different events can be fulfilled. The CIS planning for the exercise support will be done under the coordination of SHAPE CYBERSPACE (CIS Coordinating Authority) in cooperation with both service providers, the NATO Communications and Information (NCI) Agency and the NATO Communications and Information System Group (NCISG).

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d. **SHAPE Plans Directorate**

(1) SHAPE PLANS J7 coordinates ACO training requirements and delivers cross-functional and pan-HQ collective training, exercises, and evaluation for Multi-Domain Exercises (MDX).

(2) SHAPE PLANS J7 Future Plans Requirements (FPR) branch collects the operational training requirements, and coordinates the development of documents that affect the EP such as, but not limited to, SACEUR's Guidance for ETEE (SGE), SHAPE annual CT&E Directive and the SHAPE eRepository associated with CT&E Direction & Guidance. Thus, FPR products and SMEs are crucial for the EP Stage 0.

(3) SHAPE PLANS J7 Training & Exercise (TRX) branch develops the MTEP including MTEP budget, delivers NATO MDX, and organizes SHAPE internal training and strategic level Key Leader Training (KLT). J7 TRX provides exercise programmers and exercise planners to include OSE OPR for MDX, thereby leading exercise initiation & specification and supporting exercise planning & conduct. SHAPE PLANS J7 TRX is the custodian of the EP and therefore, supervises the Exercise Planning Courses.

(4) SHAPE PLANS J7 Evaluation (EVN) branch manages joint evaluations and oversees domain evaluations.

(5) SHAPE PLANS J5 develops strategic direction and guidance based on NATO, standardization, CBRN defence, counter-terrorism and arms control Strategic plans and policies in order to reinforce their importance for Alliance operations.

e. **SHAPE Operations Directorate**

(1) SHAPE OPS J3 provides overall direction on the activation and execution of plans and provides direction on the way in which NATO executes its plans and assesses progress using operational assessment.

f. **SHAPE Partnerships Directorate.** Partnerships Directorate (PD) provides the binding mechanism for Partners and Non-NATO entities (NNEs) involvement in exercises¹². This embraces information management and exchange between SHAPE and Partners/NNEs, budget management in the realm of partner participation in dedicated activities and exercises and other exercise related coordination with Partners/NNEs.

(1) SHAPE PD J9 acts as the coordinating body on behalf of both SHAPE and HQ SACT to coordinate the involvement of Non-Military Actors (IOs/ NGOs/GOs) in NATO exercises. Details are provided in Bi-SCD 075-009.

(2) SHAPE PD Military Cooperation (MIC) Division coordinates and supports inter alia partner involvement in NATO exercises while providing strategic command

¹² SHAPE PD MIC deals solely with Partners, and PD J9 CIMIC looks after IOs/NGOs/GOs. This leaves other entities e.g. Non-NATO countries that do not meet definition for NATO Partners out of SHAPE remit and NATO HQ International Military Staff (IMS) takes the lead of processing those requests.

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advice to military cooperation programmes. Details are provided in the Management Guidance on MilCoop¹³.

g. **Joint Force Commanders.** The Joint Force Commanders regularly act as OCE for a NATO MDX and may be OSE for smaller scale exercises. When no ODE is designated, they must fulfil this role.

h. **NATO Command Structure - Single Service Commands.** The NCS Single Service Commands (SSCs) regularly act as OCE for a NATO MDX and are OSE for Domain or Functional smaller scale exercises. They can also fulfil the role of ODE for Live Exercises (LIVEX). Within their domain, they are the evaluating authority in accordance with respective ACO Force Standards (AFS).

i. **Allied Special Operations Forces Command.** The Allied Special Operations Forces Command (SOFCOM) will provide Special Operation Forces (SOF) subject matter expertise and support to NATO training events and exercises as specified in the SGE and MTEP, then updated at the MTEP Planning Boards (MPB). SOFCOM will facilitate and enable SOF contributions to NATO MTEP approved exercises throughout the planning and execution process.

j. **Joint Support and Enabling Command.** The Joint Support and Enabling Command (JSEC) may act as OSE for JSEC owned events and may fulfil the role as OCE for NATO exercises, if tasked and resourced by an OSE. Additionally, JSEC will support exercise planning processes and the SHAPE led evaluation process within its domain.

2-4. **ACT Entities – Roles and Responsibilities**

a. **HQ SACT.** HQ SACT is responsible for:

- (1) Development and implementation of SACT's annual guidance on the delivery of innovation and alliance operational capability.
- (2) Management of setting and scenario development in support to SHAPE.
- (3) Direction, guidance, and venue coordination for the integration of Experimental Activities within the Capability Confirmation work strand.
- (4) Develop and maintain a 3-year Warfare Development in Exercises (WDiE) rolling POW¹⁴.

b. **Joint Warfare Centre and Joint Force Training Centre.** As directed by SACT, the JWC and JFTC plan, prepare and execute CT&E in accordance with SACEUR's requirements. They support NATO concept development, experimentation, LL and doctrine development processes in facilitating the integration of transformational activities in the areas of experiments, concept development and doctrine, and providing exercise

¹³ The Military Partnerships Directorate Management Guidance (MPDMG) dated 21 January 2013 is under revision and may be promulgated as a new ACO Manual (AM), Management Guidance on Military Cooperation, in 2023.

¹⁴ The Warfare Development in Exercises (WDiE) is the alignment of the exercise regime with Warfare Development Agenda. This alignment will enable exercises to continue to ensure that Allies are able to meet NATO's level of ambition, and to demonstrate that capability for deterrence purposes.

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feedback to improve NATO's capabilities, interoperability, and operational effectiveness. When JWC/JFTC is designated as ODE for an exercise, the OCE and ODE will coordinate efforts to enable setting the conditions for achievement of the EAs, EOs, and TOs. For exercises where JWC/JFTC is assigned as ODE, JWC/JFTC will provide the following:

- (1) Training blocks A (Academics) and B (Battle Staff Training). Although training block A and B are the responsibility of the TA, JWC/JFTC can provide advice and support.
- (2) Training block C (Crisis Response Planning). Deliver inputs and provide expertise in support of TAs' CRP. In exercises where SHAPE is not participating as TA, JWC/JFTC will replicate the strategic level within means and capability.
- (3) Training block E (EMPLOYEX). Plan, organise, direct (as the EXDIR), and deliver products to support the achievement of exercise, experimentation, and TOs.
- (4) Exercise Feedback Processes. Support OCE in the capture and documentation of exercise feedback processes' deliverables.
- (5) The detailed ODE support will be included as part of the EXSPEC.

c. **Joint Analysis and Lessons Learned Centre.** The JALLC enables and supports NATO HQs to fulfil their responsibilities to implement the NATO LL Process as described in the Bi-SCD 080-006. The JALLC does so through the provision and management of the NATO LL Portal (NLLP), the delivery of LL training, and the provision of LL advice and guidance.

JALLC exercise support for an exercise may be requested from the OSE/OCE to HQ SACT. HQ SACT will prioritize which exercises the JALLC will support and will task JALLC exercise support/the annual JALLC POW, or an out-of-cycle letter. JALLC exercise support may enable and support the OSE/OCE to fulfil their responsibilities to implement the NATO LL Process based on the findings of the exercise feedback processes.

The JALLC may also be requested to reinforce Capability Confirmation Teams.

Finally, the JALLC conducts analysis to enhance NATO's organizational learning. JALLC analysis requiring data collection at an exercise may be requested to HQ SACT according to the direction in Bi-SCD 080-091. HQ SACT will prioritize which analyses the JALLC will conduct and will task JALLC analysis in the annual JALLC POW, or an out-of-cycle letter. The JALLC will coordinate the requirement for JALLC analysis data collection at the exercise with the OSE/OCE as early as possible. JALLC analysis will result in a JALLC Analysis Report. The JALLC Analysis Report is not an exercise report, and will not usually be produced according to the exercise analysis and reporting timelines.

2-5. **Exercise Linking.** Reference A provides detailed D&G pertaining to the policy and coordination of exercise linking with Allies as well as for partner and NNE involvement in NATO exercises or NATO involvement in partners and NNEs training activities and exercises.

2-6. **Particular Roles and Responsibilities in line with Partners and NNE involvement**

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a. **SHAPE Partnerships Directorate.** SHAPE PD is a crucial body to coordinate Partners and NNEs' involvement in training and exercises. PD J9 Cooperation and Liaison Division is the point of contact concerning specific NNEs, namely, IOs/NGOs/GOs on the strategic level. PD MIC division is the point of contact on the subject of military entities, such as for partner nations military cooperation. Along the lines of the exercise process, PD MIC is inter alia accountable for processing requirements of NATO document releases to partners, information management between NATO and partners, Partners VISA support requests or financial assistance requests for partners to participate in exercise related events. PD MIC provides support to coordinate partnership activities (involvement in exercises), event invitation management and other partner related requirements along the lines of the Partnership Coordination Menu (PCM), backed by the electronic Partnership Real-time Information Management and Exchange System (ePRIME). See References E and JJ. Consider as well further details provided in reviewed and anticipated novel ACO Manual/Management Guidance on Military Cooperation.

b. **Officer Scheduling the Exercise.** OSE, supported by the EG is to coordinate partners and NNE involvement in exercises with SHAPE PD J9 and SHAPE PD MIC to ensure NNEs and partner nations are involved as early as possible in the exercise process in accordance with NATO policy. The OSE should ensure that the NATO documents required for release to partners participating in the exercise are identified and released as soon as practicable according to extant rules and procedures iccw SHAPE PD MIC. Partner participation in a LIVEX may include the determination of the requirement for a Pre-Exercise Quality Threshold Evaluation (PETE). OSE coordinates initial IO/GO/NGO involvement with SHAPE PD J9. Procedures and process for partners and NNEs involvement are laid out in Reference A. Reference E provides D&G specifically on IO/GO/NGO involvement. For partner involvement, refer to the Management Guidance on MilCoop.

c. **Officer Conducting the Exercise.** Regularly, the OCE is the Action Authority (AA) for NATO exercise events open to partners and has to assess in which exercise milestone events partners should participate and consequently create/maintain the event in ePRIME. When OCE is not established with a military partnership element (likewise the partner nation itself acts as the OCE), OSE has to take the AA role. OCE, supported by the EG determines requirements for IO/NGO/GO involvement in the exercise and coordinates required staffing, invitation, and reporting with SHAPE PD J9. After SHAPE invited or established initial contact with desired IO/GO/NGO on the strategic HQ level, OCE iccw ODE will coordinate all necessary follow on needs about the IO/NGO/GO participation in dedicated exercise events. This includes participation in exercise planning events (such as conferences/meetings), product development for the exercise conduct (such as scenario scripting) and the exercise conduct.

d. **Officer Directing the Exercise.** ODE involvement and consultation during partner and NNE involvement decisions is essential to ensure value added training opportunities fit within the planned setting.

2-7. **Foundational documents and guidance influencing Exercise Initiation and Exercise Specification development.** Following the aforementioned statements on roles and responsibilities, the development of the EXSPEC is the responsibility of the OSE. It is policy, that for any reasons, Allies retain the right to request case-by-case MC endorsement and NAC

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approval for NATO EXSPECs. Hence, the EXSPEC will be provided to superior command levels and to the MC and NAC as required. There are a number of foundational documents and guidance that are reviewed during Stage 0 in order to check that framework conditions of upcoming exercises are still valid or exercise parameters/priorities have to be amended. The EXINT document/documentation provides, as a Stage 0 product, the synchronised and up-to-date D&G on exercise priorities and parameters for subsequent specification development. The latest records and guidance is to be consulted in order to develop the EXSPEC during Stage 1 of the EP. These may differ for strategic, operational, and tactical level exercises. For NATO exercises, these include (but are not limited to):

- a. **ACO Forces Standards.** AFS Volumes I, II, III, IV, V, and X promulgate the HQs and forces' standards for the essential operational capabilities, interoperability, and flexibility as defined in Reference K. AFS Volumes VI, VII, VIII, IX, and XI promulgate the ACO evaluation programmes and associated evaluation criteria under which SACEUR and subordinate ACO commanders carry out their "MC 0458/4 responsibilities" for planning, execution, and reporting of evaluations of the readiness, capabilities, and performance of their HQs and forces. Standing Training Objectives of FEs are derived from the AFS.
- b. **SACEUR's Guidance for ETEE.** The SGE provides SACEUR's strategic mission, intent, and guidance on ETEE with a horizon out to 10 years. SGE will be reviewed annually and updated depending on the security environment, reviews of NATO's military strategy, Allied concepts, force structure (e.g. new force model and force structure requirements), and plans development (e.g. Subordinate Strategic Plans (SSPs) and Regional Plans (RPs)), which may dictate a change for strategic guidance on ETEE.
- c. **CT&E Annual Directive.** The CT&E annual directive will be published by COS SHAPE to supplement SGE and provide further direction and guidance for Collective Training and Exercises to be scheduled during the four following years. It primarily contains:
 - (1) A strategic four year training plan for NCS and NFS FEs, highlighting the rotation of priorities and efforts across FEs, levels, regions, domains, and plans.
 - (2) The concept for the main exercises scheduled at actual year plus three years.
 - (3) NCS and NFS Evaluation plan.
- d. **eRepository.** A digital database known as the eRepository has been developed to underpin SGE and the annual CT&E Directive with important management information. This database, approved by COS SHAPE, will be reviewed and updated as and when supporting information evolves.
- e. **Force Structure Requirements.** As per Reference D, SACEUR's CT&E training programme is aligned to the Force Structure Requirement and the outputs of DSACEUR's Force Sourcing Conferences.

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f. **Military Training and Exercise Programme.** The purpose of the MTEP¹⁵ is to develop, schedule, synchronise, and publish prioritised NATO exercises and nationally declared exercises. It is published annually and covers a period of four years. It provides detailed information¹⁶ for all CT&E activities scheduled for the first two calendar years with outline information for the following two calendar years. The MTEP designates the commanders to serve as the OSE, OCE, and the ODE as well as the TA. An exercise has to be included in the MTEP to be eligible for NATO common funding. Relevant parts of the MTEP are also published in the PCM. The electronic Military Training & Exercise Programme (eMTEP) provides, for all CT&E planners in all levels of NATO and the nations, a near real-time, transparent, and sustainable programme to consult in the construction of their respective exercise programmes. The MTEP is staffed through and promulgated by SHAPE. The exercise is created by the exercise programmer in eMTEP as soon as possible following the military programming cycle. The exercise information is updated once during the exercise process by the OSE OPR after EXSPEC release. Details on MTEP roles and responsibilities as well as procedures are provided in Reference I, the respective MTEP directive.

g. **ACT Collective Training Support Programme of Work.** The Collective Training Support (CTS) POW is a prioritised list of CTS requirements to be executed by HQ SACT, JWC, and JFTC. Essentially, it is the ACT and JWC/JFTC's initial estimate of support to specified CT&E. The vast majority of the requirements are provided by ACO; however, elements of ACT may also add their own requirements. The CTS POW is published on a two year planning horizon and is updated annually as a function of the MTEP development process. The execution of the CTS POW is subject to formal budgetary provisions in order to commit and spend common funds.

¹⁵ The MTEP includes the MTEP, Electronic MTEP (eMTEP), and the MTEP Open to Partners and Non-NATO Entities (OTP& NNE).

¹⁶ Overall requirement, Exercise Aims, Exercise Parameters.

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CHAPTER 3 - NATO EXERCISE PROCESS METHODOLOGY

3-1. **Introduction.** Exercise developers and Subject Matter Experts (SMEs) find in the annexes the detailed procedures, instructions and data on each stage of the EP and on each supporting functional area.

3-2. **Progressive Exercise Construct.** The four-stage EP is based on an iterative review of exercises' ambitions, resources, and responsibilities. Figure 3-1 at the end of this document gives an idea of the progressive level of detail obtained as the EP unfolds.

Annexes provide estimations of the duration of each stage and how much in advance of the execution certain products ought to be ready. For MDX, the assessment is that Stage 0 may require, situation dependent, two month for a fully flagged Stage 0. Stage 1 lasts around six months and Stage 2, 6 months for a Computer Assisted Exercise (CAX) and up to 9 months for a LIVEX involving troops.

These estimates are based on the assumption that the exercises are generally developed without re-using products from previous exercises and the SMEs are not exclusively devoted to EP, but must combine it with other work. By the contrary, it is possible to reduce the EP to some extent, but there are limiting factors that preclude a shortening of the process below certain limits, such as budget allocation and CIS.

3-3. **Assumptions**¹⁷. There will be some gaps in information and knowledge during the EP with regards to Doctrine, Force Generation and Participation, Training Requirements, and Resources. In these cases the EG may find it necessary to make certain assumptions as a basis for further analysis or planning. To be valid, an assumption must be logical, realistic, and necessary for the planning to continue. Assumptions should be rigorously reviewed and kept to a minimum. While an assumption allows planning to continue, it is also a weakness in the structure of the plan and should be treated as a risk and recorded and analysed as such. The EB will control assumptions and ensure that they are regularly reviewed and validated by the Commanders at least at each VM. The assumption, followed by a justification also enables to record key decisions.

a. Example 1: "RRC-Fr deploys at JWC with a 200 Pax Robust Response Cell". Rational: It is assumed that JWC will have recovered full capacity after constructions. By the contrary, RRC-Fr deploys to France. Decision expected not later than 7 June 2025."

b. Example 2: "NFS JFAC will be trained and evaluated in STEADFAST DAGGER 26. Rational: even if AIRCOM would decide who from NCS or NFS provides the JFAC for real out of area non-article 5 small joint operations, it was decided to use a national JFAC in this exercise in order to maintain this national capability for NATO."

¹⁷ In planning, a supposition made about the current situation and/or the future course of events to complete an estimate of the situation and decide on the course of action (NATOTerm Record 11970).

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3-4. Useful Points to consider for Exercise Planners

a. Bottom line up front. There are eleven critical points for Exercise Planners to consider:

- (1) NATO Exercises may serve up to four purposes: TA Improvement, Evaluation, Capability Integration, StratCom. All exercises aim at improving TA competencies. In addition, some may serve as a venue to evaluate selected FEs (NATO evaluates higher HQs at least every four years). The most interesting exercises may also serve Capability Integration based on collective findings. Moreover, LIVEXs are to be used in StratCom.
- (2) In NATO, Evaluation not only supports the certification of FEs, but also supports TA performance and internal assessment.
- (3) Exercise preparation is essential to identify operational gaps and opportunities.
- (4) Commanders may not necessarily be familiar with the EP and decisions take time. However, the EP and the Exercise Feedback processes must be top-down to accommodate Commanders' priorities/challenges. The exercise's SG is assisted by the EB.
- (5) Exercise Preparation unfold in an incremental manner, balancing five time ambitions versus resources. (RAPTOR-> Initiation-> Specification-> Planning ->Conduct). The exercise should be tailored around ambitions in the first place before considering the resources. Exercise planners should consider the most ambitious possible exercise from the beginning to set a clear maximum level of ambition and avoid late changes. Ambitions use to decrease over time and the exercise becomes more and more manageable.
- (6) Exercises cannot be constructed like operations, even though they are supposed to portray them. Exercises have far less resources and attention in addition to the need of building an EXCON. Consequently, exercise preparation takes longer time.
- (7) TAs need to be engaged at all stages of the exercise preparation to motivate them and to tailor the exercise around their training priorities.
- (8) Every exercise presents specific challenges and opportunities, even if they are part of a series of exercises, because the participation differs.
- (9) One of the usual challenges posed to exercise planners is to reconcile operational doctrine and training requirements. A compromise is usually possible, if the challenge is addressed at the start of the EP.
- (10) FEs are challenged through NATO Exercises due to workforce turn-over, rotation of Forces, multi-nationality and English, and the multiplicity of NATO procedures and plans. The objectives should be set accordingly.

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(11) Exercise Planners cannot wait for all decisions and products to proceed in the EP. They have to proactively seek for decisions and request experts contributions.

b. The annexes to this document contain additional practical advice and notes for Exercise Planners and SMEs. They are indicated in **Bold text**.

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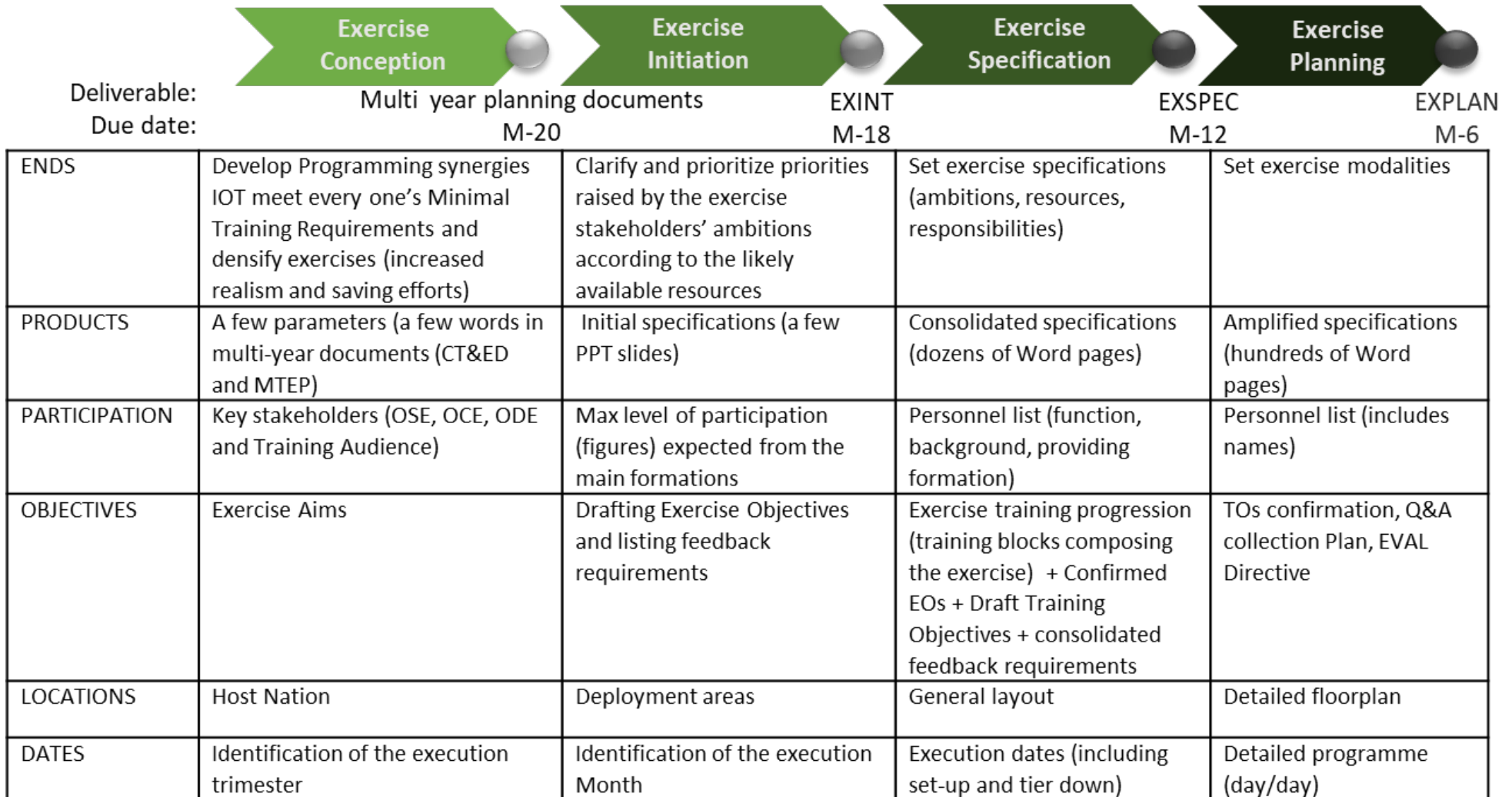


Figure 3-1 – Progressive exercise construct

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GLOSSARY OF ABBREVIATIONS, ACRONYMS, TERMS AND DEFINITIONS

1. This glossary may include only necessary abbreviations, acronyms, terms and definitions directly related to the exercise process and used in this Bi-SCD 075-003. Abbreviations are written in full on their first appearance, regardless if this occurred in the main body or in one of the annexes. This is valid for the entire document. The glossary contains two appendices and presents:

2. **Abbreviations and Acronyms** at Appendix 1.

3. **Terms and Definitions** used in the exercise process at Appendix 2.

a. Some of these definitions may not have been used elsewhere in this directive but are included for completeness of the NATO exercise lexicon.

b. Other common abbreviations and acronyms may be found in NATOTerm, the official NATO terminology database as the 'one-stop shop' for all NATO terminology:

(1) On the public internet at <https://nso.nato.int/NATOTerm>

(2) On the classified network at <http://natoterm.hq.nato.int>

APPENDICES

1. Abbreviations and Acronyms
2. Terms and Definitions Used in the Exercise Process

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ABBREVIATIONS AND ACRONYMS

AA	Action Authority
AAR	After Action Review
ABST	Assisted Battle Staff Training
ACC	Air Component Command
ACROSS	Allied Command Resource Optimisation Software System
ACTORD	Activation Order
ACTREQ	Activation Request (message)
ACTWARN	Activation Warning (message)
AD	ACO Directive
ADAMS	Allied Deployment and Movements System
ADC	Aide de Camp
ADCON	Administrative Control
ADL	Allied Disposition List
ADM	Accelerated Decision Making (process)
AFL	Allied Force List
AFS	ACO Force Standards
AIG	Address Indicator Group
AIMS	AIFS Integrated Message System
AIS	Automated Information System
AJP	Allied Joint Publication
ALERTEX	Alert Exercise
AOI	Area of Interest
AOO	Area of Operations
AOR	Area of Responsibility
APOD	Airport of Debarkation
ARF	Allied Reaction Force
AT	Advisory Team
ATO	Air Tasking Order
BAR	Before Action Review
BDA	Battle Damage Assessment
Bi-SCD	Bi-Strategic Command Directive
BP	Best Practice
BR	Battle Rhythm
BSM	Battlespace Spectrum Management
BST	Battle Staff Training
BSX	Battle Staff Exercise
BUDFIN	Budget and Finance
C2	Command and Control
C2IS	Command and Control Information System
C4IS	Command, Control, Communications, Computers and Information Systems
CAB	Change Advisory Board
CAC	Conventional Arms Control

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CAPDEV	Capability Development (Directorate)
CAX	Computer Assisted Exercise
CBRN	Chemical, Biological, Radiological and Nuclear
CC	Component Command
CC&CS	Capability Codes and Capability Statements
CC&S	Capability Codes and Statements
CCIR	Commander's Critical Information Requirement
CCIR	Critical Information Requirement
CDE	Collateral Damage Estimation
CE	Crisis Establishment
CEP	Common Exercise Picture
CET	Combat Enhancement Training
CFAO	(Bi-SC) Conceptual Framework for Allied Operations
CFE	Treaty on Conventional Armed Forces in Europe
CG	Command Group
Ch EXCON	Chief EXCON
Ch Grey Cell	Chief Grey Cell
Ch INTEL	Chief INTEL
Ch MEL/MIL	Chief MEL/MIL
Ch OPSCEN	Chief OPSCEN
Ch Targeting	Chief Targeting
ChM	Change Management
CHOD	Chief of Defence
CI	Capability Integration
CI	Configuration Items
CICC	Capability Integration Coordination Cell
CIMIC	Civil-Military Cooperation
CIR	Capability Integration Report
CIS	Communication and Information Systems
CIS SUPPLAN	CIS Support Plan
CIS-S&V	CIS Set-up Validation
CISSM	CIS service matrix
CIT	Capability Integration Team
CIVCAS	Civilian Casualty
CJSOR	Combined Joint Statement of Requirements
CMDB	Configuration Management Database
COE	Centres of Excellence
COI	Community of Interest (services)
COMMEX	Communication Exercise
COMREL	Community Relations
COMSEC	Communications Security
CONOPS	Concept of Operations
COP	Common Operational Picture
COPA	CIS Operational Planning Authority
COPD	ACO Comprehensive Operations Planning Directive
COS	Chief of Staff
CP	Command Post

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CPOE	Comprehensive Preparation of the Operational Environment
CPX	Command Post Exercise
CRF	Customer Request Form
CRIP	Crises Response Intelligence Package
CRO	Crisis Response Operations
CRP	Crisis Response Planning
CRP	Consolidated Resource Proposal
CS	Case Study
CSBM	Confidence and Security Building Measures
CSC	Commanders Synchronisation Conference
CSLA	Centralised Service Level Agreement
CSPA	CIS Strategic Planning Authority
CSSC	CIS Support and Sustainment Centre
CSU	Crisis Situation Update
CT&E	Collective Training and Exercise
CTC	Combined Training Conference
CTC	NATO Centralised Targeting Capacity
CTS	Collective Training Support
CUOE	Comprehensive Understanding of the Environment
D&G	Direction and Guidance
DA	Design Authority
DAMCON	Damage Control
DCCA	Deployable CIS Coordination Authority
DCEP	Deployable CIS Equipment Pool
DCIS	Deployable CIS Capability
DDP	Database Deployment Plan
DEPLOYEX	Deployment Exercise
DIREVAL	Director of Evaluation
DF	Direction Finder
DISTAFF	Directing Staff
DIU	Daily Intelligence Update
DMP	Decision-Making Process
DMT	Database Management Team
DPoP	Deployable Point of Presence
DSG	DCIS Support Group
DST	Distributed Synthetic Training
DV	Distinguished Visitors
DVD	Distinguished Visitors Day
EA	Exercise Aim
EA	EXCON Advisor
EAPC	Euro-Atlantic Partnership Council
EAPMC	Euro-Atlantic Partnership Military Committee
EAR	Emergent Analysis Requirement
EB	Exercise Board
EBM	Exercise Board Meeting
EBM-0	EBM at Stage 0
EBUG	Exercise Budget User Group

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EC	Exercise Concept
EDV	Experimentation and Doctrine Verification
EG	Exercise Group
EGM	Exercise Group meeting
EIC	Exercise Initiation Conference
EMPLOYEX	Employment Exercise
eMTEP	electronic Military Training & Exercise Programme
ENDEX	End of Exercise
EO	Exercise Objective
EO Coord	Exercise Objective Coordinator
EOD	Explosive Ordnance Disposal
EOWS	Exercise Objective workshop
EOWS-0	EOWS at Stage 0
EOWS-1	EOWS at Stage 1
EP	Exercise Process
ePRIME	electronic Partnership Real-time Information Management and Exchange System
ESC	Exercise Specification Conference
ES2DWG	Exercise Setting & Scenario Development Working Group
ET	Exercise Team
ETEE	Education, Training, Exercises and Evaluation
EVAL	Evaluation
EVN	Evaluation (branch)
EWP	Electronic Working Practices
EXCO	Exercise Content
EXCON	Exercise Control
EXDIR	Exercise Director
EXINT	Exercise Initiation
EXORD	Exercise Order
EXPLAN	Exercise Plan
EXREP	Exercise Report
EXSPEC	Exercise Specification
EXSUP	Exercise Support
EXSYNC	Exercise Synchronisation Cell
FAS	Functional Area Services
FAST	Functional Area Service for Dynamic and Time-sensitive Targeting
FAT	Functional Area Training
FCC	Final Coordination Conference
FE	Force Element
FEP	Flow Execution Plan
FER	Final Exercise Report
FIR	First Impression Report
FIT	Force Integration Training
FMN	Federated Mission Networking
FOG	Force Generation
FOGO	Flag Officers/General Officers
FORCEPREP	Force Preparation (message)

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FP	Force Protection
FPR	Future Plans and Requirements (branch)
FRAGO	Fragmentary Order
FS	Functional Services
FST	Functional System Training
FTX	Field Training Exercise
GEO	Geospatial
GIS	Geographical Interface System
GO	Governmental Organisation
GYC	Grey Cell
HN	Host Nation
HNS	Host Nation Support
HNSA	Host Nation Support Arrangement
HPTL	High Pay-Off Targets
HVTL	High Value Targets
HWU	Hot Wash-Up
IA	Internal Assessment
IACB	Information Activities Coordination Board
IADS	Integrated Air Defence System
ICC	Integrated Command and Control software for Air Operations
ICE	Initial Crisis Estimate
ICP	Integrated Communication Plan
ICRC	International Committee of the Red Cross
IDB	Integrated Database
IDWS	Incident Development Workshop
IEA	Information Environment Assessment
IENR	Initial Exercise News Release
IER	Information Exchange Requirements
IER WS	Information Exchange Requirement workshop
IKM	Information Knowledge Management
IM	Information Management
IMS	International Military Staff
INTEL	Intelligence
INTEL-FS	Intelligence Functional Services
INTREP	Intelligence Report
INTSUM	Intelligence Summary
IO	International Organisation
IPC	Initial Planning Conference
IPOE	Intelligence Preparation of the Operational Environment
IRF	Immediate Response Force
IRM&CM	Intelligence Requirements Management and Collection Management
IT	Information Technology
JA	JALLC Analysis
JALLC	Joint Analysis and Lessons Learned Centre
JC2OBS	Joint C2 Observations
JCATS	Joint Conflict and Tactical Simulation
JCHAT	Joint Tactical Chat

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JCO	Joint Coordination Order
JEMM	Joint Exercise Management Module
JFC	Joint Force Commander
JFTC	Joint Force Training Centre
JIA	Joint Implementation Arrangements
JLSG	Joint Logistic Support Group
JMEIs	Joining, Membership, and Exiting Instructions
JOA	Joint Operations Area
JOC	Joint Operations Centre
JOPG	Joint Operations Planning Group
JPTL	Joint Prioritised Target List
JRFL	Joint Restricted Frequency List
JSEC	Joint Support and Enabling Command
JTCB	Joint Targeting Coordination Board
JTLS	Joint Theatre Level Simulation
JTS	Joint Targeting System
JVB	Joint Visitors Bureau
JWC	Joint Warfare Centre
KLT	Key Leader Training
LC2IS	Land Command & Control Information Services
LCC	Land Component Command
LEGAD	Legal Advisor
LI	Lesson(s) Identified
LIL	Lessons Identified List
LIVEX	Live Exercise
LL	Lessons Learned
LLCP	Lessons Learned Collection Plan
LLSO	Lessons Learned Staff Officer
LO	Liaison Officer
LOA	Letter of Agreement
LOG	Logistics
LOGFAS	Logistic Functional Area Services
LOPSCON	Local Operations Control
LOPSCON RC	Local Operations Control Response Cell
LOPSCONDIR	LOPSCON Director
LTCP	Long Term Commitments Plan
LVC	Live, Virtual, Constructive
M&S	Modelling and Simulation
M1	Scenario Module 1
M2	Scenario Module 2
M3	Scenario Module 3
M4	Scenario Module 4
M5	Scenario Module 5
M6	Scenario Module 6
MA	Military Assistant
MC	Military Committee
MCA	Main Capability Area

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MCC	Maritime Component Command
MCCIS	Maritime Command and Control Information System
MCWG	Military Committee Working Group
MDX	Multi Domain Exercise
MEL	Main Event List
METOC	Meteorology/Oceanography
MGT	Management (Directorate)
MIC	Military Cooperation (division)
MIC	Media Information Centre
MIL	Main Incident List
MilPA	Military Public Affairs
MISREP	Mission Report
MJX	Major Joint Exercise
MMR	Minimum Military Requirement
MN	Mission Network
MNDDP	Multi-National Detailed Deployment Plan
MNP	Mission Network Participant
MOD	Ministry of Defence
MoE	Measures of Effectiveness
MoP	Measures of Performance
MOU	Memorandum of Understanding
MPB	MTEP Planning Board
MPC	Main Planning Conference
MRE	Mission Rehearsal Exercise
MRM	Machine Readable Media
MS	Mission Secret
MScEs	Military Strategic Communications Effects
MScOs	Military Strategic Communications Objectives
MTEP	Military Training and Exercise Programme
MTRP	Medium Term Resource Plan
NAC	North Atlantic Council
NCCB	NATO Centralized CIS Budget
NCI	NATO Communications and Information
NCIA	NATO Communications and Information Agency
NCISG	NATO Communications and Information System Group
NCOP	NATO Common Operating Picture
NCRP	NATO Crisis Response Process
NCRS	NATO Crisis Response System
NCS	NATO Command Structure
NCSSM	NATO Exercise CIS Support Meeting
NDF	NATO Deployable Forces
NED	NAC Execution Directive
NEPAC	NATO Exercise Programme Alignment Conference
NETF	NATO Education and Training Facilities
NFIU	NATO Force Integration Unit
NGO	Non-Governmental Organisation
NID	NAC Initiating Directive

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NIFC	NATO Intelligence Fusion Centre
NIMP	NATO Information Management Policy
NLLP	NATO Lessons Learned Portal
NMIC	NATO Media Information Cell
NMIC	NATO Media Information Centre
NMOC	NATO Media Operations Centre
NNE	Non-NATO Entities
NPLT	NSPA Planning and Liaison Team
NRF	NATO Response Force
NS	NATO Secret
NSB	NATO Signal Battalions
NSPA	NATO Support and Procurement Agency
OA	Originating Authority
OCE	Officer Conducting the Exercise
OD	Operational Dilemma
ODCR	Observation, Discussion, Conclusion, Recommendation
ODE	Officer Directing the Exercise
OLRT	Operational Liaison and Reconnaissance Team
OPCOM	Operational Command
OPFOR	Opposing Forces
OPLAN	Operation Plan
OPLE	Operational Planning and Liaison Element
OPP	Operations Planning Process
OPR	Officer of Primary Responsibility
OPS	Operations
OPSA	Operations Assessment
OPSCEN	Operations Centre
OPSEC	Operational Security
OPT	Operations and Training (branch)
ORBAT	Order of Battle
ORBAT TOA	Order of Battle Transfer of Authority
OSCE	Organisation for Security and Cooperation in Europe
OSE	Officer Scheduling the Exercise
OTP	Open to Partners (MTEP OTP & NNE)
OTR	Operational Training Roadmap
OTS	off-the-shelf
PAO	Public Affairs Office
PARL	Prioritised Analysis Requirements List
PB	Proposing Body
PCM	Partnership Coordination Menu
PD	Panel Discussions
PD	Partnerships Directorate
PDD	Public Diplomacy Division (at NATO HQ)
PDIM	Primary Directive for Information Management
PE	Peacetime Establishment
PETE	Pre-Exercise Quality Threshold Evaluation
pK	probability of kill (table)

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PKI	Public Key Infrastructure
PM	Programme Management
PMESII-G	Political, Military, Economic, Social, Infrastructure, Information, and Geo
PMSC	Political Military Steering Committee
PN	Partner Nation
PNMR	Partner National Military Representative
PO	Purchase Order
POCC	Psychological Operations Component Command
POE	Port of Embarkation
POLAD	political advisor
Pol-Mil	Political/Military
PoP	Point of Presence
POW	Programme of Work
PS	Physical Security
PsyOps	Psychological Operations
PTA	Primary Training Audience
PTEC	Partner Training and Education Centres
PTO	Primary Training Objective
PTR	Primary Training Requirements
PTR	Procedural Training Roadmap
PXD	Post Exercise Discussion
RC	Response Cell
RFI	Request for Information
RFP	Response Force Pool
RLS	Real Life Support
RFS	Radio Frequency Spectrum
RoD	Record of Decision
ROEAUTH	Rules of Engagement Authorisation (message)
ROEIMPL	Rules of Engagement Implementation (message)
RP	Regional Plan
RPPB	Resource Policy and Planning Board
R-RC	Robust Response Cell
RRS	Readiness Reporting System
RSOMI	Reception, Staging, Onward Movement and Integration
RTC	Road to Crisis
RTD	Round Table Discussion
SC	Strategic Command
ScWS	Scenario Workshop
SED	Specific Evaluation Directive
SG	Steering Group
SGE	SACEUR's Guidance for ETEE
SGM	Steering Group Meeting
SIDCON	Side Control
SIG	StratCom Implementation Guidance
SIMPRESS	simulated press
SiSu	Site Survey
SITFOR	Situation Forces

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SITREP	Situation Report
SLA	Service Level Agreement
SM	Senior Mentor
SME	Subject Matter Expert
SMWG	Service Management Working Group
SN	Sending Nation
SOCC	Special Operations Component Command
SOF	Special Operation Forces
SOFA	Status of Forces Agreement
SOFCOM	Allied Special Operations Forces Command
SOI	Standing Operating Instructions
SoM	Scheme of Manoeuvre
SOP	Standing Operating Procedure
SOR	Statement of Requirement
SPALL	SACEUR's Priority Areas for LL Collection & Analysis
SPGM	Stand Off Precision Guided Munitions
SPOD	Seaport of Debarkation
SSC	Single Service Command
SSD	SACEUR's Strategic Directive
SSP	Subordinate Strategic Plan
ST	Supporting Task
STA	Secondary Training Audience
STARTEX	Start of Exercise
STO	Secondary Training Objective
StratCom	Strategic Communications
TA	Technical Arrangement
TA	Training Audience
TCC	Technical Coordination Conference
TCN	Troop-contributing Nation
TCSOR	Theatre Capability Statement of Requirements
TE	Training Event
TECHCON	Technical Control
TED	Training Event Development
TIC	Troops in Contact
TLE	Treaty Limited Equipment
TO	Training Objective
TODG	Training Objective Development Group
TOMM	Training Objective Management Module
TOPFAS	Tools for Operations Planning Functional Area Services
TOR	Terms of Reference
TOWS	Training Objective Workshop
TRX	Training and Exercise (branch)
TST	Time Sensitive Targets
TT	Trainer Team
TTP	Tactics, Techniques and Procedures
UAV	Unmanned Aerial Vehicle
VBS	Virtual Battle Space

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VDOC	Vienna Document
VD 11	Vienna Document 11
VD 99	Vienna Document 99
VM	Validation Meeting
VM-0	Validation Meeting at Stage 0
VM-1	Validation Meeting at Stage 1
VM-2	Validation Meeting at Stage 2
VM-3	Validation Meeting at Stage 3
VO	Visitors and Observers
VOB	Visitors and Observers Bureau
VOP	Visitor and Observer Programme
VTC	Video Teleconference
WAN	Wide Area Network
WDET	Warfare Development Exploitation Team
WDiE	Warfare Development in Exercises
XA	Executive Assistant
X-FAT	Cross-Functional Area Training
3YTR	3-Year Training Roadmap

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TERMS AND DEFINITIONS USED IN THE EXERCISE PROCESS

1. Most exercise process terms and definitions lacking doctrinal reference have been derived for this directive. They require being evaluated by users through experience in execution of the exercise process. Additional exercise terminology not used elsewhere within this directive is provided for ease of interpretation.

2. Below definitions are divided alphabetically.

a. A

(1) **Action Authority (AA).** Regarding partner involvement in a NATO event. Is the authority responsible for the implementation and execution of the proposed events. For NATO exercises, and once the EXSPEC has been approved, OCE is the AA for all planning events and the execution phase.

(2) **ACO Forces Standards (AFS).** AFS are developed to cover the complete array of essential operational capabilities, interoperability and flexibility as defined in MC 0400 for ACO HQs and forces. AFS promulgate the programmes and standards under which SACEUR and subordinate ACO commanders carry out their responsibilities for planning, execution of training, and evaluations of the military combat readiness and capabilities of their subordinate HQs and designated forces. AFS contain training annexes providing higher HQ with a generic task list to be used when developing their procedural training roadmap.

(3) **Administrative Control (ADCON).** Direction or exercise of authority over subordinate or other organisations in respect to administrative matters such as personnel management, supply, services, and other matters not included in the operational missions of the subordinate or other organisations.

(4) **After Action Review (AAR).** A facilitated discussion that actively involves the training team and training audience. Through self-discovery, the training audience will discuss the following three basic questions about performance in relation to the Training Objectives: What happened? Why did it happen? How can we do it better?

(5) **Analysis.** The study of a whole by thoroughly examining its parts and their interactions.

(6) **Analyst.** An analyst is a person who conducts analysis.

(7) **Assessment**¹⁸. The process of estimating the capabilities and performance of organisations, individuals, material or systems. In the context of military forces,

¹⁸ NATOTerm record 17474

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the hierarchical relationship in logical sequence is: assessment, analysis, evaluation, validation and certification.

b. B

(1) **Battle Rhythm (BR).** A deliberate cycle of command, staff and unit activities intended to synchronise strategic, operational, and tactical current and future processes and operations. Activities at each echelon must incorporate higher headquarters' guidance, commander's intent and subordinate units' requirements for mission planning, preparation, and execution.

(2) **Battle Staff Training (BST).** See Annex H, CT&E toolsets.

c. C

(1) **Case Study.** A documented study of a real-life or imagined scenario, specifically developed to be used as a training tool in the frame of FAT, X-FAT, KLT, or rehearsal. It provides the TA a realistic scenario to bring the theory as listed in the learning objectives into practice. The case study provides a systematic way of looking at events and analysing data and information in order to gain a sharpened understanding of why and what might be important to look at more extensively. Case studies are often moderated by a facilitator.

(2) **Certification.** Certification is the formal recognition that organisations, individuals, materiel or systems meet defined standards or criteria. It is done through an official statement from a subordinate unit or HQ commander to the next higher level commander informing that forces and HQs under their command comply with AFS and readiness requirements and are therefore capable of performing the assigned mission.

(3) **CIS Operational Planning Authority.** See Appendix 2 to Annex O.

(4) **CIS Strategic Planning Authority.** See Appendix 2 to Annex O.

(5) **Chief of Exercise Support (Chief EXSUP).** Chief EXSUP is responsible for the coordination of all real world support aspects, such as RLS, Human Resource Management, real CIS, physical security, real Media, Visitors/Observer.

(6) **Chief of the Trainer Team (Chief TT).** The Chief TT is the senior of the Trainer Team (TT). The TT is comprised of SMEs who provide staff level mentoring to the TA in functional areas. The TT usually acts in two roles simultaneously. Firstly as observers who note the performance and operational practices of the TA; secondly as trainers who coach the TA in the execution of their staff duties. The TT works closely together with the Senior Mentor and provides advice to the EXDIR on the performance of the TA.

(7) **Chief of Exercise Content (Chief EXCO).** The Chief of the Exercise Content delivers the exercise play in order to meet EOs and TOs. Chief Exercise Content coordinates the development and conduct of exercise conditions Scenario, MEL/MIL, OPFOR, CAX Support, and Response Cells.

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- (8) **Collective Training.** See definition in Bi-SCD 075-003 main body, at page 1.
- (9) **Combat Enhancement Training (CET).** Operational training that is conducted to enhance the combat capability of individual units or joint forces.
- (10) **Computer Assisted Exercise (CAX).** CAX is an exercise using modelling and simulation technology to create a synthetic environment, identical to the real-world, which will stimulate decision-making and follow-on command and control actions. Command Post Exercises and Exercise Studies can be conducted as a CAX and CAX can be conducted in support of a LIVEX.
- (11) **Command Post Exercise (CPX).** An exercise in which the Training Audience plans for and conducts operations within an operational focused battle rhythm of an HQ. Thereby involving the commander, his staff, and communications within and between headquarters.
- (12) **Commander's Summary Report (CSR).** The commander's summary report is part of the exercise documentation provided by JWC and JFTC when acting as the ODE for an ACO exercise.
- (13) **Commanders' Update (CU).** Commanders from the key exercise participating organisations receive an update from EG or EB after the MPC in order to ensure a common understanding of the exercise outlines and risks before the EXPLAN is being signed.
- (14) **CIS Set-up and Validation (CIS-S&V).** CIS-S&V validates the communications before operations and exercises. See details in Annex O, Guide to planning CIS support to NATO exercises.
- (15) **Concept Integration.** Concept integration is the process to bring together new methods, procedures and techniques into exercises as directed by HQ SACT and SHAPE.
- (16) **Control (of an exercise).** Control of an exercise is the minute-by-minute activity that ensures the exercise is conducted as planned. A crucial aspect of control is ensuring that the progress towards the achievement of the training objectives is constantly monitored. Where the execution of the exercise is failing to allow the TA to meet its TOs remedial action is required through additional direction from the EXDIR.
- (17) **Crisis Management Exercise (CMX).** A CMX is a NATO HQ level exercise which exercises input and direction from the political, military and civil authorities from nations at NATO HQ. HQ SACT, SHAPE and appropriate subordinate command levels could also participate in a CMX. Details are outlined in the specific CMX Planning Guidelines (CMX EP does not necessarily apply CT&E principles).

d. D

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- (1) **Deployment Exercise (DEPLOYEX).** Training activity, which is conducted in order to exercise the deployment of forces. DEPLOYEX may include Reception, Staging and Onward Movement (RSOM) and/or Reward Movement, Staging and Dispatching (RMSD). Training block D is labelled DEPLOYEX.
- (2) **Direction (of an exercise).** Direction of an exercise is the authoritative instruction issued by the EXDIR to guide the exercise activity to best achieve the OSE's aim and objectives.
- (3) **Director of Evaluation (DIREVAL).** See definition in Bi-SCD 075-003, main body, paragraph 1-5.

e. **E**

- (1) **Employment Exercise (EMPLOYEX).** Training activity, which is conducted in order to exercise the employment of forces. Training block E is labelled EMPLOYEX.
- (2) **ENDEX.** A brevity term used to identify the date and time an exercise, or the concluding training block of an exercise, is planned to end.
- (3) **Evaluation.** Evaluation is the structured process of examining activities, capabilities and performance against defined standards and criteria. The existing ACO evaluation programmes are the primary tools to support dedicated NATO force elements certification at all levels.
- (4) **Evaluation Standards.** Evaluation standards are the operational, procedural, material and technical standards and their associated measurement/performance criteria derived from the AFS and which are used by SACEUR and subordinate ACO commanders to evaluate and assess headquarters and forces. Evaluation standards may be either an exact value, a physical entity, or an abstract concept, established and defined by authority, custom, or common consent to serve as a reference, model, or rule in measuring quantities or qualities, establishing practices or procedures, or evaluating results. Evaluation standards consist of measures that provide the basis for describing varying levels of task performance and criteria that define the minimum acceptable level of performance associated with a particular measure of task performance. Similarly, TOs are assessed against the evaluation standards, when they exist in AFS Volumes VI (TACEVAL), VII (CREVAL), VIII (MAREVAL), IX JOINTEVAL, XI (SOFEVAL).
- (5) **Event.** An inserted major occurrence or a sequence of related incidents which fit into an exercise framework and are supported by injections designed to generate response(s) from the exercise participants.
- (6) **Exercise Aims (EA).** See definition in Bi-SCD 075-003 main body, paragraph 1-6.
- (7) **Exercise Board (EB).** See definition in Bi-SCD 075-003 main body, paragraph 1-5.

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(8) **Exercise Brief.** The document used to obtain MC/Defence Planning Committee (DPC) approval for the military exercise press releases.

(9) **Exercise Concept.** The exercise concept provides outline information concerning overall requirements, exercise aims and exercise parameters, in order to enable exercise programmers to coordinate exercise programmes and anticipate the need for time critical resources. The exercise concept provides important information for designing the exercise and to develop the exercise specifications.

(10) **Exercise Content (EXCO).** The exercise content is the material that is delivered to the TA during the execution of training block E activities. It is a script, which is designed to create a training environment with opportunities for the TA to achieve their TOs while executing an agreed portion of their OPLAN/JCOs.

(11) **Exercise Control (EXCON).** EXCON is the term used to describe all of the participants during the conduct of CT&E activities who are not in the TA and thus are under the control of the EXDIR. EXCON usually include: the EXDIR support staff; the exercise support elements (including RLS, CIS, visitors bureau and public information); the training teams and mentors; the exercise centre (EXCEN) composed of situation control elements (scenario, RFI - MEL/MIL management, CAX Support and OPFOR) and the response cells (higher, neighbouring and lower situational forces and non-NATO entities –SIMPRESS and grey cell-). EXDIR is directing EXCON on behalf of the OCE.

(12) **Exercise Control Methods.** NATO exercises generally fall into one of two methods of control – controlled or free play. Controlled exercises may have either pre-scripted or dynamic scripted events or both. Free play exercise both blue and red forces with limited arbitration.

(13) **Exercise Design.** Exercise Design is the term used to refer to the Exercise Content and Structures of EXCON to deliver that content. Exercise content includes the scenario modules, the STARTEX conditions and the MEL/MIL, as well as the content of each of the training blocks. Exercise Design is thus directly linked to the "Conditions" that enable the achievement of TOs (conditions which are stated/defined in each of the TOs) and EOs. EXCON structure is what enables the delivery of Exercise Content (at least in the main training blocks) and it includes the EXCON workforce requirements (e.g., CAX, RCs, GTC, HICON, etc.). The "real life" design elements (locations, CIS, budget, simulation, functional area services, and in general, all administrative and technical aspects that are more about exercise planning) are not considered to be part of Exercise Design.

(14) **Exercise Directive.** In order to ensure compliance with higher formation direction, each force element (FE) HQ is to formulate a training directive. The training directive is a commander's document which informs the TA of the detailed programme and timeline including periodic assessments they are to adhere to. It includes the generic and mission specific training requirements, a training plan, roles and responsibilities assigned within the FE HQ in order to prepare and conduct the training plan.

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- (15) **Exercise Director (EXDIR).** See definition in Bi-SCD 075-003, paragraph 1-5.
- (16) **Exercise Group (EG).** See definition in Bi-SCD 075-003 main body, paragraph 1-5.
- (17) **Exercise Level.** The levels (strategic, operational, tactical) being exercised.
- (18) **Exercise Objective (EO).** See definition in Bi-SCD 075-003 main body, paragraph 1-6.
- (19) **Exercise Order (EXORD).** See definition in Bi-SCD 075-003 main body, paragraph 1-6.
- (20) **Exercise Plan (EXPLAN).** See definition in Bi-SCD 075-003 main body, paragraph 1-6.
- (21) **Exercise Report (EXREP).** See definition in Bi-SCD 075-003 main body, paragraph 1-6.
- (22) **Exercise Team (ET).** See definition in Bi-SCD 075-003 main body, paragraph 1-5.
- (23) **Exercise Records.** The means by which exercise data are compiled and forwarded for evaluation and analysis. They include, among other things: tapes, plots, charts and exercise forms.
- (24) **Exercise Stratum.** A stratum refers to a layer in an exercise, in a hierarchical sense. It can be a training audience considered as a tier in the exercise's C2 organisation or it can refer to HICON or LOCON. E.g., an exercise consisting of a HICON-TA-LOCON would have 3 strata.
- (25) **Exercise Support (EXSUP).** Exercise support is the administrative support to the EXCON organisation and comprises RLS, CIS, Security and Protocol providing no-play support to the exercise. CIS provides connectivity within EXCON through a wide cooperation with all other CIS entities to include NCIA.
- (26) **Exercise Synchronisation Matrix.** A grid-like array based on the exercise milestone planning schedule that is used as a tool for EG/EXCON synchronisation of the exercise conduct stage, the training audiences' participation in the exercise training blocks and the exercise scenario main events.
- (27) **Exercise Specification (EXSPEC).** See definition in Bi-SCD 075-003 main body, paragraph 1-6.
- (28) **Experimentation.** Experimentation is a procedure for discovery, testing of hypotheses, or demonstrating known facts.
 - (a) **Collective Experimentation.** Collective experimentation involves the integration of discrete experiment events into NATO and national

exercises. It allows testing of concepts under “operational” conditions and exposes the training audience to possible future capabilities.

(b) **Stand-alone Experimentation.** Stand-alone experimentation requires venues that are tailored to support the experiments themselves. These experiments typically are not suitable for integration into a training exercise without having a disruptive impact on that exercise.

(29) **Experiment type.** The general types of experiments are: demonstration, discovery and hypothesis-testing.

(a) **Demonstration Experiment.** Demonstration experiments are designed experiments in which known truth is recreated, analogous to those in high school in which students follow instructions to show that the laws of chemistry and physics operate as the underlying theories predict. For NATO these activities are cooperative demonstrations of technology to show that an innovation can, under carefully orchestrated conditions, improve the efficiency, effectiveness or speed of a military activity. The technologies employed are well established and the setting (e.g., scenario, participants) is orchestrated to show that these technologies can be employed efficiently and effectively.

(b) **Discovery Experiment.** Discovery experiments are designed to create recommendations of concepts that are most likely to produce successful future military and/or political capabilities for the Alliance. Their outcomes are expected to be insights rather than optimality or rigorous quantitative analyses; they do not produce final answers. Discovery-type capabilities experiments produce actionable recommendations that address desired operational capabilities and potential investment streams.

(c) **Hypothesis-testing Experiment.** Hypothesis-testing experiments are the classic type used to advance knowledge by seeking to falsify specific hypotheses (if...then statements) or discover their limiting conditions. They also are used to test whole theories or observable hypotheses derived from such theories. To conduct a hypothesis-testing experiment, the experimenter creates a situation in which one or more dependent variables can be systematically observed under conditions with varying independent variables, while other potentially relevant factors (i.e., control variables) are held constant, either empirically or through statistical manipulation. Hence, results from hypothesis-testing experiments are always caveated with “all other things being equal.”

f. F

(1) **Fictionalised Scenario Design.** A fictionalised scenario depicts a fictional situation made by changing real world details. A fictionalised scenario may have a real setting with a made-up situation or a real situation with a made-up setting to achieve the exercise objectives with all other aspects being real. An exercise of a contingency operations plan (COP) using real NATO forces in a made-up world is an example of a fictionalised scenario.

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- (2) **Fictitious Scenario Design.** A fictitious scenario depicts a totally imaginary setting and situation. A fictitious scenario will have an imaginary situation in an imaginary setting with all other aspects being invented to achieve the exercise objectives. A training event with vignettes based on notional dedicated forces being deployed under an imaginary international security organisation mandate to an imaginary operational area is an example of a fictitious scenario.
- (3) **Field Training Exercise (FTX).** A FTX is an exercise where only selected units are deployed into the field such as elements of a GRF or FLR or a communications unit. The non-deployed troops are represented by their HQ deployed in the exercise area.
- (4) **First Impression Report (FIR).** FIRs contain the first assessment of exercise process performance/deliverables in the EP stages (specification, planning and conduct) connect to planning proceedings or execution of training blocks. Each FIR should also include a Key Observations List. Each participating HQ, agency, and team completing these milestones is to submit FIRs to the OSE and OCE for further staffing.
- (5) **Flow Execution Plan (FEP).** The FEP is the MNDDP as exported from the allied deployment and movement system (ADAMS) functional tool into the effective visible execution (EVE) functional tool which is used for reporting, monitoring and management of forces deployment and sustainment movements by the joint commander.
- (6) **Force Activation.** In order to execute an OPLAN it is necessary to activate and deploy the forces required by that OPLAN. Force activation is the responsibility of SACEUR and is initiated by a NAC force activation directive and the force activation process will normally commence prior to OPLAN approval and could be coincident with CONOPS approval (see Reference L).
- (7) **Force Commander.** The officer designated to exercise operational control over specific forces for a particular period during an exercise.
- (8) **Force Generation.** Required for all NATO military operations which must begin early in concurrence with the OPP; must be adapted to situation; depends on NAC/national decisions; is multi-level based upon guidance and tasks down and determination of force requirements up; establishes force flow to implement concept of operations; requires planners, operators and movers; and is limited by force readiness, availability and mobility.
- (9) **Force Integration Training (FIT).** Operational training that is conducted to practise and improve the force integration of service or joint forces en route to (for air/maritime forces) or immediately prior to deploying to an operational theatre for a specific mission.
- (10) **Force Standards.** The operational and logistics capability requirements and, where applicable, the performance criteria that nations must meet in planning for and training any forces they intend to allocate to NATO. They enable

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commanders to assess the respective forces as to their abilities to perform their assigned missions. Force standards are also used to assess the progress of TOs.

(11) **Framework.** A basic storyline that provides the skeleton around which the actual play for an exercise is constructed.

(12) **Free Play Exercise.** Free play exercises are used to test the capabilities of participants under contingency and/or wartime conditions. Action is limited only by the need to achieve the overall exercise aim and objectives, and/or by imposing artificialities or restrictions required by peacetime safety regulations.

(13) **Functional Services (FS).** FS are software based systems (SBS) capabilities that provide support to a specific staff function or process. They will, in general, be oriented towards a specific staff mission or mission area. They will be components of the ACO fielded system baseline and should therefore make best use of core capabilities and other functional services within the system. Examples of FS include: TOPFAS, LOGFAS, ICC, JOIS, and ADAMS.

g. G

(1) **Geo-Strategic Situation.** A conventional term that describes the overall setting and current situation for an exercise. It includes, among other things, crisis area geographical information, the major regional actors, a description of the current crisis and the historical background of the crisis as well as the major political, military, economic, cultural, humanitarian and legal conditions, including membership in relevant arms control treaties and agreements that support a NATO military response.

(2) **Grey Cell (GYC).** Conventional term used to describe a response cell that is composed of subject matter experts or role players representing agencies, organisations, institutions and individuals outside of the NFS and outside of the opposing forces structure. The composition of the grey cell must be tailored for each exercise, but typically includes international, national and non-governmental organisations and agencies, local governments, local authorities at federal/provincial/municipal levels, local police forces, local civilians, local military and media.

h. H

(1) **Higher Control (HICON).** Conventional term used to describe the coordination mechanism needed to control the response cells situated at the stratum level above the TA.

(2) **Host Nation (HN)**¹⁹. A nation which, by agreement: (a) receives forces and materiel of NATO or other nations operating on/from or transiting through its territory; (b) allows materiel and/or NATO organisations to be located on its territory; and/or (c) provides support for these purposes. For NATO exercises, HNs should be identified early to enable the requisite MOUs and support agreements to be

¹⁹ NATOTerm record number 3790

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finalised as well as to allow for required build-up of infrastructure and to ease coordination between the OSE, OCE, ODE and the HN.

(3) **Host Nation Support Arrangements (HNSA)**²⁰. Those documents which detail the support, political, legal and/or financial arrangements agreed upon by national and NATO authorities and which are necessary to provide HNS to NATO-led operations and exercises.

(4) **Hot Wash-Up (HWU)**. Term used to describe various ways in which commanders may conduct informal debriefings or follow-up discussions and evaluations of the performance of a HQ or multiple HQs during an exercise or major event or following its conclusion. The main purpose of a HWU is to identify strengths and weaknesses recognised during the exercise/event, which may then lead to identifying lessons in order to avoid repeating errors made in the past. A HWU normally includes all the parties that participated in the exercise or event.

i. I

(1) **Incident**. An incident is an element or subset of an exercise event. It consists of a series of related injects designed to create a credible situation that will test the training audience over a period of time, in order to achieve a specific training effect or outcome.

(2) **Information Exchange Requirement (IER)**. The IER is a statement of the need to exchange information between cooperating forces or headquarters. They specify the information to be exchanged in a standardised manner, within the context of the mission, key tasks, required degree of interoperability and the parameters of communications and information systems involved (see Reference N).

(3) **Inject**. The way of bringing an incident to the attention of the players for whom it was created (and from whom a reaction is expected). Injects are to be made by response cells or by the MEL/MIL steering group through the using doctrinal communications means and, where available, formats and media. The intent is to simulate the likely source of such information in a real situation/operation (e.g., intelligence report, newspaper article, operational report, etc.).

(4) **Inspector**. Inspectors are sponsored individuals who are obliged by treaty to ascertain specific details of an exercise and have been correctly declared in accordance with that treaty.

(5) **Intelligence Requirements Management (IRM)**. The NATO system for receipt, validation, processing and transmission of intelligence requirements, which support the operational commanders.

(6) **Interoperability**. Interoperability is the ability to act together coherently, effectively, and efficiently, to achieve Allied tactical, operational and strategic objectives. It comprises the human, technological and procedural dimension.

²⁰ Details and explanations as per Reference M.

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Improved interoperability with partner nations complements the ability of the Alliance to meet its tasks. For partners, developing interoperability with NATO prepares their forces and capabilities for more effective participation in, and contribution to, NATO exercises, the NRF, and NATO-led operations; as well as other potential crisis management operations, including those where NATO supports international organisations, using the same set of interoperability standards. Interoperability requires consistent and continued effort over time.

j. **J**

(1) **Joint Implementation Arrangement.** Follow-on document (to the HNSt MOU, Technical Arrangement, and Statements of Requirements SOR(s) from each SN and NATO formation deploying to the HN) which establishes the commitment between the participants concerning the provision and receipt of HNS. It includes the most detailed information on the required and offered support, the site specific procedures to implement the support arrangements and the reimbursement details.

k. **K**

(1) **Key Leader Training (KLT).** See Annex H, CT&E toolsets.

l. **L**

(1) **Lead Trusted Agent.** A Lead Trusted Agent is a single point of contact from the Training Audience Force Element/Headquarters who takes on the responsibility for the identification and coordination of the Trusted Agents. Ideally, the Lead Trusted Agent will be a lead planner (J5) and must be empowered to make decisions on behalf of the Senior Trusted Agent. The Lead Trusted Agent, with the assistance of the Trusted Agents and under the direction of the Senior Trusted Agent, will be relied on to facilitate the communication between the ODE/EXCON, Trusted Agents, Senior Trusted Agent, and the Training Audience as a whole. Trusted Agents should advise scenario design, participate in content development, assist in the preparation of Response Cells, as well as aid in the explanation of the “rules of the game” to the rest of the Training Audience so that they are not unnecessarily distracted by exercise artificialities during execution. Lead Trusted Agents are part of EXCON during CRP and execution.

(2) **Lesson Identified (LI).** A LI is the output of the Identification Phase and includes an Observation, an identification of the root cause of the issue, recommended Remedial Action(s) for improvement and a single proposed Tasking Authority (see Reference G).

(3) **Lesson Identified List (LIL).** The LIL is a summary or highlight of the key LI that are considered most important and is an enclosure to the EXREP. The purpose of the LIL is to draw the attention of the leadership and assist the exercise community and analysts by grouping the key LI from one exercise in one place.

(4) **Lessons Learned (LL).** A knowledge or understanding gained from experience. The experience may be positive, such as a successful activity or operation, or negative, as in a mishap or failure. A lesson learned must be significant

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in that it has a real or assumed impact on the organization's activities; valid in that it is factually and technically correct; and applicable in that it identifies a way to reduce or eliminate the potential for failures and mishaps, or reinforces a positive result. (See Reference O).

(5) **Letter of Acknowledgement of Responsibilities (LOAR).** The LOAR is an acknowledgement from an individual that NATO information that they may have access to in the context of their involvement in operations, training, exercises, transformation and cooperation (OTETC) activities shall only be used for the effectiveness of NATO's mission, and shall not be shared or transmitted to third party organisations, bodies, persons or nations. A LOAR is to be signed upon arrival on the OTETC task and a further LOAR is to be signed at the conclusion of their involvement with NATO (see Reference P).

(6) **Live Exercise (LIVEX).** See Annex H, CT&E toolsets and Annex L (LIVEX).

(7) **Lower Control (LOCON).** Conventional term used to describe the coordination mechanism needed to control the response cells situated at the stratum below the TA.

m. **M**

(1) **Main Capability Area (MCA).** MCAs are the required capabilities for Alliance forces and HQs. MCA identify what NATO's military organisation must be able to accomplish to cover the full range of the Alliance's military missions and to guarantee NATO's military effectiveness and freedom of movement. MCAs serve as a basis to develop Exercise Objectives that will drive the selection of TOs amongst MCA list of abilities to be particularly trained/evaluated during the exercise. Joint, Land, Air, Navy, and SOF HQs find there MCA catalogues respectively in AFS Volume V, II, III, IV, and X.

(2) **Main Events List/Main Incidents List (MEL/MIL).** The MEL/MIL, the main tool (normally a database) for the EXCON to control the exercise, is maintained by EXCON and it is structured on the main events developed to support achievement of the exercise objectives. Each main event will have one or more incidents that are presented to the training audiences by means of injections. The MEL/MIL should encompass the complete timeline of the exercise and, at ENDEX, be updated to include all dynamic and unscripted events, incidents and injections utilised during the exercise conduct.

(3) **Mid-Exercise Review (MER).** An AAR conducted after phase change, change of mission, or as designated in the EXPLAN to take immediate advantage of fresh thought and allow for immediate improvement.

(4) **Mission Secret Network.** A MISSION SECRET network is deployed to provide communications and information systems (CIS) support to NATO Deployed forces HQs. The network operates in a MISSION SECRET system high mode in which all individuals with access to the CIS are cleared to the highest classification level of information within the system, but not all individuals with access have a common need-to-know for the information within the system. To enable

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interconnection between a network handling NATO SECRET information and a network handling MISSION SECRET information, it will be necessary to develop an IEG.

(5) **Mission Rehearsal Exercise (MRE).** Conventional term used to further describe that collective training designed for headquarters staff for an upcoming military operation.

(6) **Module.** In exercise scenario design and development; each of a set of standardised parts or independent units that can be used to construct a more complex structure.

(7) **Monitoring/Monitor.** The act of listening, carrying out surveillance on, and/or recording the emissions of one's own or allied forces for the purpose of maintaining and improving procedural standards and security, or for reference, as applicable.

(8) **Mounting.** All preparations made in areas designated for the purpose, in anticipation of an operation. It includes the assembly in the mounting area, preparation, and maintenance within the mounting area, movement to loading points, and subsequent embarkation into ships, craft, or aircraft if applicable.

(9) **Mutual Training Support (MTS).** MTS depicts training support arrangements occasionally binding similar NCS/NFS HQs. There are three kinds of MTS arrangements:

(a) Two HQs exchange a number of personnel between their respective exercises (“you reinforce my exercise with 10 individuals and I will reinforce yours with 10”).

(b) Win-win participation within a single exercise (one HQs takes advantage of significantly reinforcing the exercise of a partner HQs –e.g. portraying HICON/OPFOR, building the training team, or reinforcing the TA).

(c) Recently certified NRF/JTF HQs provide significant support to the preparation of their successor.

(10) **Multinational Detailed Deployment Plan (MNDDP).** The MNDDP is the SHAPE developed, de-conflicted deployment plan based on the national detailed deployment plans (DDPs).

n. **N**

(1) **NATO-wide Exercise.** A NATO-wide exercise that involves SACEUR, the Joint Force Commanders (JFCs) and a majority of their Component Commanders (CCs) (with or without forces) and Ministry of Defence (MODs) is considered a four stratum exercise.

o. **O**

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- (1) **Observation.** A comment based on something someone has heard, seen or noticed that has been identified and documented as an issue for improvement or a potential best practice.
- (2) **Observer.** Observers are sponsored individuals who attend an exercise with a specific military or diplomatic objective to fulfil. Sponsors would normally be either the HN or the NAC.
- (3) **Officer Conducting the Exercise (OCE).** See definition in Bi-SCD 075-003 main body, paragraph 1-5.
- (4) **Officer Directing the Exercise (ODE).** See definition in Bi-SCD 075-003 main body, paragraph 1-5.
- (5) **Officer of Primary Responsibility (OPR).** See definition in Bi-SCD 075-003 main body, paragraph 1-5.
- (6) **Officer Scheduling the Exercise (OSE).** See definition in Bi-SCD 075-003 main body, paragraph 1-5.
- (7) **On-the-job Training (OJT).** The training of individual members serving in specific positions in military units or staffs to provide them with the skills relevant to those positions.
- (8) **Operation Plan (OPLAN).** An OPLAN is designed to counter an actual or developing crisis, both Article 5 and non-Article 5. An OPLAN is a detailed and comprehensive plan capable of execution, which has forces assigned and all necessary preparations undertaken for successful execution of the assigned mission. In circumstances where multiple operations are conducted concurrently within a single region, it may be deemed necessary to develop a single, theatre-wide campaign plan, to ensure proper coordination, unity of purpose and economy of effort of all military activities involved in the execution of, and support for, these operation.
- (9) **Operational Capabilities Concept (OCC) Evaluation and Feedback (E&F) Programme.** A NATO Evaluation Programme for partner units. The programme's aim is to assist partners in transformation of their national defences and prepare units for NATO-led non Article V Crisis Response Operations and NRF.
- (10) **Operational Liaison and Reconnaissance Team (OLRT).** The OLRT is a discrete team, formed by the JFC HQ to contribute to the process of gaining early, first hand situational awareness in theatre. The OLRT facilitates the rapid establishment of liaisons and conducts reconnaissance in a designated area that may become a future theatre of operations or Joint Operating Area (JOA).
- (11) **Order of Battle (ORBAT).** The identification, strength, command structure, and disposition of the personnel, units, and equipment of any military force.

p. P

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(1) **Panel Discussion.** A panel discussion is a forum in which a group of specialists (between 3 and 5) are available for questions and answers in relation to defined topics in front of an audience. Panel discussions are often introduced by a briefer (one of the specialists) and intended to provide “the voice of experience” in an open discussion forum.

(2) **Pool of Forces and Capabilities.** The Operational Capabilities Concept (OCC) Pool of Forces and Capabilities (PoF) consists of Forces declared to NATO by partners. These Forces will train to reach NATO standards and when completed they may participate in NATO led ops, NRF or NATO LIVEX.

(3) **Primary Training Audience (PTA).** The PTAs are those force elements identified in the multi-year exercise documents as the main focus of the exercise, confirmed in Stage 0 and laid down in the EXINT (if not confirmed in Stage 0, at least in early Stage 1 and laid down in EXSPEC). Exercise design, resources and conduct are managed to meet the PTAs training requirements. Being PTA implies to be challenged to the maximum extent possible, in several areas chosen by the Commander (e.g. Crisis Establishment integration with reinforcement mechanism, capable opposed forces, business continuity following a strike, 24/7 battle rhythm, autonomous deployment, Command Post relocation, etc.).

(4) **Procedural Training Roadmap (PTR).** The PTR defines the overall procedural training progression projected by a FE over a multi-year training programme. The PTR prioritises procedural tasks between a series of exercises in order to expose, train and demonstrate NATO force elements’ understanding and application of NATO techniques and procedures. The PTR should be progressive and repetitive.

(5) **Proposing Body (PB).** Related to the partner involvement in NATO exercise. Represents the authority that submits and is responsible for an activity. For NATO exercises, the OSE is the PB.

q. Q

r. R

(1) **Rapid Environmental Assessment (REA).** The REA provides for environmental information that can be used during the planning and execution of military operations. The information required consists of an agreed depiction of the meteorology, oceanography, hydrography and geography of the operating area providing a seamless characterisation of the battle space. The REA structure draws information and products from appropriate meteorological forecasting centres. REA provides the framework to address all operational activities required to draw operationally meaningful information out of the available data (archived, modelled, measured or observed) to support maritime operations.

(2) **Reach Back.** Reach back is the process of obtaining mission essential C2, products, services and applications, in a timely manner, by using CIS technology between non-deployed and forward-deployed elements forming a single HQ in order to achieve operational efficiency.

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- (3) **Real Geography.** Geography based on real world maps and data, but which may have political features altered such as country boundaries and names.
- (4) **Real Scenario Design.** A real scenario depicts a real CRP situation in a real world setting and with all other aspects being real. A Mission Rehearsal Exercise is an example of a real scenario.
- (5) **Reception, Staging, Onward Movement and Integration (RSOMI).** RSOMI is the essential process that transitions deploying forces, consisting of personnel, equipment and materiel arriving in the JOA, into forces capable of meeting the JFC's operational requirements.
 - (a) Reception. Reception operations include all functions that are required to prepare, receive and clear unit personnel, equipment and materiel through the FMB/POD.
 - (b) Staging. Staging assembles, temporarily holds and organises arriving forces, equipment and materiel into component units in preparation for onward movement, integration and tactical operations.
 - (c) Onward Movement. Onward Movement is the process of moving units and accompanying materiel from reception facilities and staging areas on to their final destination (e.g. tactical assembly areas).
 - (d) Integration. Integration is the process of bringing together the various national units into a joint multinational force under the command of the JFC.
- (6) **Remedial Action (RA).** An activity or set of activities that correct an issue identified for improvement or facilitates the implementation of a best practice.
- (7) **Request for Information (RFI).** Essential Elements of Information or Specific Intelligence Requirements formatted into a request for processing along the chain of command. It includes the parameters of the information as originator, urgency, priority, suspense date, justification and background. EXCON should be prepared to answer RFIs during EP Stage3 training block activities.
- (8) **Response Cells (RCs).** A RC represents all subordinated HQs receiving guidance from, and interacting with the TA. Details at Annex Z to Bi-SCD 075-003.
- (9) **Resolution (simulation).** The level of detail of a model or simulation.
- (10) **Robust Response Cell(s) (R-RC).** Robust Response Cell(s) depict those HQs drilling into their battle rhythm and reports and returns as part of the higher, lower or, side control, or opposing forces' organizations (HICON, LOCON, SIDECON, OPFOR). R-RCs belong to EXCON. They are directed as much as required so that the exercise focuses on PTA - STA requirements.
- (11) **Round Table Discussion (RTD).** A discussion between the key leaders of a group and specialists in order to discuss an issue approved in advance. The discussion is always introduced by a briefer and moderated in order to provide

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feedback on questions, to brainstorm solutions to a problem or to discuss an issue of public concern. The format is more or less fixed and an excellent venues for giving and receiving targeted feedback, engaging in-depth discussions with specialist and colleagues on management level related to similar interests and topics.

s. **S**

- (1) **Scenario.** See Annex Y to bi-SCD 075-003, paragraph 1.
- (2) **Secondary Training Audience (STA).** The STAs are those force elements identified in the multi-year exercise documents, confirmed in Stage 0/Stage 1 and laid down in the EXINT/EXSPEC as the secondary focus of the exercise. Exercise design, resources and conduct within means and capabilities are managed to meet the STAs training requirements. Being STA implies to be challenged to a manageable extent.
- (3) **Senior Mentor (SM).** SMs are SMEs with extensive military operational experience, who are available to pass on their expertise to NATO commanders and staffs during training, exercises, mission rehearsal events and operational situations. The SM Programme, run by SHAPE, specifies further details.
- (4) **Senior Trusted Agent.** COM of the Training Audience, or a representative empowered to speak on behalf of the COM, is considered the Senior Trusted Agent. The Senior Trusted Agent will be kept informed of the overall exercise design and provides guidance to the ODE/EXCON related to exercise requirements, as required. The Senior Trusted Agent remains in this role during the CRP and execution, although the Senior Trusted Agent may be brought into the EXCON battle rhythm when available and as required. This relationship is especially important during MEL/MIL incident development and scripting workshops when J 3/5 representatives from the Training Audience provide the critical information needed to establish the STARTEX conditions.
- (5) **Service Management Authority.** See Appendix 2 to Annex O.
- (6) **Setting.** See Annex Y to bi-SCD 075-003, paragraph 1.
- (7) **Simulation.** A means of representing dynamically the operating conditions of a real system. Simulation used in training dynamically models real environments and/or equipment to enable trainees to acquire and practice of skills, knowledge and attitudes.
- (8) **STARTEX.** A brevity term used to identify the date and time an exercise phase or sub-phase is planned to start. The STARTEX date/time may be actual (real world calendar) or based on the days/hours after an earlier exercise event, such as the "G-Day", that pre-established STARTEX conditions are met. STARTEX is scheduled after the warm-up period, when EXCON/TA are internally and collectively integrated, C2IS is up and running, and significant MEL/MIL injections may start.

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- (9) **Steering Group (SG).** See Bi-SCD 075-003 main body, paragraph 1-5.
- (10) **Strategic Deployment.** Strategic Deployment transports mission-assigned forces, consisting of personnel, equipment and their sustainment, from a POE to a FMB/POD.
- (11) **Supporting Tasks (ST).** The list of activities that contribute to accomplishing a HQ task. When the task has a dedicated Standard Operating Procedure/Standard Operating Instruction (SOP/SOI), the list of activities is to be found in it. Activities are listed by chronological order.
- (12) **Synthetic Geography.** Artificially constructed physical and cultural geography. It is difficult and expensive to develop this to a high resolution, so such geography may contain patches of real geography to support operational and tactical level training.
- (13) **Synthetic Scenario Design.** A synthetic scenario depicts an artificial situation in a real world setting and with all other aspects being real or generic. An exercise of a Contingency Operational Plan (COP) using generic NATO forces in a real world setting is an example of a synthetic scenario.

t. **T**

- (1) **Task.** For the TA, a task is a key ability that the staff should prepare, exercise, and demonstrate (when applicable). AFS volumes contain the generic task list that NCS and NFS HQs should select to develop their Procedural Training Roadmap (PTR).
- (2) **Technical Coordination Conference (TCC).** The TCC is the conference for the final coordination/planning of the CIS support to the exercise.
- (3) **Technical Control (TECHCON).** TECHCON is the authority of one organisation or command to issue and enforce policy and authoritative direction concerning the use of techniques, procedures, standards, configurations, designs, devices, and systems.
- (4) **Theme.** Conventional exercise planners' term used to describe, among other things:
 - (a) The relationships between one or more exercise events and the exercise aim and objectives.
 - (b) An anticipated operational phase that will be deduced by the TA operational planners and which would serve as a means for exercise planners to organise and associate events, incidents and injections. For example; "Training in the initial phase of an operation in order to create a safe and secure environment".
- (5) **Time jump.** Exercise planners' conventional term used to describe the practice of accelerating time during periods when the exercise players are not active

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in order to establish specific situations and conditions to enhance achievement of the exercise aim and objectives. Time jumps must be supported by EXCON development and provision of situational data and information to set conditions for putting the training audience in the STARTEX picture after the time jump.

(6) **Timeline.** Conventional exercise planners' term used to describe the times of occurrence of past events/incidents that support the exercise scenario, current or ongoing events/incidents that assist establishment of the exercise setting and projected events/incidents through the envisioned period that exercise play will take place.

(7) **Trainer.** Trainers are SMEs who provide staff level advice to the TA in functional areas. SMEs are generally, but not necessarily, drawn from non-TA headquarters. The trainer usually acts in two roles simultaneously. As observers, who provide feedback on the exercise's progress and note the performance and operational practices of the TA. As trainers, who coach the TA in the execution of their staff duties.

(8) **Training.** The generic term for the permanent process of preserving and improving the ability of military individuals, staffs and forces to conduct sound military operations. It encompasses individual and collective training.

(9) **Training Audience (TA).** See definition in Bi-SCD 075-003 main body, paragraph 1-5.

(10) **Training Objective (TO).** See definition in Bi-SCD 075-003 main body, paragraph 1-6.

(11) **Training Plan.** A multi-year Training Plan is describing how the Commander intends to develop and improve operational art and procedures through exercises. A Training Plan is at least composed of an Operational Training Roadmap (OTR) and a Procedural Training Roadmap (PTR).

(12) **Training Progression.** Term used in describing the activities and composition of the exercise by selected and sequenced training blocks (A to F).

(13) **Transposed Geography.** Real geography data that is moved to another location on the surface of the earth.

(14) **Trusted Agent.** A member of the Training Audience who supports the ODE with the design, development, and delivery of the exercise. A Trusted Agent primarily represents the Training Audience's COM intent and ambition for the exercise related to their particular functional area by contributing towards the ODE's efforts to provide suitable opportunities to achieve the OCE-approved Training Objectives. Trusted Agents should advise scenario design, participate in content development, assist in the preparation of Response Cells, as well as aid in the explanation of the "rules of the game" to the rest of the Training Audience so that they are not unnecessarily distracted by exercise artificialities during execution. Trusted Agents usually remain in their functional organizations during CRP and execution.

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u. U

v. V

(1) **Validation.** The confirmation of the capabilities and performance of organisations, individuals, materiel or systems to meet defined standards or criteria, through the provision of objective evidence. Note: In the context of military forces, the hierarchical relationship in logical sequence is: assessment, analysis, evaluation, validation and certification.

(2) **Validation Meeting (VM).** A Validation Meeting (VM) is a Commanders' level meeting to validate the products/deliverables of each Exercise Process stage. The precursor for a VM is a staff level conference (regularly an Exercise Group venue) to consolidate the products/deliverables, which are validated in the VM.

(3) **Vignette.** A brief description, account or episode which evokes strong images, memories or feelings. A vignette-based training event that uses the vignette details as the exercise setting and situation.

(4) **Visitors.** Visitors are individuals or small groups (committees etc.) from participating organisations or countries who are invited to attend a designated, programmed and possibly pre-scripted, portion of an exercise.

w. W

(1) **Workshop.** An EP meeting at which a select group engages in intensive discussion and activity on a particular subject or project. Workshops should have specific product requirements and/or end-states established before the meeting. Workshops are used to develop MEL/MIL and TOs.

x. X

y. Y

z. Z

LIST OF REFERENCES

1. The below list includes only references, that are referred to in Bi-SC Directive 075-003 text and are listed in the order in which they appear in the complete document. It has to be noted, that some of the below listed documents are already receiving a revision, whilst Bi-SCD 075-003 was in parallel reviewed/promulgated. Those other documents/papers, which are expected to be promulgated in near future, are marked with the attachment “(revision, new document expected)” or “(when promulgated)”. As soon as one of those documents were finally promulgated, it may force an amendment of single annexes to Bi-SCD 075-003, which are dealing with dedicated subjects, such as for CIS support to exercises (Annex O to Bi-SCD 075-003), or Physical Security considerations (Annex T to Bi-SCD 075-003), or Partner Nations involvement in NATO exercises (Annex R to Bi-SCD 075-003) and others.
2. A subsidiary list of related documents is at Appendix 1. It offers additional related documents, which might be of utility for exercise planners and SMEs supporting the EP. Documents listed at Appendix 1 may have influenced Bi-SCD 075-003 contents to various annexes and subjects, but are not directly referenced in the text.

REFERENCES

- | | |
|---|--|
| A | MC 0458/4, NATO Education, Training, Exercise and Evaluation (ETEE) Policy, dated 03 January 2023 |
| B | ACO Directive 075-013, NATO Evaluation System Policy, dated 08 March 2021 |
| C | SH/COM/COS/OAC/19-004566 BI-SC NATO Command Structure Adaptation – Additional Tasking, dated 01 December 2019 |
| D | Bi-SC Directive 075-002, Education and Training Directive, dated 12 June 2023 |
| E | Bi-SC Directive 075-009, International Organisations/Non-Governmental Organisations/Governmental Involvement in Exercises Directive, dated 01 December 2020 (revision, new document expected end 2023) |
| F | ACO Manual NNN-NNN, Management Guidance on Military Cooperation (when promulgated) |
| G | Bi-SC Directive 080-006, Lessons Learned, dated 23 February 2018 |
| H | Bi-SC Directive 080-091, Joint Analysis Requirements and Reports, dated 13 November 2015 |
| I | Bi-SC Directive 075-005, Military Training and Education Programme Directive, (revision, new document expected end July 2023) |
| J | PO(2023)0036(INV), Political Guidance for Defence Planning 2023, dated 31 January 2023 |
| K | MC 0400/4, NATO’s Military Strategy Comprehensive Defence and shared Response, dated 22 May 2019 |
| L | MC 0133/5, NATO’s Operations Planning, dated 18 September 2019 |
| M | AJP-4.3, Allied Joint Doctrine for Host-Nation Support, Edition A Version 1, dated April 2021 |
| N | APP-11, NATO Message Catalogue, Edition D, Version 1, dated 23 November 2015 |
| O | Military Advice on NATO Lessons Learned Policy, dated 09 March 2023 |

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- P Bi-SC Handbook for Information and Intelligence Sharing with Non-NATO Entities, Version 5.0, dated September 2014
- Q MC 0554/1, MC Policy for the Development and the Implementation of the whole potential of the Operational Capabilities Concept within a more Operational Partnership, dated 05 December 2007
- R IMSM-0035-2021, ONE NATO Brand Strategy and Brand Identity Manual, dated 10 February 2021
- S ACO Comprehensive Operations Planning Directive (COPD) Version 3.0, dated 15 January 2021
- T PO(2022)0514 (INV), Education, Training, Exercises and Evaluation (ETEE) Common Funding Policy, dated 19 December 2022
- U Bi-SC Directive 075-004, Operational Experimentation Directive, (revision, new document expected end July 2023)
- V MCM-0019-2022, Warfare Development Agenda, dated 07 April 2022
- W SH/PLANS/SDF/CRF/DPF/23-013997 – ACT/SPP/SEE/TT-7015/Ser:NU1783, Capability Hierarchy, dated 04 August 2023
- X SH/SDP/J7/FPR/TRR/LN/22-009463-1, ACO Collective Training and Exercise Directive 2024, dated 03 March 2022
- Y SH/SDP/J7/FPR/AFP/RN/22-009467, SACEUR'S Guidance for Education, Training, Exercises and Evaluation, dated 16 March 2022
- Z IMSM-0095-2021, SHAPE request to link national exercises to NATO exercises for Military Training and Exercise Program cycle 2022-2026 (Annex A - Information Required to Initiate Linkages Process), dated 08 March 2021
- AA Treaty on Conventional Armed Forces in Europe (CFE), dated 19 November 1990
- BB Vienna Document (VDOC) 2011 on Confidence and Security Building Measures (CSBM), dated 30 November 2011
- CC LC/PLS/G7/1902-4148, LIVEX Local Operations Control Handbook, dated 28 February 2019
- DD ACO Directive 080-095, CIS Planning Directive, dated 10 March 2014 (currently under revision)
- EE Terms of Reference (TOR) for the NATO Exercise CIS Support Meeting (NECSM), dated 18 September 2012
- FF C-M(2007)0118, NATO Information Management Policy (NIMP), dated 11 December 2007
- GG C-M(2008)0113, The Primary Directive on Information Management, dated 27 November 2008
- HH Bi-SC Directive 025-001, Information and Knowledge Management, dated 25 November 2019
- II AC/322-D(2009)0045-REV1, Guidance for Developing IM Plans, (under revision, when promulgated)
- JJ ACO Directive 087-003, ACO Military Cooperation, dated 18 June 2021
- KK AJP-3.14, Allied Joint Doctrine for Force Protection, Edition B, dated DD Mmmm YYYY (when promulgated)
- LL ACO Directive 080-025, ACO Force Protection, dated (under revision, when promulgated)
- MM ACO Directive 075-016, Collective Training and Exercise Resource Planning and Management, dated 13 July 2022
- NN MC 0628, NATO Military Policy on Strategic Communications, dated 10 July 2017
- OO ACO Directive 095-002, ACO Strategic Communications, dated 12 July 2021

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- PP PO(2019)0159 (INV), NATO Strategic Communications Framework on Military Posture, dated 16 April 2019
- QQ ASCP-01, Allied Strategic Communications Publication for NATO Strategic Communications (StratCom) Training Standards, Edition A Version 1, dated 02 June 2020
- RR AJP-10, Allied Joint Doctrine for Strategic Communications, Edition A Version 1, dated 13 March 2023.
- SS AC/35-D/1040-REV6, Supporting Document on Information and Intelligence Sharing with Non-Nato Entities, dated 21 August 2014

APPENDIX

1. Additional Related Documents

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ADDITIONAL RELATED DOCUMENTS

1. This appendix provides a list of additional related documents, which might be of utility for exercise planners and SMEs supporting the EP. Below listed documents may have influenced Bi-SCD 075-003 contents to various annexes and subjects, but are not directly referenced in the text.

CIS related

- CIS-1 Annual report from the NATO EXERCISES CIS SUPPORT MEETING (NECSM)
- CIS-2 DIRECTION & GUIDANCE ON CIS PLANNING, dated 15 March 2019
- CIS-3 SH/CyOC/SA/38/18-001396, CYBERSPACE OPERATIONS CENTRE TRIAL STRUCTURE CONCEPT OF EMPLOYMENT, dated 23 November 2018
- CIS-4 SH/CyOC/SA/38/18-001396, CYBERSPACE OPERATIONS CENTRE TRIAL STRUCTURE CONCEPT OF EMPLOYMENT, dated 23 November 2018
- CIS-5 MCM-0106-2014 (REV1), NATO FMN Implementation Plan, 26 November 2014
- CIS-6 MCM-0125-2012, FMN Concept, 21 NOV 2012
- CIS-7 C-M(2015)0003-AS1, 30 January 2015 NATO FMN Implementation Plan Volume I, 26 NOV 2014
- CIS-7 MC 0660 (Final), Military Committee Directive to the NATO Command Structure for Participation as an Affiliate Within Federated Mission Networking, dated 15 January 2018
- CIS-8 MC 0593/1, Minimum level of command and control service capabilities in support of combined joint NATO led operations, 12 JUL 2017
- CIS-9 MC 0640, Minimum level of communication and information systems capabilities at land tactical level, June 2018
- CIS-10 MCM 0083-2005, NATO Response Force (NRF/ARF) Minimum Military Requirement (MMR) for Common Funded Deployable CIS and HQ CSS Equipment, dated 07 July 2005
- CIS-11 AMSG 600 (current edition)

Operations Assessment related

- J5-1 NATO Operations Assessment Handbook v4.0, dated 5 January 2023

Staffing & Workforce related

- J1-1 MC 216/4 – AAP 16(D) “Manpower Policy and Procedures” Change 40 and 42.
- J1-2 ACO Directive 045-003 “Management of Workforce for NATO Operations and Exercises”, dated 26 July 2021

Bi-SC Directives

- Bi-SCD-1 Bi-SC Directive 075-007, Education and Individual Training Directive, (revision, new document expected end July 2023)

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STAGE 0 – INITIATION

1. **Major Deliverables.** The purpose of Stage 0 is to:
 - a. Develop key stakeholders' common understanding of the exercise's priority as opposed to other competing exercises and activities through two major deliverables: EXINT and OSE Guidance.
 - b. Initiate time sensitive actions such as developing a new setting, linking LIVEX, estimating exceptional costs, or developing interoperability modules.
 - c. Starting from the Exercise Concept²¹ (EC) laid down in the multi-year CT&E Directive and considering contextual documents, Stage 0 further answers the "5Ws" and the "How":
 - (1) **Why:** Confirm and complete EAs.
 - (2) **What:** Develop the Exercise training progression (set of CT&E activities to be integrated in the EP) and draft EOs.
 - (3) **Who:** Confirm the exercise Command and Control (C2) structure and the maximum level of participation for key stakeholders (numbers).
 - (4) **Where:** Identify suitable training areas and real deployment requirements.
 - (5) **When:** Confirm and complete EP milestones (including dates and location).
 - (6) **How:** Develop the roles and responsibilities for TA, EXCON Cells, EVAL, CI (Ends, Ways, Means).
 - d. Stage 0 finishes with OSE up-to-date direction and guidance for the approaching exercise by issuing the EXINT document and the OSE Guidance (order for the EP's effort) to embrace administrative topics. All single Stage 0 deliverables may be assembled as annexes to the OSE Guidance. The EXINT documentation contains the initial exercise specifications probably as a compilation of few slides to be promulgated with a Commanders letter, see Annex M (Exercise Process guidance and deliverable templates). Given the fact, that for computer assisted exercises, there is certainly no need for a fully-fledged Stage 0 in the same style as for a LIVEX, the OSE Guidance can be developed as a stand-alone product immediate prior to Stage 1, or with start of Stage 1. For simple exercises, Stage 0 activities would be limited to only one staff level revision and preparatory event.
2. **Roles and Responsibilities.** The OSE leads Stage 0. OSE is assisted by exercise preparation bodies prefigured at the beginning of Stage 0: SG including representatives from the

²¹ EC includes exercise aims and parameters.

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key stakeholders' leadership, EB assisting SG and composed of the OPRs and key functions, EG integrating SMEs around EB, and an ET in every key formation providing reach back to EG.

3. **Key Tasks.** Stage 0 is organised by key tasks as depicted in Figure C-1 at the end of this annex.

a. **Key task 0.1. – Call for Exercise Initiation Conference.** The Exercise Initiation Conference (EIC) gathers representatives of key stakeholders' leadership and essential future members of the exercise preparation bodies and OSE HQ ET. Prepare for the initiation of the EP.

(1) **Sub task 0.1.a.** OSE appoints the OSE OPR, who is responsible for conducting the follow-on activities leading up to the development of the EXINT and OSE Guidance. Organisation of Stage 0 work schedule and methodology will be led by OSE OPR.

(2) **Sub task 0.1.b.** OSE OPR coordinates administrative arrangements and the release of a COS order/calling letter for the EIC to embrace Before Action Review (BAR) and EO Workshop 0 (EOWS-0). A generic EIC organization is depicted in Figure C-2. This order/invitation describes the aims, agenda, expected participation and tasks for EIC. The EC arising from the CT&E Directive is enclosed as the initial information to build upon. In the absence of an EC, the OSE OPR develops one in close coordination with OSE, OCE, ODE, and PTA.

(3) EIC requires significant participation in order to enable a comprehensive understanding and early buy-in from the key stakeholders. In addition to one OPR per HQ and J7/ODE facilitators, the following functional experts are expected to participate to cover 7 MCAs:

- (a) 1 to 3 SMEs from each OSE Division/Branch. This is the reason why EIC should be held at OSE location.
- (b) 7 SMEs (1 per MCA²²) per PTA.
- (c) 3 SMEs (Operations (OPS), Logistics (LOG), Intelligence (INTEL)) per STA.

The expected participation should be announced early and detailed in EIC order/calling letter.

b. **Key task 0.2. – Conduct EIC.** The purpose of the EIC is to compile and draft the EXINT and OSE Guidance as well as to prepare for the Commanders' Stage 0 VM-0. At this time, representatives from the Command Groups (CG), Senior Mentors/Advisors, EB and SMEs put together information derived from CT&E related D&G and products²³ specifically with the view to the upcoming exercise. They compare earlier D&G and previous assumptions with present-day facts and real world state of affairs. Where there is a latent need for changes of EC, priority, or else demand for adjustment/synchronisation

²² Main Capability Area.

²³ CT&E related D&G and products such as SGE, CT&E Directive, eRepository, MTEP, Lessons Learned, Training Plans, etc.

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between that specific exercise and real world, this will be summarised and prepared by OSE staff for Commanders information and decision. Hereafter the EIC participants draft relevant²⁴ and sustainable²⁵ EOs. TA synchronize their Primary Training Requirements (PTR) with the draft EOs. EOs finalized during EOWS-1 and released with the EXSPEC at Stage 1 will accelerate a more precise exercise scenario scripting and product development during Stage 2 activities and aid the preparation and execution of the CRP during Stage 3.

- (1) **Sub task 0.2.a. – Prepare BAR.** OSE, OCE, ODE and TA OPRs collect and review their HQ training requirements and capabilities and provide it to OSE OPR in order to start the compilation of exercise specifics across all involved entities and to feed the BAR.
- (2) **Sub task 0.2.b. – Prepare EOWS-0.** OSE nominate functional experts as EO coordinators (EO Coord) in each MCA and draft EOs with OSE OPR assistance²⁶.
- (3) **Sub task 0.2.c. Conduct EIC Part I - CG-level discussion & BAR.** The EIC starts with a CG-level discussion, brainstorming session chaired by OSE VCOS/DCOS, and run by OSE OPR/J7 with contributions from OSE, OCE, ODE, TA leadership and Senior Mentors/Advisors. They review the following information:
 - (a) EC with focus on the assumptions.
 - (b) New collective and TA specific training requirements.
 - (c) Exercise setting and emerging scenario.
 - (d) BAR with focus on new concepts and LI/LL/Best Practice (BP) from previous similar exercises.
 - (e) Political-military and CG-level considerations.

Hereafter, they agree on the CG-level TA challenges thus enabling OSE scripting of “C3” EO during stages 0 and 1 EO development. The agreed CG-level TA challenges and the EO “C3” will be the baseline for follow-on discussion and examination alongside with Stage 2 Strategy Workshop (see annexes E and Y).

- (4) **Sub task 0.2.d. Conduct EIC Part II - staff-level BAR & initiate EOWS-0.** OSE OPR opens the staff-level EIC with a two-part plenary session:
 - (a) **BAR.** EIC participants review the exercise information arising from CG-level session with a view to develop a common understanding and to complete the training requirements analysis.

²⁴ EOs should accommodate the Training requirements as agreed/confirmed during stage 0 exercise analysis and CSC activities. EOs should involve all TA.

²⁵ EOs acknowledged by OSE, OCE, ODE and TAs.

²⁶ OSE OPR provides assistance on the EO development methodology.

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(b) **EO Development.** OSE OPR, assisted by the EIC participants will:

1/ Refine the exercise C2 structure: Maximum level of participation²⁷ of each Force Element and National headquarters²⁸; relationship²⁹.

2/ Develop “C3³⁰” and “Prepare” EOs.

(5) **Sub task 0.2.e. Conduct EIC Part III - staff-level EOWS-0 continuation and EB meeting 0 (EBM-0).** EIC audience split into syndicates in order to develop the remaining EOs: “Plan” (J5/J35-led), “Project” (JSEC/JLSG-led), “Inform” (J2-led), “Engage” (J3-led), “Protect” (J3-led), “Sustain” (J4-led). Meanwhile, EB meeting at Stage 0 (EBM-0) takes place.

(a) EO syndicates.

1/ Each EO syndicate is composed of an OSE “EO Coord” (lead) and expert representatives from OSE divisions and FEs. OSE EO Coord is assisted on the content by a “Deputy EO Coord” nominated by the PTA. OSE J7 and ODE support the EO Coord on the methodology and ensure that draft EOs will be manageable and sustainable. Annex I details EO development process and provides a brainstorming tool (one presentation slide per EO).

2/ It is wise conducting “Plan”, “Inform”, and “Project” syndicates in parallel followed by “Engage”, “Protect”, and “Sustain”. This enables the 3 representatives from STA and/or Response Cell (RC) to support all syndicates.

(b) EBM-0 is conducted by the OSE OPR in order to complete the future OSE Guidance with OPR-related information such as the composition of the exercise preparation bodies, EP milestones, Exercise training progression, and exercise feedback requirements.

(6) **Sub task 0.2.f. Conduct EIC Part IV - staff-level consolidation of the EIC outcomes in plenary session.** EIC finishes with EO consolidation and presentation of the way ahead to all EIC participants. Roles are as follows:

(a) OSE J7 chairs the discussion with a view to coordinate EOs, draw action items.

(b) EO Coordinators back brief their EO and note group’s suggestions.

(c) EB present the outcomes of EBM-0.

²⁷ Refer to Appendix 1 for a description of different levels of participation in exercises.

²⁸ Response Cell, Robust Response Cell (R-RC), STA or PTA

²⁹ OPCON, supported/supporting interrelationship (SSI), or coordination

³⁰ C3: Command, Control, and Consult

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(d) EIC participants contribute to the discussions and receive the EIC information in order to update their staff and further contribute to EA and EO consolidation.

c. **Key task 0.3. Prepare and conduct Commanders' Validation Meeting for Stage 0.** Upon EIC completion, OSE OPR compiles draft EXINT and OSE Guidance with the EB. Hereafter, OSE OPR calls for Validation Meeting at Stage 0 (VM-0) where OSE validates EXINT and OSE Guidance with OSE, OCE, ODE, TA, and Enablers Commanders.

(1) **Sub task 0.3.a.** OPRs and SMEs update their respective staff (up to VCOS/COS level) on the EIC outcomes and provide feedback to the OSE OPR and OSE EO Coordinators. Meanwhile, the OSE OPR compiles EXINT and OSE Guidance and integrates EB comments.

(2) **Sub task 0.3.b.** OSE prepares administrative arrangements and releases a calling letter for VM-0. This invitation describes the expected CG-level participation, aims, and agenda. Consolidated draft EXINT and OSE Guidance are enclosed to the calling letter. VM-0 can be executed as a Video Teleconference (VTC) or as a meeting.

(3) **Sub task 0.3.c.** OSE chairs VM-0. Commanders confirm EXINT, acknowledge OSE Guidance, and discuss risks/opportunities with OSE. OSE provides D&G for Stage 1, exercise specification.

(4) **Sub task 0.3.d.** OSE OPR releases VM-0 Record of Decision (RoD) or Summary Report of the Meeting. The RoD includes decisions and actions as well as Commanders guidance; whereas a Summary Report of the VM-0 would describe background information, significant points, conclusions and recommendations/follow-on actions of the exercise participants and key stakeholders.

d. **Key task 0.4. – Promulgate EXINT and OSE Guidance.** OSE promulgates the EXINT in tandem to the OSE Guidance.

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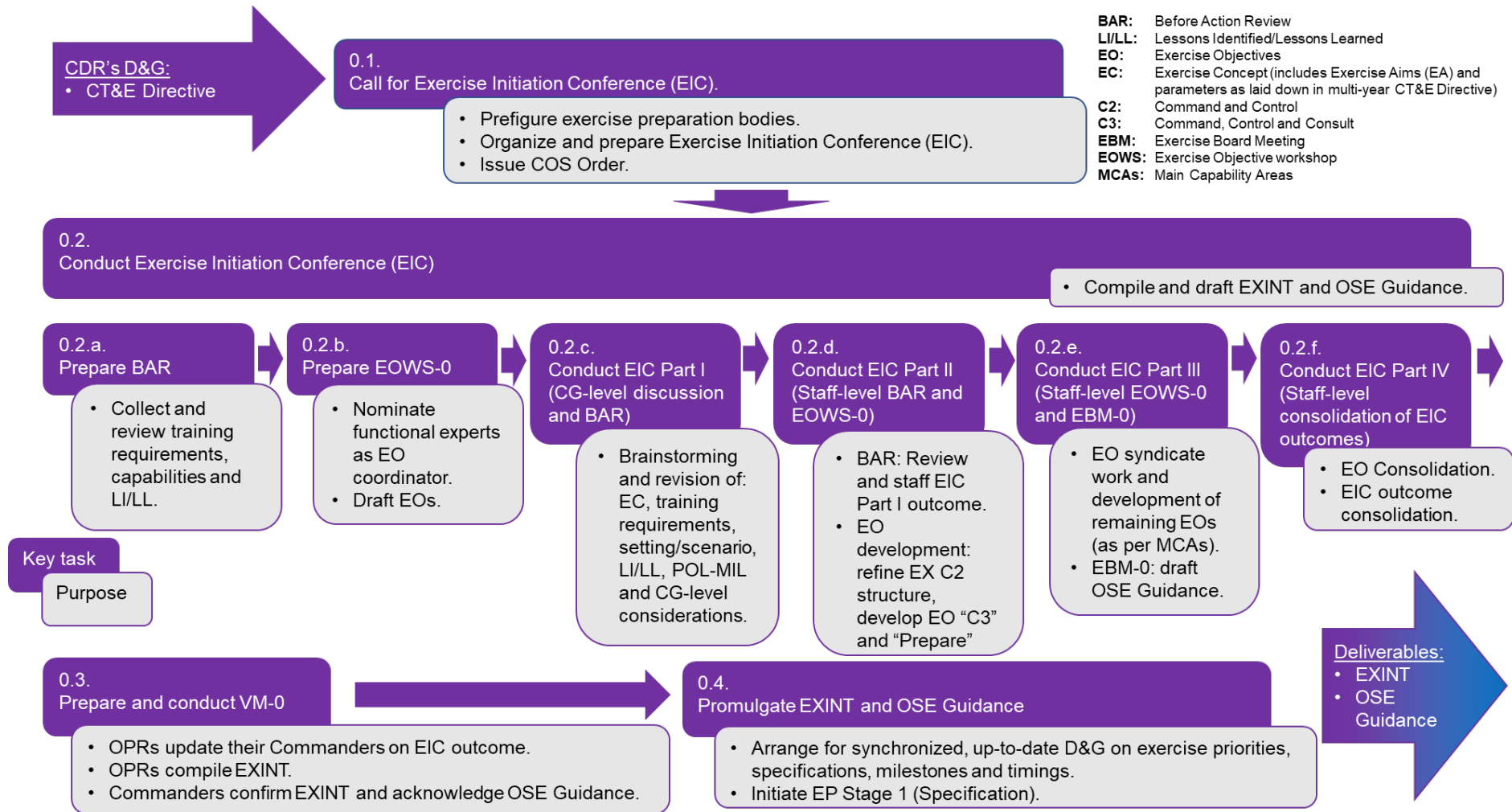
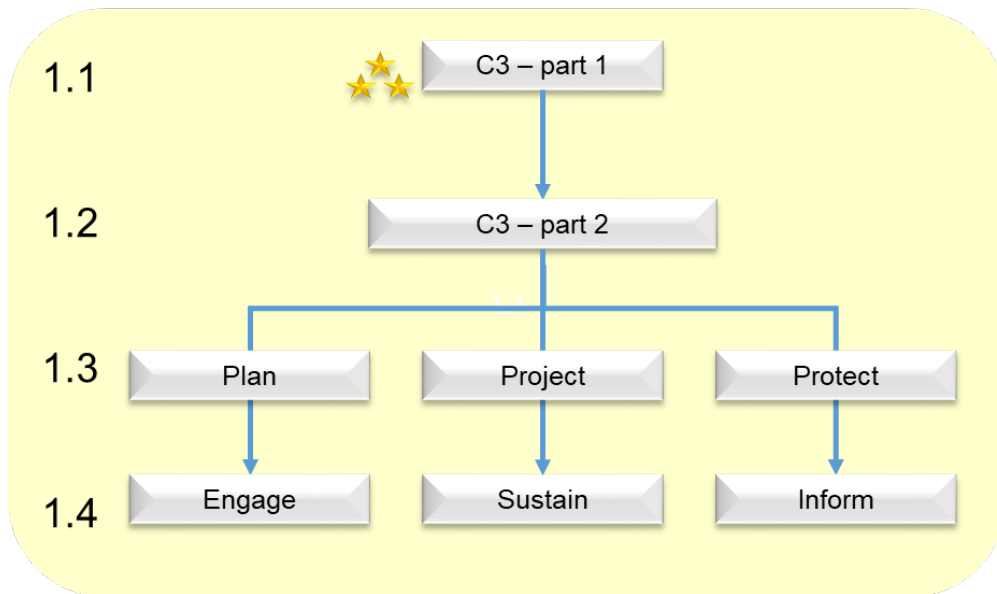


Figure C-1 – EP Stage 0 key tasks

EIC Aim: Refine Exercise Aims and Parameters - Draft Exercise Objectives (EOs)

Step 1. Refine Aims and Parameters; draft EOs

Step 2. Coordinate and validate products



- 2.1 Staff level back brief
- 2.2 ACOS level validation
- ★ ★ ★ 2.3 OSE D&G
- 2.4 Pan-NCS discussions
- ★ ★ ★ 2.5 Commanders' Validation meeting 0
- 2.6 Finalization of the Exercise Initiation (EXINT) document

★ ★ ★ OSE / OSE HQ CG-level D&G

Figure C-2 – EIC Overview

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APPENDIX:

1. Levels of participation in exercises

LEVELS OF PARTICIPATION IN EXERCISES

1. The role and the level of participation of NCS and NFS HQs to future NATO exercises is set in SACEUR's annual CT&E Directive and developed in MTEP. During the exercise initiation and specification stages, the OSE may restrain or open the participation in order to adapt to contingencies and opportunities.
2. It is essential that exercise developers share a common understanding of the four possible levels of participation: Primary Training Audience (PTA), Secondary Training Audience (STA), Robust Response Cell (R-RC), and Response Cell (RC).
 - a. PTA. The PTAs are those force elements identified in the multi-year exercise documents as the main focus of the exercise, confirmed in Stage 0 and laid down in the EXINT (if not confirmed in Stage 0, at least in early Stage 1 and laid down in EXSPEC). Exercise design, resources and conduct are managed to meet the PTAs training requirements. Being PTA implies to be challenged to the maximum extent possible, in several areas chosen by the Commander (e.g. Crisis Establishment integration with reinforcement mechanism, capable opposed forces, business continuity following a strike, 24/7 battle rhythm, autonomous deployment, Command Post relocation, etc.).
 - b. STA. The STAs are those force elements identified in the multi-year exercise documents, confirmed in Stage 0/Stage 1 and laid down in the EXINT/EXSPEC as the secondary focus of the exercise. Exercise design, resources and conduct within means and capabilities are managed to meet the STAs training requirements. Being STA implies to be challenged to a manageable extent.
 - c. R-RC. Robust Response Cell(s) depict those HQs drilling into their battle rhythm and reports and returns as part of the higher, lower or, side control, or opposing forces' organizations (HICON, LOCON, SIDECON, OPFOR). R-RCs belong to EXCON. They are directed as much as required so that the exercise focuses on PTA - STA requirements.
 - d. RC. A RC represents all subordinated HQs receiving guidance from, and interacting with the TA.
3. FEs may be evaluated as PTA, STA or R-RC. However, the evaluation may be constrained by the challenges chosen by a PTA or by the lack of Training Objectives and resources from R-RC. Therefore the evaluation will ideally take place, when the FE is STA.
4. Tables C-1 and C-2 summarise the description, benefits and obligations of PTA/STA and R-RC/RC level of participation in exercises.

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	Primary Training Audience (PTA)	Secondary Training Audience (STA)
Description	<ul style="list-style-type: none"> • Maximal Staff participation with reinforcement (60 to 90% of the PE/CE). • Practice Operations and Procedures in realistic and challenging training conditions. • PTA Exercise and Training Objectives (EOs/TOs) drive the Exercise. 	<ul style="list-style-type: none"> • Maximal Staff participation without reinforcement (40 to 60% of the PE/CE). • Practice Operations and Procedures in a realistic but manageable training conditions. • STA may have Secondary TOs. However, OCE/ODE have no obligation to resource, support or Observe STA TOs.
Benefits	<ul style="list-style-type: none"> • Enhance Operational and Procedural performance through maximal internal battle rhythm/productions and maximal external interactions. Stress-test the HQ. • Choose HQ location. • Influence during exercise preparation and execution (especially through EOs, TOs, OPR, Trusted Agents). • Receive feedback from -Trainers (especially on TOs). • Evaluation is possible but constrained by Stress-test. 	<ul style="list-style-type: none"> • Enhance Operational and Procedural performance through maximal internal battle rhythm/productions and maximal external interactions. • Propose HQ location. • Consulted during exercise preparation and execution. • May receive feedback from Trainers (within ODE means and capacities). • Evaluation is possible and optimal.
Obligations	<ul style="list-style-type: none"> • Contribute to EOs and develop PTOs. Commit to EOs/TOs achievement. • Full support the Exercise Process (EP). 	<ul style="list-style-type: none"> • Contribute to EOs and TO development. Support EOs/TOs achievement. • Support EP.
	<ul style="list-style-type: none"> • Workforce: Maximal participation to meet EOs and TOs; arrange and integrate personnel reinforcement; exchange operational liaisons; designate own LOCON and CAX Operators (upon OCE request). • Workspace: Set-up, support, and screen own CP workspace (when exercising outside Training Centres). • CIS: Establish and maintain own CIS and connect subordinated HQs (when exercising outside Training Centres). • Content: Generate ORBAT with own subordinates; populate own Functional Services; timely produce operational plans and orders before and during the exercise ICCW higher and lower echelons; facilitate TT/EVAL work; self-Observe STOs (when they exist). 	

Table C-1 – Level of PTA and STA participation in exercises

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	Robust Response Cell (R-RC)	Response Cell (RC)
Description	<ul style="list-style-type: none"> • Significant number of Military Staff portraying a HQ/Unit (20 to 60% of the PE/CE) as agreed with OSE, OCE, and ODE. • Under EXDIR control, provide robust interactions expected by the TA (interactions at all levels across staff functions, participate to all meetings/VTC organised by TA, produce robust plans and orders and elaborated reports/returns). 	<ul style="list-style-type: none"> • Minimal number of Military Staff or Contractors portraying a HQ/Unit (composition set by the ODE in EXSPEC). • Under EXDIR control, provide the minimal interactions expected by the TA (answer to RFIs, participate to key meetings/VTC organised by TA, produce “light” plans and orders and limited reports/returns).
Benefits	<ul style="list-style-type: none"> • FE trains its internal procedures and Battle Rhythm. • Visible participation in the exercise. • Utilise Own or OCE/ODE workspace. • Transport at least partially eligible to MTEP budget. 	<ul style="list-style-type: none"> • Individual/Team Training. • Symbolic participation in the exercise. • Utilise OCE/ODE workspace. • Transport eligible to MTEP budget.
Obligations	<ul style="list-style-type: none"> • Deploy to a location agreed with OSE, OCE, ODE. • Contribute to develop ORBAT. • Integrate the cell including CAX operators (if any). • Send all liaisons to TA. • Produce robust plans and orders including in preparation of the exercise ICCW EXCON-TA. • Develop and deliver injects. • Respond to TA solicitations as realistically as possible in all Functional Areas. • Nation pays the Per Diem (meals and accommodation). • Contributes to MEL/MIL Development. 	<ul style="list-style-type: none"> • Deploy where being told by ODE. • Contribute to develop ORBAT (when applicable). • Integrate the cell including CAX operators (if any). • Send essential liaisons to TA. • Produce “light” plans and orders at least during the exercise ICCW EXCON-TA. • Develop and deliver injects. • Respond to TA solicitations as realistically as possible in the Main Capability Areas. • Nation pays the Per Diem (meals and accommodation).

Table C-2 – Level of RC and R-RC participation in exercises

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STAGE 1 – SPECIFICATION

1. **Major Deliverables.** The EXSPEC specifies ambitions, resources, and delineation of responsibilities outlined in the EXINT. Secondly, the EXSPEC has to be appreciated as a justifying document for various purposes³¹. Thirdly, it is OSE's order to the OCE to plan, conduct and analyse the exercise. It connects the exercise participating/supporting FEs/HQs/organisations (OSE/OCE/ODE/TA and main contributors) around EAs and EOs with transformational guidance at an early stage and provides the foundation for detailed exercise planning. It should list their respective contributions, expectations and requirements. The EXSPEC should be signed by the OSE 12-18 months before the exercise conduct stage (Stage 3) to ensure clarity on participation and the availability of resources (TA), supporting organisations, Host Nation (HN), funding, CIS, IKM, Partners, and scenario³². EXSPEC is promulgated after the Commanders' Stage 1 Validation meeting (VM-1). Once approved it remains in force even if the EXPLAN will provide greater detail in many aspects following as the exercise is prepared in greater details. As per Reference A, the EXSPEC will be provided to superior command levels and to the MC and NAC as required³³. A template for the EXSPEC is at Annex M (Exercise Process deliverable templates).

2. **Roles and Responsibilities.** The OSE leads Stage 1, supported by the EB and EG which are formed by selected members from the OSE staff, the OCE, TA, ODE (if an ODE is designated) and other supporting HQ/agencies as appropriate. The composition of the EB and EG, as well as a planned EP timeline, to include an exercise milestone calendar, are laid down in the OSE Guidance released at the end of EP Stage 0.

3. **Key Tasks.** Stage 1 is organised under dedicated key tasks (for orientation, see also Figures D-1 and D-2 at the end of this annex).

a. **Key task 1.1. – Prepare and conduct Exercise Board-1/Group-1.1 meetings.** OSE OPR prepares and conducts EB/EG meetings in order to initiate and consolidate EXSPEC development. Stage 1 regularly contains three sequenced EGMs. Each EGM-1.x is dealing with a dedicated evolution from EXSPEC template (at EGM-1.1) via initial draft EXSPEC (at EGM-1.2) to intermediate draft EXSPEC (at EGM-1.3). See Figure D-2 for an example of an EXSPEC development sequence and timelines typical for a CPX. Compared to the EXSPEC development timeline for CPX, EXSPEC development related to LIVEX will start roughly 12 month earlier than for CPX.

(1) **Sub task 1.1.a.** OSE OPR generates the EXSPEC template based on the EXINT document/common template as per Annex M.

(2) **Sub task 1.1.b.** OSE OPR convenes EBM-1 (as necessary) and EGM-1.1

³¹ E.g. Budget allocation, delineation of roles and responsibilities, StratCom matters.

³² Major Scenario decisions are made in the MTEP process to provide sufficient lead time, typically 36 months for new GEO settings. Only minor changes can be accommodated in the normal EXSPEC timeline.

³³ Allies have the right, on a case-by-case basis, to request MC or NAC approval of the EXSPEC. Member Nations' sovereignty rights, political sensitivities and values (such as historical, social, cultural etc.) will be taken into consideration and preventive measures will be defined by Strategic Commands in relevant EXSPEC to avoid any misunderstanding and undesirable incidents in this regard.

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(may be run by VTC).

(3) **Sub task 1.1.c.** At EBM-1/EGM-1.1, OSE OPR emphasises OSE Guidance, to include Stage 1 EB/EG composition, deliverables, responsibilities, timelines, and working methodology. OSE OPR presents EXSPEC template, explains where and when EG representatives should contribute, and announces timeline for the initial draft EXSPEC.

(4) **Sub task 1.1.d.** EG reviews foundation documents. These should include OSE Guidance, EXINT and else up-to-date D&G.

(5) **Sub task 1.1.e.** EG updates/integrates exercise information from foundation documents into EXSPEC template as necessary. The validated EXINT should be available at this time as Stage 0 outcome. If not, the annual CT&E Directive and the MTEP will provide basic information on exercise conception and tentative scheme. This information should be enriched and confirmed within EXSPEC.

b. **Key task 1.2. – Conduct EO workshop 1 (as required).** OSE OPR conducts an EOWS-1 as individual event, or reviews/consolidates with the EG on EOs during EGM-1.x venues as required. Both methods are aiming to continue EO development and to finalize EOs, which were drafted at EOWS-0 (see Stage 0). EOWS-0 participants scripted draft EOs focusing on OSE/OCE/ODE/PTA training requirements and PTA leadership selected challenges that have a potential high impact on the exercise (e.g. transition from Peacetime Establishment (PE) to Crisis Establishment (CE), 24/7, business continuity, free playing Opposing Forces (OPFOR), HQ deployment/relocation). EOWS-1 would be held to integrate STA training requirements to EOs and to define to which extent main challenges selected by PTA should be planned and executed. TA synchronize their Procedural Training Roadmap with the consolidated EOs. More details are to be found in Annex I (EO Development).

Notes: EOWS is essential to gain TA's CG and key staff wide understanding and contribution to exercise requirements/limitations before detailed exercise planning starts.

Stage 1 EO development activities' products are the final EOs and the PTA's PTR; however a by-product of the brainstorming is certain exercise design data (e.g. information on exercise duration, response cells, deployment, setting/scenario), which should be captured in the EOWS-1/EGM-1.x minutes and feed into the EXSPEC, TOs, scenario production.

Drafted EO have already been developed at Stage 0 (Initiation) and are provided with the EXINT.

c. **Key task 1.3. – Prepare and convene EGM-1.2 to EGM-1.3 and enrich EXSPEC document.** In continuation of key tasks 1.1 (EGM-1.1) and 1.2 (EOWS-1), EG members script their assigned EXSPEC part and send it to OSE OPR who collects and assembles EXSPEC contributions in preparation to EGM-1.2 and EGM-1.3, thereby evolving the EXSPEC draft versions for consolidation during the EGMs. The subtasks supporting this key task can be used as a checklist for the subjects to be worked during Stage 1 accomplishment/EXSPEC development. If necessary, some of the below subtasks might already start in a timely manner with key task 1.1 and/or 1.2 activities.

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(1) **Sub task 1.3.a.** EG updates exercise training progression options³⁴. This subtask determines how to design³⁵ and conduct the exercise in order to accomplish EAs and EOs, including the consideration how to realise the CI projects (mainly experiments, warfare/concept development and doctrine). It will establish which Stage 3 (Conduct) training blocks are to be conducted, how to sequence them and how to employ exercise resources. The CT&E toolset, training blocks, and activities are defined in Annex H (CT&E toolsets). The EG should consider substitute training blocks or toolsets which would best support the requirements.

(2) **Sub task 1.3.b.** Confirmation of participation. The EG confirms validated participation requirements³⁶ and calls the potential providers for participation/support.

(a) This should include SMEs and advisor on dedicated topics³⁷ and EXCON (including RCs), and trainer, mentor, Senior Mentor (SM) requirements.

(b) The EG must coordinate with SHAPE PD MIC and SHAPE PD J9 to ensure Partner nations and NNEs are involved as early as possible in the exercise process in accordance with NATO policy. The EXINT and the MTEP provide the starting point/outline and planned level of partner involvement. In accordance with Reference Q, OSE level should ensure that the NATO documents required for release to Partners participating in the exercise are identified and released as soon as practicable according to extant rules and procedures. Partner participation in a LIVEX may include the determination of the requirement for a PETE. The requirement should be stated in ePRIME³⁸. All IO/GO/NGO involvement must follow the guideline and processes laid out in References A and E.

(c) The EG should establish the requirements for external support to be requested from other NATO HQs and/or agencies.

(d) Support request to NATO accredited Centres of Excellence (COE) should be made via the Request for Support Tool³⁹ for COEs as early as possible.

³⁴ Exercise training progression options should describe the selection and sequence of training blocks (A to F) and what is expected to be trained/exercised by which TA in which training block. It describes the framework data of the single training/exercise venues to include timings, location, supporting/supported roles for TA, EXCON and supporting elements.

³⁵ Refer inter alia to definition/description of Exercise Design at Annex A, Annex E, Annex G, Annex X, Annex Y and Annex Z.

³⁶ Validated by involved Commanders during Stage 0 validation meeting (VM-0).

³⁷ CIS, Real Life Support, Security, Information Knowledge Management, StratCom (exercise and real world engagement and public affairs, protocol/visitors themes, legal and political considerations).

³⁸ It is important to create the exercise activity and events open to partners in ePRIME as well for administrative purposes, such as inviting partner to dedicated exercise events, or to allow financial support requirements from NATO to partners, as required.

³⁹ Request for Support Tool (RFS) is available on the unclassified network via TRANSNET and provided by ACT.

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(3) **Sub task 1.3.c.** EG confirms HN availability. The HN(s) should have been identified in the MTEP. The EG confirms the ability of the HN(s) to host the exercise. See Annex S (Host Nation Support considerations).

(4) **Sub task 1.3.e.** OCE/ODE OPR confirms the exercise setting by providing the narrative and depiction of the exercise Geo-Strategic-Situation as the first of a series of Scenario documents. This is usually based on analysis of contingency planning priorities and priority planning situations, as well as likely risks and threats, the EG may offer alternative recommendations to those included in the MTEP. In most cases, this would involve using products from the setting and scenario library.

(5) **Sub task 1.3.f.** Evaluation requirements. The evaluation conducting authority will determine evaluation organisation, conduct, responsibilities, and will nominate a DIREVAL. More details are in Annex G (Exercise Feedback Processes) and in Reference B.

Note: PTA's PTR assists the evaluation body in selecting evaluation venues.

(6) **Sub task 1.3.g.** Capability Integration requirements.

(a) OSE in coordination with the HQ SACT JFD organisation determines requirements for all CI related projects.

(b) OSE analysis requirements may be submitted to HQ SACT for inclusion into the JALLC POW via the Bi-SC Analysis Requirements process⁴⁰. Other specialist organisations (e.g. COEs) may also contribute to the analysis effort.

(c) For NATO exercises, HQ SACT establishes a Bi-SC CI Team synchronizing all CI related projects and facilitating their integration to EP. These CI activities should not interfere with the achievement of both the EAs and EOs. More details are in Annex G (Exercise Feedback Processes).

(7) **Sub task 1.3.h.** StratCom considerations and requirements.

(a) The OSE StratCom body must be consulted to determine the real-world StratCom for the exercise⁴¹. It is essential that StratCom is incorporated in the EP from the outset. High visibility events⁴² and/or media days connected to the exercise provide a useful venue to deliver and support StratCom, especially when StratCom is a clear EA.

Notes: Distinguished Visitors days are organized for Military and Political authorities. DV days are resource intensive and may potentially disturb the training effort, if not scheduled appropriately. Thus, DV day should generally be scheduled at the beginning or end of

⁴⁰ In accordance with the Bi-SC LL Battle Rhythm, JALLC support to Exercises and Operations is coordinated and approved through the annual LL Steering Group. Analysis requirements for the following two years are then included in the JALLC PoW,

⁴¹ The OSE must refer to Higher Headquarters (HHQ) for StratCom D&G.

⁴² High visibility events such as, but not limited to exercise opening- and closing ceremony, distinguished visitor (DV) day.

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an exercise (or in a lull of activity). Protocol must be also involved from the outset.

Visitors' days and Observer programmes can be a less disruptive option, channelling selected visitors through working-level programmes, more easily manageable and transparent to the TA. Visitors' days are mainly organized for allied military authorities. However, Visitors days and Observer programmes may also require NAC engagement and early approval, in the event of political sensitivities.

Reference A provides policy statements along the lines with NATO transparency measures and visitors/observers/inspectors requirements.

(b) Communications policy. The OSE StratCom body must be consulted to determine communications policy for the exercise.

(c) Exercise logo. The exercise logo and branding contributes as well to the visibility of the exercise. The EG develops in close coordination with OSE, OCE, ODE, TA and Host Nation the appreciated NATO Exercise patch or logo. Reference R provides strict procedures and templates. All designs must be submitted for approval to SHAPE J10 STRATCOM.

Notes: The exercise logo template provides fixed elements, that cannot be changed plus a reserved space for a representative visual element and editable text fields. Exercise specific text blocks and visual element should follow a simplicity of design, understandability and should be concise and clearly descriptive. Submissions for NATO exercises may seek to reflect the host nation(s) or other relevant visuals.

(8) **Sub task 1.3.i.** Budget and finance (BUDFIN) determines and coordinates exercise budget responsibilities. The OSE fund manager must coordinate responsibilities with the OCE fund manager and the ODE when designated.

(9) **Sub task 1.3.j.** OSE OPR updates the exercise milestone planning schedule. The exercise milestone planning schedule should cover the preparation, conduct, and feedback of all CT&E activities. It is a collaborative process and may be updated throughout the EP.

(10) **Sub task 1.3.k.** OCE and TA OPRs outline RLS responsibilities.

(11) **Sub task 1.3.l.** OSE OPR collects and assembles EXSPEC contributions.

(12) **Sub task 1.3.m.** OSE OPR shares the draft EXSPEC with EG, asking for comments in preparation to the Exercise Specification Conference (ESC) (see key task 1.5).

d. **Key task 1.4. – Conduct Site Survey (as required).** OSE OPR conducts site survey in order to confirm exercise locations (suitability and availability). The HN(s) will

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have been established in the MTEP and confirmed/validated during Stage 0. As soon as practicable, the OSE OPR should coordinate with the OCE OPR and HN OPRs for first site survey to establish the basis for planning including the availability and cost of Host Nation Support (HNS). The subtasks supporting this Task are:

- (1) **Sub task 1.4.a.** OSE OPR coordinates administrative arrangements to release a calling letter for site survey in close coordination with HN. This invitation describes the expected participation (OCE, ODE, TA, HN and SMEs) and the expected inputs and outputs. The preparation is fundamental to exploit available time on-site.
- (2) **Sub task 1.4.b.** The first site survey confirms the exercise locations and the associated CIS, CYBER, RLS⁴³, legal considerations⁴⁴, real media, visitors, and financial support requirements. Confirmation of potential HNS will be requested. For more details, see Annexes T (Physical Security considerations), S (Host Nation Support considerations) and L (LIVE Exercises).
- (3) **Sub task 1.4.c.** Fund manager determines costs and update/develop initial budget submission. The initial budget submission should be updated based on requirements developed during the site survey. Consideration should be given to non-NATO participation and supportive security arrangements.

Note: Exercise design may be ambitious so long as costs fall within budget, are fully justified and follow financial regulations.

- (4) **Sub task 1.4.d.** OSE OPR releases site survey minutes. The approved minutes of the site survey describe the results of the survey, and will feed into the further development of the EXSPEC.
 - (5) **Sub task 1.4.e.** OSE OPR updates draft EXSPEC with site survey outcome.
- e. **Key task 1.5. – Conduct Exercise Specification Conference.** OSE OPR conducts ESC in order to refine the draft EXSPEC with the EG. The subtasks supporting this task are:

- (1) **Sub task 1.5.a.** If necessary, additional EG members may support with subject matter expertise to EXSPEC finalization.
- (2) **Sub task 1.5.b.** OSE OPR coordinates administrative arrangements and the release of a calling letter for ESC. This invitation describes the expected participation (“EG plus” format⁴⁵) and the expected inputs and outputs. Comments and contributions following the initial draft and/or first intermediate draft EXSPEC

⁴³ Real Life Support (RLS) usually includes Transportation and Site organisation, Site Security, In/Out-Processing, Accommodation, Catering, Welfare, Contracts. RLS cell supports daily life as well as special events iccw Legal, Funding, CIS, Visitors, Real Media cells.

⁴⁴ This is especially important when the exercise venue is in a country that has not ratified either the NATO or PfP status of forces agreement (SOFA). The OSE OPR should determine existence and requirements for SHAPE-level memoranda of understanding (MOU), JFC-level technical arrangements (TAs) and component-level joint implementation arrangements (JIAs). The OCE OPR should also consider any arms control treaties and agreements to which the HN is a signatory and which may impact on the exercise.

⁴⁵ “EG plus” format: Full support by EG members plus specific SME for dedicated subjects.

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should be sent to the OSE OPR in advance of the ESC in order to be validated during the Conference.

(3) **Sub task 1.5.c.** OSE OPR conducts ESC with EG. Participants at the ESC must come to the conference prepared to represent their Commander's views on all issues.

(4) **Sub task 1.5.d.** OSE OPR releases ESC minutes.

(5) **Sub task 1.5.e.** OSE OPR develops the so-called "final draft" EXSPEC.

f. **Key task 1.6. – Prepare and conduct Validation meeting for Stage 1.** OSE conducts Commanders' VM-1 in order to agree on the EXSPEC and discuss opportunities and challenges. As the last subtask before EXSPEC promulgation, the OSE confirms roles, responsibilities, and commitments with the respective TA Commanders and key stakeholders, as described in the final draft of the EXSPEC. The subtasks supporting this task are:

(1) **Sub task 1.6.a.** OSE OPR coordinates administrative arrangements and the release of a calling letter for VM-1. This invitation describes the expected participation (Commanders level), aims, and agenda. Final draft EXSPEC is provided to participants.

(2) **Sub task 1.6.b.** OSE chairs VM-1. Commanders confirm EXSPEC and discuss opportunities/challenges with OSE. OSE provides D&G. VM-1 can be executed as a VTC or as a physical meeting. VM-1 also marks the transition from OSE-led initiation and specification to the OCE-led planning and conduct of the exercise. Thus, OCE is invited at the end of VM-1 to update the Commanders on the way ahead: exercise planning (Stage 2).

(3) **Sub task 1.6.c.** OSE OPR releases VM-1 Summary Report of the meeting or RoD. The approved summary report/RoD of the ESC describe the commitments and follow-on actions of the exercise participants and key stakeholders.

g. **Key task 1.7. – Promulgate EXSPEC.** OSE OPR finalises staffing and OSE promulgates EXSPEC in order to initiate EP Stage 2. In accordance with Reference A, the EXSPEC will be provided to superior command levels and to the MC and NAC, as required. The approved EXSPEC should be distributed to the EG, OCE, ACO, ACT, HN(s), TAs, ODE, supporting agencies and participating nations. Dissemination of the EXSPEC to involved partner nations via SHAPE PD. OSE OPR updates the exercise information in eMTEP.

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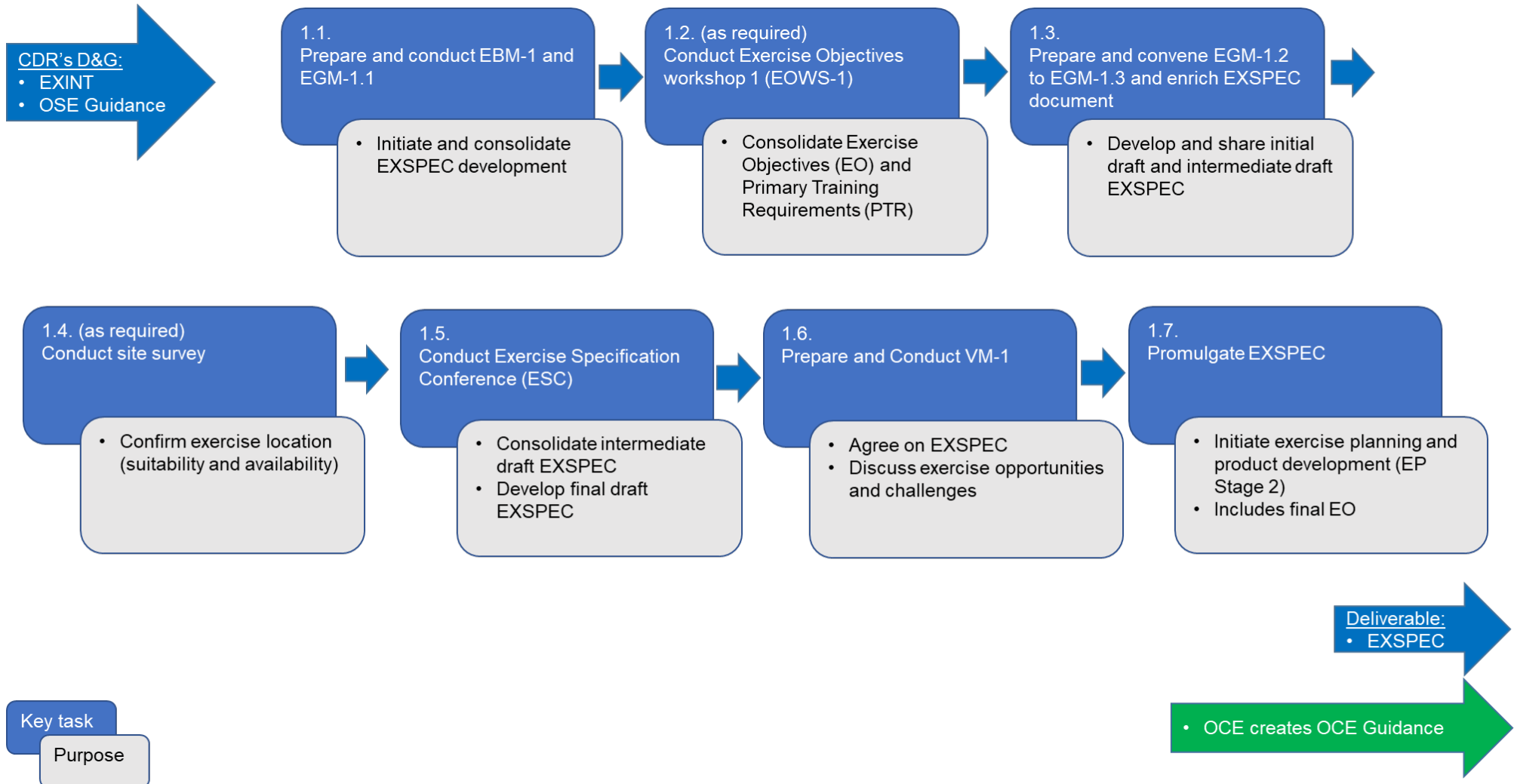


Figure D-1 – EP Stage 1 key tasks

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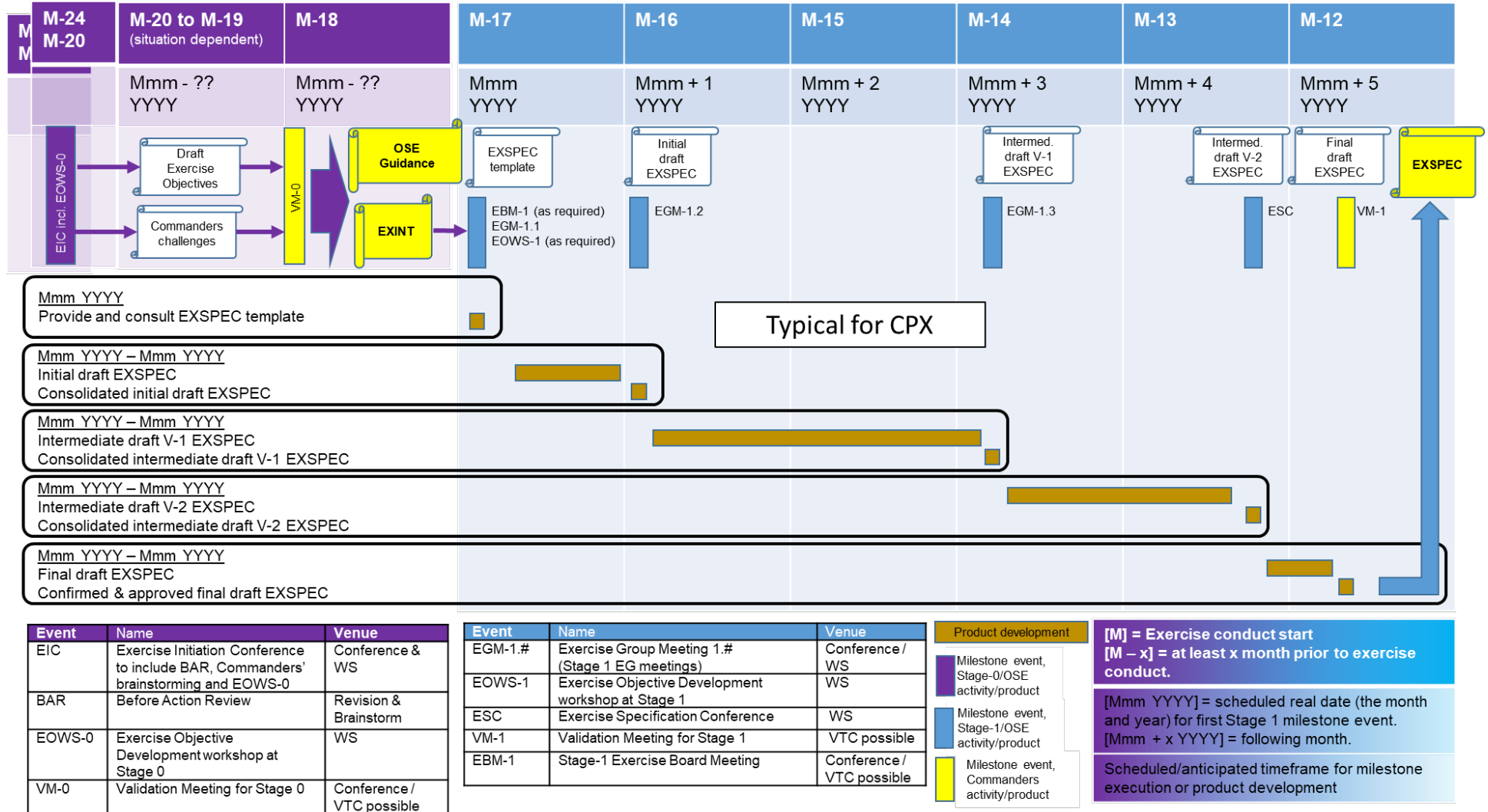


Figure D-2 – Sequence and timeline to develop EXSPEC

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STAGE 2 – PLANNING

1. **Major Deliverables.** The six major deliverables of the Planning Stage (EP Stage 2) are the TOs, the OCE Guidance (if not already released prior to Stage 2 initiation), the EXPLAN, the Scenario Modules, the exercise participation/workforce generation/CAX Support preparation, and the Main Events List/Main Incidents List (MEL/MIL).

a. **Training Objectives.** TOs provide the basis from which exercises are designed, prepared, executed and assessed. The scope of missions is large but exercise's resources and duration are limited. Therefore, starting from the OSE's EXSPEC, there is a need to develop a detailed common understanding between the TA and OCE/ODE in terms of TA training priorities (Main Capability Area tasks to be performed), resources that are required to enable the training of these tasks (conditions), and standards that will enable measurement of the progress achieved during the exercise. For each exercise, specific and detailed TOs will be staffed, implemented, executed and assessed. The OCE OPR is responsible for the overall process, which is further depicted in Annex J (Development and use of Training Objectives).

b. **OCE Guidance.** The OCE Guidance is the OCE's detailed direction and guidance to the exercise stakeholders on what the OCE expects the exercise to achieve and how they should place it into an operational context. Draft TOs that have been developed separately (see Annex J) are promulgated with the OCE Guidance. The OCE Guidance should further address scenario requirements and possible options for achieving the TOs. This guidance must be in place at least before the EG commences work on the EXPLAN. The OCE OPR, supported by the EG and SMEs, will draft the OCE Guidance. A template for the OCE Guidance is at Appendix M (Exercise Process Guidance and Deliverable templates).

c. **Exercise Plan.** The EXPLAN is the primary OCE deliverable of the Planning Stage. The EXPLAN is prepared for and used by personnel and organisations involved in the planning, deployment, conduct and redeployment of the exercise. The EXPLAN provides D&G to all stakeholders. It shall detail the exercise preparation and execution within the parameters given by the OSE. The EXPLAN amplifies the EXSPEC. The EXPLAN layout is described in Annex M (EP guidance and deliverable templates).

(1) The EXPLAN contains the OCE's plan of the schedule, activities, tasks, and coordinating instructions for the preparation and conduct of the exercise. Its major elements include: the situation; the mission; EAs; EOs; TOs; execution including exercise milestones; service support; Information Management; and Command and Control. The EXPLAN also includes all necessary information to synchronize EP with all exercise feedback processes (training, evaluation, internal assessment, and capability integration).

(2) The EXPLAN is not designed or intended for use by the TA in their operational role; therefore, operational information, which is disseminated using operational procedures, should not be included in the EXPLAN apart from the force

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exercise C2 structure - one of the pillars to build the EXCON structure - and the composition/timeline of scenario deliverables.

d. **Scenario Modules.** Scenario documents, information, and data intended for use by the TA in their operational role will be disseminated to the TA in accordance with ACO operational processes and procedures using appropriate operational consultation, command and control (C3) systems to the extent possible. These deliverables include operational and referential data and information from the five remaining scenario modules defined in Appendix 1 to Annex Y. These documents, information and data are produced by the EG with contributions from the appropriate strategic, operational and tactical commands, as well as supporting organisations. The major deliverables include:

- (1) **Module 1** – Geostrategic Situation (issued in Stage 1). A generic description of the crisis area and major regional actors.
 - (2) **Module 2** – Theatre of Operations Information. Country Information and Geospatial data.
 - (3) **Module 3** – Strategic Initiation. Establishes the international and NATO political desired end-state, objectives, limitations and directions. This may be generated as part of Plan Activation where SACEUR Advice is delivered.
 - (4) **Module 4** – Crisis Response Planning or Plan Activation Information. This module specifically supports Stage 3 C-block training activities conducted by TA, when performing CRP activities along the lines of the NATO Crisis Response Process (NCRP) - Baseline Mode or where the exercise is being conducted using extant real world plans. Module 4 will embrace required higher level operational documents and necessary information to support the Request for Information (RFI) process. In many cases this will be extant real world plans and direction. In the event of exercising the CRP in the form of an Accelerated Decision Making (ADM) process, existing executable advance plans (or derivations of those existing plans) are to be provided with Module 4. Definitions and explanations to different CRP models are provided at References L⁴⁶ and S. SHAPE Standing Operating Procedures (SOPs) and other ACO/Strategic Planning Directives define processes for Plan Activation at the Strategic level.
 - (5) **Module 5** – Force Activation and Deployment Information.
 - (6) **Module 6** – Execution Information. Current situation at the start of exercise (STARTEX).
- e. Exercise participation/workforce generation and CAX Support preparation.
- f. Main Events List/Main Incidents List.

⁴⁶ Reference L provides information to three CRP models, namely the 'Baseline Model', the 'Fast Track Decision-Making' and the 'Accelerated Decision-Making'.

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2. **Roles and Responsibilities.** The OCE leads Stage 2, supported by the EG which is chaired by the OCE OPR and comprises representatives from the OSE, ODE, participating commands, evaluation teams, and supporting centres and agencies.

3. **Key Tasks.** There are two broad categories of tasks in Stage 2: Firstly, the “exercise planning”, and secondly, the “product development”. These groups of tasks are concurrent activities running in parallel, and are managed by the OCE with the assistance of the EG. If appointed, the ODE will manage the product development. It is the OCE/Stage 2 Exercise Preparation Bodies decision at what point a dedicated venue/meeting on Commander’s level is optional or mandatory. Optional or on-call Commanders’ meetings could be of utility in order to ensure early consensus on the Exercise Design. Commanders’ involvement could be in the form of an on-call Steering Group Meeting (on-call SGM, see Annex N) or a Commanders Synchronisation Conference (CSC). The method of Stage 2 Commanders involvement(s) should have be defined in OCE Guidance beforehand. Commanders will meet in any case at least during VM-2. VM-2 is the venue where the Commanders of the TAs, plus OSE, OCE and ODE, validate the Exercise Design in its final form and the EXPLAN. It should take place (shortly after) the MPC, and no changes should be expected to take place after it. Should the OCE find a compelling reason to introduce a change to the exercise design as agreed at VM-2, the commanders would have to be reconvened to endorse this. Other issues that are not part of Exercise Design (e.g. technical or administrative aspects of the Exercise Process), may be included in the agenda for VM-2 if no agreement can be reached at working level on this topic, but should otherwise be left out of this meeting. Figure E-1 at the end of this annex depicts an overview of Stage 2 key tasks for exercise planning and product development activities. The detailed description of Stage 2 key tasks is provided below.

a. **Key task 2.1. Analyse OCE Guidance and improve/develop Training Objectives.** OCE OPR refines EG TOR to fit for Stage 2 work D&G. All stakeholders analyse OCE requirements and limitations.

(1) **Sub task 2.1.a.** OCE updates the EG composition/TOR and assumes direction of the EP. The EG TOR update includes the authorities and responsibilities of EG to act on behalf of the OCE in developing the EXPLAN and related documents, and preparing the planning conferences (see Annex M for OCE Guidance description and template).

Note: EG Members have essential and full-time functions during exercise preparation and conduct. Thus, it is important to verify their full availability (EP Stage 1 to 3) before nominating them.

(2) **Sub task 2.1.b.** TA improves/develops Draft Training Objectives under OCE lead and with ODE assistance, in accordance with EXSPEC. The methodology is detailed in Annex J.

Note: PTA’s PTR provides the baseline for selecting most of the Primary Training Objectives (PTOs).

(3) **Sub task 2.1.c.** EG analyses OCE requirements and limitations. The OCE OPR prepares the next EG meeting, convenes the EG and leads the EG through the following:

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- (a) Review EXSPEC. The EG conducts a mission analysis based on an analysis of the EXSPEC and other references.
- (b) Review Draft TOs.
- (c) Review TA HQ C2 requirements. Consider any further development of the C2 arrangements to be exercised.
- (d) Develop operational requirements for planning situation/scenario. Based on the analysis of the tasks to be exercised and TO conditions the exercise must create, the EG should articulate further operational level requirements that must be met by the exercise planning situation.
- (e) Determine IER and develop IER matrix and IKM plan. For all training blocks of the CT&E Conduct stage the EG must determine three basic categories of IERs and COI Services requirements as detailed in Annex P: those to be used by the non-deployable TA; those to be used by the deployable forces TAs; and those required by the EXCON and its supporting elements. Close coordination between the EG IER, CIS and COI services members and the OCE OPR is required in order to stay within the given budget and other administrative limits. The product of this exercise process step should be identification of the NCIA support, TA HQs and other assets required to support all three categories IERs and COI services requirements during each training block of the CT&E Conduct Stage. CIS conditions listed in the TOs should be satisfied first. The IERs need to be drafted by the IKM syndicate chaired by OCE IKM during the Exercise Group Meeting (EGM) or during the IPC to accommodate CIS lead times. Then the IER matrix has to be finalised and validated by SHAPE IKM iccw SHAPE CYBER J6 before the MPC. See Annex P for timelines and Annex O for IER.
- (f) Determine Information Management framework to be implemented by all exercise participants (TA and EXCON) and to be detailed in the EXPLAN IKM Annex.
- (g) Determine CIS requirements and constraints. Analysis of the CIS requirements should be based on the TA C2 arrangements as well as EXCON requirements during the entire exercise. Detailed CIS support considerations are provided at Annex O (Guide to Planning CIS Support to NATO Exercises).
- (h) Refine evaluation requirements. The EG will review exercise requirements for evaluation and determine the best way to support the integration of the evaluation requirements into the exercise construct.
- (i) Refine feedback requirements. The EG will review exercise requirements for trainers and determine the need for the OCE, in consultation with the OSE to identify individuals to support these efforts in the coordination of the analysis plans.

(j) Develop Capability Integration requirements and limitations. The EG and the ODE review the CI activities for understanding and follow-on activities. Due to the nature of some of these work strands the exact form of operational experiments to be conducted may not be finalised until late in the EP. This does not absolve planners from ensuring close links with each other to ensure that mismatches do not occur between the EAs, EOs, TOs and the CI requirements. For NATO exercises, experiments will be accommodated to the fullest possible extent but they will always be subordinate to the achievement of exercise and training objectives. Costs of incorporation of experiments into an exercise will be monitored throughout the exercise process and will be allocated under the “costs lie where they fall” NATO funding principle.

(k) Determine initial EXCON requirements. Based on the EXSPEC and OCE Guidance the EG must determine the EXCON requirements, and take note of the analysis team participation, given the TA C2 arrangements and exercise locations.

(l) Assess Modelling and Simulation (M&S) tool options and cost/benefits. Determine M&S requirements for the effective support of all training blocks of the exercise. Computer based tools offer assistance in the development, management and delivery of a wide range of exercise related information and products. This includes MEL/MIL components, synthetic force time/space and attrition status and automated stimulation of training audience Command, Control, Communications, Computers and Information Systems (C4IS) during exercise execution. Existing NATO Automated Information System (AIS) functional services (e.g., Tools for Operations Planning Functional Area Service (TOPFAS), Logistic Functional Area Services (LOGFAS), etc.) can also assist in the generation and sharing of exercise related data. Great care must be taken in aligning all relevant system databases in use across the exercise community. Cost benefit analysis should be conducted to identify the best M&S and supporting toolset package appropriate for the exercise. Annex X (Synthetic environment support to Exercises) provides detailed information regarding M&S tool considerations related to synthetic exercise delivery as well as information on the recommended database management process.

(m) Determine Real Life Support requirements. The EG, assisted by the Support SMEs, should determine preliminary RLS requirements based on venues and the level and scope of participation at deployed locations, including for EXCON. Unless training RLS is a requirement (EO/TO), the RLS footprint should be as cost-efficient as possible and therefore rely on local already existing capabilities.

(n) Determine activation and deactivation requirements for exercise sites. The EG should determine requirements for activation and deactivation of all exercise sites before and after each appropriate training block.

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- (o) Determine budget requirements and eligibility. The OCE exercise fund manager will review and further develop budget requirements and funding eligibility with the EG for all functional areas including CIS, RLS, HNS, Grey Cell, simulated press (SIMPRESS), etc.
 - (p) Submit draft Initial Exercise News Release to the OSE. If an Initial Exercise News Release (IENR) is required, it shall be submitted to OSE for approval. Supporting information may be required especially where the exercise is thought likely to attract media attention or be controversial.
- (4) **Sub task 2.1.d.** OCE releases update to OCE Guidance if necessary. Based on the previous analysis, the OPR, supported by the EG, will draft and staff updates to the OCE Guidance for approval. The actions supporting 2.1.d. are:
- (a) Review/develop guidance on exercise design. The guidance prepared by EG should be based on EAs, EOs and TOs, taking OCE's intent, constraints and limitations into account as well. It should describe OCE desired flow of the exercise and the missions and tasks to be planned and/or executed by the TA during the exercise. The OCE desired exercise flow will be the basis for the detailed exercise design required for further scenario development.
 - (b) Provide further guidance on TA command arrangements. This guidance prepared by EG should ensure the scenario is designed to allow freedom of action for the TA to design an operational C2 structure and command arrangements appropriate to meet EOs and TOs to be exercised during the different exercise training blocks.
 - (c) Provide guidance on scenario development. The OCE's scenario guidance to the EG should focus on further describing those essential strategic and operational conditions that the scenario must establish in order to meet EOs in an environment and conditions that conform to the TA's most likely or most challenging potential employment options. It may be useful to revisit the EO brainstorming tool (Annex I). Factors for the EG to consider in developing the guidance include, among other things, the following:
 - 1/ Scenario documents and Bi-SC AIS Functional Services/tools compliant data may have to be developed based on the availability, maturity and completeness of the off-the-shelf (OTS) scenario and its supporting data.
 - 2/ Selection of OTS scenarios with geography supported by digital mapping products, intelligence supported by satellite and other imagery, comprehensive country study reports with challenging but uncontroversial ethnic, separatist and religious groupings, realistic orders of battle in NATO data formats etc.; may reduce the scenario module development time. The JWC scenario library should be considered as a potential source.

3/ The selected scenario should set the conditions to meet the training objectives.

4/ The OCE/ODE scenario developers should consider possible restrictions imposed on the OCE in choice of scenario, due to development cost, time available or political sensitivities. The OSE political advisor (POLAD) should review an OTS Scenario before re-using it, in order to avoid involuntarily sending political signals which should not be sent.

5/ Decisions to use real-world country data as a basis for a fictitious scenario must be made prior to the ESC to ensure time for any NATO HQ approval process.

6/ Use of real-world country data for LIVEX scenarios may be influenced by political factors. LIVEXs require scenarios in which real forces are working in a real environment in order to benefit from the tactical training. These scenarios are to be built to promote the training objectives. The scenario has to be constructed tailored to the 'live' factors. This is also valid for Allied Reaction Force (ARF) LIVEX scenarios, which may contain limited details from the MDX CPX where they fit without negative impact on the tactical training.

(d) Provide direction for use of operational/training networks, C2IS, and Information Management (IM). The EG should include, in the OCE Guidance, direction for use of operational networks, C2IS, and IM based upon: the C2IS integration requirements; the decision on use of NATO Secret (NS), Mission Secret (MS) Wide Area Networks (WANs), or training networks; the determination of the operational CIS requirements and constraints; and the analysis of the three basic categories of IERs and FS requirements; those to be used by the no deployed TA, those to be used by the deployed TAs and those required by the EXCON and its supporting elements.

(e) Provide guidance on EXCON specific training. This guidance to the EG should cover all EXCON training for each exercise training block. The training programmes to be referenced in the EXPLAN should include individual and collective training requirements for EXCON specialised tools.

(f) Provide guidance on Pre-LIVEX Combat Enhancement Training (CET) and Force Integration Training (FIT).

(g) Provide guidance on evaluation requirements and analysis objectives to ensure they fit within the scope and scale of the exercise without compromise to the EAs, EOs, and TOs.

(h) Provide guidance on CI to ensure that any possible new developments regarding approved projects will not interfere with the EAs, EOs, and TOs.

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- (i) Provide guidance on EXCON. The OCE guidance on EXCON should address organisation, workforce, RLS issues, and reflect exercise design, scenario, TA C2 structure, etc.
- (j) Provide guidance on Modelling and Simulation tools. The OCE M&S guidance should address M&S requirements and resources including workforce, hardware/software, networking and databases. See Annex X.
- (k) Provide guidance on the use of deployable equipment to include additional/emerging requirements for deployable equipment. Detail usage of the deployable equipment authorised/staffed for authorisation by SHAPE⁴⁷.
- (l) Develop task allocation and coordination requirements. The EG will determine the requirements for task allocation and coordination and produce the refined milestones and coordinating instructions.
- (m) Release update to OCE Guidance as necessary.

b. **Key task 2.2. – Conduct EGM, collect EXPLAN contributions.** OCE OPR conducts EGMs and Site Survey; collect and assemble EG contributions in order to define EXPLAN development responsibilities, develop the Initial Draft EXPLAN and prepare IPC.

- (1) **Sub task 2.2.a.** In parallel with the approval and release of updates to the OCE Guidance, the OCE OPR adapts the EXPLAN template, including draft exercise instructions (EXPLAN Main body) and assigning the development of other paragraphs to EG members. The framework EXPLAN at Annex M provides a guide.
- (2) **Sub task 2.2.b.** OCE OPR drafts and releases EGM calling letter, asking for EXPLAN contributions not later than EGM.
- (3) **Sub task 2.2.c.** OCE OPR and EG members draft and consolidate EXPLAN contributions within their HQ.
- (4) **Sub task 2.2.d.** OCE OPR convenes and conducts site survey with selected participants in order to generate a tentative site plan and to further develop exercise support requirements. The HN(s) will have been established in the MTEP and confirmed by the OSE during the EP Stages 0 and/or 1. As soon as practicable, the OCE OPR should coordinate with the HN(s) for site(s) survey(s) to establish the basis for planning including the availability and cost of HNS. Key steps to be completed during the site surveys are:
 - (a) Identify and coordinate legal issues. This is especially important when the exercise venue is in a country that has not ratified either the NATO or PfP Status of Forces Agreement (SOFA). The OCE OPR should determine existence and requirements for SC-level Memorandum of Understanding (MOU), JFC-level Technical Arrangements (TAs) and component-level Joint

⁴⁷ Taking into account the TOs, the OCE OPR will submit the request to SHAPE as early as possible during the EP. The request will be balanced against real world requirements and the guidance provided by SHAPE on the usage of resources such as NATO deployable C2 assets/equipment for training purposes.

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Implementation Arrangements (JIAs). The OCE OPR should also consider any Arms Control treaties and agreements to which the HN is a signatory and which may impact on the exercise. Guidance on the constraints resulting from the HN domestic law should be sought as well (i.e. domestic regulations on the status of visiting forces). See Annex S (HNS considerations).

- (b) Survey and coordinate CIS support.
- (c) Survey and coordinate logistical services and support. This should include coordination for the use of facilities, infrastructure and real estate as required.
- (d) Survey and coordinate Physical Security arrangements. Physical Security measures will be included in all training event and exercise planning and conduct. Physical Security instructions are detailed at Annex T.
- (e) Refine exercise budget requirements.
- (f) OCE OPR releases site survey minutes.

Note: Site Surveys should be carefully prepared ICCW HN/facility managers: Determine options for the use of facilities on the basis of Site Survey and site's documentation, arrange administrative support for the Site Survey, agree on the agenda and the sites to be visited, request for information to be discussed during the survey.

- (5) **Sub task 2.2.e.** OCE OPR conducts EGM. EG develops a common understanding of the exercise, consolidates Initial Draft EXPLAN, and prepares for IPC. The OCE OPR will task designated EG members and SMEs to organise and lead syndicates as established in the IPC Programme of Work. Prepare administrative details and disseminate read-ahead materials for the IPC. This material should include as a minimum the Initial Draft EXPLAN⁴⁸.
- (6) **Sub task 2.2.f.** Prepare administrative arrangements. Ensure adequate facilities for plenary and syndicate working areas. Include appropriate CIS capabilities to enable outputs from the meeting. See Annex K (Planning Conferences and Preparatory Meetings).
- (7) **Sub task 2.2.g.** Issue IPC Calling Letter. The OCE OPR will issue the Calling Letter including draft agenda and program of work. The procedures for inviting partners can be found at Annex R (Partner Nations involvement in NATO exercises).

⁴⁸ For partner nations the invitation and unclassified documents are to be sent at latest three months prior to the event both via the Partnership Real-time Information Management and Exchange System (PRIME) and SHAPE PD with a copy to OSE. Classified documents are not to be uploaded on the ePRIME; they are only to be sent via SHAPE PD with a copy to OSE. The procedures for inviting partners can be found at Annex R (Partner Nations involvement in NATO exercises).

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c. **Key task 2.3. – Conduct IPC.** OCE conducts IPC and releases IPC Minutes in order to achieve common Situational Awareness, conduct detailed planning, and agree on the way ahead. The IPC is scheduled by the OSE OPR in close coordination with the OCE OPR as part of the exercise timeline which is included in the EXSPEC. It is organised and conducted by the OCE OPR with representatives from all stakeholders. The numbers of participants per delegation are to be defined by the OCE taking into account the POW of the IPC. OCE will present the initial draft EXPLAN and scenario overview, confirm requirements, with a particular emphasis on participation and manning, develop commitments and capture pertinent information required to develop and coordinate a draft EXPLAN and further develop the scenario. Syndicates convene in accordance with the IPC programme of work to further develop the EXPLAN and EP products. The steps associated with this task are:

- (1) **Sub task 2.3.a.** Open the IPC. The OSE OPR reviews key aspects of the EXSPEC and highlights key points, including issues from previous EXREP⁴⁹ and LI/LL/BP. The chair will be handed over to the OCE OPR who reviews the OCE Guidance and the exercise milestone planning schedule.
- (2) **Sub task 2.3.b.** Review requirements, tasks, and milestones. The OCE OPR should establish/continue the Actions List to keep track of requirements, related tasking and milestones, as well as use an exercise synchronisation matrix to facilitate coordination. This may include:
 - (a) CT&E Conduct Stage tasks/sub tasks.
 - (b) For LIVEXs, national CET and FIT activities.
 - (c) The exercise stakeholders expected participation in the exercise.
 - (d) The exercise synchronisation matrix can be used throughout the EP.
 - (e) Stages 2 and 3 as a tool to facilitate coordination and synchronisation between the EG/EXCON requirements, related tasks and the exercise planning milestones.
- (3) **Sub task 2.3.c.** Assess participation requirements: TA, EXCON, others, and personnel reinforcement requirements (Trainer, and SMEs, as well as Senior Mentors).
- (4) **Sub task 2.3.d.** Review and identify operational and scenario deliverables and timelines. The Setting and Scenario development process and interaction with each training block should be discussed to support achievement of the EAs, EOs, and TOs. Discuss relationships that must exist to allow the TAs to practise activities required to fulfil the training block objectives.

⁴⁹ The term “EXREP” is replacing the previous term “Final Exercise Report (FER)”. It might still be the case that previous exercises have been closed up with an FER.

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- (5) **Sub task 2.3.e.** Assess C2IS and Information Management. Identify Functional Services and responsibilities for creating and populating databases. See Annex O and Annex P.
- (6) **Sub task 2.3.f.** For NATO LIVEX, determine if any partner wants to conduct any evaluation and finalise PETE requirements.
- (7) **Sub task 2.3.g.** Assess CI activities and training requirements. The CI activities syndicate, in coordination with other IPC syndicates as required, will conduct initial assessment of project integration and training requirements based on the first draft of the EXPLAN Annex. See Annex G (Exercise Feedback Processes).
- (8) **Sub task 2.3.h.** Assess interface of M&S tools with operational C2IS. The M&S Team in cooperation with CIS syndicate will conduct an initial assessment of requirements for M&S tools to interface with operational C2IS. Developing and testing required interfaces will be an integral part of the CAX Support preparation and be published in the respective Annex to the EXPLAN.
- (9) **Sub task 2.3.i.** Assess CIS resources and connectivity. See Annex O (Guide to Planning CIS Support to NATO Exercises).
- (10) **Sub task 2.3.j.** Assess physical security with Sending Nations (SNs) and HN(s). The OCE and the HN(s) jointly share the principal responsibility for Physical Security (PS) planning in regards to the execution of exercises and their associated conferences, and must develop a plan that the SNs consider adequate. Published as an EXPLAN annex, this plan must include PS for all stages of the exercise process including all exercise execution training blocks. Once the PS plan has been agreed to by the OCE, SNs and HN(s), the agreed-to provisions will be incorporated into either the HN support MOU or the TA (Technical Arrangement). See Annex T for specific Physical Security guidance.
- (11) **Sub task 2.3.k.** Assess safety requirements for LIVEX.
- (12) **Sub task 2.3.l.** Determine requirements for real-world StratCom.
- (13) **Sub task 2.3.m.** Assess external and HN Support.
- (14) **Sub task 2.3.n.** Assess cost responsibilities with HNS.
- (15) **Sub task 2.3.o.** Determine Partners' document requirements. The OCE OPR should, through the different syndicates, determine if there are any additional documents crucial for the exercise that should be released to Partners and forward requests for their release to SHAPE PD through the OSE OPR.
- (16) **Sub task 2.3.p.** Establish points of contact for all participating organisations.
- (17) **Sub task 2.3.q.** Determine requirements for IO/NGO/GO participation/support. The participation of IO/NGO/GOs in NATO military exercises

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must be coordinated with SHAPE PD-J9. The most relevant reference documents for that are References A and E. For dedicated exercise events, IO/NGO/GOs will be invited⁵⁰ by the OCE, (ODE when designated, in particular for MJX) to send representatives to participate in that individual activities/events of all NATO exercises. The OCE will coordinate all necessary details with regards to the IO/NGO/GO participation, including participation in exercise planning, developing the MEL/MIL and exercise execution, reimbursing expenses⁵¹ as necessary, and based on the existing arrangements on a case-by-case basis. ODE involvement and consultation during IO/NGO/GO participation decisions is essential to ensure value added training opportunities fit within the planned setting.

(18) **Sub task 2.3.r.** Determine key issues for resolution and way ahead.

(19) **Sub task 2.3.s.** Consolidate requirements and issue tasking to include further expected contributions to Draft EXPLAN.

(20) **Sub task 2.3.t.** Issue IPC Minutes, decisions, issues and way ahead. The OCE OPR will prepare and present a summary of main points at the conclusion of the IPC, including decisions, issues for OCE/OSE/ODE clarification and way ahead. The OCE OPR will issue the minutes within ten working days.

Note: IPC is the optimum deadline to clarify detailed exercise participation (format figures and responsibilities).

d. **Key task 2.4. – Develop and deliver Scenario Module 2.** OCE (ODE, when designated) develops and delivers Scenario Module 2 (Theatre of Operations) in order to support training block A activities, such as Academics or KLT. The Theatre of Operations Module is the second scenario module. It is developed from the Geo-Strategic Module produced during the Specification Stage (EP Stage 1) and published with the EXSPEC. Products will be required prior to the CRP initiation, which may occur before the MPC, and may be required earlier to support HQ-specific training events. The sub tasks supporting this task are:

(1) **Sub task 2.4.a.** Review Scenario Module 1. The Geostrategic Situation Module published with the EXSPEC should be reviewed to ensure its coherency with the corresponding elements of the Theatre of Operations Module. This may result in scenario design refinements with respect to the use of real, synthetic, fictionalised or fictitious scenario data. Scenario designers should select the design refinements that best comply with political sensitivities, unavailability of theatre information or other constraints.

(2) **Sub task 2.4.b.** Develop and distribute exercise map datasets. Information/data will be produced according to NATO information standards and

⁵⁰ OSE will submit the request for NAC approval, then, after approval will invite the IOs for the overall Exercise participation (COM to Director/President/ Under-Secretary-General level) and only after the IOs demonstration of willingness for participation OCE or event organiser HQ will send invitations to IOs, with the admin details.

⁵¹ Note, IO/GO/NGO and/or NNEs eligibility for NATO Common Funding is detailed in Reference. Otherwise, the OSE has to seek MC endorsement, Resource Policy and Planning Board recommendation and NAC approval. See Reference T

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support the use of Bi-SC AIS FSs. Geospatial information/data must be compatible with the Bi-SC AIS Core Geographic Interface System (GIS) Service.

(3) **Sub task 2.4.c.** Develop theatre of operations country information/studies. Normally issued in the form of Country Books.

(4) **Sub task 2.4.d.** Develop theatre of operations order of battle (ORBAT) data. Select real, fictional, generic and/or mixed forces and provide data in the format and level of detail that would be available if the situation were real. The locations of the 'friendly' forces at this point should be their home stations.

(5) **Sub task 2.4.e.** Develop Theatre of Operations infrastructure data.

(6) **Sub task 2.4.f.** Develop OPFOR campaign plan (for EXCON use only).

(7) **Sub task 2.4.g.** Deliver Module 2 to the TA.

(8) **Sub task 2.4.h.** Finalise training block A training package. At this point, the training block A training package should be delivered by the OCE/TA. This should include, among other things, topics for: Round Table Discussions (RTD), Panel Discussions (PD), Case Studies (CS), vignettes, practical exercises and SME presentations. Topics should be linked with appropriate TOs.

e. **Key task 2.5. – Conduct EGM and site survey, refine EXPLAN.** OCE OPR conducts EGM and Site Survey; EG refines Draft EXPLAN. These actions aim at developing the Intermediate Draft EXPLAN and preparing MPC.

(1) **Sub task 2.5.a.** OCE OPR convenes as many EGM(s) as necessary in order to produce a coordinated EXPLAN. EGM is conducted to consolidate Draft EXPLAN and to prepare EG for MPC. OCE OPR releases EGM Minutes in order to capture main outcomes and any OCE further guidance.

(2) **Sub task 2.5.b.** A Site Survey is usually organised ahead of the MPC in order to finalise the site and floor plans, as well as to further coordinate the exercise support. Site Survey minutes reflect key outcomes. Further specialised (e.g. CIS specific) or general Site Surveys may be organised, as needed.

(3) **Sub task 2.5.c.** EG refines the EXPLAN in order to develop the Intermediate Draft EXPLAN.

f. **Key task 2.6. – Develop and deliver Modules 3 and 4.** EG develops and delivers Scenario Modules 3 (Strategic Initiation) and 4 (Crisis Response Planning Information) in order to support training block A and C activities. At this point, a dedicated venue/meeting on Commander's level⁵² is optional, but could be of utility in order to ensure early

⁵² At this point, TA Commanders involvement could be in the form of an on-call Steering Group Meeting (on-call SGM, see Annex N) or a Commanders Synchronization Conference (CSC). The method of Stage 2 Commanders involvement(s) should have been defined in OCE Guidance beforehand.

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consensus on the Exercise Design. Commanders will meet in any case at least during VM-2 (see key task 2.9). The steps supporting this task are:

- (1) **Sub task 2.6.a.** Develop Module 3 - Strategic Initiation. The Strategic Initiation Module establishes the international and NATO political desired end-state, objectives, limitations and directions as well as the supporting strategic military assessments and planning guidance following the NATO Crisis Response System (NCRS). See details in Annex Y (Setting, Scenario and Content Development).
 - (2) **Sub task 2.6.b.** Deliver Module 3 to TA in support of Academics and CRP.
 - (3) **Sub task 2.6.c.** Develop Module 4 - CRP Information. The CRP Information Module provides current updated information and data about the international and regional situation. Information and data are produced in accordance with ACO directives, formatted as required by Bi-SC AIS FSs and aligned with Reference N formats (where available). See details in Annex Y (Setting, Scenario and Content Development).
 - (4) **Sub task 2.6.d.** Deliver Module 4 to TA in support of CRP.
 - (5) **Sub task 2.6.e.** If required, OCE OPR organises a dedicated venue/meeting on Commander's level across the EB and by TA Commanders.
- g. **Key task 2.7. – Conduct Main Planning Conference and release minutes.** OCE conducts MPC and release Minutes in order to assess and further guide exercise planning. The sub tasks supporting this task are:

- (1) **Sub task 2.7.a.** Determine Requirements for MPC syndicates. The EG should determine the optimal requirements for syndicates to be conducted during the MPC including essential SME representation from participating organisations. As during the IPC, the OCE OPR will task designated individuals to organise and lead syndicates as established in the MPC POW. The OCE OPR will incorporate these into the MPC POW.
- (2) **Sub task 2.7.b.** Prepare administrative arrangements. Ensure adequate facilities for plenary and syndicate working areas.
- (3) **Sub task 2.7.c.** Issue MPC Calling Letter and draft agenda. The calling letter should include, at least, participation requirements/limitations, draft agenda and a link to the intermediate draft EXPLAN. The procedures for inviting partners can be found at Annex R (Partner Nation's Involvement in NATO Exercises). For exercise participation IO/NGO/GO are invited by the OCE⁵³. At this stage, MPC participants should send their exercise workforce document completed with names. This ensures, even if some names will inevitably change, that participating HQs have seriously considered the detailed participation and allows finalising CIS, IM, and RLS.

⁵³ But only if pre-approval for their participation in the exercise has either been granted in the MTEP Open to Partners and Non NATO Entities or approved by the NAC on a case-by-case application process.

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(4) **Sub task 2.7.d.** Convene MPC. Participation in the MPC will normally represent the same organisations as for the IPC and any additional participants. The MPC should allow further coordination between all planners, including exercise, operational, and functional experts. Coordination issues for partner nations will be conducted as in the IPC. The aim of the MPC is to collect final inputs to the EXPLAN as required to gain endorsement and enable the development of the remaining scenario modules. The aim of the MPC is also to finalise the CIS service matrix (CISSM) and the CIS architecture to be endorsed by SHAPE CYBER J6 and subsequently validated by NCIA. After the MPC, all CIS requirements are frozen and any request for change has to be addressed to the OSE.

(5) **Sub task 2.7.e.** Review requirements, tasks, synch matrix and milestones. The OCE OPR should review requirements, related tasking and milestones, as well as use the exercise synchronisation matrix to facilitate coordination.

Note: EXCON is a temporary construct that does not exist outside exercise periods. Therefore, in the absence of a Training Centre (ODE) who regularly run EXCON, the exercise's OPR will not be able to express and track the implementation of detailed (Cell by Cell) EXCON requirements on his own. He should ensure that executive officers are nominated for EXCON elements so that they directly express and track detailed requirements before and at the MPC.

(6) **Sub task 2.7.f.** Review/update EXPLAN development.

(7) **Sub task 2.7.g.** Finalise IM plan.

(8) **Sub task 2.7.h.** Confirm (LIVEX) force contributions. This should include participating force balancing and confirmation of LIVEX RLS.

(9) **Sub task 2.7.i.** Finalise external training support.

(10) **Sub task 2.7.j.** Finalise evaluation requirements/analysis objectives.

(11) **Sub task 2.7.k.** Finalise the evaluation, training feedback and CI structures, together with all reporting requirements; assign responsibilities for evaluation, training feedback and, CI including respective responsibilities for the collection of data and any personnel reinforcement requirements. CI requirements declared after the MPC cannot be incorporated into the exercise.

(12) **Sub task 2.7.l.** Issue PETE results (for LIVEX).

(13) **Sub task 2.7.m.** Finalise Partner Nations coordination requirements. Coordination issues for partner nations will be conducted as in the IPC.

(14) **Sub task 2.7.n.** Finalise CI Annex. This should include finalisation of all experiment integration issues.

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- (15) **Sub task 2.7.o.** Consider STARTEX conditions for Stage 3, E Block. STARTEX conditions for Stage 3, E Block should be discussed to ensure conditions will be set for achievement of the OSE's aim and objectives and the OCE's TOs.
- (16) **Sub task 2.7.p.** Finalise EXCON structure. This should include finalisation of the EXCON organisational structure and beginning process of identifying augmentation requirements by HQs, agencies, centres and Nations.
- (17) **Sub task 2.7.q.** Finalise personnel reinforcement requirements. The OCE/TA must send SHAPE J1 (for national exercises, the appropriate authority) request for personnel reinforcement at least six months prior to execution to enable both the other HQs and nations to appoint personnel for reinforcement. Due to the large number of different level exercises, SHAPE J1 will consider only NCS HQs reinforcement requests for priority exercises as per SACEUR's Annual Guidance.
- (18) **Sub task 2.7.r.** Finalise CIS implementation and transportation plan/cost. This should include final details of CIS support for the training audiences, EXCON and all supporting elements, agencies and centres for all training blocks. See Annex O (Guide to Planning CIS Support to NATO Exercises).
- (19) **Sub task 2.7.s.** Review M&S support plan.
- (20) **Sub task 2.7.t.** Distinguished Visitors, Observers and International Inspectors. Finalise plans to support DV Day activity and Observers/Inspection programmes. See Annex W (Visitors, Observer, Inspectors and Distinguished Visitor day).
- (21) **Sub task 2.7.u.** Confirmation of RLS and Resolution of all RLS/HN issues. Report on any final Reconnaissance and other Surveys: RLS, Force Protection, Environmental, Legal, Public Affairs etc. Approval of the live support requirements, including set-up of exercise location, HNS, Community Relations (COMREL) tasks, C2 structure and PS. The development of the EXPLAN must address safety and environmental issues, especially for LIVEXs, and ensure that provisions are made to deal with potential real world emergencies such as fires, oil spills, medical emergencies, etc.. See Annex S (HNS considerations).
- (22) **Sub task 2.7.v.** Confirm Physical Security. The PS syndicate should review updated threat information and its products should include provisions for dealing with potential threat or crises that could emerge during the exercise. See Annex T (Physical Security Considerations).
- (23) **Sub task 2.7.w.** Track the resourcing of TO conditions. Conditions associated to PTOs should be resourced first. Conditions associated to Secondary TOs (STO) should be resourced within means and resources (no ODE obligation to fully support).
- (24) **Sub task 2.7.x.** Determine key issues for resolution and way ahead. Open issues should be identified and staffed if possible to recommend the way ahead for

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their resolution before the FCC, or, if appropriate, before the exercise training blocks that may be impacted.

(25) **Sub task 2.7.y.** Issue MPC minutes, decisions, issues and way ahead. The OCE OPR will prepare and present a summary of main points at the conclusion of the MPC, including decisions, issues for OCE/OSE clarification and way ahead. The OCE OPR will issue the MPC minutes within five working days.

Note: MPC is the point of no return. After MPC, the OCE ought to deny any significant changes to the design of the exercise since the last six preparation months are devoted to resources implementation and set-up. Planning is over (EXPLAN released) and final coordination (FCC, TCC) starts.

h. **Key task 2.8. –Develop and deliver scenario modules 5 and 6; join Validation Meeting 2.** EG develops and delivers Scenario M5 (Force Activation and Deployment), develops Scenario M6 (Execution Information), and joins the VM-2 in support of Force Activation, Deployment & Reception, Staging, Onward Movement and Integration (RSOMI), and in preparation of the planning and conduct of operations. Following Stage 3 C Block (CRP) and the availability of the TAs' OPLANs and other planning products, the EG should enable the development of scenario M5 and M6.

(1) **Sub task 2.8.a.** Develop Module 5 - Force Activation and Deployment Information. Once the TA initiates training block C (CRP), the EG will coordinate the national and strategic force generation, activation and deployment information as required to enable the development and completion of the respective OPLAN. This module provides external information/data in response to TA Concept of Operations (CONOPS) and Combined Joint Statement of Requirements (CJSOR), as well as TA Commander's Critical Information Requirements (CCIRs) as required to complete operations planning and to initiate deployment and initial entry operations. Specific products (e.g.; Activation Order (ACTORD) and Order of Battle Transfer of Authorities (ORBAT TOAs)) may be issued prior to or during Stage 3, training block D (DEPLOYEX). The EG/EXCON should carefully analyse the results of the TA's operational, sustainment, deployment and specialised functional planning against the pre-established Stage 3 training blocks D/E STARTEX conditions necessary to achieve the exercise objectives and conduct war-gaming of the execution of these plans to determine the optimal STARTEX date/time for the conduct of Stage 3 training blocks D/E. M5 information/data are to be produced in accordance with ACO directives, in Bi-SC AIS FSs formats and consistent with formats provided at Reference N (where available); see details in Annex Y (Setting, Scenario, and Content Development).

(2) **Sub task 2.8.b.** Analyse and assess Stage 3 training block C – Crisis Response Planning Products. EXCON will analyse the completed planning products to ensure that they are adequate and will enable the exercise aim, objectives and TOs to be accomplished in Stage 3 training blocks D/E.

(3) **Sub task 2.8.c.** Develop Module 6 – Execution Information. M6 describes the current situations at STARTEX for Stage 3 training blocks D/E, based on a careful analysis of the OPLANs against the EOs, TOs, the OPFOR campaign plan,

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as well as the likely situation in the theatre. All M6 information/data are to be produced in accordance with ACO directives, in Bi-SC AIS FSs and consistent with Reference N (where available). The composition of this module is detailed in Annex Y. M6 is consolidated by EG through three dedicated events with each event is followed by a back brief in order to receive OCE/ODE validation:

- (a) MEL/MIL Strategy Workshop, already initiated at Stage 0, but continued/executed at Stage 2, where Commanders Challenges were reviewed and transformed into guidelines for incident development/scripting. See Annexes C and Y.
- (b) MEL/MIL Incident Development Workshop where the Incidents will be drafted and assigned to Event managers. See Annex Y.
- (c) MEL/MIL Scripting Workshop where injects are scripted for each incident. See Annex Y.

Note: For MJX, it is important to have Commanders' validation meetings and regular FOGO-headed steering groups.

i. **Key task 2.9. – Conduct Validation Meeting 2, validate final Exercise Design and promulgate EXPLAN.** OCE OPR staffs Final Draft EXPLAN and release EXPLAN to enable EP Stage 3 and Exercise Feedback processes. Following the MPC the EG should have adequate information to complete the draft EXPLAN. The sub tasks supporting this task are:

(1) **Sub task 2.9.a.** Finalise EXPLAN and forward for approval. As soon as possible after the MPC, the OPR will forward the Final EXPLAN to the OCE for approval, accompanied with any comments, remarks or concerns by the participating HQs or member nations. The OCE OPR may convene an EGM if required to facilitate completion and to prepare the Commander's validation of the EXPLAN at VM-2. Though a Final EXPLAN release before CRP would be ideal, it is rarely possible because CRP outcomes are often needed to refine workforce requirements and EXCON structure. In that case an interim version of the document can be used.

(2) **Sub task 2.9.b.** Conduct Validation meeting 2, validate final Exercise Design and release approved EXPLAN. The promulgated EXPLAN is an order to action addressees and will, inter alia, be referenced by HQs, agencies and centres when issuing orders for activation and deployment of EXCON elements to support exercise training blocks. Administrative/logistics orders issued in conjunction with or in relation to the EXPLAN may be used as a basis for the orders of supporting units and to provide information to other EXCON or supporting elements.

j. **Key task 2.10. – Finalise M&S databases.** OCE (ODE, when designated) finalises M&S databases in order to support exercise execution.

(1) **Sub task 2.10.a.** Finalise M&S theatre data per strategic guidance. Once the EG has developed the operational data for use by TA C2IS and the TA have

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developed their OPLANs to a degree that the EG can determine those operations to be modelled and simulated to support to Stage 3, training block D based on Scenario Module 6, the OCE/ODE OPR can allow the designated SME to continue with the development and testing of the M&S data.

(2) **Sub task 2.10.b.** Finalise, synchronise, and test M&S databases and Information Exchanges. In parallel with the development of scenario Module 6 Execution (STARTEX and MEL/MIL) M&S SMEs will develop and test required M&S data and information exchange between M&S tools and operational C2IS. Close cooperation between scenario developers and M&S SMEs will facilitate the required synchronisation of scenario and M&S data. Refer to Annex X (Synthetic Environment Support to Exercises).

k. **Key task 2.11. – Conduct Exercise Group Meeting, Technical Coordination Conference and Final Coordination Conference.** CIS OPR conducts Technical Coordination Conference (TCC) and OCE OPR conducts FCC in order to guide exercise conduct. The purpose of the TCC and FCC is to accomplish final coordination activities required for conduct of DEPLOYEX/EMPLOYEX. FCC participation should be limited to only those participants required to resolve outstanding issues and to complete products for these training blocks. An EGM may be conducted to prepare the FCC. The sub tasks supporting this task are:

- (1) **Sub task 2.11.a.** Convene and conduct TCC (see Annex O).
- (2) **Sub task 2.11.b.** Issue FCC Calling Letter and draft agenda. Participation is only by invitation of the OCE. The procedures for inviting partners can be found at Annex R. FCC may be omitted if the exercise is small and the MPC and TCC were sufficient to finalise coordination.
- (3) **Sub task 2.11.c.** Finalise outstanding CI issues.
- (4) **Sub task 2.11.d.** Finalise EXCON workforce. This should include finalisation of the process of identifying EXCON personnel reinforcement requirements by HQs, agencies, centres and Nations.
- (5) **Sub task 2.11.e.** Finalise any outstanding support issues. Address any remaining support issues such as RLS, CIS, HNS, Force Protection, contracting, etc.
- (6) **Sub task 2.11.f.** Finalise Visitors and Observers Programme (VOP). See Annex W.
- (7) **Sub task 2.11.g.** Track the resourcing of TO conditions.
- (8) **Sub task 2.11.h.** Issue FCC minutes, including decisions, issues, and way ahead.

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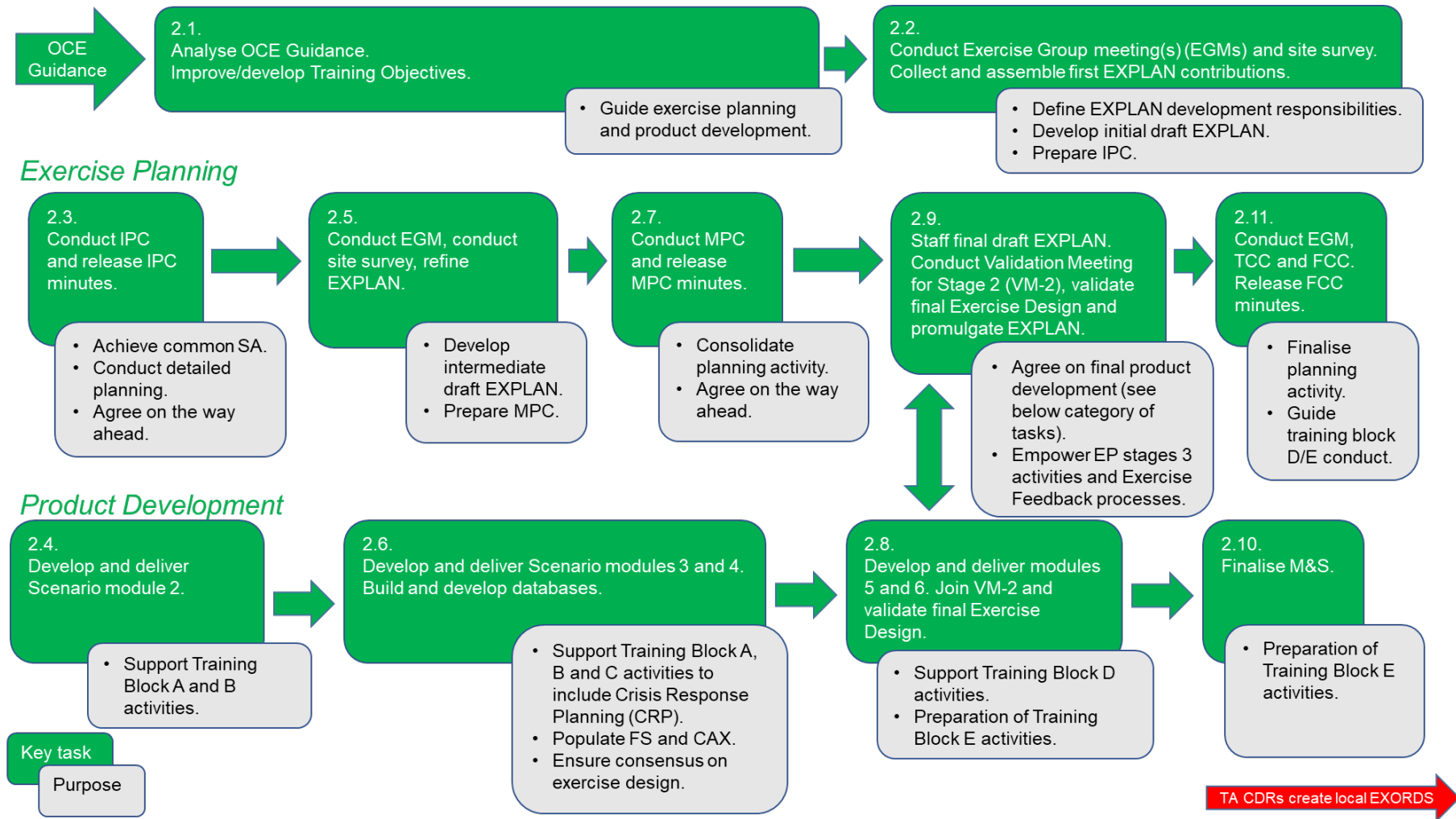


Figure E-1 – EP stage 2 key tasks

STAGE 3 - CONDUCT

1. **Introduction.** The purpose of this annex is to provide an overview of the Conduct stage focusing on the delivery of NCS and NFS HQs training. This stage begins with Academics training block activities, continues through the CRP and culminates with the execution of training block D and E activities (if selected). Figure F-1 shows how the training blocks overlap with other EP stages and depicts the NATO generic training model that is based on progressive CT&E blocks culminating in DEPLOYEX/EMPLOYEX where operations and procedures will be practiced all together within a realistic training environment. While the figure shows one block per category, each may and in some cases will, consist of multiple blocks of that type as described in the following paragraphs.

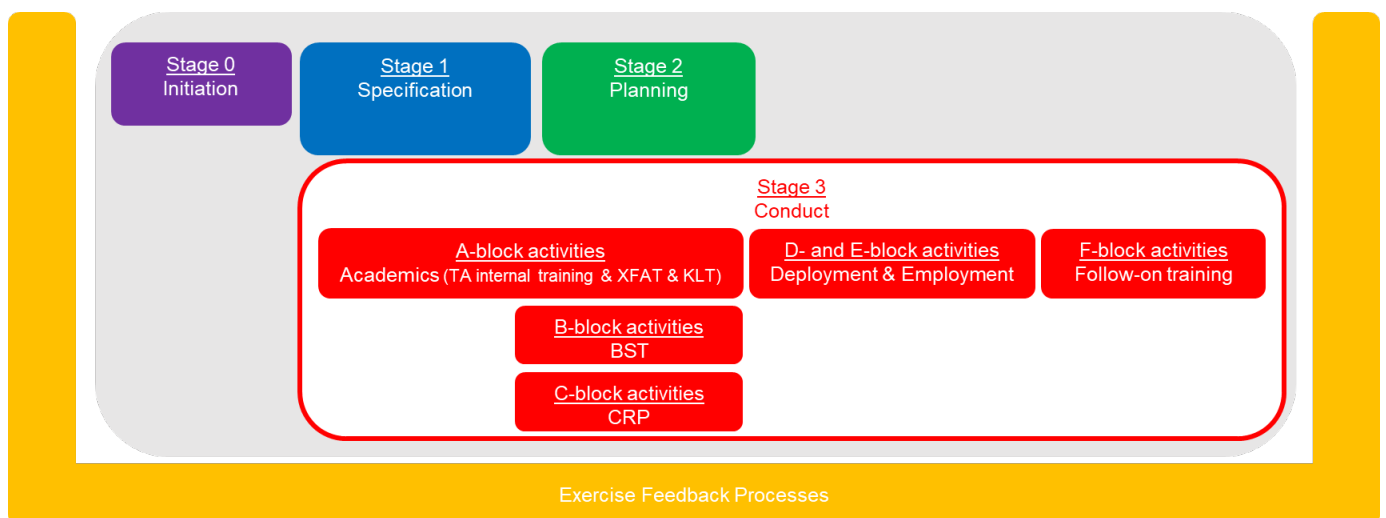


Figure F-1 – EP Stage 3 (Conduct) and linked training blocks

2. **Major Deliverables.** The major deliverables of the Conduct stage are training blocks described in Figure F-1.

3. Roles and Responsibilities

a. OCE. OCE assumes overall responsibility; however, if allocated, some elements are delegated to the ODE (e.g., establish and maintain EXCON). For each training block (except TA internal training), the OCE will:

- (1) Convene the participants.
- (2) Establish training sites.
- (3) Establish and maintain EXCON.
- (4) Conduct the training block.
- (5) Prepare and conduct training block review.

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b. **EXDIR.** Acting on behalf of the OCE, the EXDIR has significant freedom to use EXCON structures that are the most appropriate for achieving the EAs, EOs and the OCE’s TOs. The EXDIR directs the EXCON who control the exercise execution in order to set the conditions to allow the TA to achieve the approved EA and EOs in the EXSPEC. The role of coordination between TTs, experimentation teams, and evaluation teams rests with the EXDIR as the overarching execution coordinating authority.

c. **Exercise Control.** The EXCON organisation is adapted to the nature, and focus of each activity. The level of support from the OCE, ODE, and TA is outlined in the EXSPEC and EXPLAN. The EXCON usual footprint is as illustrated in figures F-2 and F-3 below. For detailed EXCON description, see Annex Z.

	EXCON Personnel and/or Equipment	A-block	B-block	C-block	D-block	E-block
	EXDIR	Yes	No	No	Yes	Yes
EXSUP	CIS and RLS Cell	Static HQ	No*	Static + OLRT	Full to No**	Full
	Real Media Cell	No	No	No	No	Yes
	Visitors Cell	No	No	No	Full to No**	Yes
EXCO	Scenario Cell	No	No*	RFI	Full to No**	Full
	MEL/MIL Cell	No	No*	No	Full to No**	Full
	CAX Cell	No	No*	No	Full to No**	Full
	OPFOR Cell	No	No*	No	Full to No**	Full
	Response Cells (as necessary) ¹	No	No*	HICON + LOCON + SIDECON	Full to No**	Full
TT	SME Facilitators	Yes	No*	No	Yes**/No*	No
	Trainer	Selected	No*	Selected	Selected	Full

¹ RCs can consist of HICON, LOCON, SIDECON, Nations, Partners, and NNEs.

* While ODE will observe B-block, direct support is not usually provided. When the event is MEL/MIL supported, TA will arrange limited support on their own.

** When the event is facilitated through vignettes.

Figure F-2 - Notional EXCON participation for CPX

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	EXCON Personnel and/or Equipment	A-block	B-block	C-block	D-block	E-block
	EXDIR	Yes	No	No	Yes	Yes
EXSUP	CIS and RLS Cell	Static HQ	No	Static + OLRT	Full to No**	Full
	Real Media Cell	No	No	No	No	Yes
	Visitors Cell	No	No	No	No	Yes
EXCO	Scenario Cell	No	No	RFI	Full to No**	Full
	MEL/MIL Cell	No	No	No	Full to No**	Full
	Umpire Cell	No	No	No	Full to No**	Full
	OPFOR Cell	No	No	No	Full to No**	Full
	Response Cells (as necessary) ¹	No	No	LOPSCON	Full to No**	Full
TT	SME Facilitators	Yes	No	No	Yes**/No	No
	Trainer	Selected	No	Selected	Selected	Full

¹ RCs can consist of HICON, LOCON, SIDECON, Nations, Partners, and NNEs.

** When the event is facilitated through vignettes.

Figure F-3 - Notional EXCON participation for LIVEX

d. **Training Audience.** TA focus on their operational role and responsibilities. Thus, their contribution to the preparation and conduct of Stage 3 training blocks will be important. The arrangements made with the OCE/ODE are outlined in the CTS/POW/EXSPEC and detailed in the EXPLAN. As part of their operational responsibilities, the TA will produce their own plans/orders and populate FS databases, generate-integrate their staff reinforcement, and deploy-establish-maintain their Command Post. The TA will be associated to the control of CT&E activities in order to ensure that EOs and TOs are met. Thus, a designated TA trusted agent would liaise with the EXCON to ensure that, if required, appropriate guidance can be provided to the TA to enable the correct training to be achieved. The TA will permanently attach staff-level trusted agents to the product development. Finally, the TA is to arrange lower echelon RCs and its liaison support to and from other HQs.

e. **DIREVAL.** During the evaluated training activities, DIREVAL coordinates the evaluation teams as detailed in the Specific Evaluation Directive (SED) synchronized with the EXPLAN in order to improve information sharing amongst the teams, minimise the impact on the EXCON/TA, and enhance achievement of the EOs and TOs. The DIREVAL shall also coordinate evaluation team requests for modification of planned incidents and/or injections, as well as requests for incidents and/or injections designed to support specific evaluation objectives during the scripting process.

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f. **Evaluation Teams.** SACEUR and the subordinate ACO Commanders, in carrying out their responsibilities for planning and execution of evaluations of their subordinate HQs and designated units and forces will stand up appropriate evaluation teams during NATO MJX. Evaluation teams shall have access, on a non-interference basis, to all exercise areas including, for example, EXCON areas, TT, as well as access to the requisite EXCON information, meetings and tools (e.g. MEL/MIL database).

g. **Capability Integration Teams.** The Capability Integration Teams (CIT) coordinate all CI activities during the conduct of an exercise under the guidance and direction of SHAPE ACOS J7 for ACO CITs and HQ SACT ACOS JFD for ACT CITs as specified in the EXSPEC and EXPLAN. They coordinate their activities as required with EXDIR, Senior Mentors, and TA Commanders.

4. **Key Tasks.** The Conduct stage is composed of several tasks connected to the different Stage 3 training blocks for delivering the actual training to TA throughout a multi-month training progression. Figure F-4 (at the end of this annex) depicts Stage 3 key tasks, which are described below. The CT&E activities associated with these tasks are described at Annex H (CT&E toolsets).

a. **Key task 3.1. - Academics.** A-block activities. The allocation of responsibilities for training will depend on institutional budgeting and established POWs for supporting organisations. It is important to recognise that Academics are not a substitute for Individual Training as described in the E&IT approach, as the training focus is related to the needs of the subsequent training blocks and tied to the exercise setting and scenario. The entire training calendar needs careful planning to best use limited ACT and ACO command structure resources in support of the individual and collective training requirements. Each Academics milestone could require its own planning process with administrative instructions, plans and steps as specified in the EXPLAN and/or local EXORDs. The delivery method of Academics includes for example lectures, seminars, or demonstrations to the TA, as well as practical training by the TA.

(1) **Sub task 3.1.1. – TA internal (individual and collective) training.** Type A training block. TA conduct their internal training in order to enhance individual skills on FS/C2IS and to enhance functional area expertise. Internal individual and collective training will be conducted at the discretion of TA Commanders utilising NATO Education and Training Facilities (NETF), COEs, Partner Training and Education Centres (PTEC) or own resources as appropriate. This is an internal training of the HQ without any support from the ODE. This training block usually includes, but is not limited to: Lectures, Functional Area Training (FAT), and Functional System Training (FST), professional development training, workshops, and syndicate discussions. These should improve basis knowledge of each staff member to perform their functional area duty in the future collective training.

(2) **Sub task 3.1.2. – Cross-Functional Area Training.** Type A training block. OCE/TA Commander conducts lectures and Cross-Functional Area Training (X-FAT) in order to ensure the TA's understanding of the future mission to be exercised and how it is to be executed, to inform TA on new concepts and lessons from previous operations and exercises, and to ensure that joint processes and integration are fully understood across the TA. During X-FAT (a few days), the staff receives exercise specific updates and works in smaller cross-functional groups

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through key joint procedures and battle drills. This may be facilitated by SMEs. Finally, this training block may be conducted separately from KLT (in order to allow maximum command group and key leader participation) or synchronised with it in order to share common modules (to maximise resources and training effect).

(3) **Sub task 3.1.3. - Key Leader Training.** Type A training block. KLT is individual training designed for the key leaders under the responsibility of the TA commander for a specific exercise venue or upcoming military operation. The OCE/TA Commander conducts KLT in order to develop the ability to provide D&G for the planning of operations through the use of the decision-making process (DMP) as described in Reference S, to facilitate team building, and to establish a common benchmark, level of understanding of selected topics in preparation for the exercise. A KLT programme is similar to X-FAT but adapted to Flag Officer/ Senior Officer level. When parts of X-FAT are combined with KLT, the programmes should be synchronised to allow maximum key leader participation in X-FAT.

b. **Key task 3.2. - Battle Staff Training.** Type B training block. The OCE/TA conduct BST in order to complete staff integration, develop staff's ability to run selected cross-functional area processes, to practice collective Reports>Returns and FSs, to assess staff readiness and to prepare for Command Post Exercise (CPX). BST is held within the Command Post (CP) running a "light" Battle Rhythm. EXCON generates a very simple/superficial operational situation in support of extensive technical and procedural drills. Training should be conducted without pressure, with zero-to-limited interactions outside the CP. Independently from the operational situation, the TA should be able to drill the processes as much as needed to reach the standards. Thus, the outputs matter less than the processes themselves. The size and scope of the BST will determine which methods (i.e. vignettes, MEL/MIL) and tools (i.e. role players, mentors) are used for the achievement of the TOs/Learning Objectives. The BST will normally be planned and conducted by the TA Commanders within own capabilities as specified in the EXPLAN. BST may be isolated, combined with Block D, or immediately precede Block E. However, these linkages have an impact overall exercise process and require extensive coordination and potentially larger support (e.g., RLS and CIS) by external entities (i.e., JWC, JFTC, NCIA). They should be anticipated with HQ SACT during CTS POW process and confirmed in the EXSPEC. BSTs are not intended to be a full dress rehearsal of the execution of training block D or E activities.

c. **Key task 3.3. - Crisis Response Planning and/or Plan Activation.** The CRP or Plan Activation may be designed for the TA to either train/exercise the conduct of the Operations Planning Process (OPP) within the scope of the NATO Crisis Response Process and NATO's Operations Planning Process and/or to exercise the activation of plans. Pending the exercise concept, there may be different approaches to conduct CRP/Plan activation activities. Training block C activities are either part of an exercise or as a stand-alone training block. There are different options to exercise the CRP/Plan activation. J5 and J3 SMEs are to provide advice on those, that suite the training requirements and are affordable (such as required/available resources, time). One option could be to follow a form of a CRP, containing the development of plans and orders and is

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more time consuming. The other option could be in the form of a process, which focusses on to the use and adaptation of existing plans and the production of orders⁵⁴.

(1) **Key task 3.3 - Option 1 (CRP).** The TA will be provided with the Political-Military and Military strategic documents required to trigger specific stages of the OPP. The documents that would be appropriate for the scenario will be created beforehand by the OCE/ODE. If required, as a part of collaborative OPP, the TA should contribute to the development of their higher echelon OPP products in accordance with Reference S. The TA will utilise Reference S as well as other ACO directives and their Standing Operating Procedures (SOPs) and Standing Operating Instructions (SOIs) and produce the CRP exercise deliverables within the applicable timeframe. Appropriate functional services will be used (e.g. TOPFAS, LOGFAS, intelligence functional services (INTEL-FS)). When planning CRP, the following should be noted:

(a) **Required Scenario Modules and documents.** OSE/OCE/ODE coordinate the production and delivery of Scenario Module 4 and selected own force related elements of Scenario Module 5, that must be delivered to the TA in order for them to complete this sub task⁵⁵. This should be organised in line with the stages of the OPP.

Note: This includes collaborative effort in the Force Generation (FOG) process, RSOMI and sustainment planning addressed in the EXSPEC and the EXPLAN, to ensure proper functionality and database population of LOGFAS and TOPFAS. This means that prior to CRP the TA will be required to support these deliverables and also prepare their own LOGFAS and TOPFAS with agreed FOG and exercise planning agreements.

(b) **Training Audience Deliverables.** The TA deliverables may include: CONOPS, operational plans, CJSOR, Theatre Capability Statement of Requirements (TCSOR), workforce requirements/CE, sustainment and other specialised functional plans, Allied Disposition List (ADL), operation orders, etc.

(2) **Key task 3.3 -Option 2 (Plan activation).** This version applies when existing executable advance plans are available and to be used for the exercise. The main effort in this variation is to adapt the advance plans to the specific exercise situation and to develop the corresponding orders for the plan execution.

(3) Supporting **sub tasks for training block C activities** (tailored as needed to accommodate strategic, operational, and or tactical level TA activities):

(a) Establish training site(s).

(b) Establish and maintain EXCON, including training teams.

⁵⁴ For explanation, see References L and S.

⁵⁵ See also Annex E to Bi-SCD 075-003 and the description of Scenario Modules therein.

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- (c) Activate training, evaluation, and CI Team(s) as applicable.
- (d) Witness and Evaluate the CRP/Plan activation training block activities.

d. **Key task 3.4. – Deployment Exercise.** Execution of Force Activation, Deployment, RSOMI process⁵⁶. Type D training block (see details at Annex H). OCE/TA executes Force Activation, Deployment and RSOMI in order to enhance HQ/forces responsiveness and integration and to consolidate orders and databases in preparation of the exercise or a mission. Two to three events are necessary to address the entire Force Activation, Deployment, and RSOMI. The nature of these events will depend on EAs, EO and TOs. Consequently, EXCON may range from a few subject matter experts up to many hundreds in a CPX. The training block is mainly focused on the Joint Support and Enabling Command (JSEC) and Joint Logistic Support Groups (JLSGs), NATO Force Integration Unit (NFIU), J3/Joint Operations Centre (JOC), who will normally monitor the deployment and execution of RSOMI. For MJX, a realistic training block D delivery would require SHAPE SME participation irrespective of whether or not SHAPE was participating as a TA. When training block D is being conducted as an ambitious BST/CPX linked to CRP and training block E, the sub tasks are similar to the ones described for training block E. The sub tasks supporting this key task are:

- (a) Determine exercise training block D STARTEX based on, among other things, the EAs, EOs and the TOs.
- (b) Issue the requisite STARTEX documentation, data and information for the TA. This will primarily be found in Scenario Module 5 and in the TA products from CRP.
- (c) Refine OPFOR campaign plan (for use by EXCON only). EXDIR supported by EXCON, OSE/OCE/ODE EG and with TA OPR.
- (d) Establish training site(s), including, but not limited to RLS, CSS and CIS connectivity and CIS services.
- (e) Activate Physical Security plan. Physical Security considerations are provided at Annex T.
- (f) Implement Safety and Environmental Measures. All exercise sites must have precautions in place for real world emergencies such as fires, oil spills, medical emergencies, etc. See Annex L.
- (g) Stand-up EXCON in all locations. In accordance with EXPLAN inputs including Senior Mentors and training teams.
- (h) Conduct EXCON training in accordance with EXPLAN.
- (i) Deploy TA to the exercise sites.

⁵⁶ DEPLOYEX may include Reception, Staging and Onward Movement (RSOM) and/or Reward Movement, Staging and Dispatching (RMSD).

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- (j) Conduct Warm-up at the TA locations. This activity is done by TA in order to commence the HQs' Battle Rhythms and integrate the personnel reinforcement into the staff. This activity is conducted without any interaction between TA and EXCON.
- (k) Activate the EXCON Visitors and Observers Bureau (VOB)/NATO Media Information Cell (NMIC). The details are included in Annex W.
- (l) Activate evaluation, training feedback, and CIT.
- (m) Commence the exercise by executing agreed portion of OPLAN.
- (n) Manage and control the exercise by executing MEL/MIL and simulation.
- (o) Collect the daily training feedback from TTs to assess the achievement of TA's TOs.
- (p) Evaluate.
- (q) Execute the End of Exercise and conduct Deactivation of Exercise Sites.

e. **Key task 3.5. – Employment Exercise.** Execution and conduct of operations. Type E training block. This training block represents the usual culmination moment of all the training delivered up to this time. Normally, the scenario build up begins a few weeks prior to the execution of this training block by providing the TA with Crisis Situation Update(s) to simulate the political situation progress. The TA executes the planning and conduct of operations in order to develop operational and procedural skills, to enhance HQ/force readiness, to develop HQ/forces interoperability, and to deliver Strategic messaging (when applicable). During training block E, a selected timeframe, or timeframes of the OPLANs produced in training block C is executed. Prior to the STARTEX of training block E, different elements of exercise structure conduct preparation activity such as Warm-up for TAs, CIS Set-up Validation (CIS-S&V), EXCON training for EXCON staff, and EVAL training for evaluation teams. A possible training block E timeline is illustrated in figure F-5 (Training block E operations) below. The sub tasks supporting this key task are:

- (a) Determine EMPLOYEX training block STARTEX, based on, among other things, the EAs, EOs and the TOs.
- (b) Issue the requisite STARTEX documentation, data and information for the TA. This will primarily be found in Scenario Module 6 and may be modified/updated based on the TA products from training block D (when applicable).
- (c) Provide the TA with necessary situation update documentation prior to the STARTEX.

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- (d) Pre-STARTEX synchronisation. TAs synchronise plans, orders, and products as agreed in EXSPEC/EXPLAN in order to ensure common understanding and full joint interaction at STARTEX. See Pre-STARTEX Synchronisation Matrix at Annex M.
- (e) Establish RLS/CSS at exercise sites.
- (f) Establish CIS connectivity and CIS services. This includes the CIS S&V. (See Annex O). Note, immediately after this activity and before the main body of the TA arrive, the FS managers and IKM personnel are to ensure that the FS and IKM tools are properly configured with the relevant information.
- (g) Activate Physical Security Plan. Physical Security considerations are provided at Annex T.
- (h) Implement Safety and Environmental Measures. All exercise sites must have precautions in place for real world emergencies such as fires, oil spills, medical emergencies, etc. See Annex L.
- (i) Stand-up EXCON in all locations. In accordance with EXPLAN inputs including Senior Mentors and Training Teams. Notional structures are described at Annex Z.
- (j) Conduct EXCON training in accordance with EXPLAN.
- (k) Deploy TA to the exercise sites.
- (l) Conduct Warm-up at the TA locations. This activity is done by TA in order to commence the HQs' Battle Rhythms and integrate the personnel reinforcement into the staff. This activity is conducted without any interaction between TA and EXCON.
- (m) Activate the EXCON VOB/NMIC. The details are included in Annex W.
- (n) Activate evaluation, analysis, and CICC.
- (o) Commence the exercise by executing agreed portion of OPLAN.
- (p) Manage and control the exercise by executing MEL/MIL and simulation.
- (q) Collect the daily training feedback from training teams to assess the TA TOs achievement.
- (r) Evaluate, witness, conduct CI activities.
- (s) Execute the End of Exercise and conduct Deactivation of Exercise Sites.

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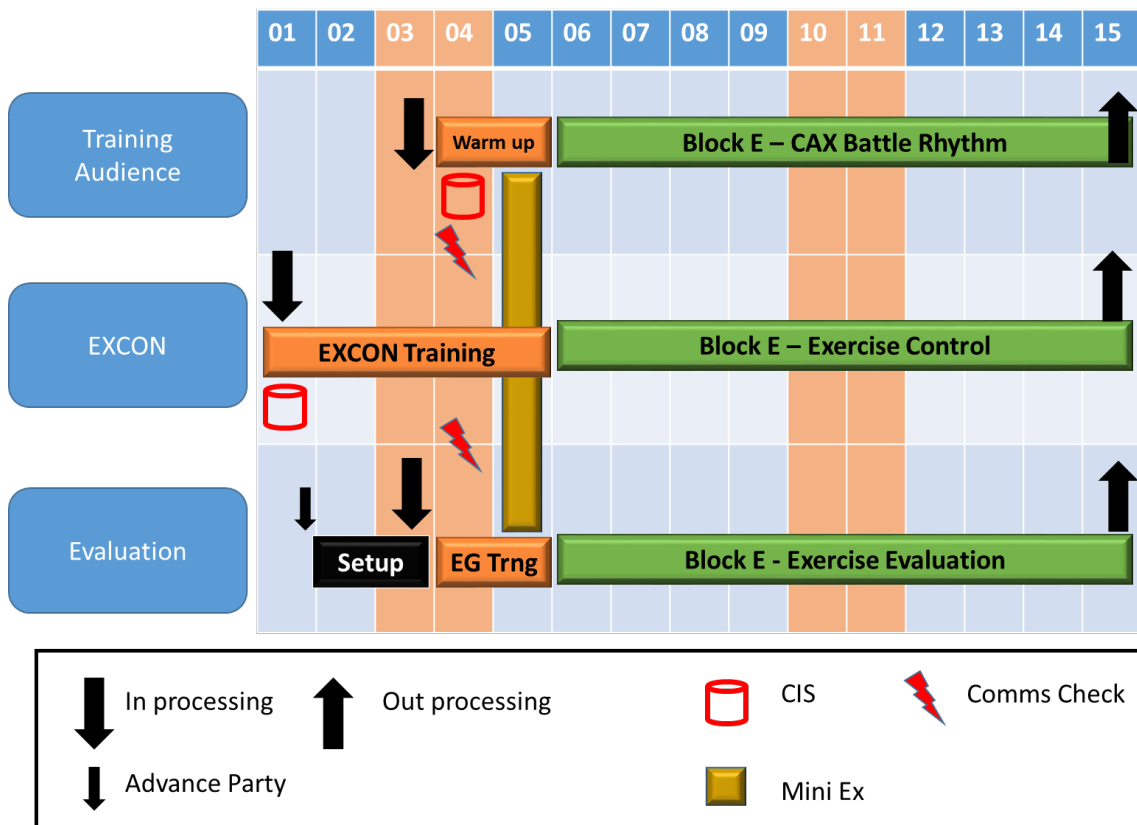


Figure F-5 – Training block E operations

Note: EXCON dialogue with TA is important during training block D and E to ensure that training is maximized and TOs can be met. This is normally done through organized dialogue between the EXCON and the Senior Trusted Agent.

Note: Training Team, TA Trusted Agents, and Evaluation Teams should exchange information on a daily basis in order to consolidate feedback and inform TA progression.

f. **Key task 3.6. - Assessment.** Conduct Assessment. At the conclusion of training block E (execution of EMPLOYEX), the OCE/TA Commander conducts an After Action Review (AAR), supported by the EXDIR as required.

(1) After Action Reviews enable the determination of how well the EOs and TOs were met. It allows TA (Commanders and/or designated staff officers) to answer the following questions:

- (a) What was intended?
- (b) What actually happened?
- (c) What went well (and how can it be sustained)?
- (d) What did not go well (and how can it be improved)?

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- (2) The AAR is not a critique session. Key steps of this task are:
 - (a) Collect key training feedback.
 - (b) Develop significant findings, draw conclusions and develop recommendations.
 - (c) Prepare the AAR site(s).
 - (d) Establish VTC connectivity with all sites.
 - (e) Conduct AAR.

g. **Key task 3.7. - Follow-on Training.** Conduct Follow-on Training. Type F training block. This block represents the opportunity for commanders to address LI or any other commander's area of concern that arose during the planning and execution process. This block may also be used as a trial period for new command or staff concepts. This block is specifically **not** for completing TOs or EVAL criteria. Due to analysis and reporting requirement and timelines, these items must be completed by the end of the E block. Based on the timelines and other requirements established in the EXSPEC the OCE and ODE will provide the TA additional training to meet the commander's desire to look at the issues mentioned above. This follow on training may take the form of any training block. However, any D or E block would be limited to a tabletop exercise or wargame. Resources and timelines would not allow for a full CPX backed event.

h. **Key task 3.8. – Conduct Validation Meeting 3 and promulgate Exercise Report.** The OCE conducts VM-3 with OSE, ODE, and TA Commanders within approximately 30 days of completing AAR. Details pertaining to VM-3 and the EXREP are provided at Annex G (Exercise Feedback Processes). The template for the EXREP is laid down in Annex M (EP guidance and deliverable templates). OCE will provide the EXREP to OSE.

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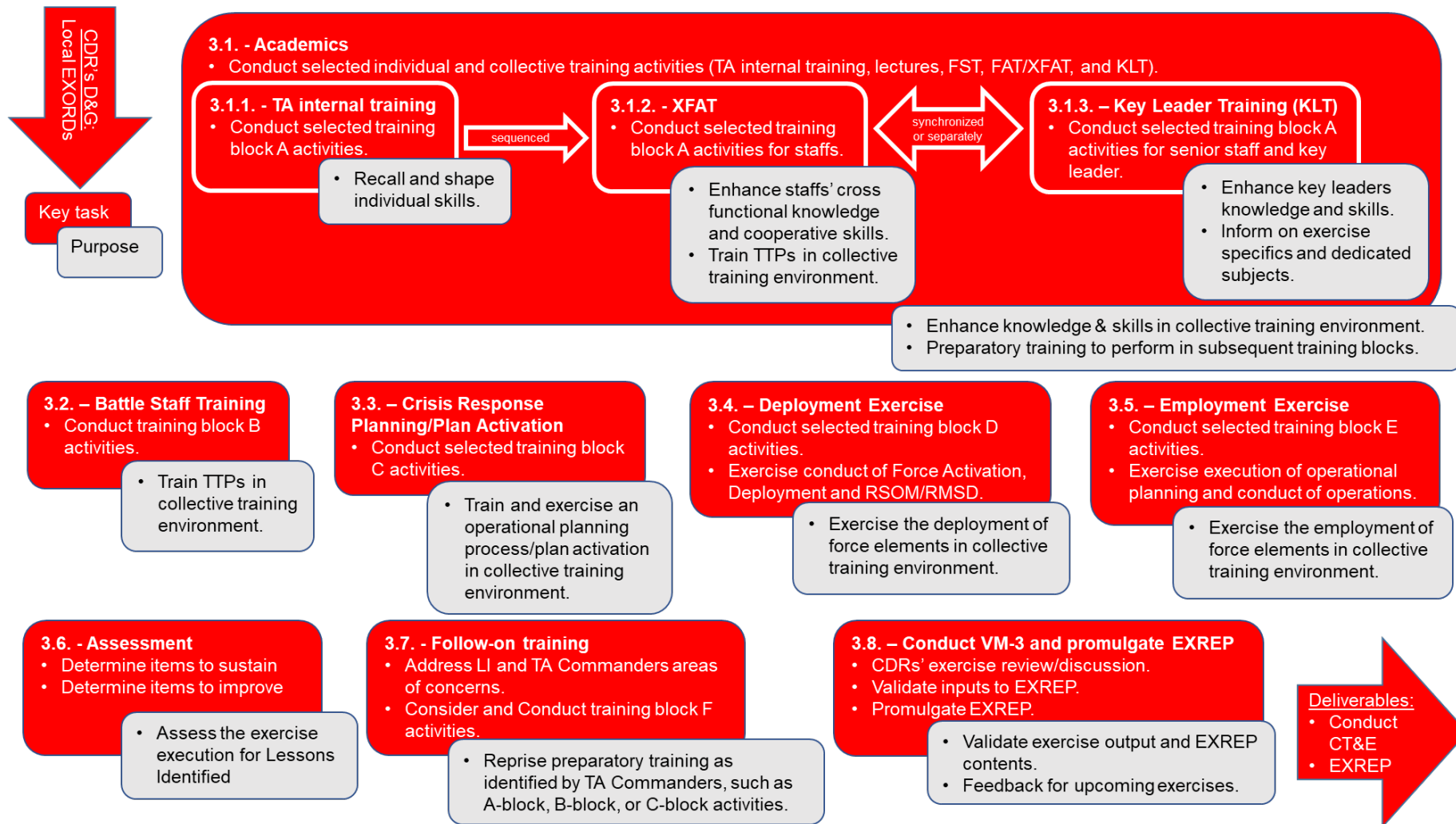


Figure F-4 – Stage 3 Key Tasks

EXERCISE FEEDBACK PROCESSES

1. Aim and Description of Exercise Feedback Processes

a. **Aim.** In peace time, exercises constitute the primary venues to collect, analyse, report, and exploit tangible findings related to force preparation, force readiness, internal organization, and the integration of current and future capabilities. The purpose of this annex is to provide details of the four usual exercise feedback processes: Training, Internal Assessment (IA), Evaluation, and CI.

b. **Training.** “Training” in this setting is conducted with a team of Subject Matter Experts, witnessing TA performance in order to assess and advise TA on possible improvement within staff processes and procedures. Training includes during- and post-exercise witnessing, analysis and reporting to the OCE by the TA, ODE (if appointed), and supporting organisations in accordance with requirements and procedures established in the EXSPEC and EXPLAN.

c. **Internal Assessment.** “IA” sees TA and EXCON bodies assessing their internal organization and performance issues in order to improve future performance and to contribute to external assessment. Based on LL Collection Plans and experience, IA relies on the simple bottom-up sequence of Hot Wash-Up (HWU) leading to the prioritization of points to improve and points to sustain at the end of the exercise. Each branch, division, or cell reports to the next echelon what cannot be fixed at that level and shares conclusions with other-HQs who will face similar situations in the future, especially during mission/standby hand-over/take-over periods, BAR, or annual COI meetings. LL related Observations will be included in the LL process.

d. **Evaluation.** “Evaluation” sees teams of SMEs assigned to evaluate the level of performance of selected TA. For details and the governance of this process, see Reference B.

e. **Capability Integration.** “CI” sees Bi-SC Teams⁵⁷ informing current or future cross-cutting and pan-HQ capabilities. CI Teams are coordinated by ACO and ACT⁵⁸ during exercise preparation, execution, and reporting in order to accommodate their needs, minimise their impact on TA and EXCON, and develop synergies amongst themselves. Joint C2 Observation is governed as described at Reference B; SPALL relies on the extant LL structure and process as described at Reference G but focused on LL priority areas. Experimentation in Exercises is described at Reference U. ACT role and responsibility, as well as information pertaining to Concept/Doctrine/Warfare Development, is to be found at Reference V.

⁵⁷ For their major annual exercise, ACO usually establish up to two teams: A Joint Command & Control Observation (J2COBS) Team and a SACEUR’s Priority Areas LL Collection & Analysis (SPALL) Team. ACT usually establish up to three teams: A Warfare Development Exploitation Team (WDET), a JALLC Analysis (JA) Team, and an Experimentation and Doctrine Validation (EDV) Team. ACOS J7 and ACOS JFD coordinate themselves and coordinate their action with EXDIR and TA COS.

⁵⁸ Namely SHAPE J7 and HQ SACT JFD for Multi Domain Exercises

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f. **Mandatory and Optional Exercise Feedback Processes.** Training and IA are mandatory in every exercise whereas evaluation and CI are scheduled in the EXSPEC when appropriate.

g. **Synchronised Exercise Feedback Processes.** All these processes are developed in parallel to the EP and synchronized with the EP via the EP deliverables: EXINT, EXSPEC, EXPLAN and EXREP. The exercise officially ends when the OCE submits the EXREP, although LL and CI efforts continue beyond this period.

h. **Lessons Learned Process.** The LL process, as governed and described in Reference G, informs exercise's preparation and exploits the findings mainly arising from IA and CI but also from the other feedback processes. It is a much broader and continuous activity than the above feedback processes and it is looking both internally and externally.

2. **Major Deliverables.** There are three main categories of deliverables: EXREP as an output of the Training and IA processes, evaluation reports as the outcome of the evaluation process, and a CI Report as an outcome of the CI process.

a. **Capability Integration Report (CIR).** When requirements for CI are directed in the EXSPEC by the OSE on the basis of ACO and ACT advise, CI Teams are established and used by the authorities assigned in ACO and ACT in coordination with the OCE and EXDIR to produce a unified Bi-SC CIR sent to SHAPE and HQ SACT 75 days after the end of exercise execution (ENDEX+75). A template for the CIR is at Annex M.

b. **Evaluation Reports.** When the EXSPEC establishes requirements for an ACO evaluation, the evaluation team plans for and produces a Formal Evaluation Report (FER) followed by a Detailed Evaluation Report (DER).

c. **OCE's Exercise Report.** The OCE's EXREP is the authoritative report of an exercise to the OSE, due no later than 75 days after the AAR (ENDEX+75). It contains, among other things, a summary of the extent to which the EAs, EOs and TOs were achieved during the exercise, as well as the LIL⁵⁹ selected by the OCE among the LI submitted by the TAs/ ODE. The EXREP will include the training audiences' assessments of the exercise as well as inputs from all participants. The EXREP should draw conclusions and make recommendations. A template for the EXREP is at Annex M. ODE will support the OCE in producing the EXREP as specified in the EXSPEC. EXREP reflects the group's assessment following a structured exchange of oral and written information:

(1) Collecting TA/EXCON individual findings. At the end of each training block, TA Branches/Divisions and EXCON cells assess the outcomes during an internal HWU. This enables them to fill their First Impression Report (FIR). FIRs contain the first assessment of the exercise construct and achievements of the training blocks. Each FIR should also include a Key Observations List selected by the TA/ODE OPR among all observations collected⁶⁰. A template for the FIR is at Annex M. There are three mandatory FIRs, which are to be submitted after Stage

⁵⁹ The LIL is a summary or highlight of the key LIs that are considered most important and is an enclosure to the EXREP. The purpose of the LIL is to draw the attention of the leadership and assist the exercise community and analysts by grouping the key LI from one exercise in one place.

⁶⁰ Observations will be subsequently analyzed in accordance with the LL process in order to turn them into LI.

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1, CRP, and DEPLOYEX/EMPLOYEX. Each participating HQ, agency, and team completing these milestones is to submit FIRs to the OSE and OCE as follows:

- (a) FIR1 to OSE normally 15 working days after EXSPEC release.
- (b) FIR2 to OCE normally 15 working days after CRP (if any).
- (c) FIR3 to OCE NLT 15 working days after the completion of DEPLOYEX/EMPLOYEX.

(2) Analysing findings. Findings arising from all training blocks and all stakeholders are initially shared at the AAR, reported in the FIRs, and discussed and decided upon for future exploitation at the Commanders Validation Meeting 3 (VM-3).

(a) After Action Review. The OCE conducts the AAR right after DEPLOYEX/EMPLOYEX with CG representatives of all participant: OSE, ODE, Directors, TA. Training, IA, and CI outcomes are shared. It is usually prepared by a staff-level HWU involving EB, EXCON cell chiefs, TA, and representatives from the Feedback Teams. AAR is really a short, concise, structured initial impression discussion from TA CDRs on their training achievement within the given training conditions. Analysed input is not ready before the FIR. The AAR should not be seen as an All-Hands-Call or a town meeting. Representatives with “no input/no comments” should not participate.

(b) Entities who do not participate in AAR can try to have their say via their commander (OSE, OCE, ODE, or TA CDR).

(c) Validation Meeting 3. The OCE conducts the VM-3 with OSE, ODE, and TA Commanders within approximately 30 days of completing AAR. The aims of VM-3⁶¹ are to:

- 1/ Validate the inputs to EXREP (mainly AAR outputs and FIRs).
- 2/ Take immediate advantage of the experience gains, and LL products.
- 3/ Share Commanders views on the impact of the exercise’s outcomes on future ACO/ACT workstrands and exercises.

(d) TAs/ODE are to submit a LIL to OCE NLT 50 days after the AAR.

(3) Release of EXREP, NLT 75 days after DEPLOYEX/EMPLOYEX.

⁶¹ As any VM, VM-3 may be conducted via VTC or in presence.

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3. **Roles and Responsibilities**

a. **OSE.** The OSE is responsible for staffing FIR1 inputs, contributing to the VM-3, and noting the EXREP. The OSE is also responsible for providing LL D&G and ensuring LL Collection Plans are fully coordinated at all levels.

b. **OCE.** The OCE is responsible for staffing FIR2, FIR3, conducting and recording AAR, VM-3, and producing the EXREP. OCE is also responsible for ensuring the effective implementation of the LL process throughout the exercise and promoting the collective analysis of cross-cutting and pan-HQs LI across TAs/ODE.

c. **ODE.** The ODE is responsible for contributing with FIRs 1 to 3 and supporting AAR and VM-3. ODE fills the role of Exercise Director during the execution of training block's conduct. The coordination between EXCON and TA and between EXCON and CI Authorities during planning and conduct rests with EXDIR as the overarching execution coordinating authority.

d. **Director of Evaluation.** DIREVAL is responsible for preparing, developing and submitting Evaluation Reports to the appropriate Commanders.

e. **CI Authorities.** Pending the exercise concept and design, CI Authorities from ACO and ACT are responsible for contributing to the AAR, VM-3 as well as preparing, developing, submitting CIR for HQ SACT and SHAPE.

f. **Training Audience.** TA Commanders are responsible for preparing, developing and submitting FIRs 1 to 3 and contributing to the AAR and VM-3.

g. **Contribution to the LL Process.** All TA Branches/Divisions and EXCON cells have a responsibility for conducting IA and contribute to the relevant LL Process. LL Staff Officers (LLSO) from OSE and OCE will be members of the EG to provide LL expertise and guidance on the implementation of the LL process throughout the exercise.

h. **TT, EVAL, and CI Teams.** Chief TT, Eval Team Leader, and Assistant to CI Authorities are supported by teams generated for the exercise according to the requirements initiated in the EXINT, specified in the EXSPEC and detailed in the EXPLAN.

(1) A team is generally composed of:

(a) A lead expert of the training, evaluation, or CI processes to organise the team.

(b) Functional experts to collect and analyse the findings.

(c) Analysts, analysing the findings and developing the report.

(2) Trainer Team. The TT is comprised of expert trainer who provide staff level advice to the TA in functional areas. SMEs are generally, but not necessarily, drawn from non-TA headquarters. The TT usually acts in two roles simultaneously:

(a) As witnesses, who provide feedback on the exercise's progress and note the performance and operational practices of the TA.

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- (b) As trainers, who coach the TA in the execution of their staff duties.

Each PTO should be accompanied by at least one trainer from the TT. The TT works closely with the SM to advise EXDIR on the performance of the TA. ODE usually provides a dedicated Analysis Team to exploit what has been witnessed. In addition, the Chief TT should integrate some TA J7 analysts in that team. Most of PTA benefits from a TT whereas STA may not have one, in which case STA will carry out their own TT function and rely solely on a trusted agent to deal with exercise play issues.

(3) Evaluation Teams. The EVAL Team is composed of evaluation experts and analysts building the DIREVAL core staff element. Functional experts drawn from higher-echelon or sister HQs evaluate the level of performance of the training audience against the criteria set in the ACO Force Standards. See Annex N.

(4) CI Teams. In major NATO exercises, CI Teams may be established as illustrated in Figure G-2. When Joint C2 Observation (JC2OBS), SACEUR's Priority Areas for LL Collection & Analysis (SPALL), Warfare Development Exploitation Team (WDET), JALLC Analysis (JA), or Experimentation and Doctrine Verification (EDV) Teams are required, they are respectively composed around SHAPE J7 EVAL, SHAPE J7 LL, HQ SACT JFD ECAB, JALLC, and JWC core staffs reinforced where appropriate by experts and analysts from other HQs and Centres. CI Teams may interview functional experts from the TA, TT or EVAL team upon COS TA, Chief TT and DIREVAL arrangements specified in EXSPEC and EXPLAN. However, CI team should not expect any product from them.

i. **Array of Teams contributing to the Exercise Feedback Processes.** Up to eight teams may contribute autonomously to Exercise Feedback Processes and share information. Three of the teams focus on specific findings alongside with their processes (Training, Internal Assessment, and Evaluation). The other five teams are coordinated through CI when it is activated. See Figure G-3.

j. **Shared or Multiple Trainer/Evaluator Teams.** There is usually one TT per PTA and one EVAL team per evaluated HQ. In addition, to meet the needs of STAs with remaining resources, it is possible to build shared or multiple ODE Advisory Teams or TT. It is also possible to build a single, however suboptimal Trainer/Evaluator Team.

4. **Key Tasks.** The exercise feedback processes develop and are synchronized with the EP through five Tasks, which are described below.

a. **Key task 1 - Exercise feedback orientation and initial coordination.**

(1) EXDIR, DIREVAL, and CI Authorities orient their team on the ends, ways, and means corresponding to their workstrand as soon as the team is established.

(2) Guidance will be provided to develop Data Collection Plans. Meanwhile, it is important to ensure that the various data collection activities that support the exercise feedback processes are coordinated and harmonized such that any obstructive influence or unnecessary burden on the TA is reduced and, wherever possible, duplication of effort is minimized. The EXDIR will coordinate exercise

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feedback efforts and clarify, in close coordination with Chief TT, DIREVAL and CI Authorities, how their team will interact with the TA. Coordination is to start during EP Stage 0 and detailed in Stages 1 and 2.

b. **Key task 2 - Planning of Information and Data Collection.** A variety of data collection methods and tasks may be required. Collection plans will be produced as required to drive data collection via the following methodologies:

(1) Information and Data Collection Methodologies. Five primary methods are generally employed for collecting data in support of Training, IA, EVAL, and CI. Any combination of these methods may be required of the data collection tasks described below. It is important for the EXDIR to have full visibility of and coordinate the methods to be employed to assure the TA is not overloaded with these types of tools and that there is minimal duplication of information requested.

(a) Witnessing, Monitoring, and Investigation. TT witness and advise the TA through their processes. They witness how the TA apply doctrine, SOPs and/or Standing Operating Instructions (SOIs) and share findings with the TA to provide immediate feedback and learning. They also monitor the achievement of the TOs. Evaluation teams monitor the satisfaction by TA of Evaluation criteria TA. CI team investigates to which extent capabilities are working and integrated.

(b) Interviews. Interviews are a frequent methodology employed by all the teams to collect data. These can range from formally scheduled events to informal casual discussions with TA members and EXCON cells. As issues being addressed by the various Training, CI and Evaluation requirements frequently overlap, it is essential to coordinate all interviews to minimise the impact and distraction to the TA and avoid repeatedly subjecting the TA to the same queries.

(c) Surveys/Questionnaires. A variety of teams may request participants complete check-off lists or questionnaires during certain training blocks or throughout the EP⁶².

(d) Automated Capture/Retrieval. This methodology employs some type of automated (often real-time) data capture/retrieval mechanisms. This approach can be used effectively to capture/retrieve data such as: record of the simulated manoeuvre (for simulation), email and telephone exchange records; "human being-machine" interface/interactions; readouts, minutes and/or records from boards, working groups, VTCs, etc. Although this methodology generally has low impact on the TA, it will usually require planning and effort on the part of the individuals who manage the particular systems to make sure the right mechanisms in place to capture the required

⁶² It is wise to conduct a Survey on Real life and CIS Support when the exercise starts. This enables to rapidly improve the support (and the training) where possible and keeps training, evaluation, and CI focused on operational matters. This gives the occasion to reward the support personnel in the areas highly appreciated by the exercise participants.

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data. As such, it is important that any intended uses of this methodology be detailed in the EXPLAN.

(e) Document/Material Review. Training and Evaluations often require access to and review of existing, or previously generated documents and materials. These can range from Doctrine, Policy, SOPs, etc. to previously generated, exercise specific materials such as Operation Plans (OPLANS), Fragmentary Orders (FRAGOs), CONOPS, etc. As a rule, document/material review methodologies have low impact on the TA.

(f) The requirements, timings and responsibilities for collection, analysis, reporting, distribution, and archiving of the information and data are set in:

1/ EXPLAN for Training, IAs, and CI.

2/ Specific Evaluation Directive (SED) covering each evaluation.

The work strands are synchronized through the EXPLAN annexes.

c. **Key task 3 - Conducting Training, IA, EVAL, and CI.** Conduct Training, IA, EVAL and CI in accordance with the collection plans developed in Key task 2. Regular OCE meetings and the exchange of liaison elements between the teams enable to coordinate the work strands and share relevant information during the execution of the most significant training blocks. AAR and HWU are key venues to share findings at the end of the activity.

d. **Key task 4 - Preparing and Issuing Deliverables.** Once the findings have been captured and analysed, they are formally reported. The nature, depth and breadth of the data for each of the deliverables will be specified in the documents detailed at paragraph 3.b. with certain deliverables being in direct support of the OCE and others being mandated by and in direct support of entities outside of the OCE. The delivery timeline is a compromise between the need to consolidate the analysis and the need to deliver outcomes in order to timely inform future workstrands and exercises.

e. **Key task 5 - Exploiting Findings.** Exploiting the findings of an exercise based on the FIRs, EXREP, IA, evaluation reports, and CI Report.

(1) Relevant findings and recommended actions should be shared among OSE, OCE, ODE, and TA and with their higher echelon and sister HQs at least via the above reports in order to quickly inform the preparation of future standby periods or exercises. Predecessors should for instance be prepared to provide a testimony during the BAR at EP Stage 0 for a similar following exercise or at the time of mission/standby hand-over/take-over. These findings must also be formally shared through the AAR and EXREP.

(2) Moreover, the functional experts should review key findings arising from exercises when they meet their Community of Interest.

5. **Lessons Learned.** The NATO LL Process should be informed by relevant exercise findings and conducted according to Reference G.

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- a. **Lessons Learned Collection Plan.** The Lessons Learned Collection Plan (LLCP) will provide guidance on the key operational areas on which the Observations collection effort for LL purposes should focus and therefore inform the IA process and the CI process. This LLCP is to be defined in the EXSPEC; detailed in the EXPLAN and coordinated with the rest of the feedback processes, specially the CI one (it is to be included in the Appendix 2 to Annex F to both EXSPEC and EXPLAN). Every TA will develop an internal LLCP based on the LLCP included in the EXPLAN and their own internal requirements for areas of improvement. LL Collection Plans development at all levels will be coordinated to ensure consistency with LL priority areas as defined in the EXSPEC. Existing IKM tools will be used to facilitate this activity.
- b. **Observations Collection.** Following the AAR within the Internal Assessment process and based on the LLCP, those Observations relevant enough to be shared with other HQs and/or requiring the implementation of cross-cutting remedial actions, whether internal or external, should be collected and included in the LL process once endorsed by the leadership. Observations related to LL Priority Areas will be managed through the CI effort. The collection of Observations is conducted through a top-down approach, with key Observations selected or provided by the leadership. Following EXDIR, DIREVAL and CI Authorities guidance, LL Observations from their respective feedback processes will be submitted for LL consideration.
- c. **Analysis of Observations.** In accordance with Phase 1 of the LL process, once the Observations have been validated, an internal analysis will be conducted by each TA in order to identify the root causes, the proposed remedial actions (RA) and the recommended Tasking Authority responsible for tasking the Action Body to implement such RAs. Subsequently, when possible, OCE will conduct a LL Workshop right before the VM-3 to analyse, in concurrence with key stakeholders from TA/ODE, relevant cross-cutting pan-HQs LI. This WS will facilitate the joint analysis and adjudication of LI and the sharing of key LI to the leadership during the VM-3.
- d. **Lessons Identified Endorsement.** Following the Phase 1 of the LL Process, all LI endorsed by the senior leadership within the originating unit or HQ at the appropriate level (in accordance with internal directive or SOP), as Originating Authority (OA), will be uploaded to the LL Tools. Those key LI selected by the OA will be forwarded in a LIL to the OCE to contribute to the EXREP.
- e. **Lessons Learned Tools.** The use of NATO's LL Tools⁶³ is mandatory to capture observations, manage lessons and share LL products. The EXPLAN will set the required conditions to ensure LL Observations from all TA and entities⁶⁴ participating in the exercise are collected and submitted to the NATO's LL Tools.
- f. **Lessons Learned Training.** During Training Block A, all personnel involved in the exercise are to be provided with the knowledge, skills and mind-set necessary to enable their effective partition within the LL process. The JALLC can assist when required.

⁶³ Currently the main tool is the NATO LL Portal, which is NATO's single tool supporting the LL process and for sharing LL products.

⁶⁴ Partners, non-NATO entities (NNEs) and non-military actors.

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g. **Sharing of Lessons Learned Products from Exercises.** LL products from exercises will inform future exercises, mainly during the BAR where key LL will be presented, and the development of ETEE related Directives.

h. **Trusted Agent Team.** Whenever possible, TA LLSOs will be incorporated as part of the TA's Trusted Agent Team in order to have access to EXCON and TA physical locations, information and collaborative spaces and benefit from the insights shared at them.

6. Useful Points to consider for Exercise Feedback

a. People learn if the Findings come from the right person, at the right time, in a diligent manner.

b. The focus of feedback processes goes to operational organisation, tactics and procedures. Feedback of the exercise construct should be limited to a syndicate discussion between the exercise planners during the LL Workshop.

c. All exercise participants are invited to contribute to Feedback Processes. However, the processes will be driven by the TA and EXCON chains of command through the orientation, validation, prioritisation, and endorsement of key findings.

d. TA/EXCON Cells only raise up what cannot be fixed internally.

e. Relevant findings must be turned into Action Items with Action Bodies being associated to the analysis.

f. Action Items will address the shortfalls that were not solved during the exercise and these findings, which are valid to become Best Practice.

g. Evaluation outcomes will be shared according to a "Need to know principle".

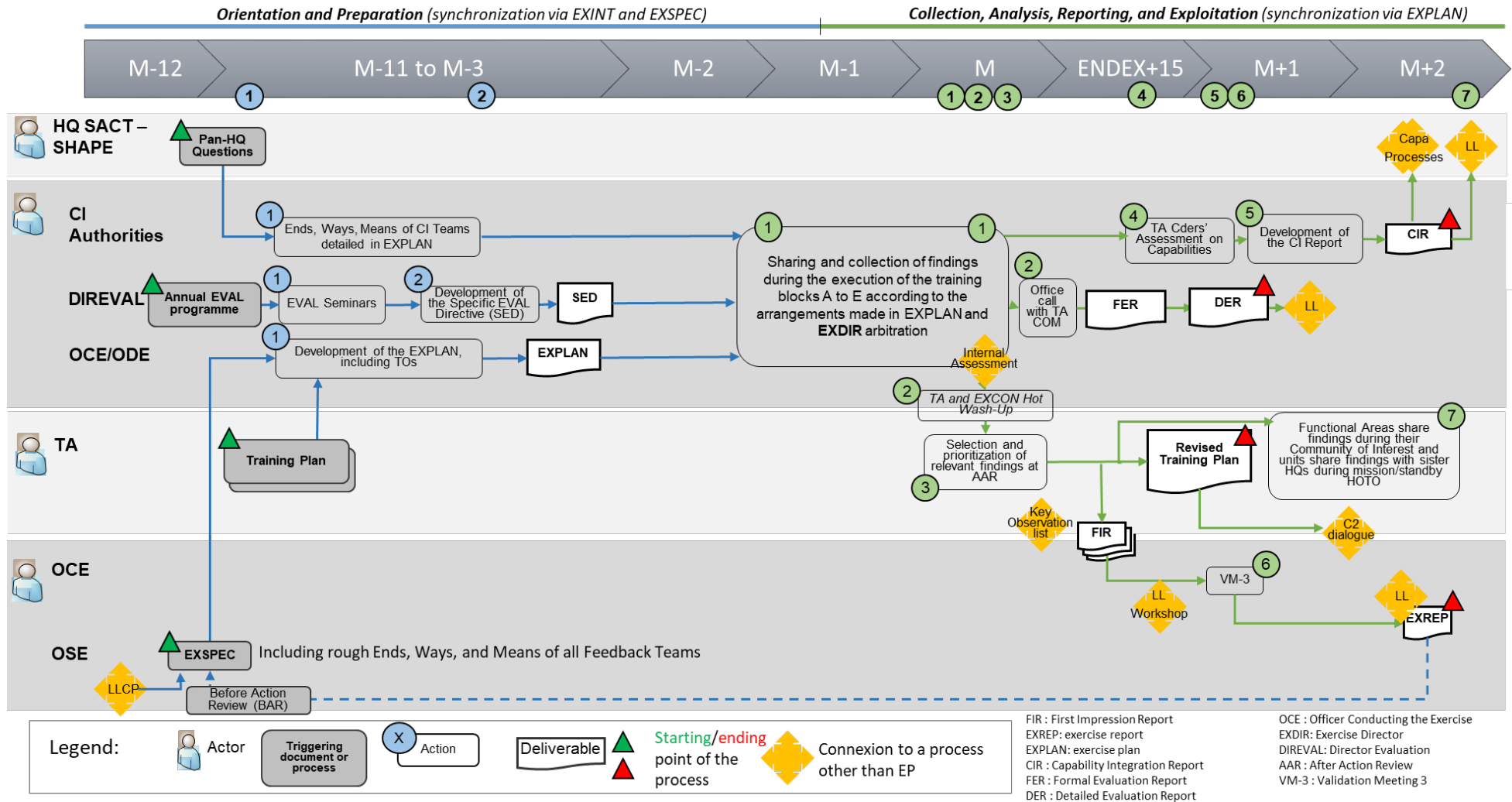


Figure G-1 – Exercise Feedback Processes

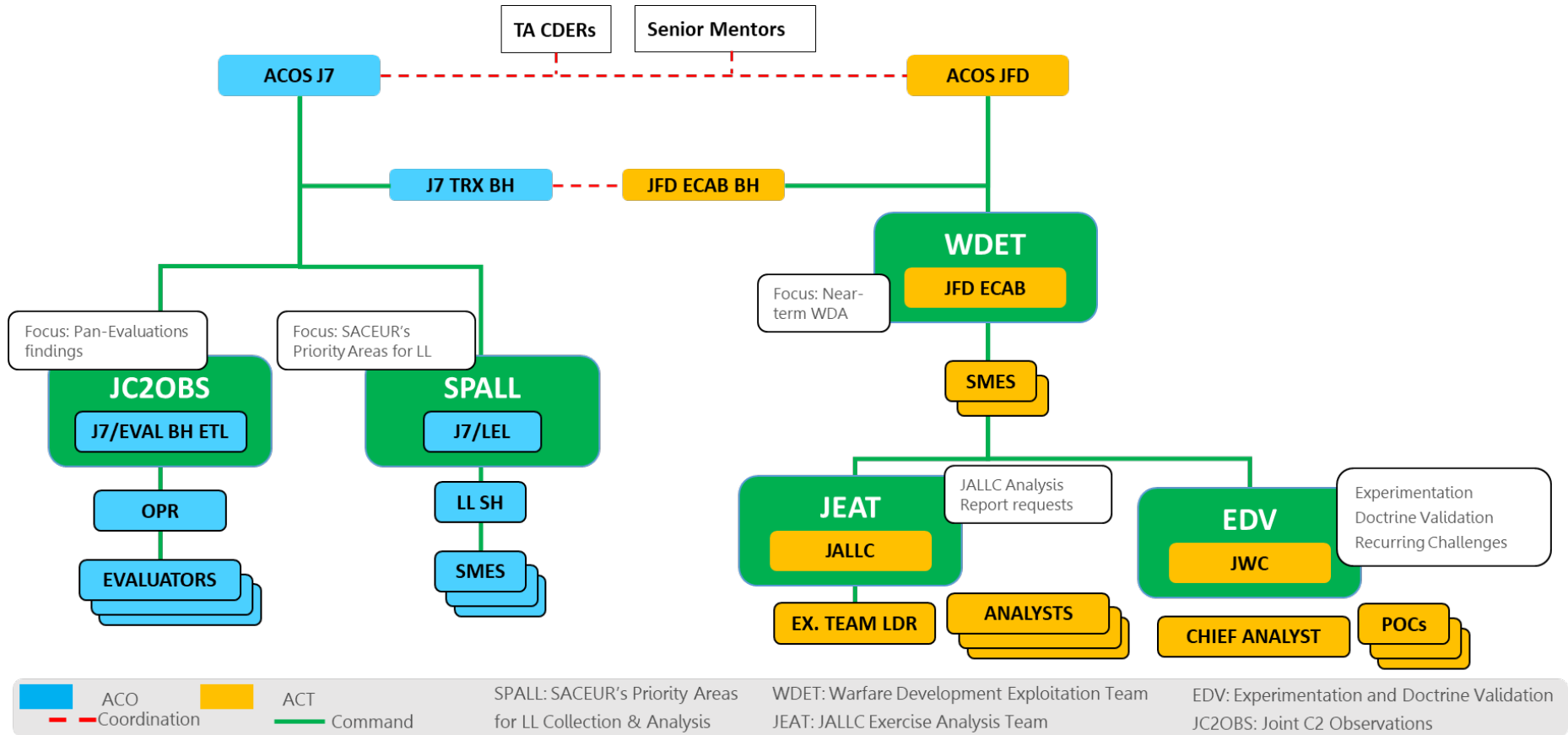


Figure G-2 – Illustrative Capability Integration Organization

Exercise Feedback Processes

Focus on TA specific findings

Focus on Collective findings

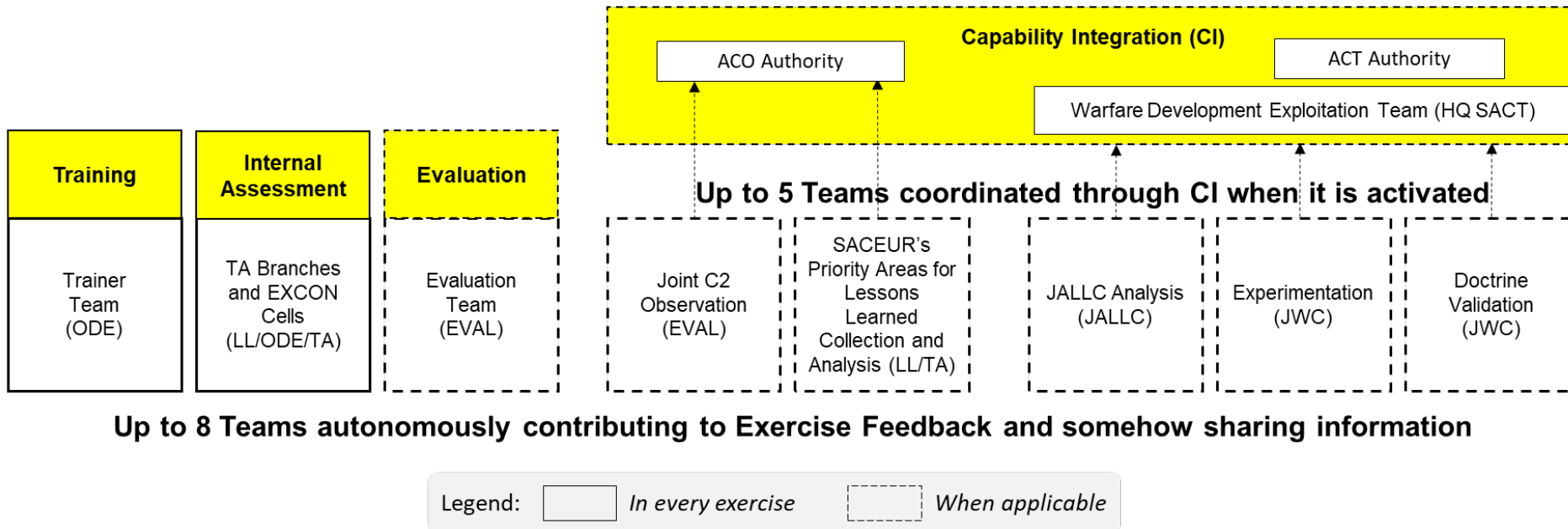


Figure G-3 – Array of Teams potentially contributing to the Exercise Feedback Processes

COLLECTIVE TRAINING AND EXERCISES TOOLSETS**1. Collective Training and Exercise characterisations and categories**

a. **Collective Training.** Collective Training is an activity aiming to improve collective operational or procedural proficiency through group activity conducted within facilitated training conditions.

b. **Exercise.** An exercise is an activity aiming to improve collective operational and procedural proficiency through group activity, under time pressure, with full interactions, and within a complex realistic environment. The quality of the operational products is as important as the process to deliver them.

c. **CT&E Categories.** There is a collection of different collective training and exercise categories, which can be selected as necessary to fulfil training requirements and/or to plan systematic training and exercise sequences for diverse training audiences. Figure H-1 below illustrates the different categories of collective training and exercises as well as the order in which they should ideally be conducted as part of a training progression (in case it is desired to execute more than one activity). Particular training activities possibly will precede exercise categories.

(1) Collective training categories⁶⁵

- (a) Functional System Training (FST).
- (b) Functional and Cross Functional Area Training (FAT/X-FAT).
- (c) Key Leader Training (KLT).
- (d) Battle Staff Training (BST).
- (e) Assisted Battle Staff Training (ABST).
- (f) Crisis Response Planning (CRP)/Wargame/Red Team option.
- (g) Rehearsal.

(2) Exercise categories⁶⁶

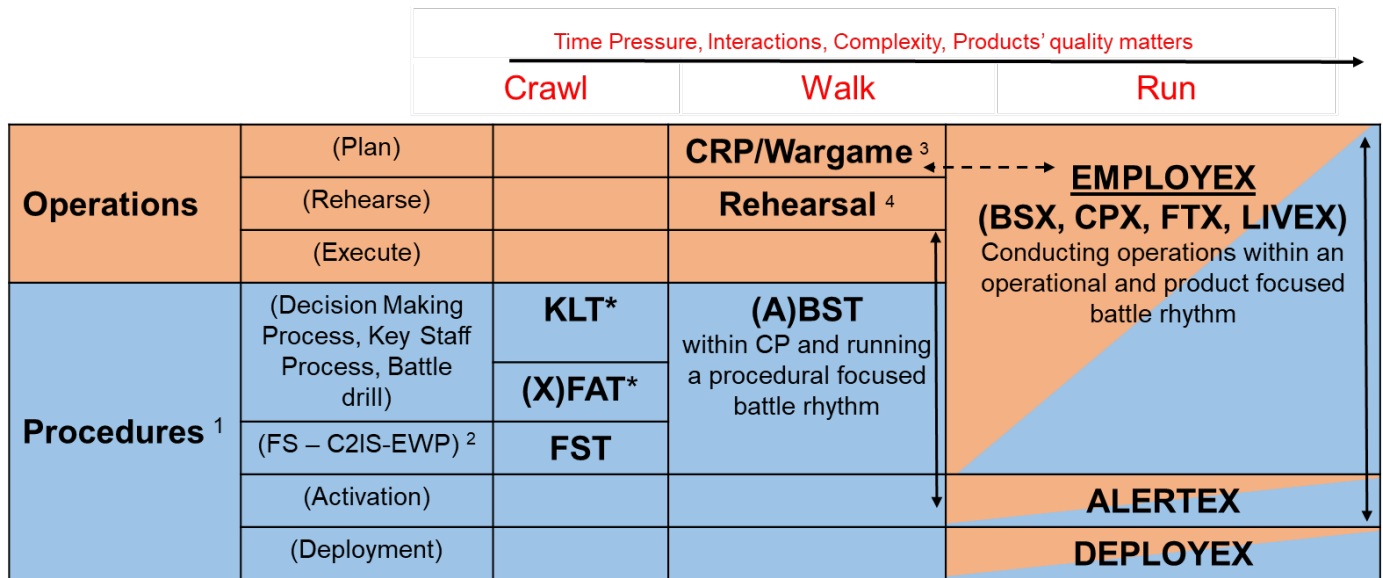
- (a) Alert Exercise (ALERTEX).
- (b) Deployment Exercise (DEPLOYEX).
- (c) Command Post Exercise (CPX).

⁶⁵ Appendix 1 to this Annex provides detailed descriptions and explanations to collective training activities.

⁶⁶ Appendix 2 to this Annex provides detailed descriptions and explanations to exercise activities.

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- (d) Field Training Exercise (FTX).
- (e) Live Exercise (LIVEX).



¹ Operational Procedures: The detailed methods by which headquarters and units carry out their operational tasks. (NATOTerm)
² Functional Services – C2 Information Systems – Electronic Working Practices
³ Covers NATO COPD activities or Plan activation.
⁴ Activities following the CRP enabling to refine orders. May also be used to get familiar with and refine plans (e.g. response plans rehearsal, ROC Drill, War gaming, TTX).

Figure H-1 - CT&E categories.

2. **CT&E Delivery.** The following list provides examples how to use, deliver and control CT&E activities:

- a. **Academics.** Instruction to the TA that includes lectures, seminars, and demonstrations as the delivery method.
- b. **Scripted.** Manually prescript events and incidents, or vignettes drive the scenario/operations development or challenge the TAs procedures and actions/reactions.
- c. **Scripted Computer Simulation Assisted.** Scripted events with a dynamic MEL/MIL supported by a computer simulation, where computer simulations tools assist to calculate, simulate and arbitrate the scenario/operations development (manoeuvres of elements/troops, gains/losses, Intel results, incidents, etc.).
- d. **Live Simulation Assisted.** The scenario/operations or incident development will be supported by activities from live elements/troops playing dedicated roles, or simulating specific military actions or incidents, that correlate with training audience actions/reactions.
- e. **Live Confrontation Assisted.** Utilising live elements/troops playing dedicated roles, such as opposing forces, manoeuvring against blue forces.
- f. **Live Activity.** Live activity of the training audience in the field, such as live firing/combat operations, movement, military medicine, arbitrated by referees.

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3. **Execution Delivery Tools.** The method of setting the conditions for a TA to meet EAs, EOs, and TOs.

a. **Main Event List/Main Incident List.** A script of injects with expected outcomes structured on main events. MEL/MIL is dynamic and may be adapted as necessary during an exercise to ensure achievement of EAs and EOs.

b. **Simulation.** A means of representing (constructively or virtually) dynamically the operating conditions of a real system. Simulation used in training dynamically models real environments and/or equipment to enable trainees to acquire and practice of skills, knowledge and attitudes.

c. **Vignette.** An independent problem set, supported by real time inputs, that present operational challenge to the TA and selected participants in order to stimulate staff processes using a fixed script.

d. **Manoeuvre.** Live deployment/employment of forces (EMPLOYEX, LIVEX, ALERTEX, DEPLOYEX).

APPENDICES:

1. Explanation to Collective Training categories
2. Explanation to Exercise categories

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EXPLANATION TO COLLECTIVE TRAINING CATEGORIES

1. **Functional System Training.** Functional systems support functional area and cross-functional area processes. Thus, even if the priority lies on functional services individual training, it is suitable to train them collectively. This suits for an A type training block.

WHO	Trainer: Staff's FS trainers or NCIA (customer funded). Trainees: FS users.
WHAT	Practise FS, C2IS and Electronic Working Practices (EWP).
WHY	Enhance individual skills on functional systems, command and control information systems, and electronic working practices in preparation of a BST/CRP.
WHEN	Newcomers during staff induction or before a BST/CRP.
WHERE	FS equipped classroom (at HQ, JWC/JFTC, or NCIA).
HOW	Resources: One trainer for up to 20 students, one FS per student, tutorial doc. Concept: See and practice, feature by feature & solve multiple examples.

Table H-1-1 - Functional System Training (FST)

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2. **Functional Area Training or Cross-Functional Area Training.** Table H-1-2 describes the provision of Functional Area Training (FAT) and Cross-Functional Area Training (X-FAT) in support of exercise execution. This suits for an A type training block.

WHO	Trainer: Mentoring staff or one of the staff's DIV or consultant (customer funded). Trainees: Staff officers involved in the trained cross-functional processes.
WHAT	Walk through key functional area or cross-functional area SOP, SOI, and battle drill for a few days.
WHY	FAT (at division/branch level) and X-FAT (at staff level) ensure TA's understanding of the future mission to be exercised and how it is to be executed, inform TA on new concepts and lessons from previous operations and exercises, and ensure that joint processes and integration are fully understood across the TA.
WHEN	After staff individual training and staff induction.
WHERE	Plenary and syndicate rooms.
HOW	Resources: Director, vignette owners, facilitators. Supporting: JWC/JFTC/standby HQ within means and capabilities. Concept for each vignette (half a day): 1. Receive mission specific academics. 2. Receive case study introduction. 3. Case study (syndicate work). 4. Brief difficulties and solutions.

Table H-1-2 - Functional Area Training or Cross Functional Area Training (FAT/X-FAT)

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3. **Key Leader Training.** Table H-1-3 (below) provides details on the conduct of Key Leader Training as part of NATO's exercise process. This suits for an A type training block. Organisers should ensure:

- a. When it is part of an exercise, KLT should focus on the topics related to EOs associated to the exercise conduct stage (Stage 3).
- b. Key leaders should have time to brainstorm and discuss. They should not be disturbed by long read ahead packages and technical means.

WHO	Trainer: Mentoring staff or one of the staff's DIV or consultant (customer funded). Trainees: Flag officers and general officers.
WHAT	Discuss Commanders' operational challenges for a few days.
WHY	KLT enables TA commanders to refine their ability to provide D&G regarding the planning of operations through the use of the DMP contained in COPD, achieve team building, and establish a common benchmark level understanding of selected topics.
WHEN	When starting to prepare for a new mission, e.g. before an exercise.
WHERE	Plenary and syndicate rooms.
HOW	Resources: Protocol, director, guest speakers, vignette owners, senior mentor. Supporting: JWC, JFTC, JALLC, contractor (customer funded). Concept for each vignette (half a day): <ol style="list-style-type: none">1. Panel discussions and case study introduction.2. Case study.3. Discuss difficulties and solutions.

Table H-1-3 – Key Leader Training (KLT)

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4. **Battle Staff Training.** Table H-1-4 provides considerations/amplifications on the conduct of a BST for an exercise. When scheduling a BST, it is important to rapidly determine to which extent there will be content (potential consequences on other training categories) and if external participation is expected (BST is an internal event that is rarely attractive for externals. Nonetheless, external originated reinforcements to the TA, should participate the BST). This suits for a B type training block.

WHO	Trainer: HQ's TREX branch. Trainees: Staff (with or without planners).
WHAT	Within the operational CP, run a procedural focused battle rhythm for a few days.
WHY	BST enable TA to complete staff integration, develop staff's ability to run selected cross-functional area processes, practice collective reports/returns and functional systems, assess staff readiness, and prepare for CPX (when applicable).
WHEN	After FST/X-FAT and prior to commencing exercise execution.
WHERE	Within the established command post (static or deployed location).
HOW	Resources: Command post. EXCON including very limited response cells. HQ's own training team; support (from various sources). Concept for the BST: 1. Establish CP battle rhythm. 2. Challenge all levels with a simple tactical situation (vignette or MEL/MIL, simulation based). 3. Adjust the "operational noise" to the procedures' learning tempo.

Table H-1-4 – Battle Staff Training (BST)

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5. **Assisted Battle Staff Training.** Table H-1-5 provides considerations/amplifications on the conduct of and Assisted Battle Staff Training (ABST) for an exercise. The primary difference between a BST and an ABST is the addition of OCE/ODE resources and personnel to portray a more robust background including supporting materials and EXCON RC functions. Additionally, they can supplement EXCON or TT capabilities as well. This suits for a B type training block.

WHO	Trainer: HQ's TRENCH branch Augmented by OCE/ODE. Trainees: Staff (with or without planners).
WHAT	Within the operational CP, run a procedural focused battle rhythm for a few days.
WHY	ABSTs enable TAs to complete staff integration, develop staff's ability to run selected cross-functional area processes, practice collective reports/returns and functional systems, assess staff readiness, and prepare for CPX (when applicable).
WHEN	After FST/X-FAT and prior to commencing exercise execution.
WHERE	Within the established command post (static or deployed location).
HOW	Resources: Command post. EXCON including limited RCs. HQ's own training team; support from OCE/ODE in materials and EXCON. Concept for the ABST: 1. Establish CP battle rhythm. 2. Challenge all levels with a simple tactical situation (vignette or MEL/MIL, simulation based). 3. Adjust the "operational noise" to the procedures' learning tempo.

Table H-1-5 – Assisted Battle Staff Training (ABST)

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6. **Crisis Response Planning.** Table H-1-6 highlights the execution of CRP as part of the NATO exercise process. This suits for a C type training block.

WHO	Trainer: EXCON element iccw. PLANS division. Trainees: Command group, Comprehensive Preparation of the Operational Environment (CPOE) team, JOPG, OPLE, OLRT, Component Command (CC) planning and liaison elements.
WHAT	Develop plans and orders over a 13-14 week period in accordance with the ACO COPD.
WHY	CRP develops command group and staff ability to conduct CRP with higher and lower echelons, develops OPLE and OLRT skills, and develops plans/orders in preparation of an exercise.
WHEN	After COPC/SOPC course and TOPFAS training.
WHERE	OPLE at location of the higher echelon. OLRT at EXCON location. CPOE team and JOPG at HQ.
HOW	Resources: Limited EXCON to respond to RFIs and deliver scenario modules 2-5. Senior mentor and tailored TT support (from various sources). Support and role players in case of OPLE and/or OLRT deployments. Planning rooms. TOPFAS and LOGFAS. Concept for the joint level CRP: 1. Up to three weeks of initial CPOE. 2. Up to six weeks of strategic and operational planning including CONOPS/OPLAN/SUPLAN development. 3. One or two weeks of CPOE update. 4. Up to four weeks of JCO/OPO production including subordinates' back brief.

Table H-1-6 – Crisis Response Planning (CRP)

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7. **Rehearsal.** Table H-1-7 describes resources for the conduct of an exercise rehearsal. OSE/OCE should note that both the CRP and rehearsals should be considered an essential part of the process as they directly contribute to the success of exercise conduct. These activities may follow the CRP enabling to refine orders. A rehearsal may also be used to get familiar with and refine plans (e.g. response plans rehearsal, rehearsal of concepts (ROC) Drill, War gaming (see also table H-1-8), Table Top Exercise (TTX)). A rehearsal suits C type or A type training blocks.

WHO	Trainer: Staff's OPS/PLANS Division. Trainees: Key leaders, JOG, CC Liaison elements.
WHAT	Rehearse complex parts of Plans or Orders during a few hours.
WHY	Improve understanding and coordination of parts of the Plans/Orders, may stimulate improvements of existing plans, and helps prepare the Commanders for a CPX or a LIVEX.
WHEN	Once Plans or Orders are available (minimum of 3 months before exercise conduct).
WHERE	Static HQ or LIVEX area.
HOW	Resources: Limited EXCON to respond to RFIs and deliver Scenario modules 2-5. Senior Mentor and tailored TT support (from various sources). Support and role players in case of OPLE and/or OLRT deployments. Planning rooms. TOPFAS and LOGFAS. Concept for the Joint level CRP: 1. Up to three weeks of initial CPOE. 2. Up to six weeks of Strategic and Operational planning including CONOPS/OPLAN/SUPLAN development. 3. One or two weeks of CPOE update. 4. Up to four weeks of JCO/OPO production including Subordinates' back-brief.

Table H-1-7 – Rehearsal

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8. **Wargame**

WHO	Trainer: OCE/ODE. Trainee: Key leadership or functional groups.
WHAT	Exploration of decision on a scenario on political and military outcomes.
WHY	Provide a safe-to-fail environment for training decisions and decision-making processes.
WHEN	Training block E, D, or as a complement to other training blocks.
WHERE	At Headquarters or deployed.
HOW	Resources: EXCON, analysts and supporting materials and RCs area, scenario. Concept for the wargame: 1. Wargame set up and prebriefing. 2. Execute wargame ⁶⁷ in turns as prescribed. 3. Analyse with feedback.

Table H-1-8 – Wargame

⁶⁷ A “Red Team” option may be also envisaged to add value to the exercise.

EXPLANATION TO EXERCISE CATEGORIES

1. Alert Exercise (ALERTEX)

WHO	Trainer: Staff. Trainee: Command staffs or troops.
WHAT	During a few hours or days, TA reacts to a short notice operational activation.
WHY	ALERTEX test and enhance HQ/forces responsiveness, develops HQ/forces interoperability, and deliver strategic messaging.
WHEN	At least at the beginning of the standby period of a nominated response/reaction forces HQ.
WHERE	From garrison to Port of Embarkation (POE).
HOW	Resources: EXCON SMEs, full staff or troops, port of embarkation, scenario. Concept for the ALERTEX: 1. EXCON activates and controls. 2. TA execute the recall system. 3. TA deploy to POE. 4. TA conduct analysis with EXCON feedback.

Table H-2-1 - Alert Exercise (ALERTEX)

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2. **Deployment Exercise (DEPLOYEX)**

WHO	Trainer: Staff. Trainee: Command staffs or troops.
WHAT	During a few days or weeks, TA deploys to a staging area.
WHY	DEPLOYEX test and enhance HQ/forces responsiveness, develops HQ/forces interoperability and deliver strategic messaging.
WHEN	At least at the beginning of the standby period. E.g. after an ALERTEX.
WHERE	From POE to a staging area.
HOW	Resources: EXCON SMEs, full staff or troops, port of embarkation, staging area, scenario. Concept for the DEPLOYEX: 1. EXCON conducts. 2. TA deploy to staging area. 3. TA conduct analysis with EXCON feedback.

Table H-2-2 – Deployment Exercise (DEPLOYEX)

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3. **Live Exercise (LIVEX)**

WHO	Trainer: EXCON. Trainee: PTA and STA troops.
WHAT	Troops conduct operations within an operational focused battle rhythm for two to three weeks.
WHY	LIVEX enhances troop's operational and procedural performance, enhances forces readiness, develops forces interoperability and delivers strategic messaging.
WHEN	At least at the beginning of the standby period. E.g. after an ALERTEX.
WHERE	On the field (in a military or civilian training area).
HOW	Resources: Full EXCON (incl. Local Operations Control (LOPSCON), umpires, OPFOR, Damage Control (DAMCON), troops and their support, EVAL or experimentation teams (case-by-case), training area, scenario. Concept for the LIVEX: 1. Agree on operational sequences. 2. Execute sequences. 3. Analyse with EXCON feedback.

Table H-2-3 - Live Exercise (LIVEX)

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4. **Command Post Exercise (CPX)**

WHO	Trainer: EXCON. Trainee: PTA and STA staff.
WHAT	TA plans for and conduct operations within an operational focused battle rhythm for two to three weeks.
WHY	CPX enhance TA's operational and procedural performance, develop HQ interoperability.
WHEN	Before an operational commitment (standby for NATO or real operation).
WHERE	From static or deployed location.
HOW	Resources: Full EXCON (incl. TT, EXCO, EXSUP elements), evaluation or experimentation teams (case-by-case), TA CP, training facilities, content. Concept for the CPX: 1. Exercise set-up and Communication Exercise (COMMEX). 2. TA warm-up, STARTEX in-briefs and EXCON training. 3. Exercise execution and analysis.

Table H-2-4 – Command Post Exercise (CPX)

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5. **Field Training Exercise (FTX)**

WHO	Trainer: OCE. Trainee: Limited set of CPs and troops.
WHAT	Conduct operations within a “filled” battle rhythm for two to three weeks.
WHY	FTXs enhance CPs’ and troops operational and procedural performance, enhance forces readiness, develop forces interoperability and deliver strategic messaging.
WHEN	After a DEPLOYEX, when it is not feasible to organise LIVEX + CPX.
WHERE	In the field (in a military or civilian training area).
HOW	Resources: Full EXCON (incl. LOPSCON, umpires, OPFOR, DAMCON), troops and their support, evaluation or experimentation teams (case-by-case), training area, scenario. Concept for the FTX: 1. Agree on operational sequences. 2. Execute sequences. 3. Analyse with EXCON feedback.

Table H-2-5 – Field Training Exercise (FTX)

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6. **Battle Staff Exercise.** Table H-2-6 provides considerations/amplifications on the conduct of a Battle Staff Exercise (BSX). Not an ideal form of execution, a BSX may be used when resourcing in personnel for EXCON, travel restrictions or other limitations prevent a normal CAX/CPX. Note that a fully developed script is still required and this type will not reduce the planning time required in the exercise process. This is a hybrid B/E type training block based on a BST but meets the E block EOs and TOs.

WHO	Trainer: OCE/ODE. Trainees: Command Group and Staff.
WHAT	Within the operational CP, run a procedural focused battle rhythm for a few days augmented with simulation and or vignettes.
WHY	BSXs enable TAs to complete staff integration, develop staff's ability to run selected cross-functional area processes, practice collective reports/returns and functional systems, assess staff readiness. With the addition of the scripted play into the process, the TA must also perform critical execution tasks as well.
WHEN	Training block E execution window.
WHERE	Within the established command post (static or deployed location).
HOW	Resources: Command post, EXCON including limited RCs, HQ's own training team; developed script. Concept for the BSX: 1. Establish CP battle rhythm. 2. Challenge all levels with a tactical situation (vignette or MEL/MIL, simulation based). 3. Adjust the "operational noise" to the procedures' learning tempo.

Table H-2-6 – Battle Staff Exercise (BSX)

EXERCISE OBJECTIVE DEVELOPMENT

1. Development and Use of Exercise Objectives

a. **Definition.** EOs are assigned to the TA by the OSE in order to further inform exercise planning (expectations and resources) and opportunities for exercise analysis and evaluation. In accordance with Reference W, they describe to what extent the TA will be exercised in each MCA. They are developed by the OSE based on the EC, completed by the TA and synchronised with the TA training plan; vetted and accepted by OCE-ODE. Drafted EOs are developed during EO Workshop 0 (EOWS-0) in Stage 0 and are publicised with the EXINT. Final EOs are developed during Stage 1 in an EO Workshop 1 (EOWS-1) or as an agenda item included in an EGM-1.x venue. The final EOs are lastly promulgated through EXSPEC as a Stage 1 deliverable.



Figure I-1 – NATO Main Capability Areas (MCA)

b. **Purpose.** Exercise execution is too short for the TA to practice and bring all operational and procedural skills up to the standards. Anyway, it would be impossible to develop a fictitious scenario with a near to real degree of granularity in all aspects. Therefore, EA (usually released in the multi-year training directive up to 24 months ahead; see examples in reference X and Y), EOs (up to 12-18 months ahead), and TOs (10-11 months ahead) progressively specify training priorities, resource requirements, and focus the exercise preparation. EOs give the opportunity to TA commanders to take ownership of, and express the challenge they wish for the exercise in each of the MCAs. Challenges may be real (e.g. CP/forces deployments, live fires and manoeuvres, real logistics, real test of protection measures, C3 in real conditions) or simulated (actors and interactions role played within the scenario). It may be limited to a planning effort (restraining the impact on the exercise) or fully planned and executed.

c. Development of EOs.

(1) Draft EOs in EP Stage 0. OSE, assisted by OCE, ODE, and PTA draft EOs during an EOWS-0 ideally held at OSE static location.

(a) Representatives from the OSE, OCE, ODE, and PTA commanders discuss the challenges they wish for themselves and for the exercise.

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(b) OSE OPR then drafts EOs with OSE EO Coordinators and PTA functional experts (content), J7 facilitators (methodology) and OCE-ODE OPRs (EOs are deliverable).

(c) Draft EOs are presented to OSE for initial approval at the commanders' level Validation Meeting for Stage 0 (VM-0).

(2) Complete EOs in EP Stage 1. The same persons, together with STA and R-RCs' functional experts complete EOs during EOWS-1 ideally held at PTA static location, or as agenda item of an EGM-1.x venue.

(3) Release EOs. EOs are vetted by all stakeholders and finalised during the ESC. Final EOs are presented to OSE for approval at the commanders' level Validation Meeting for Stage 1 (VM-1).

(4) EOs are staffed in three work steps as illustrated in figure I-2: starting "top-down" with work step 1 to guide and prepare the EO workshops, continuing with the actual EOWS in work step 2, and exploiting the outcomes in a "bottom-up" approach in work step 3. The same methodology is applied twice, in EP Stages 0 and 1 (EOWS-0 and EOWS-1/EGM-1.x venue).

Who? What?	Work step 1 Prepare EO workshops		Work step 2 Conduct EO workshops (EOWS-0 and EOWS-1/EGM-1.x venue)			Work step 3 Exploit
	ahead	BAR	CDRs level brainstorming and C2 plenary sessions	EO syndicates and cross EO coordination	Plenary back brief to OSE leadership	From EO WS to EXINT/EXSPEC release
SACEUR & SACT	SGE/MTEP Centers POW					EXINT/EXSPEC (including EO)
TA COM/COS	Training plan	TA OPR update to command group (CG)	CG level BAR and EO brainstorming	VCOS/COS notes and delivers guidance		1. Tentative EO released with the EO WS minutes/records are vetted by all stakeholders in VM-0. 2. EO are finalized at ESC. 3. Final EO are presented to OSE for approval at VM-1.
DCOS & ACOSs						
OPRs (OSE, OCE, ODE, TA), EO Coordinators , Functional Experts from TA and R-RC, Senior Mentors/Advisors, Advisors such as for scenario OT/analysts	OSE staff, EO coordinator, OPRs/facilitators: 1. Review foundation documentation (EC in Stage 0 or EXINT in Stage-1). 2. Draft/consolidate brainstorming slides. 3. Release EO WS calling letter and read ahead information.		Staff level BAR (EC/EXINT, LI, and other Training Requirements and limitations) and C2 EO development.	Assisted by OPRs and facilitators: 1. Assigned EO coordinators refine EO slides and PTA update their PTR. 2. Each EO syndicate to back brief during cross EO coordination session. 3. OSE notes open issues and required action. 4. Divisions & branches update their ACOS.	Assisted by OPRs and EO Coordinators: 1. OSE OPR reminds training requirements, limitations, issues. 2. (PTA) EO coordinators to back brief their tentative EO. 3. (PTA) OPR proposes updated PTA training plan. 4. OSE describes way ahead (work step 3).	
TA divisions & branches POCs			POCs receive in brief			

Figure I-2 – EOs' Staffing timeline and responsibilities

(5) The outputs of this staffing are EOs that are usually labelled as in the example below.

(a) Example of EOs.

1/ **EO# – Consult, Command, Control (C3).** CG JHQ-1 and HQ-2 CC command tactical force elements in decisive operations and support to national counter-terrorism in xyz regions icw allied nations. CG JHQ-1 as the supported commander of OPERATION XY to contribute to horizontal coordination and SSI (JFCs, TCCs and Nations) thus building trust and confidence at CG level. JHQ-1 and JHQ-1 associated JLSG transition to Crisis Establishment (CE).

JHQ-1 C2 tactical force elements from NATO static locations (response cells deployed to JWC/JFTC). Command JHQ-1 associated JLSG from a location (TBD) and HQ-3 CC from (TBD). Consult host nations and troop contributing nations (TBD). Execute (number) joint decision-making cycles. Exchange liaisons to the maximum extent. Manage rules of engagement (ROE) and national caveats. BPT provide interviews.

2/ **EO# - Plan.** JHQ-1, icw nations (Nation-x OPLE) will develop its JCO based on its Operations Plan activation (ACTORD), and especially xxx xxx Land Operations activities (Tactical level). HQ-3 CC will plan its OPORD1, based on the SPD, NED, ACTORD and SCO1, ACTORD, and supported by TCCs/SCCs. A SCO2 will update the situation for this new phase. Based on JHQ-1 JCO draft, JHQ-1 associated JLSG, HQ-4 and HQ-5 force elements will run their own planning process. They will use LOGFAS and TOPFAS, exchange liaison teams and work on extended day shift and weekend during the planning phase.

3/ **EO# - Project.** JHQ-1 associated JLSG will plan, coordinate, de-conflict, execute and monitor the full projection of forces in the assigned JOA impacted by non-attributable hostile acts, with special emphasis on roles, responsibilities and authorities during transition from crisis to conflict. Use LOGFAS to plan, execute, monitor and coordinate movements.

4/ **EO# - Inform.** JHQ-1 and HQ-2 CC to inform and support the Commanders' Decision Making and Operations Planning process and joint activities by executing intelligence procedures across domains and exercising the full intelligence cycle. This will utilise all intelligence disciplines (except Xxxx INT), emphasizing Joint ISR (JHQ-1), Intelligence support to Cyberspace Operations (Strategic Level), Intel support to Targeting (JHQ-1) whilst conducting reach-back to higher HQ's and national intelligence agencies. Additionally, information and intelligence exchange between strategic, operational and tactical echelons, and the sharing of intelligence products between NATO forces will utilise INTEL functional services (such as ...).

5/ **EO# – Engage.** JHQ-1 and HQ-2 CC will engage a Peer-adversary with Manoeuvre, Joint Fires and by influencing the Cognitive domain. Special focus will be put on influencing multiple

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Civilian Organizations, media, home population as well as the adversary. Within manoeuvre, Land will focus on both Offensive and Defensive Ops. Air OPS will cover AI and CAS, in addition to Maritime-AIR and JISR as well as focusing on Air mobility. Space Force Enhancement, Space SA together with Space Control will be vital. Maritime Warfare for increasing the Maritime Security will have priority. For SOF Special Reconnaissance have priority, and for Cyber operations the coordination, deconfliction and integration of Xxxx activities/contributions into the joint targeting cycle. All warfare areas will focus Joint Fires on the adversary's forces. Additionally, Land and Cyber will also focus on Paramilitary groups.

6/ **EO# – Protect.** Inform the planning and execution of joint operations. To practice and improve the information exchange and information management procedures between and within the HQs and joint enablers such as the host Nation and GO/NGO/IO in order to establish and maintain situational awareness to allow the commanders at all levels to make timely and informed decisions. Utilise INTEL FS.

7/ **EO# – Sustain.** JHQ-1 and HQ-2 CC plan, coordinate, conduct and monitor sustainment of forces deployed within the JOA and RSOM of reinforcements. Improve coordination mechanisms with JHQ-1 associated JLSG for the development of the JLSN and control cross-JOA movement (impacted by geography - extended LOCs) and coordination with other stakeholders. Identify and mitigate shortages in storage facilities. Compile, monitor and assess the Logistic Picture and sustainment activities. Enable the JOA through robust organic capabilities utilizing LOGFAS reinforced by Host Nation and Contractor Support to Operations.

8/ **EO# – Prepare.** JHQ-1 will prepare its subordinates for the mission through Key Leader Training, a staff-level seminar, and Crisis Response Planning. JHQ-1, JHQ-1 associated JLSG, FE-3, FE-4 and FE-5 (Corps) will be evaluated by SHAPE, JHQ-1, and LANDCOM. C2 installations will be practiced with effort on IKM, populating Functional Services (effort on TOPFAS, LOGFAS, and INTEL FS), CIS set-up and validation (for involved HQs/FEs). J7 operational functions will not be executed.

(b) Remarks: All MCAs do not necessarily apply to each training activity or all phases of the exercised operation.

d. **Complex Exercises.** In the event of a composite or multi-level, the following rules apply:

(1) Exercise's training blocks. EOs should be developed in support of CRP, DEPLOYEX, and EMPLOYEX training blocks. CRP is limited to "Plan EO" whereas D and E blocks may have the entire family of EOs.

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(2) Several Training Audiences. When an exercise has one PTA and several STAs, the PTA develops EOs and STAs contribute. When an exercise has several PTAs, the OCE tasks one of the PTAs (e.g. the one who will be evaluated) or the higher echelon HQ to develop EOs with contributions from the others.

(3) PTA are entitled to propose high-impact challenges such as 24/7, PE transition to CE, operating against a free playing OPFOR, business continuity, deployment out of static facilities, etc.

e. **Exercise Objectives Development Brainstorming.** It is recommended that OSE-OCE-ODE-PTA-STA OPRs (guiding and advising) and TA staffs (proposing EOs) use EO development templates, as depicted and explained in figures I-3 to I-11 below to support the EO development process. These figures may assist in clarifying what is to be included within or excluded from the exercise. Although not a formal EP deliverable, completion of these templates will assist in developing tentative EO sentences. In addition, they will assist in informing several EXSPEC paragraphs and the development of TOs and scenario at working level. Completed EO slides may seem complex, but they should be briefed, "As is" to seniors, so that the chain of command can review and validate the training priorities and proposed text for the EO. When briefing on the EOs, it is recommended to:

(1) Orient participants to the slides' structure (i.e. the C2 structure at the centre left corner; multiple-choices varieties on the centre right including the proposed training efforts that are highlighted in green and activities to be excluded in red; at the top, the proposed text for the EO). EO text should be fully consistent with high priorities selected at the bottom of the EO slide.

(2) Explain the high and no training priorities/efforts that will justify the EO text.

(3) Give the chain of command time to read and digest the EO text (yellow upper box) without commenting.

f. **EO Development Templates and User Instructions.**

(1) One EO should be considered for each training activity and for each MCA: C3, Plan, Project, Inform, Engage, Protect, Sustain, and Prepare.

(2) SHAPE maintains an EO development template on NIP/SHAPE/Exercises/ available for the development of any NATO exercise (LIVEX or CAX, from strategic to tactical level).

2. **Preparation of Exercise Objectives Workshops.** In preparation for EOWS-0 and EOWS-1, the following actions must be taken:

a. **OSE OPR.**

(1) Draft and release a COS order/calling letter for each EOWS iccw OPRs (OSE, OCE, ODE, PTA, STA).

(2) Plan for hosting EOWS-0.

(3) Build the initial EO slide deck based on the generic EO templates.

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- (4) Nominate and train EO Coordinators so that they draft initial EOs.
 - (5) Share Draft EOs and foundation documents (EC for EOWS-0 and EXINT for EOWS-1) with OPRs and EO Coordinators.
 - (6) Collect, upload and provide access to the EOWS read ahead documentation.
 - (7) Review format-methodology: respective D&G in Bi-SCD 075-003, Bi-SC Capability Hierarchy, PTA PTR (based on Bi-SC Capability Codes and Statements (CC&S)).
- b. **OCE OPR.** Assist OSE OPR and inform OCE command group as needed.
- c. **OCE/ODE OPR and Scenario and/or TT Experts.**
- (1) Collect and send scenario outline slide(s) to OSE OPR.
 - (2) Assist OSE OPR in preparing EOs brain storming templates.
- d. **Designated PTA (ACOS J7 and OPR).**
- (1) Inform PTA leadership on foundation documentation and EOWS importance. Seek for command group D&G and involvement where appropriate.
 - (2) Plan for hosting EOWS-1 and provide administrative support.
 - (3) Nominate and train Co-EO Coordinators to assist OSE EO Coordinators.
 - (4) Provide divisions and branches with working-level exercise information.
 - (5) Review HQ Training directive.
- e. **OPRs from STA and other PTA.**
- (1) Inform leadership on exercise concept and EOWS importance. Seek for command group D&G and involvement when appropriate.
 - (2) Provide divisions and branches with working-level exercise information and EOWS read ahead documents.
 - (3) Complete EO brainstorming slides with own divisions/branches in order to identify staff's priorities (at least what they definitively want or do not want) in preparation of the WS.
 - (4) Draft an own HQ PTR.
3. **Conduct of Exercise Objectives Workshops.** See Stage 0 activities and key tasks as described in Annex C.

C3 part 1. XXXX??:

Date :

EO1 part 1. Command ...

Challenges Cders may wish for themselves:

- Campaign synchronization
- Conflicting priorities of tasks
- Allocation of resources
- Deployment of reserves
- Operational pauses
- Sustainment of operations
- HN priorities
- Transition between phases
- Decision Points in the OPLAN
- Identified and unidentified risks in the OPLAN
- POLMIL or Strategic impact
- Acting as the supported Commander
- SSI
- Cognitive dimension
- Coordination with Real Partners/NNEs
- Synchronization btw NATO and National Plans

Demanding Challenges PTA Cders may wish for the exercise

(for whom? How long?):

- Training audience transition to CE
- HQ commanding from a deployable HQ
- HQ operating 24/7
- Relocating the HQ
- Alternate HQ and/or Alternate HQ location
- HQ deployment in austere conditions
- Business continuity following a strike
- TA operating against free playing opposing forces
- Operation in a large city

Which Phase/Regions?

Response to Peer-Adv:

- Shaping response
- Decisive Operations
- Restore Integrity
- Re-establish Security

Response to TGs:

- Assist
- Reinforce
- Restore
- Interdict
- Support

Atlantic	Artic
GIUKN	Baltic sea
Mediterranean	Euro Depth
Near geo band	Black sea
Far geo band	

Figure I-3 – Template to develop EO “C3” Part 1

C3 part 2. XXXX?? :

Date :

EO1 part 2: [...] control [...] consult [...]

Expected C2 Diagram

Legend:

EVAL	PTA	STA	R-RC	RC	JOAs
------	-----	-----	------	----	------

—————	OPCON
- - - - -	Supporting/supported inter-relationships
.	Coordination relationship

Legend:

	High (Hi). High training priority
	Low (Lo). Low training priority
	No (No).

A.1. Do we exercise ?
 Liaisons: CAVEAT:
 ROE:

A.2. Exercise Laydown :
 - See table next slide

A.3. C2 Systems:

-
-
-

A.4. Battle Rhythm:
 How many Decision-Making Cycles:

- BST / Warm-Up:
- STARTEX-ENDEX:

A.5. Personnel :

PE + CE

PE external reinf.

Figure I-4 – Template to develop EO “C3” Part 2

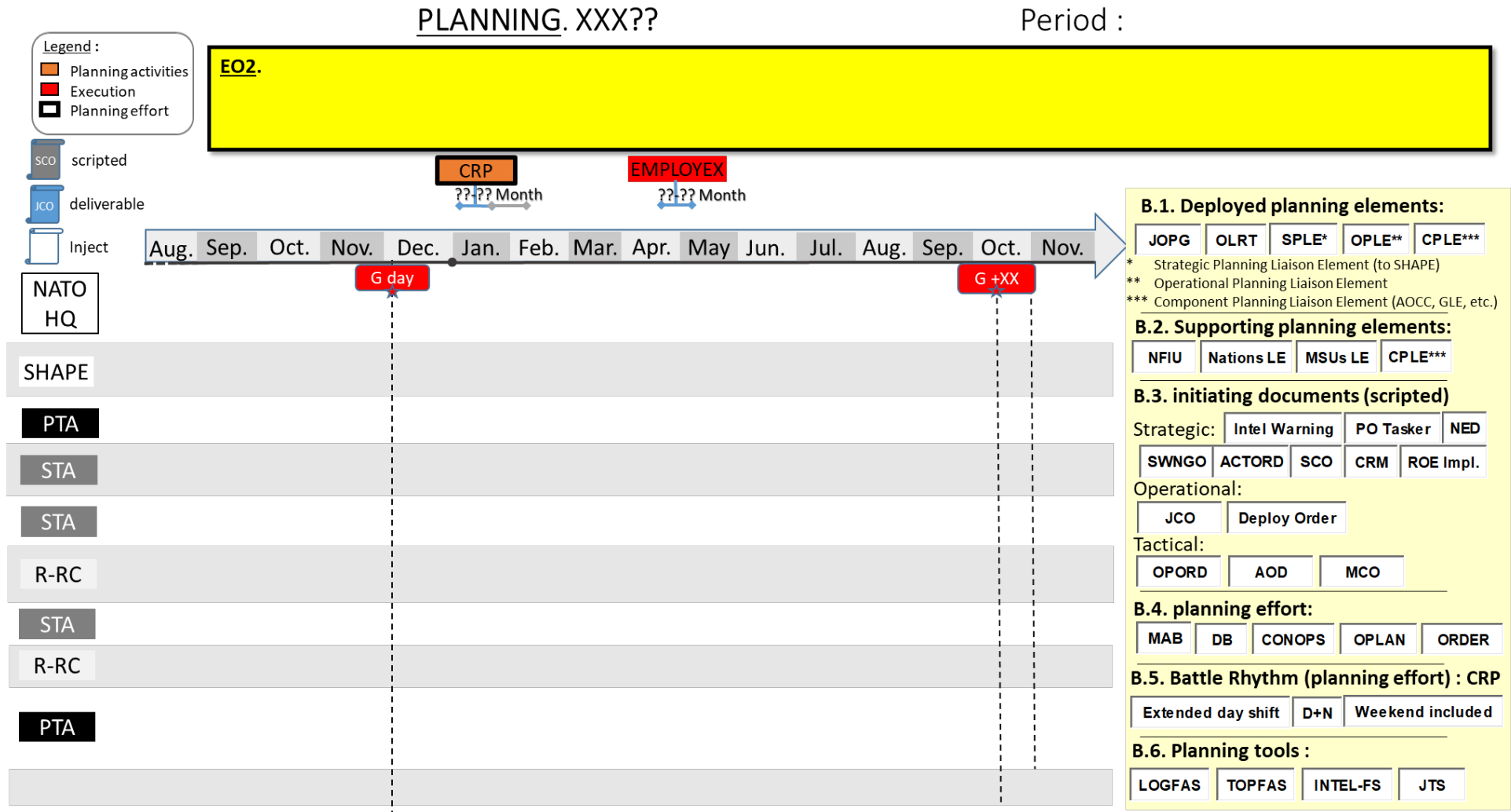


Figure I-5 – Template to develop EO “PLAN”

PROJECT. XXXX??:

Date :

EO3.

- XXX

C.1. Key Projection activities:

- Are **CPs** already deployed? No
- Are **forces** already deployed? No
(*real/simulated*)
- Is **JSEC** coordination required? No
and ARF JLSG? No
- Will follow on forces be **deployed**? During
exercise execution timeframe. No
or in-theatre forces **redeployed**? No
- Is the **planning of redeployment** to be
trained: CPs? No
Forces? No

**C.2. What proportion of forces will be deployed and at
which stage during the exercise period :**

← 100% 75% 50% 25% 0% →

	Mounting*	
	Strategic Deployment**	
Intra theatre {	Reception	
	Staging	
	Onward movement	
	Integration	

*Mounting: Assembly and movement to points of embarkation
 **Planning and conduct of the Strategic Deployment

Legend: Yes-executed : Task executed for real (not simulated)
 Yes-simulated : Task executed for real (not simulated)
 No

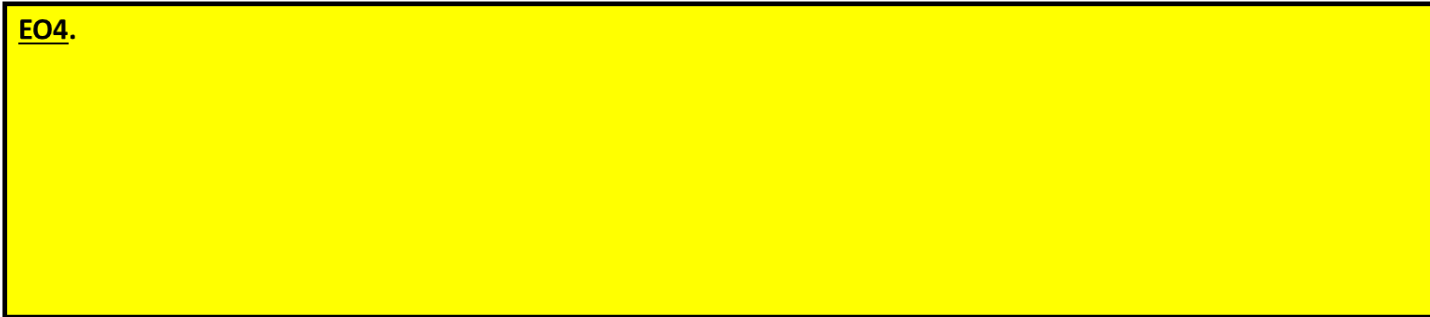
Figure I-6 – Template to develop EO “PROJECT”

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INFORM. XXXX??:

Date :

EO4.



*Expected INTEL C2
Diagram to follow
(NLT EXSPEC)*

Legend: ■ High (Hi). High training priority
■ Low (Lo). Low training priority
■ No (No).

D.1. CIV aspects

Lo Political
Lo Economical
Lo Social / Cultural
Lo Infrastructure
Lo Information
Lo Legal

D.2. Source

Lo ACINT
Lo HUMINT
Lo MASINT
Lo OSINT
Lo SIGINT
Lo Cyberspace
Lo IMINT
Lo IEA

D.3. Media

Lo Video
Lo Press
Lo Radio
Lo Social networks
Lo Media Training

D.4. INTEL functional services

INTEL-FS	H-MART	COINS
ICMT	BICES	TOPFAS-SAT

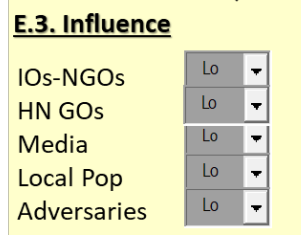
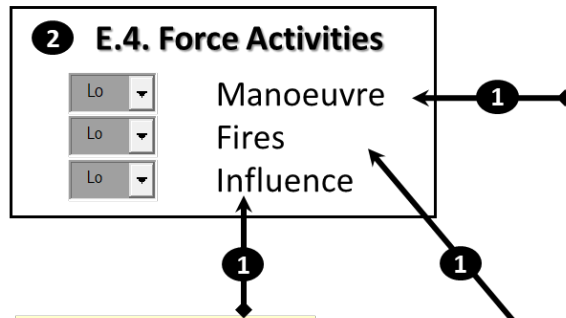
Figure I-7 – Template to develop EO “INFORM”

ENGAGE. XXXX???:

Date :

EO5.

“Engage friends, neutrals, and adversaries by the application of physical or cognitive effects through a combination of Joint Manoeuvre, Joint Fires, and Joint Influence.”



NATO Targets and scale of Engagement

E.1. Manoeuvre Ref. AJP 3.1 (Maritime), 3.2 (Land), 3.3 (Air & Space), AJP 3.5 (SOF), AJP 3.20 (Cyber)

Land. Off Lo Def Lo Stab Lo

Enabling Lo

Air & Space. Number of sorties 50 100 350 1000 3000

AI Lo CAS Lo Air-Maritime Lo

Air Mob Lo JISR Lo

SSA Lo SFE Lo Space Control Lo

Maritime. Maritime Warfare Lo

Maritime Security Lo Security Ops Lo

SOF. MA Lo SR Lo Direct Action Lo

Cyber. Integrate/coordinate SCEPVA Lo

Cf. next slides

E.2. Fires	Ground	Air	Maritime	Cyber-Space	SOF
Conv Forces:	<input type="text"/> Lo	<input type="text"/> Lo	<input type="text"/> Lo	<input type="text"/> Lo	<input type="text"/> Lo
Para-military:	<input type="text"/> Lo	<input type="text"/> Lo	<input type="text"/> Lo	<input type="text"/> Lo	
Terrorists:	<input type="text"/> Lo	<input type="text"/> Lo	<input type="text"/> Lo	<input type="text"/> Lo	
Radicals:	<input type="text"/> Lo	<input type="text"/> Lo	<input type="text"/> Lo	<input type="text"/> Lo	
Criminals:	<input type="text"/> Lo	<input type="text"/> Lo	<input type="text"/> Lo	<input type="text"/> Lo	

Legend: ■ High (Hi). High training priority
■ Low (Lo). Low training priority
■ No (No).

Figure I-8 – Template to develop EO “ENGAGE”

XXXX??: TA tasks to be trained in priority:

Ref. AJP-3.2 (Allied Joint Doctrine for Land Operations)

Legend:

- High priority
- Low priority

Highlighted text : Task executed for real (not simulated)

Task to be planned (not executed)

<p><u>Offensive Activities</u></p> <ul style="list-style-type: none"> ■ Attack (Deliberate, Hasty, Counter, Spoiling) ■ Raid ■ Exploitation ■ Pursuit ■ Feint ■ Demonstration ■ Reconnaissance in Force ■ Ambush ■ Breakout of encircled forces 	<p><u>Defensive Activities</u></p> <ul style="list-style-type: none"> ■ Defense (Mobile, Area) ■ Delay <hr/> <p><u>Miscellaneous</u></p> <ul style="list-style-type: none"> ■ Security Ops ■ Counter-IED Ops ■ Arms Control ■ COIN ■ Personnel Recovery ■ PSYOPS / INFOOPS ■ CIMIC 	<p><u>Stability Activities</u></p> <ul style="list-style-type: none"> ■ Security and Control ■ Support to Security Sector Reform (SSR) ■ Initial Restoration of Services ■ Interim Governance Tasks ■ Disarming, demobilization ■ Crowd control and management
<p><u>Enabling Activities</u></p>		
<ul style="list-style-type: none"> ■ Reconnaissance ■ Security (screen, guard, cover) ■ Advance to Contact ■ Meeting engagement ■ Withdrawal 	<ul style="list-style-type: none"> ■ Link-Up ■ Relief of Forces ■ Relief of Troops in Combat ■ Key Leader Engagement ■ Offensive cyberwarfare 	<ul style="list-style-type: none"> ■ Retirement ■ March ■ Obstacle Breaching ■ Obstacle Crossing ■ Influence actions

Figure I-8-1 – Template to develop Land Operations activities to EO “ENGAGE”

XXXX??: TA Air domain tasks to be trained in priority:

Legend:

■ High training priority

■ Low training priority

Highlighted text : Task executed for real (not simulated)

Task to be planned (not executed)

Ref. AJP-3.3 (Allied Joint Doctrine for Air and Space Operations)

Counter-Air	Attack	Air Mobility	Other
<ul style="list-style-type: none"> ■ Offensive Counter-Air ■ Defensive Counter-Air 	<ul style="list-style-type: none"> ■ Strategic Attack ■ Air power contribution to counter-land operations (APCLO) <ul style="list-style-type: none"> ■ Air Interdiction ■ CAS ■ Air power contribution to counter-maritime operations (APCMO) 	<ul style="list-style-type: none"> ■ Air Transport (AT) <ul style="list-style-type: none"> ■ Routine Air Transport ■ Air Logistic Support ■ Airborne operations ■ Aeromedical evacuation ■ Air-to-Air refuelling <ul style="list-style-type: none"> ■ Air bridge support ■ Aircraft deployment support ■ Alert tanker ■ Global strike support ■ Reliability tankers ■ Special operations support ■ Theatre Support 	<ul style="list-style-type: none"> ■ Contribution to JISR ■ Support to Joint Personnel Recovery

Figure I-8-2 – Template to develop Air Operations activities to EO “ENGAGE”

XXXX??: Space domain tasks to be trained in priority:

Legend:

■ High training priority

▨ Low training priority

Highlighted text : Task executed for real (not simulated)

Task to be planned (not executed)

Ref. AJP-3.3 (Allied Joint Doctrine for Air and Space Operations)

Space Situational Awareness (SSA)	Space Force Enhancement (SFE)	Space Control mission area
<ul style="list-style-type: none"> ■ Knowledge about space systems capabilities, operational readiness, limitations, as well as environmental conditions, events, threats and activities (both current and planned) in, from, toward or through Space 	<ul style="list-style-type: none"> ■ Intelligence, Surveillance and Reconnaissance (ISR) ■ Shared Early Warning (SEW) ■ Terrestrial and Space Environmental Monitoring ■ Satellite Communications (SATCOM) ■ Position, Navigation and Timing (PNT) 	<ul style="list-style-type: none"> ■ Offensive Space Control (OSC) ■ Defensive Space Control (DSC)

Figure I-8-3 – Template to develop Space Operations activities to EO “ENGAGE”

XXXX??: Special operations domain tasks to be trained in priority:

Legend:

- High training priority
- Low training priority

Highlighted text: Task executed for real (not simulated)

Task to be planned (not executed)

Ref. AJP-3.5 (Allied Joint Doctrine for Special Operations)



Military Assistance (MA)	Special Reconnaissance (SR)	Direct Action (DA)
<ul style="list-style-type: none"> <input type="checkbox"/> Training <input type="checkbox"/> Advising <input type="checkbox"/> Mentoring and Partnering 	<ul style="list-style-type: none"> <input type="checkbox"/> Environmental Reconnaissance <input type="checkbox"/> Threat Assessment <input type="checkbox"/> Target Assessment <input type="checkbox"/> Post-Strike Reconnaissance 	<ul style="list-style-type: none"> <input type="checkbox"/> Raids, Ambushes, and Assaults <input type="checkbox"/> Terminal Guidance Operations <input type="checkbox"/> Recovery Operations <input type="checkbox"/> Precision Destruction Operations <input type="checkbox"/> Opposed Boarding Operations

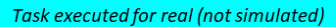
SOF Air Missions	SOF Maritime Operations	Other Missions
<ul style="list-style-type: none"> <input type="checkbox"/> Enhanced air mobility <input type="checkbox"/> Air to land integration (ALI), close air support (CAS), close combat attack (CCA), air-to-air refuelling (AAR), personnel recovery (PR), and medical evacuation (MEDEVAC) for special operations air, land, and maritime forces 	<ul style="list-style-type: none"> <input type="checkbox"/> Insertion or extraction by sea <input type="checkbox"/> Discreet beach reconnaissance (hydrographic survey) in advance of an amphibious operation <input type="checkbox"/> Discreet assault route preparation in advance of an amphibious operation. <input type="checkbox"/> Recovery or protection of ships and maritime oil installations <input type="checkbox"/> Coastal reconnaissance <input type="checkbox"/> Other activities performed in support of an amphibious operation (ATP-8B) 	<ul style="list-style-type: none"> <input type="checkbox"/> Technical exploitation operations (TEO) <input type="checkbox"/> WMD disablement <input type="checkbox"/> Hostage Release Operation (HRO) <input type="checkbox"/> Faction Liaison

Figure I-8-4 – Template to develop Special Operations activities to EO “ENGAGE”

XXXX??: Maritime domain tasks to be trained in priority:

Legend:

-  High training priority
-  Low training priority

Highlighted text:  Task executed for real (not simulated)

 Task to be planned (not executed)

Ref. AJP-3.1 (Allied Joint Doctrine for Maritime Operations)




























Warfare and Combat	Maritime Security	Security Cooperation
<ul style="list-style-type: none">  Sea Control  Sea Denial  Power Projection  Antisubmarine Warfare  Anti-Air Warfare  Anti-Surface Warfare  Naval Mine Warfare  Electronic and Acoustic Warfare  Strike Warfare  Amphibious Operations  Special Operations  Riverine Operations 	<ul style="list-style-type: none">  Support Maritime Situational Awareness  Uphold Freedom of Navigation  Conduct Maritime Interdiction  Fight Proliferation of Weapons of Mass Destruction  Protect Critical Infrastructure  Support Maritime Counterterrorism  Contribute to Maritime Security  Capacity Building 	<ul style="list-style-type: none">  Training and Exercises  Forward Presence  Security Sector Reform  Stabilization and Reconstruction  Humanitarian Assistance and Disaster Relief Operations  Non-Combatant Evacuation Operations  Civil-Military Cooperation

Figure I-8-5 – Template to develop Maritime Operations activities to EO “ENGAGE”

PROTECT. XXXX?? :

Date :

EO6.

- F.1. Victims**
- Lo NATO Forces
 - Lo GOs
 - Lo IOs-NGOs
 - Lo Local Population
 - Lo IDP
 - Lo Refugees
 - Lo Minorities

- F.2. Defence**
- Lo Chemical
 - Lo Biological
 - Lo Radiological
 - Lo Nuclear
 - Lo Proliferation / Smuggling
 - Lo Toxic Industrial Materials
 - Lo Fix or Rotary Wing
 - Lo Rockets, Artillery, Mortars
 - Lo TBMD/BMD
 - Lo UAS
 - Lo UXO
 - Lo Improvised Explosive Device
 - Lo Surface Vessels
 - Lo Naval Mines
 - Lo Cyber Threat
 - Lo Electromagnetic Threat

- F.3. Security**
- Lo Terrorism
 - Lo Espionage
 - Lo Sabotage
 - Lo Subversion
 - Lo Unauthorized Disclosure
 - Lo Organized Crime
- F.4. Hazards**
- Lo Fratricide
 - Lo Transportation
 - Lo Industrial
 - Lo Fire
 - Lo Weather
 - Lo Natural Disaster
 - Lo Disease
- F.5. Other**
- Lo Personnel Recovery
 - Lo ...

- F.6. functional areas**
- SEW*
- *Shared Early Warning (IAMD)

PTA	EFFORT
PTA	
STA	

Highlighted text :

- Threat triggering planning measures
- Threat in real life

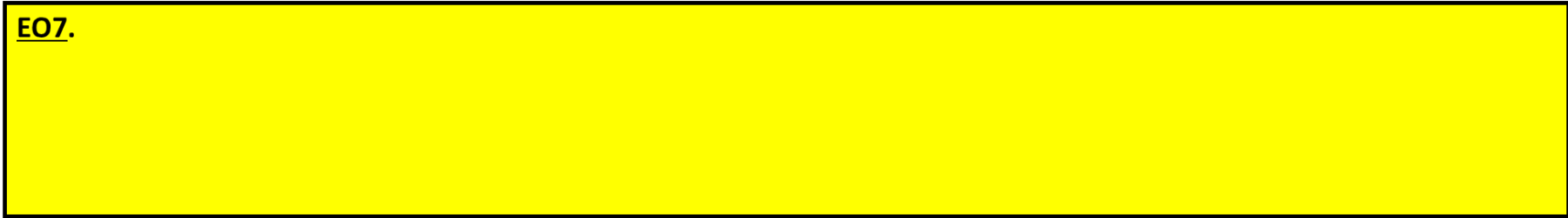
Legend:

- High (Hi). High training priority
- Low (Lo). Low training priority
- No (No).

Figure I-9 – Template to develop EO “PROTECT”

SUSTAIN. XXXX??:

Date :



- C2 diagram to follow

Legend: ■ High (Hi). High training priority
■ Low (Lo). Low training priority
■ No (No).

G.1. Sustain Challenges

- Weather/climate
- Distances (LOCs)
- Lack of Infrastructure
- Hostile acts

G.2. Use of LOG Tools

LOGFAS

Other : ...

G.3. Sustainment Capabilities Enablers

- TCN / NSEs*
- Multinational solutions
- Host Nation Support
- CSO (contractor support to operations)

*Troop Contributing Nations/ National Support Elements

G.4. Sustainment Support to

G.5. Sustainment Functional Areas

- Administrative
- Financial
- Legal
- Welfare
- Health Prevention
- Maintenance
- Environmental Protection
- Supply of materiel and services
- Medical Support
- MILENG
- Personnel
- Intra-theatre M&T

Figure I-10 – Template to develop EO “SUSTAIN”

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PREPARE. XXXX??:

Date:

EO8:

P.1. Force preparation (which training blocks to be scheduled in the Exercise Design?):

- Enhance knowledge and skills KLT Seminar Staff ride
- Train Tactics, Techniques, and Procedures FST FAT X-FAT BST
- Train Crisis Response Planning Plan Wargame Rehearsal
- Exercise the deployment of forces ALERTEX MOVEX
- Exercise the employment of forces CAX FTX LIVEX BSX
- Observe Evaluate Verify

P.2. Capability Integration (CI requirements?):

- Joint C2 Observation (SHAPE J7)
- Lessons Learned (HQ SACT JFD)
- Experimentation (HQ SACT JFD)
- Warfare development (HQ SACT JFD)
- Doctrinal development (JWC)

P.3. Building relationships (Engagement requirements?):

- Nations executing their Defense Plans
- Host Nation / Transit Nation
- IOs - GOs
- NGOs
- Factions / Parties

P.4. Installation (train the preparation prior to STARTEX?):

- CIS (Set-up and Validation)
- RLS
- Physical Security
- IKM
- Functional Services

P.5. Train J7 functions during EMPLOYEX?

- In-theatre Force integration
- In-theatre Deterrence through exercises

Figure I-11 – Template to develop EO “PREPARE”

DEVELOPMENT AND USE OF TRAINING OBJECTIVES

1. **Definition.** TOs are assigned to the TA by the OCE in order to guide exercise’s planning on training priorities (expectations and resources) and to facilitate exercise design (i.e., including EXCON design and content creation), witness of training and reporting on TO Achievement (i.e., by TAs themselves and/or third-party trainer and analysts). They describe to what extent the TA will be challenged in each task to be performed within resource conditions and according to defined NATO Standards. They are proposed by the TA on the basis of their PTR and OSE EXSPEC, vetted and accepted by OCE and ODE (from a resource manager/condition owner perspective), released as a draft in OCE Guidance and finally promulgated through EXPLAN. When evaluation criteria and TOs are aligned, TO development also facilitates evaluation opportunities. TOs should normally be approved prior to training block C activities. TO elements are illustrated in Figure J-1 and TO examples are available in Appendix 1. A TO consists of the following main building blocks: Label/Short Title, Task Statement, Supporting Tasks (ST), Conditions, and Standards. Of these, the STs form the primary content of TOs and are the most observable aspects of TO achievement, as they describe in detail, the specific and tangible tasks, processes, procedures, products and other inputs/outputs which the TA(s) will train during the given exercise.

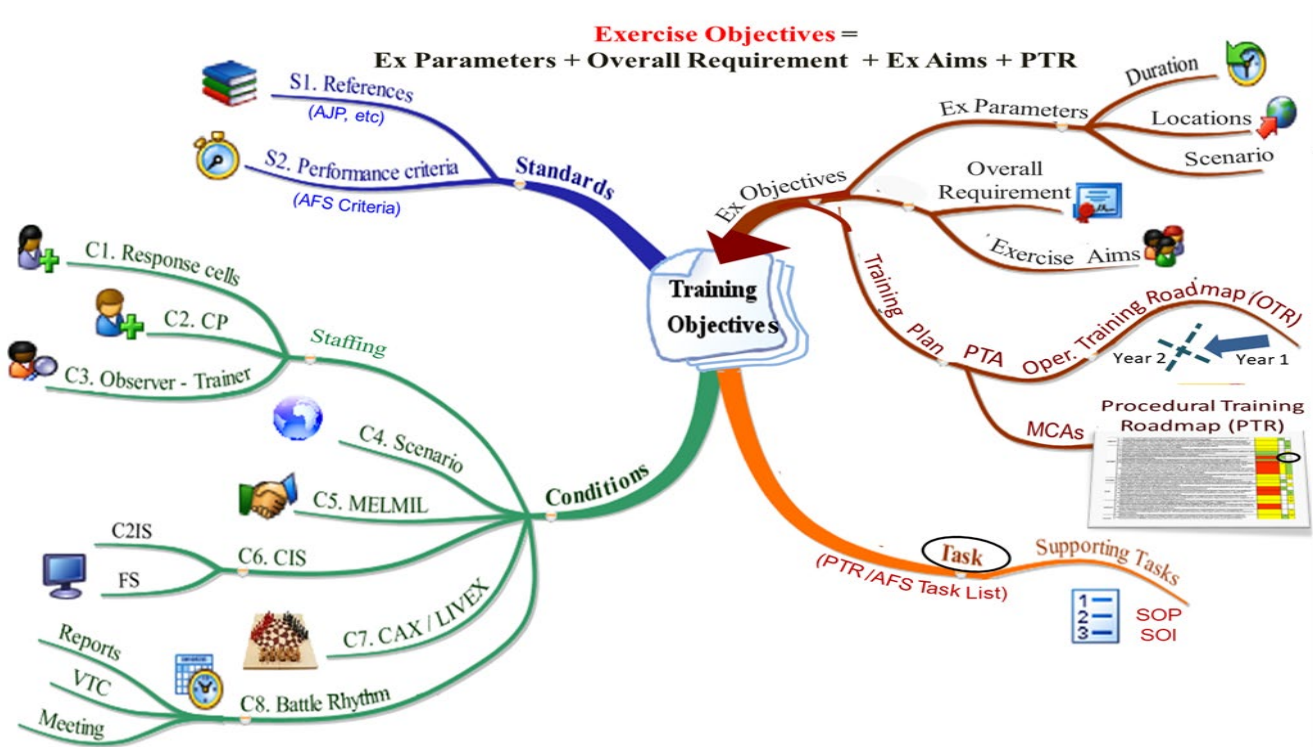


Figure J-1 – Inputs to Training Objective Development

Future ACO Force Standard Volumes are expected to streamline the continuum between capability development, training, and evaluation. Until the terminology is aligned, TO Tasks correspond to Capability Areas from the Capability Hierarchy, TO Supporting Tasks correspond

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to Force Standards from the AFS and TO Standards correspond to Evaluation Criteria and References from the AFS.

2. Purpose

- a. In the continuity of EOs, TOs further focus the exercise's resources around training priorities. Training requirements that are not specifically mentioned in the official exercise TOs might still be practiced, but not under ideal conditions (i.e., may constitute internally supported STOs, without resource support from other exercise stakeholders, such as the ODE).
- b. Once the TO list is approved by OCE, TA prepare to execute the tasks and STs and trainer prepare to witness, assist, and report on the tasks and STs according to the agreed performance criteria. Meanwhile, resource providers and condition owners plan and set the agreed material conditions.
- c. Finally, and perhaps most importantly, TOs serve as the central benchmark used to design both exercise content/script and the EXCON organization to deliver the desired training effects to the TA(s) - as illustrated in Figure J-2.

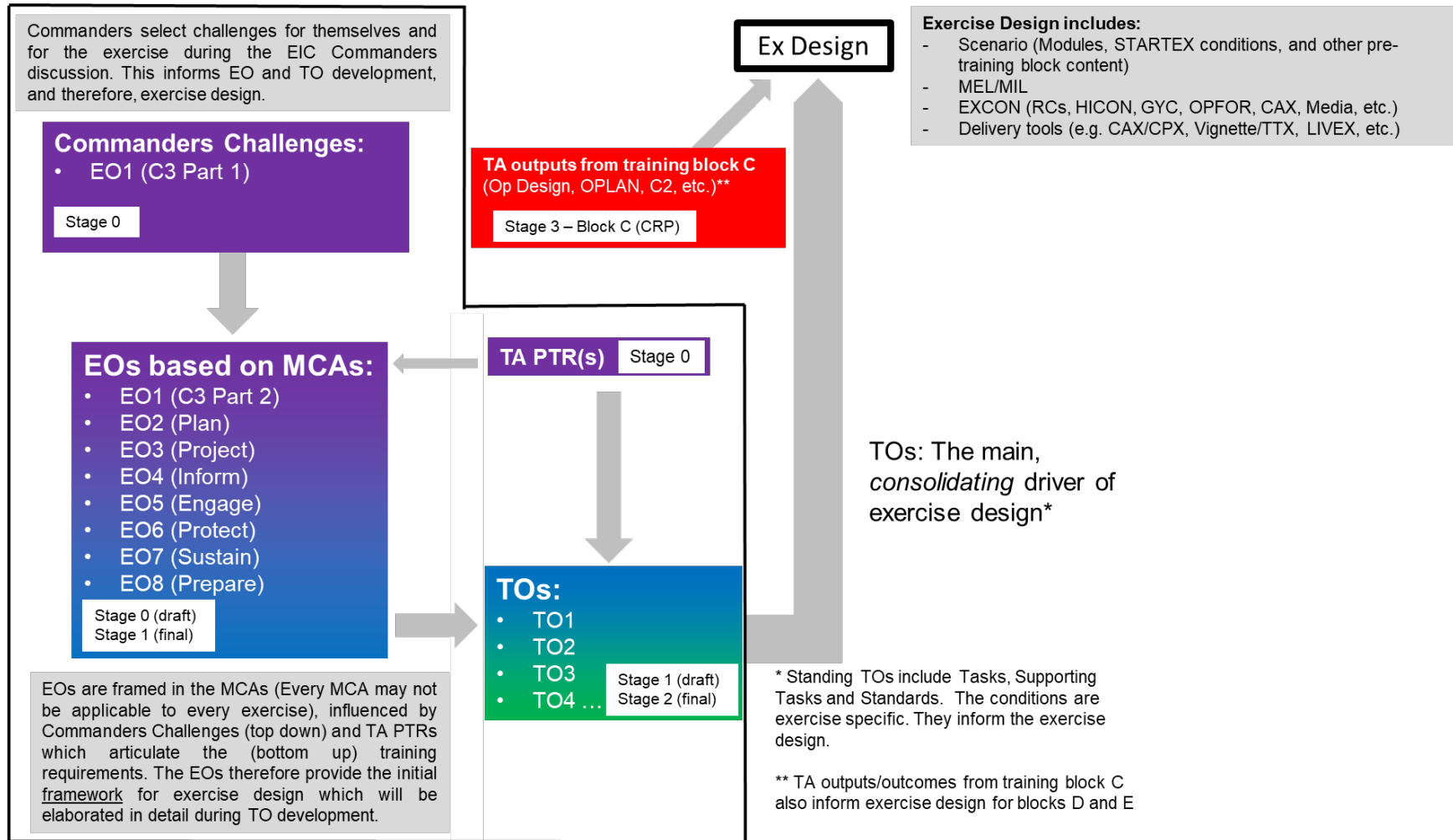


Figure J-2 - TOs at the centre of Exercise and EXCON Design.

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3. TO Lifecycle: Development, Management, Monitoring, Achievement, and Revision

a. **Overview.** A TO's Life Cycle spans across the major activities of: TO Development, TO Management, TO Tracking/Achievement, and Standing TO Revision. Key inputs, which inform and initiate TO Development include:

- (1) **Specific Strategic Guidance/Direction.** SACEUR GUIDANCE on ETEE (SGE), or other Strategic documents.
- (2) **Commander Training Priorities.** Stated priorities and capability areas of the exercise TA(s) Commander / Command Groups.
- (3) **EO Development.** Selection of MCA tasks to be trained. EOs are an output of the EXSPEC process and all TOs should relate to one or more EO.
- (4) **TA PTR(s).** TA cross-references its HQ's task list, including COM's training priorities/capability areas, and future CT&E activities. Every task associated with an activity should trigger the development of a TO (or STs) as illustrated in the Figure J-3 below.

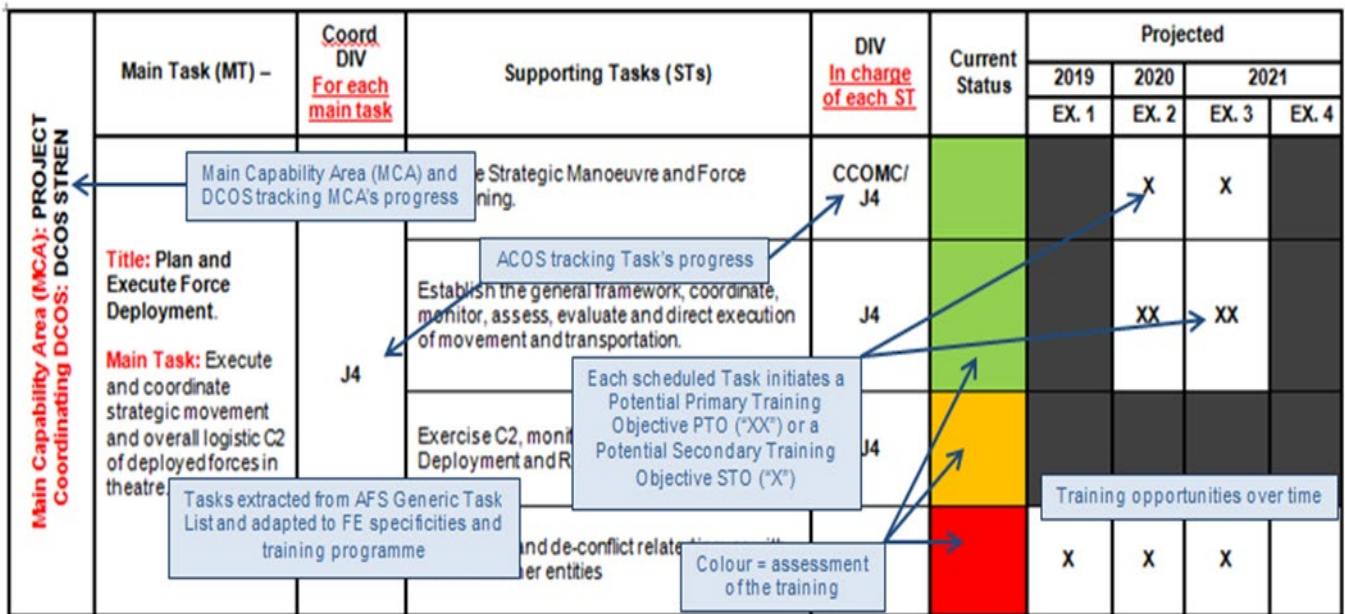


Figure J-3 - Example of Procedural Training Roadmap

Remark. MCA tasks scheduled across several exercises may generate similar TOs since the STs (the way the HQ runs the staff process) and Standards (reference documentation and AFS criteria of performance) may not change materially from exercise to exercise. As such, the advent of Standing CAX/CPX TOs for the Strategic, Operational, and Tactical level HQs has developed a starting point/template for the main, repeated functional area task statement and supporting tasks (See paragraph 3.b. below). Other differences will be found in TO Conditions because, as these will vary from one exercise to the other, depending on the type, scope, format, participation for the given exercise, and resources availability.

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b. **Standing TOs.** As a means to streamline and improve the TO Development process and the quality of TOs/STs, a formal NATO/NCS effort which began in 2021 under the guidance and supervision of ACO (SHAPE), finished with the development of a “ACO-wide set of Standing TOs” for different levels and types of HQs (i.e. Strategic, Operational, and Theatre Component Commands levels). The ACO-wide set of Standing TOs for MDX will support the performance of ACO HQs as TAs in exercises, while simplifying the Exercise Process, and maintaining flexibility, high quality and efficiency, simultaneously serving as a baseline for the synchronisation of PTRs and the scripting of TOs. Standing TOs are intended to provide “70%(+)” solution for TOs/STs, and form a mature/collectively-agreed “start state” for TO Development for specific, similar exercises and TAs⁶⁸. They limit the TO development efforts to refining TO conditions according to the nature of the exercise, the potential resources, and the current level of performance of the TA. Endorsed Standing TOs shall be refined annually or periodically after each revision of the TAs Training Plans based on the requirements identified during the planning and execution phases of NATO MDX, and in accordance with the latest version of AFS Volumes (Appendix 2), to ensure that they remain relevant and up-to-date with the current NATO doctrines, organizations, concepts, etc.

c. **TO Development.** TOs are developed by TAs under guidance and supervision of (OCE) TO Managers by TA Divisions/Branches on the basis of selected Tasks and EOs. This process is detailed at paragraph 3.g. and Figure J-5 below. ODE support staffs (normally Training Event Development (TED) Analysts and trainer, functional area SMEs) support the TO Development process throughout the TO lifecycle. OCE releases Draft TOs with the OCE Guidance and finalised TOs with EXPLAN once all stakeholders have progressively agreed that the TOs adequately cover the overall exercise training requirements.

d. **TO Management.** Before the execution of training block(s), TA prepare to perform the STs within each of the TOs, while resource providers set the material conditions specified in each TO. Specifically, during exercise design and content development (e.g. MEL/MIL Incident Development Workshop (IDWS) and Scenario Workshop (ScWS) the OCE and TA TO Managers (supported by the ODE staff) use the TOs/STs, as the reference point and benchmark for MEL/MIL content creation to ensure all TOs/STs that require content are adequately covered by the exercise script, and to have the appropriate EXCON design (e.g., RCs, Grey Cell (GYC), etc.).

e. **TO Monitoring/Achievement.** During the EP Stage 3 Training Blocks, the assessment of achievement of TOs is ultimately the responsibility of the OCE and TAs. In instances when the OCE and TAs have limited resources (e.g. SME trainer) to monitor, assess, and report on their own HQ’s TO achievement, they can request support from ODE SME trainer and analysts, who are the EXDIR’s ‘eyes and ears’ to track TO achievement to help facilitate EXCON/EXDIR steering of the exercise, especially when risks to achievement of TOs/STs are within EXCON’s capabilities and resources to influence. Since PTOs serve as the benchmark for scripting exercise content and constructing EXCON organization, they are a key reference used to steer the Exercise. Based on the daily witness of training made by trainers and TA(s), the exercise content (Script) and

⁶⁸ The “70 %(+) Solution” implies that Standing TOs will rarely be entirely fit for purpose for a given TA, on a given exercise. It is expected that the TA(s) will need to add/change/delete STs and/or TOs within the Standing TO Library, to ensure they are relevant in the context of the specific exercise and the TA(s)’ training requirements/priorities.

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Scenario may need to be adjusted dynamically to enable TA to achieve its TOs/STs. This potential process is illustrated in Figure J-4 below. EXCON/ODE trainer and analysts will also provide general training feedback, findings, recommendations on TO achievement to the OCE in the formal FIR reporting process, as when appropriate, in the LIL. TAs are required to report their findings related to TO achievement in their FIRs. At End of Exercise (ENDEX), the achievement of TOs is assessed and reported (FIR and EXREP), and TA(s) should update their PTR(s) after the exercise.

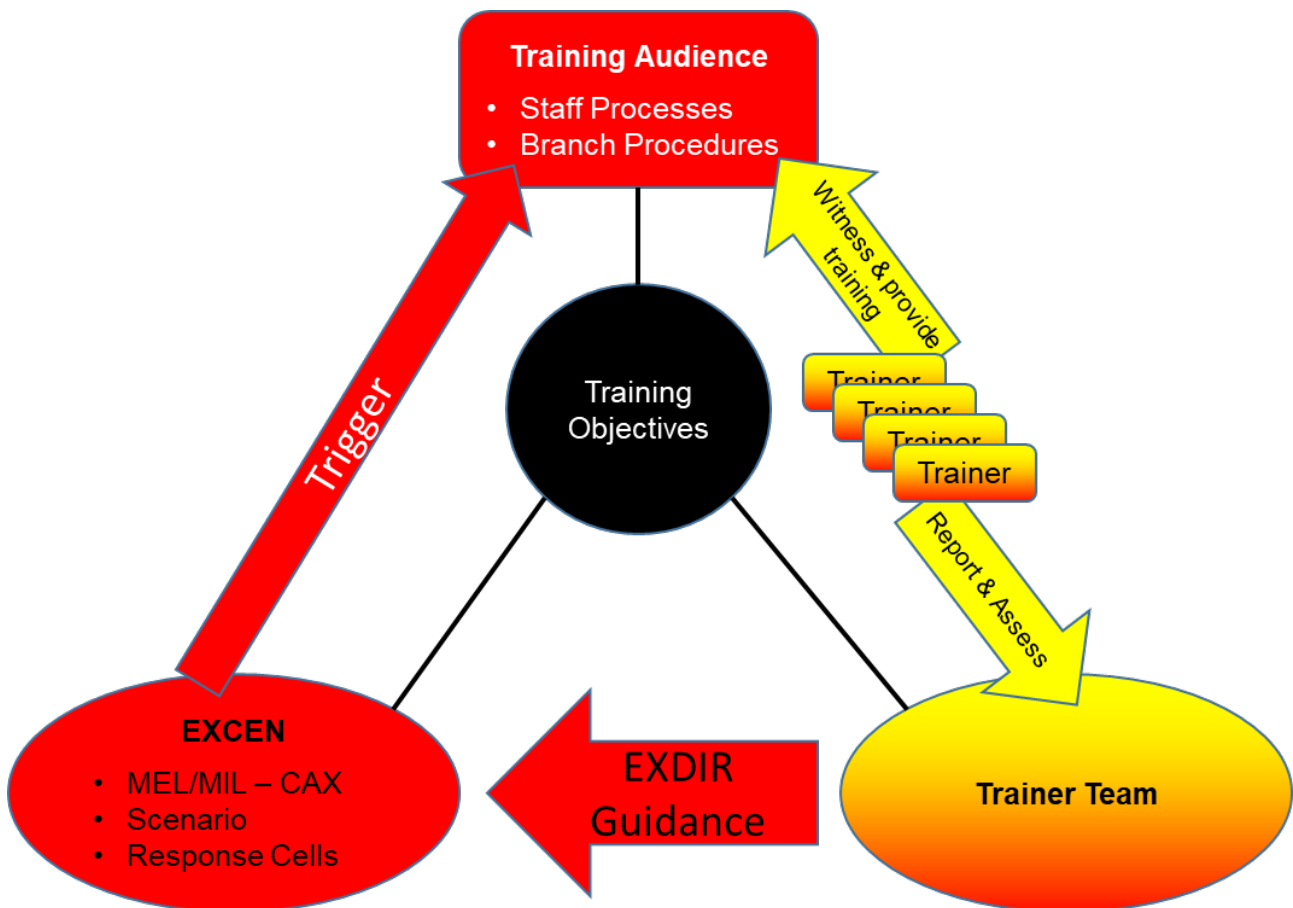


Figure J-4 - Driving Mechanisms for TOs

f. **Standing TO revision.** After ENDEX, as part of the post-exercise analysis, OSE should supervise the periodic revision/update of Standing TOs/STs when specific gaps/shortcomings/obsolescence are discovered. This will ensure that new/emerging terminology, doctrine, tasks, and training requirements are accurately reflected in the Standing TOs/STs 'library' baseline to be used for future exercises (Paragraph 3b).

g. **TO Lifecycle.** TOs are developed, managed, staffed, monitored and revised in ten general steps as illustrated in Figure J-5 and explained below. Prior to the start of the TO development process, OCE TO Manager should provide initial guidance to all TA TO Managers and supporting entities (e.g. ODE) for the entire TO lifecycle for the given exercise, to include all key activities, expected deliverables, and timelines/deadlines. The OCE TO manager will need to determine when the Training Objective Development Group (TODG) will be established, what type of TO Workshop (TOWS) will be conducted and will eventually organize and chair the TOWS, accordingly.

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(1) **Step 1: Initiation and Analysis** (Between EOWS and TOWS). OCE OPR, ODE OPR, and TA OPR(s) agree on the list of tasks⁶⁹ to be trained in priority for the exercise. This is done through an extensive analysis of key guidance including: the EOs, Specific Strategic Guidance/Direction (e.g. SGE), Commanders/Command Group priorities and capability areas, and other TA Training priorities (e.g., in accordance with their PTR(s)).

(2) **Step 2: Cross-Reference with Standing TOs.** When OSE-endorsed Standing TOs exist at the level(s) being trained for the exercise (i.e. Strategic and/or Operational and/or Tactical levels), the results from Step 1 should be cross-referenced with these Standing TOs to determine to what extent the Standing TOs are fit for purpose for the exercise and/or if gaps exist within the Standing TOs that would need to be scripted for during the exercise-specific TO Development (e.g. addition or deletion of TOs/STs, modification of TOs/STs). In exercises for which extant Standing TOs are almost or completely or fit for purpose, the overall TO Development timeline and effort will be drastically reduced (compared to an exercise where brand new TOs/STs need to be scripted “from scratch”).

(3) **Step 3: Assign TO Scripting Responsibilities.** Under the OCE TO Manager’s guidance and in accordance with their own PTRs, TA TO Manager(s) assign TO scripting responsibilities to functional area SMEs within their respective HQs.

(4) **Step 4a: Start TO Scripting.** Cross-Functional TO Scripting should begin at the individual TA HQs under the supervision of the TA TO Manager(s), in accordance with the guidance and timelines provided by the OCE TO manager. Depending on the type of TOWS chosen, this step can occur prior to or during the TOWS. Focus during this step is completion of TO Task Statements and Supporting Tasks. Conditions and Standards should also be considered, but may not be completed during this step.

Note: In order for this step to begin, the OCE and TA TO Managers may need to organize and conduct collective training/familiarization for TO Scripters on the selected collective TO development & management tool.

(5) **Step 4b: Complete TO Scripting.** The basic building blocks of TOs should be completed (Tasks, Supporting Tasks, Conditions, and Standards) by TA TO Scripters.

(6) **Step 5: Condition Owners Vetting and Inputs.** Once TAs have completed scripting all elements of their TOs, they should be vetted by Condition Owners (from OCE, TA, and ODE) to confirm relevance and supportability. In many cases, Steps 4.a and 5 can occur collaboratively and concurrently (e.g. during and after the TOWS), rather than strictly sequentially. The sequence and format of these steps

⁶⁹ PTA multi-year Procedural Training Roadmap should forecast the Tasks to be trained in priority for a particular exercise. Yet, OCE and ODE will advise PTA in the final selection of Tasks, based on their experience from previous similar exercises. Tasks that are not agreed by OCE and ODE as priorities may be developed by PTA as Secondary Training Objectives (STO). However, OCE/ODE will neither commit to resourcing STO Conditions nor observe them during the exercise execution.

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is under the discretion of the OCE and TA TO Managers and other supporting entities (e.g., ODE).

(7) **Step 6: Finalize TOs for EXPLAN.** Normally at the MPC, OCE TO Manager confirms completion and endorsement of TOs by all stakeholders, in order to finalize them for the EXPLAN.

(8) **Step 7: Formal TO Approval.** OCE formally approves and promulgates the TOs in the signed EXPLAN. Ideally, the EXPLAN is released prior to the start of Stage 3, training block C activities (CRP) to ensure CRP is conducted using approved TOs. However, in instances where the EXPLAN is staffed/signed post-CRP, the CRP-specific TOs should be endorsed by OCE in principle. The absolute deadline for TO approval is prior to the Scripting Workshop, which will create the exercise content/script based on the approved TOs.

(9) **Step 8: Determine Exercise Design/Scripting Requirements.** In the period between EXPLAN promulgation and start of the Scripting Workshop, the TA OPRs, in close coordination with ODE, determine and identify which STs actually **require specific exercise (ODE-provided) content or EXCON design/structural requirements** (i.e. MEL/MIL, OPFOR activities, Scenario products, RCs, CAX Support requirements, etc.). This will also become the guiding reference for Scripters during the Scripting Workshop, and ensure that Exercise Design/Content/Structure facilitates TO achievement.

(10) **Step 9: TO Monitoring and Achievement.** TA achievement of TOs normally occurs during the Training Blocks of Stage 3, with the majority of TOs normally being achieved during CRP and selected DEPLOYEX and/or EMPLOYEX activities (exercising the deployment and employment of forces and with that, the conduct of operations). During the EP Stage 3 Training Blocks, the assessment of achievement of TOs is ultimately the responsibility of the OCE and TAs, supported by ODE SME trainer and analysts, who are the EXDIR's "eyes and ears" to help track TO achievement to help facilitate EXCON/EXDIR steering of the exercise, especially when risks to achievement of TOs/STs are within EXCON's capabilities and resources to influence. EXCON/ODE trainer and analysts will also provide general training feedback, findings, recommendations on TO achievement to the OCE in the formal FIR reporting process, and when appropriate, in the LIL. TAs are required to report their findings related to TO achievement in their FIRs.

(11) **Step 10: Update Standing PTOs.** As part of the post-exercise review process, the OSE should capture from OCE, ODE, and TAs any requirements and recommendations to update Standing TOs, based on the final approved TOs/STs for the given exercise. TA(s) should also update their PTR(s), as required.

Remarks:

- i. **PTOs are normally associated with the PTA. STOs are normally associated with STA and are complementary to (and/or nested within) the PTOs. ODE condition owners will prioritize resource, exercise design, and EXCON support to PTOs/PTAs, whereas STOs are self-supported by the TAs internally (in terms of resource provision, witness/training feedback, and assessment/reporting).**

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- ii. **When PTA/STA Staffs wish to train particular tasks that cannot be integrated to PTO, they may develop STO. However, OCE/ODE will neither commit to resourcing STO Conditions nor witness them during the exercise execution.**
- iii. **Command Groups (OCE/ODE/TA) involvement is essential during steps 1 and 4, to ensure the TOs accurately reflect COM training priorities/capability areas.**
- iv. **Any or all of Steps 1 through 5 could occur during a TOWS, depending on the type of TOWS selected and organized.**
- v. **Steps are not always strictly sequential, and may overlap/occur concurrently, at the discretion of the TO Managers.**

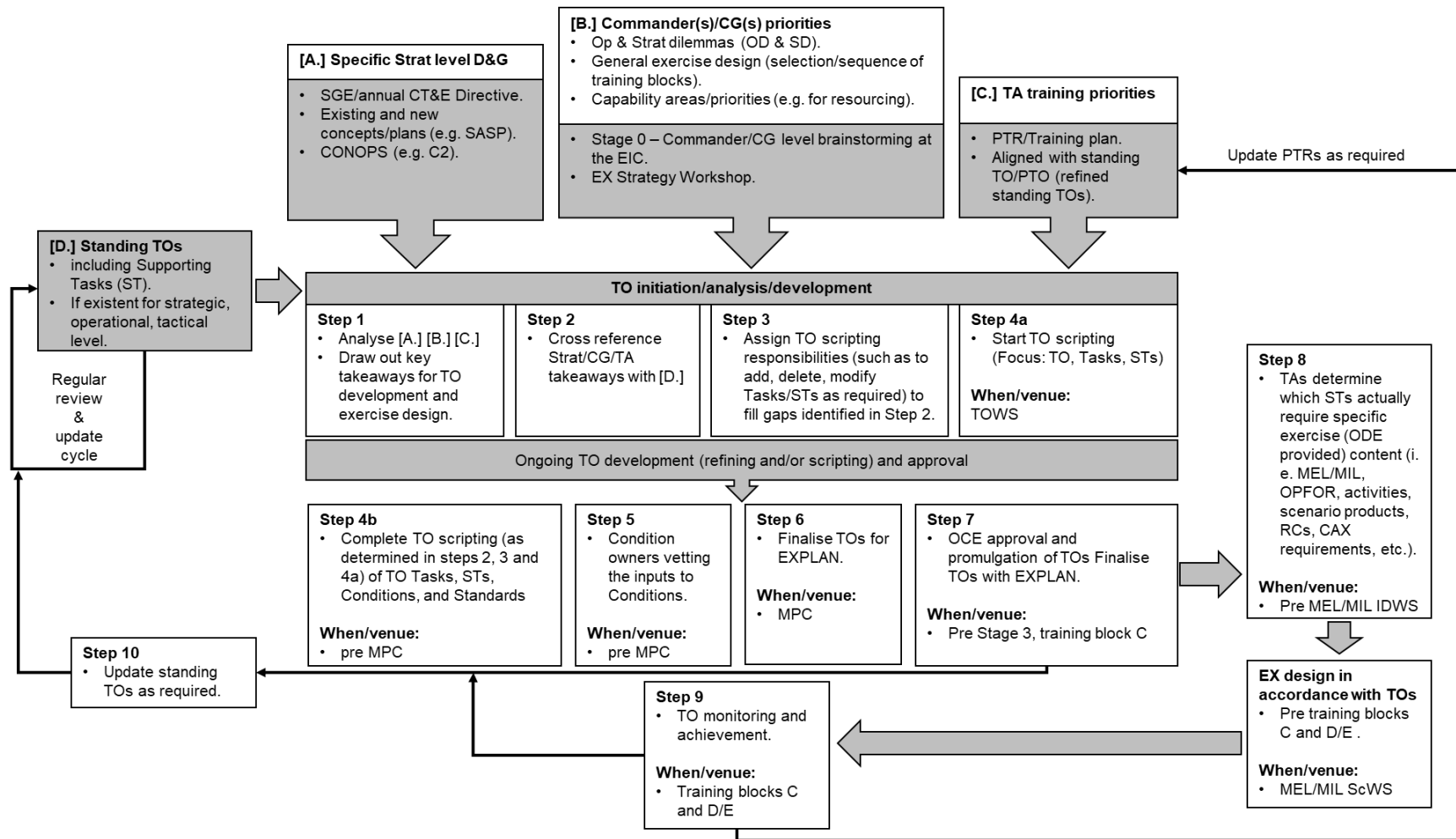


Figure J-5 – Steps in the TO lifecycle (development, management, monitoring, achievement and revision)

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h. **Roles and Responsibilities:**

(1) **OCE TO Manager.** On behalf of the OCE, the OCE TO Manager is the overall responsible staff officer for establishing and facilitating the TO Lifecycle for a given exercise. Responsibilities include (but may not be limited to):

(a) Provide initial TO direction and guidance to TO stakeholders, including the TO staffing procedure for TA OPRs/Deputy Managers, and a timeline for TO Development.

(b) Decide and direct on the collective TO development & management tool to be used for scripting of TO Tasks/STs/Conditions/Standards.

(c) Request the creation of TO Database within the TO development & management tool by the Function System Authority (e.g. SHAPE in the case of Training Objective Management Module (TOMM)⁷⁰. The OCE TO Manager will normally create user accounts for the TODG and grant enhanced/administrative privileges to TA TO Managers to perform local account creation, password resets, etc.

(d) Determine the need for, and type of familiarization training required, on the collective TO development & management tool for TO managers and TO Scripters from the TA(s). Arrange familiarization training on the tool for TAs if/as required, either before or during the TOWS.

(e) Working with OPRs, set the timelines/deadlines for TO Development and approval, including key events (IPC, TOWS, MPC) and deliverables (e.g. OCE Guidance/Draft TOs therein and EXPLAN (Annex to EXPLAN containing final, approved TOs).

(f) Establish TODG and validate the Task List to be exercised in priority. Establish the POC list for the exercise TODG (e.g. TO Managers, scripters, and ODE supporting staff / condition owners).

(g) Determine the type of TOWS to be conducted.

(h) Assist TA HQs in developing TOs using the collective TO development & management tool chosen⁷¹.

(i) Involve external actors for comments and acknowledgement: Resource providers (OPRs, Chief Workforce, Chief Scenario, Chief MEL/MIL, CIS POC, CAX Planner, Chief IKM), Trainer, Analysts, Evaluators (if any), and Divisions/Branches from the higher Echelon (when applicable).

⁷⁰ As of the version and publication of this Directive, the primary NATO tool for NATO CAX/CPX is the NCIA-developed Training Objective Management Module (TOMM). SHAPE is the functional system manager/authority for TOMM. There may be other CIS tools available for collaborative Training Objective Development & Management, or future versions and/or replacements for TOMM.

⁷¹ OCE TO Manager populates the TO Development and Management Tool with the exercise information, administrates the database (to include access rights), advises TA TO Manager, and ensures contribution from ODE OPR and ODE Condition Owners.

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- (j) Export TO list from the collective TO development & management tool, as required, for promulgation in OCE Guidance and EXPLAN.
 - (k) Submit PTOs to OCE for approval in the EXPLAN (Annex to EXPLAN containing the TOs).
 - (l) When necessary, assist TO refinement until release of EXPLAN.
 - (m) During Scripting Workshop, track and confirm exercise content (script) meets the PTOs/STs (and desired outcomes stated in the TO conditions, such as C5 – MEL/MIL Outcome).
 - (n) During exercise Training Blocks, track and assess TO achievement (i.e. with the support of TA functional area staffs and EXCON TT) and provide advice to OCE on overall TO achievement, for reporting in the FIRs and EXREP.
- (2) **TA Deputy TO Manager.** Each TA assigns a Deputy TO Manager (normally member of the TA OPR team) who:
- (a) Proposes a list of tasks and/or STs to be exercised in priority (e.g. from their TA PTR).
 - (b) Assists OCE TO Manager in establishing TODG and conducting the TO Workshop⁷².
 - (c) Ensures that TA Divisions/Branches script/contribute to the TOs in accordance with the directed timelines, and that TO/STs receive cross-functional⁷³ inputs from the contributing TA Divisions/Branches.
 - (d) Solicit TA Command Group approval of TOs.
 - (e) Recommends Command Group approved PTOs to OCE.
 - (f) Prior to Scripting Workshop determine, in close coordination with ODE analysts and trainer SMEs, which STs require specific exercise content (i.e. injects/incidents, OPFOR actions, etc.)⁷⁴.
 - (g) During Scripting Workshop, track and confirm exercise content (script) meets the TA TOs/STs (and desired outcomes stated in the TO conditions, such as C5 – MEL/MIL Outcome).
 - (h) During exercise Training Blocks, track and assess TO achievement (i.e. with the support of TA functional area staffs and EXCON, TT), provide

⁷² A common TO Workshop should be organised when there are several TAs.

⁷³ TO Deputy Manager may be assisted by MCA Coordinators (see Appendix 2).

⁷⁴ Often a high number of STs within TOs do not need specific exercise content (script) created, and therefore do not need MEL/MIL conditions. These STs are normally associated with normal, TA-driven Battle Rhythm activities/processes/products that will automatically be triggered by virtue of the fact that the exercise represents a time period within an ongoing operation. MEL/MIL Scripting should therefore focus on only those STs that actually require content scripted.

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advice to TA COM on overall TO achievement (for reporting in the FIRs), and update the PTR.

Remarks:

- i. **In the case of a Mission Rehearsal Exercise (MRE), the in-theatre staff will normally develop TOs for its successor.**
- ii. **For Unit level training, the tasks may be directly selected from Bi-SC CC&S document.**

- i. **TO Development & Management Tool.** This is a generic term used to describe the functional system/computer-based tool used by the TODG to develop and manage TOs through their lifecycle, for a given exercise. It normally includes an exercise-specific TO database, in which the TOs (tasks, STs, conditions, standard) are collectively scripted, numbered, prioritized, reviewed (e.g., by condition owners), revised, and stored prior to their approval and promulgation in the EXPLAN. The selection of the tool to be used for a given exercise normally rests with the OCE TO Manager prior to the formal start of the TO development process. The OCE TO Manager must then work closely with the Functional System Authority of the tool chosen (e.g. SHAPE for TOMM) to establish and activate the exercise-specific instance/database to be used for TO development.

- j. **Setting TO Conditions.** Prior to the CRP and Conduct of Operations Training Blocks, TA(s) will familiarize themselves with, and if required, practise the procedures related to the relevant TOs. At the same time, OCE/ODE/TA OPRs ensure that the material conditions listed in PTOs⁷⁵ are progressively set-up by resource providers ("condition owners") for each training block. As soon as PTOs are promulgated, OCE/ODE/TA OPRs ensure that the conditions listed in the PTOs are integrated in the EXPLAN and progressively implemented, per below:

- (1) **C1-C3 - Workforce Conditions.** Normally the EXSPEC provides templates for potential RC types and composition, but these are based on previous exercises and do not take into account the specific exercise design and TOs. Therefore, these should be validated and/or modified as required prior to the training blocks to ensure the correct TA and EXCON workforce is in place to have the desired training effects.

- (a) **C1 – Response Cells.** The ODE OPR adds RC requirements as identified in the TOs to applicable EXCON staffing/workforce document(s). C1 should also consider GYCs and other content providers (e.g. Media cell, HICON, OPFOR, etc.) requirements during all training blocks. This condition is also closely linked to C5 (MEL/MIL conditions) as RCs/HICON/OPFOR/Media/etc. are the primary tools to "deliver" the script to the TAs.

- (b) **C2 – CP Reinforcement.** TA OPR adds TA HQ personnel reinforcement listed in the TOs to the TA workforce document(s).

- (c) **C3 – Trainer.** The ODE OPR adds TT SME requirements as identified in the TOs to applicable EXCON staffing/workforce document(s), for each of

⁷⁵ Reminder: OCE and ODE are not accountable for supporting to STOs, unless means and capabilities allow for limited support for a given exercise.

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the training blocks. ODE analysts and /trainer SMEs will work together to prepare a feedback and reporting plan to ensure that each PTO is witnessed by at least one dedicated trainer. In cases when specific functional SMEs are not available within the ODE organization, the OCE/ODE/TAs should cooperate to source /trainer SMEs from elsewhere within the NATO structure (e.g. reinforcement staff officers from TA HQs, who are part of the internal J7/training structure (i.e. will not be part of the TA during the training blocks), SMEs from COE(s) and/or Nations, etc.).

(2) **C4 - Scenario and TA Enabling Products.** Chief Scenario and TA prepare deliverables and documentation accordingly to the scenario and TA enabling products requirements listed in the TOs. End-state is that both prior to the CRP training block and prior to STARTEX (Conduct of Operations training block), the scenario is adapted and consistent, as requested in TOs, and TA has prepared the enabling operational documents and databases.

(3) **C5 - MEL/MIL Conditions.** Chief MEL/MIL ensures that the MEL/MIL expected outcomes listed in the TOs (see paragraph b. below) are captured for the MEL/MIL Scripting workshop to ensure adequate Incidents and/or Injects are created to facilitate TO/ST achievement.

(4) **C6 – C2IS.** OCE, TA and EXCON CIS POCs establish the CIS conditions (CIS networks, functional systems, etc.) within EXCON and TA.

(5) **C7 - CAX.** CAX Planner, working with the C2IS POCs as required, establishes and administers the CAX systems and databases required to fulfil the CAX conditions identified in the TOs.

(6) **C8 – Battle Rhythm.** The PTA establishes its own HQ Battle Rhythm (BR) in close coordination with any other TAs to ensure all BRs are synchronized to best deliver the correct inputs/outputs both within and between TA HQs.

(7) **Conditions-Based TO Achievement Risk.** During key meetings and planning groups, such as the MPC, OCE/ODE/TA OPRs will update the entire exercise community on the requirements that are not yet sourced/filled according to PTOs' conditions and develop risk mitigation measures prior to STARTEX. As required, the OCE and OSE should be informed of any significant risks that may need senior level engagement to mitigate. If OCE/TA/ODE condition owners deem it impossible to create the required conditions of a given PTO, OCE and TA may decide to reduce the level of ambition, such as changing PTO(s) to STO(s), cancelling relevant PTOs/STs, or rescheduling the PTO/STs for a different exercise or activity. This course of action should be seriously considered when high-risk or impossible conditions (for the type, format, context of the given exercise) materially affect the achievement of other high priority TOs.

k. **Assessing TO Achievement.**

(1) The assessment of achievement of TOs is ultimately the responsibility of the OCE and TA Commanders/OPRs. TAs are required to report their findings related to TO achievement in their FIRs. At ENDEX, the achievement of TOs is assessed

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and reported (FIR and EXREP), and TA(s) should update their PTR(s) during VM-3.

(2) OCE and TAs are supported by ODE SME trainer and analysts, who are the EXDIR's "eyes and ears" to track TO achievement to help facilitate EXCON/EXDIR steering of the exercise, especially when risks to achievement of TOs/STs are within EXCON's capabilities and resources to influence⁷⁶.

(3) During the AAR, in addition to the TA providing insight to its self-determination of strengths and weaknesses, the OCE & ODE may provide an update/overview to key exercise participants on the overall/general achievement of PTOs, when appropriate.

(4) TA Commanders report on achievement of their own PTO or STO in their FIRs. MCAs that have been identified as "needing more training" may be considered by the TAs as potential PTOs for a following exercise.

(5) ODE FIR will also provide a general overview on training/TO related feedback, recommendations, lessons identified, and potential best practices, as witnessed by trainer SMEs, analysts, and other EXCON elements. At the discretion of the OCE, these details may be shared within the EXREP.

I. **Training Objective Workshop (TOWS).** A TOWS is a formal, cross-functional event involving participation from TO managers and TO scripters, supported by ODE analysts and functional SME representatives, that is specifically and solely dedicated to TO development. A TOWS is normally scheduled for 2-5 days, depending on the type of TOWS selected and the level of maturity of both TA PTRs and Standing TOs, when available⁷⁷. A TOWS should be a cross-functional, pan-HQ activity. The OCE TO manager and PTA should organise it as they would a JOPG, with functional SMEs from each branch participating to contribute to the development of cross-functional TOs. Likewise, each subordinate HQ should provide liaison officers/elements (also with cross-functional expertise) and conduct concurrent TO development. The goal will be to develop a set of complementary TOs to accomplish a Joint mission. As in a JOPG, the PTA TO managers should seek CG direction and guidance throughout the process. When using Standing TOs as the starting point, the PTA should begin by determining if the Tasks and Task Statements are appropriate and, if necessary, modifying them. STAs can then begin building or modifying their Tasks and Task Statements to complement those of the PTA. The same process can continue with acceptance of the Standing TO STs or any necessary modification or development. Again, the PTA would begin first and the STAs would ensure their STs are complementary to those of the PTA. Finally, each TA will update conditions and standards to match the needs of their HQs and exercise requirements. While these steps can be conducted in several iterations, the initial TOWS should be conducted in late Stage 1 or as early as possible in Stage 2, preferably at the PTA HQ location to capitalise on functional expertise. It should be supported by the TO development & management

⁷⁶ An example of this would be identification of TO STs at risk of non-achievement during the exercise, which in turn leads to EXDIR/EXCON decision to change or add to exercise script to give the TA(s) additional opportunities to successfully achieve their TOs.

⁷⁷ The advent of Standing TOs should reduce the historical length of time required for overall TO Development and the TOWS itself.

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tool and all HQs should work collaboratively and concurrently. The initial list of Tasks and Task Statements should be complete before the IPC and they should be published in the OCE Guidance. TOs should be finalised prior to the start of training block C activities (CRP) to ensure all conditions will be in place prior to CRP. The TOWS does not encompass the entire TO lifecycle, nor the entire TO development process, which, as described in the TOWS types below, might take several weeks/months until the TOs are finalized and approved in the EXPLAN.

(1) **TOWS types.** The type of TOWS chosen and conducted for a given exercise depends on several factors, including: the status and maturity of pre-existing TOs/STs (e.g., Standing TOs) for the participating TAs, the expediency of the EXSPEC process (i.e. finalization of the EOs), the preparation level of the TAs prior to the formal development process (e.g. level of maturity and detail of the PTRs), and the actual date/time chosen in the given exercise calendar based on the physical availability of key stakeholders. Normally, the TOWS should be conducted as early as possible in Stage 2 (See Type 1 below), preferably at the PTA HQ location. However, there are instances where the OCE may choose to conduct a TOWS could commence earlier (i.e. late Stage 1) or slightly later in Stage 2. In general, there are three basic “types” of TOWS that can be considered by the OCE and TAs, with slight differences in timings/outputs, as described below:

(2) **Type 1 (Analysis & Kick-off TOWS)**

(a) TOWS is scheduled in “early” Stage 2 or “late” Stage 1: Immediately after EXSPEC (when EOs approved) approval, or prior to formal EXSPEC approval when the OSE, OCE and TAs are confident in the wording of the EOs (e.g. in a late draft version of the EXSPEC) and have clear articulation and understanding of the TA Commander(s) D&G on training priorities/capability areas (in combination with OSE guidance from SGE, or other guiding documents).

(b) TO Development **Steps 1 through 4a** (see Figure J-5 above), would occur at this type of TOWS. The remaining steps would happen after the TOWS.

(c) By end of TOWS TO development, TO Tasks will be set in accordance with the analysis in **Steps 1 & 2**, SMEs will be identified/tasked to conduct scripting of TOs (Tasks, STs, Conditions, and Standards, and some TO scripting will have started but is not yet completed.

(d) This should be a discrete event and not combined with another event, unless absolutely required. In the latter case, it should remain a discrete event within an event to allow time/space for SMEs to analyse and begin scripting TOs.

(e) This type of TOWS should be conducted for most exercises.

(3) **Type 2 (Consolidation TOWS)**

(a) TOWS is scheduled later in Stage 2 (e.g. between VM-1 and IPC).

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(b) Distributed TO scripting work (**Steps 3 and 4a**) by TA(s) would occur, following OCE D&G (via document/email/VTC) to TAs, based on analysis in steps **1 & 2**.

(c) After a set period of time that TA(s) script their own TOs (independently), a consolidating TOWS is scheduled to collate, compare, collectively discuss/edit DRAFT TOs to ensure they fit with the initial strategic and Command Group D&G/intended exercise design (as well as “vetted” by SMEs and condition owners for viability) and that STA TOs are complementary to PTA PTOs. TO development **Steps 4b and 5** (see Figure J-5 above) would occur at this type of TOWS.

(4) **Type 3 (Confirmation TOWS)**

(a) TOWS is scheduled prior to or during MPC as a final confirmatory collective finalization (under OCE lead) of the TOs for the EXPLAN.

(b) Most of the TO development process would have already occurred in a distributed manner (**Steps 1 through 5**), and this type of TOWS would a final collective check and synchronization/de-confliction before formal approval/publication in EXPLAN.

(c) TO development **Step 6** (see Figure J-5 above) would occur at this type of TOWS.

APPENDICES

1. Training Objective Examples
2. Alignment of Capability Areas and Procedural Training Roadmap
3. Training Objective Scripting Tutorial

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TRAINING OBJECTIVE EXAMPLES

Task	Supporting Tasks (TA Involved)	Conditions (For Resource Providers OCE/ODE/TA)	Standards (For Observer-Trainers)
Establish and manage the Joint Targeting process, including Time Sensitive Targets (TST).	1. JOPG determines the effects necessary to achieve the commander's objectives and directives 2. Command Group provides the information Activities Coordination Board / Joint Targeting Coordination Board (IACB/JTCB) with appropriate Targeting Guidance 3. J2 develops High Value Targets (HVTL) and High Pay-Off Targets (HPTL) with JFIT and J35 4. JFIT provide, develop, manage and maintain target folders using the Joint Targeting System (JTS) with SHAPE, J2, STRATCOM, LEGAD, POLAD) 13. Target Engagement Authority validates and JFIT executes Dynamic and Time Sensitive Targets 14. J2 provides Battle Damage Assessment (BDA).	<p>C1-Response Cells (Manpower and Preparation)</p> <ul style="list-style-type: none"> - CCOMC: LEGAD + 1 TGT expert ; CCs: one LEGAD for all and 1 TGT expert per component - HICON represents National Intelligence Cells by providing TGT materials (imagery – intel) - ACC, MCC, SOCC, MSUs and JTF HQ nominate targets and restrictions to the Target Support Cell (TSC) - CCOMC retains Target Engagement Authority for 'CDE 5 High' - BDA reports level 1 and level 2 are provided by HICON <p>C2-CP Augmentation (Manpower and Preparation)</p> <p>FRA Land Forces Cd to provide: FTE0065 Target Attack Weaponing/CDE / FTE0095 Target Intel & point / Mensuration SO / FTL0015 LCC Targeting Rep. People trained on the NATO Joint Targeting System.</p> <p>C3-Observer Trainer (Manpower and Preparation)</p> <ul style="list-style-type: none"> - A joint targeting SME (JWC, JFCNP or JFCBS) OF-3/4 <p>C4-Scenario and TA Enabling Products</p> <ul style="list-style-type: none"> - About 40 target folders should be approved prior to the exercise IOT to train the deliberate target process. - IDB with imagery - Biography of the main players (HN, OPFOR etc.) with a link analysis IOT the dynamic targeting process during the exercise. <p>C5-Expected MEL/MIL outcome</p> <ul style="list-style-type: none"> - Three or four dynamic targeting injects that allow exercising the Dynamic Targeting process / Time Sensitive Targeting. - One or two cycles of targeting must result in a non-kinetic actions. - Targeting injects must be prepared with a variety of CDE levels. <p>C6-C2IS</p> <ul style="list-style-type: none"> - ICC, Joint Targeting System and FAST on NS <p>C7-CAX</p> <ul style="list-style-type: none"> - Simulation system IOT provide MISREPs and BDA after the execution of missions/fires. <p>C8-Battle Rhythm</p> <p>TGT cycle is comprised of the IAWG, JTWG and the JTCB (if necessary also the JCBWG and the JTCB). The frequency of the working groups and boards must allow to feed the ATO cycle</p>	<p>S1. Reference Doc</p> <ul style="list-style-type: none"> a. MC 471/1 NATO Targeting Policy b. AJP 3.0 Allied Joint Doctrine for Operations c. AJP 3.9 Allied Joint Doctrine for Joint Targeting d. AJP 3.9.2 Land Targeting e. AD 80-70 Campaign Synchronization and Joint Targeting in ACO f. AM 80-70 TTP to prosecute Time Sensitive Targets g. JWC JTST Handbook h. JTF HQ SOP 214 JFCBS i. SOI 06.01.10 Targeting in JTF HQ j. AFS Vol V - Joint Headquarters. k. AFS Vol IX - Evaluation of Joint Headquarters (dated 29 JUL 13). <p>S2. Criteria of Performance</p> <p>AFS Vol IX: 3. Engage e. targeting: - § 1-15 - § 21-24.</p>

Figure J-1-1 – Training Objective Example 1

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Task	Supporting Tasks (TA Involved)	Conditions (For Resource Providers OCE/ODE/TA)	Standards (For Observer-Trainers)
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Organise and control flow of casualties within LCC AOO</p>	<ol style="list-style-type: none"> 1. Conduct Personnel Reporting Procedure. 2. Install Patient Evacuation Coordination Cell (PECC) at HQ RRC-FR level, ensure CIS connection to all other PECCs and the ACC Air Evacuation Coordination Cell (AECC) and the Rescue Coordination Cell (RCC) of the assigned MedTF 3. Execute Patient Tracking on LCC Level (quantities, generic, nationality) 4. Coordinate AERO Medevac and Ground Medevac with -if applicable- EAC, other CCs and subordinated levels. 5. Maintain Common Operational Picture within JOC about disposition of units/assets and incidents. 6. Coordinate incidents with casualties within JOC LCC with G1, G3 Current Ops, G Med, PM, LAD, PAO and Chf JOC. 7. Support Chief JOC and participate in the Crisis Action Team CAT (if applicable). 8. Process, receive and assess the reports. 	<p>C1-Response Cells (Manpower and Preparation) 1 Pax per cell: HICON (J1) and LOCON (S1) with experience personnel evacuations // GMED: CJTF MEDAD, SIDECON (MJLC, ACC, MCC: MEDAD + Patient Evacuation Cell (PECC). LOCON (MEDTF, MEDADs Bdes/Units). // Possible providers: JFC N/JFC BS JMed (HICON), Other NRDC's Gmed (HICON, LATCON and even support LOCON), Integral MEDAD of</p> <p>C2-CP Augmentation (Manpower and Preparation) OF2-4 GMED Officer with Medical Advisor expertise preferably from 1GNC.</p> <p>C3-Observer Trainer One OF4-5 MED who just returned from ISAF MED ADVISER</p> <p>C4-Scenario and TA Enabling Products List and capabilities of Host Nation Hospitals within AOO. STRATEVAC Force capabilities.</p> <p>C5-Expected MEL/MIL outcome Different information through different functional stovepipes can cause confusion and might lead to the need of close coordination and checking IOT inform COM LCC with the right figures! Regular flow of casualties to force GMed to track the evacuation based on the amount of casualties + 1 major incident with (MASS CASUALTY -MASCAL-) to train HQ requesting support from other CCs and coordinating.</p> <p>C6-C2IS INTERNET and 2 C2IS SICF workstations specific to JOC/PECC.</p> <p>C7-CAX SITFOR, Accidents and Diseases randomly generate a Regular flow of casualties from any formation and nationality. Simulation system (JTLS) should update the C2IS (SICF) automatically. It should enable every Subordinated Unit and NSE to report PERSREP and OWNSITREP twice a day accurately. NATO formats to be used.</p> <p>C8-Battle Rhythm Clear responsibilities between MedTF Rescue Coordination Cell (RCC) and LCC GMed PECC are set. Report via the normal Chains: TOC-> JOC; CASREP from S1 -> G1 and MEDSITREP from S4/MEDAD -> GMed</p>	<p>S1. Reference Doc MC 326, AJP 4.10 A, Med Concepts HRF/NRF or specific mission, SOP D Chapter 01 Personnel, SOP D Chapter 12 Medical.</p> <p>S2. Criteria of Performance</p> <ul style="list-style-type: none"> - Knowledge of OPLAN, including the Med SPT Plan - Ability to communicate with all levels (EAC, Flanking and Subordinated Commands/Units) outside LCC HQ and have contacts in place. - Ability to coordinate with main players within JOC. - Check the figures with G1, GMed and G3 and speak 'one language'. - BPT man the CAT and to advice/inform how the Med Spt is/will be executed. - Rely on lower levels and the responsibility of lower levels e.g. MedTF RCC; prevent micromanagement e.g. with Medical Mobile Team (MMT). - The clearly defined input (an incident with casualties) will lead to coordination and the -possible- tasking of subunits.

Figure J-1-2 – Training Objective Example 2

ALIGNMENT OF CAPABILITY AREAS AND PROCEDURAL TRAINING ROADMAP

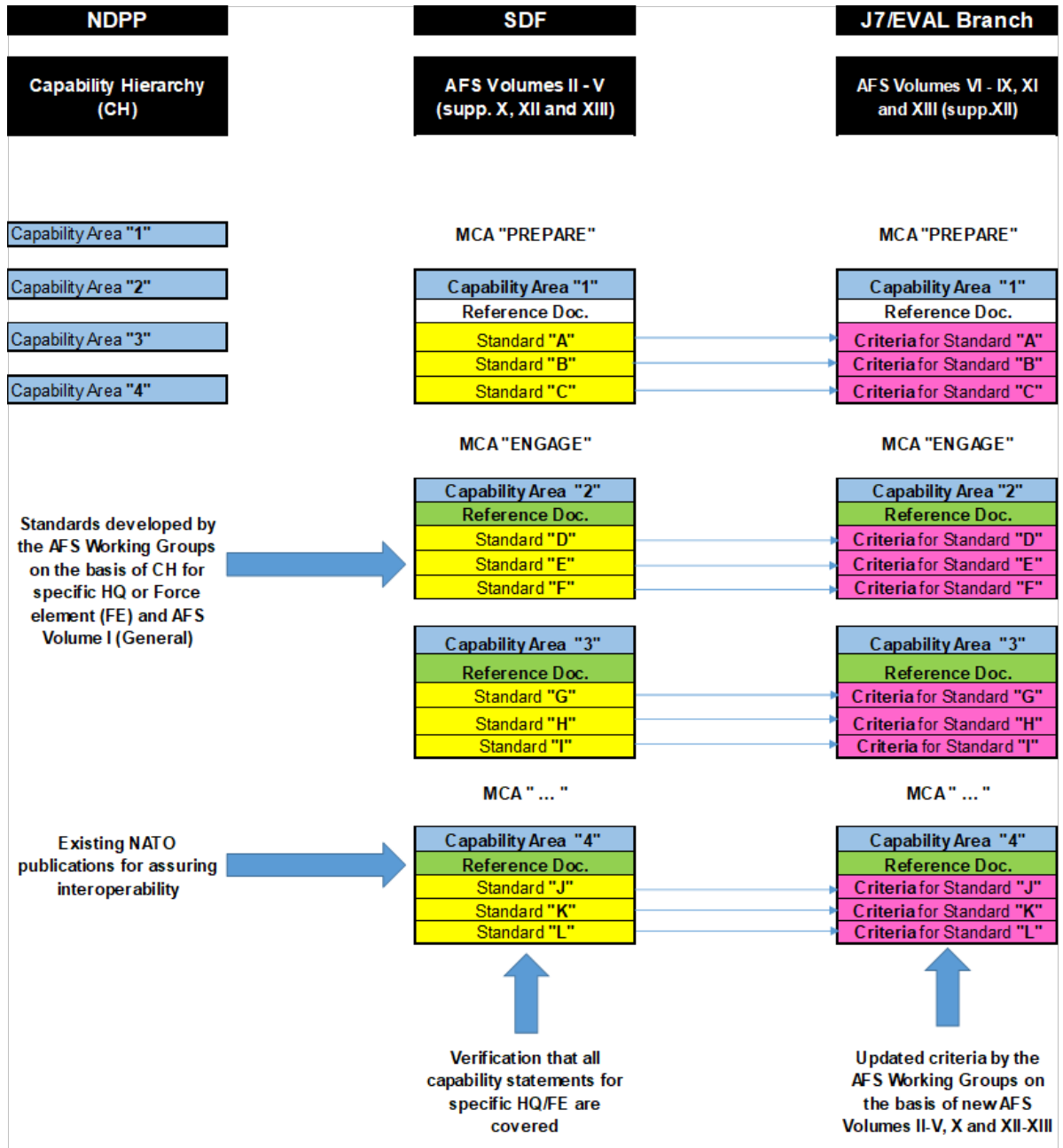


Figure J-2-1 - Alignment of Capability Areas, ACO Force Standards (AFS), Standing Training Objectives (TOs) and Procedural Training Roadmap (PTR) in support of new NATO Force Model (NFM) Capability Integration.

Note: Illustration is split for better visibility over Pages J-2-1 and J-2-2 and depict the left and the right half of the entire picture.

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J7/TREX Branch

Standing Training Objectives (standing TOs)

MCA "PREPARE"

Capability Area "1"
Standard "A"
Standard "B"
Standard "C"
Conditions for Exercise (Response Cells, CP Augmentation, Observer/Trainer, Scenario Documentation, Expected MEL/ML outcome, C2IS, CAXLIVEX, Battle Rhythm)
Reference Documentation: ...
Criteria of Performance:
Criteria for "A"
Criteria for "B"
Criteria for "C"

MCA "ENGAGE"

Capability Area "2"
Standard "D"
Standard "E"
Standard "F"
Conditions for Exercise (Response Cells, CP Augmentation, Observer/Trainer, Scenario Documentation, Expected MEL/ML outcome, C2IS, CAXLIVEX, Battle Rhythm)
Reference Documentation: ...
Criteria of Performance:
Criteria for "D"
Criteria for "E"
Criteria for "F"
Capability Area "3"
Standard "G"
Standard "H"
Standard "T"
Conditions for Exercise (Response Cells, CP Augmentation, Observer/Trainer, Scenario Documentation, Expected MEL/ML outcome, C2IS, CAXLIVEX, Battle Rhythm)
Reference Documentation: ...
Criteria of Performance:
Criteria for "G"
Criteria for "H"
Criteria for "T"

MCA "..."

Capability Area "4"
Standard "J"
Standard "K"
Standard "L"
Conditions for Exercise (Response Cells, CP Augmentation, Observer/Trainer, Scenario Documentation, Expected MEL/ML outcome, C2IS, CAXLIVEX, Battle Rhythm)
Reference Documentation: ...
Criteria of Performance:
Criteria for "J"
Criteria for "K"
Criteria for "L"

J7/TREX Branch

Procedural Training Roadmap (PTR)

CAPABILITY AREA	2023	2024	2025
MCA "PREPARE"			
Capability Area "1"	XX		X
MCA "ENGAGE"			
Capability Area "2"	X	XX	
Capability Area "3"		XX	X
MCA "..."			
Capability Area "4"		X	XX
...			

XX High training priority

X Low training priority

■ No training required

← Training conditions to be set by trainers in order to meet the standards

← Criteria for measuring the performance taken from AFS Volumes VI - IX and XI - XIII

← Use of existing NATO publications will provide interoperability among the Alliance and together with some concrete SOP/SOI will provide the way how to achieve the standards

TRAINING OBJECTIVE SCRIPTING TUTORIAL

1. **Aim.** The aim of this appendix is to assist TO scripters in writing useful TOs. The paragraphs below capture how to properly label the TO, script required Tasks, STs, Conditions (including workforce requirements, scenario and content (MEL/MIL) requirements, C2IS/CAX Support requirements, performance standards and criteria.)

2. Training Objective Components

a. **Short title and label.** A TO label, which includes a numeric identifier, is a short textual identifier, normally based on the overarching functional area/joint function covered by the STs within the TO (e.g., "TO#3 - Force Protection", "TO#4 - Sustainment Operations", etc.).

b. **Task statement.** The task is a cross-functional procedure, normally consisting of 1 – 3 sentences highlighting the overarching theme and tasks of the TO. To achieve the task, the TA will normally have to achieve several STs, consisting of sub-tasks, processes, procedures, products, and interactions. Tasks should normally include an operational verb expressed at the active form. For example: **"Establish and manage the Joint Targeting process, including Time Sensitive Targets."** It should not contain training verbs such as "train, improve, practice, etc.".

(1) The task may be derived directly from TA PTR.

(2) The tasks are proposed by TA and agreed as training priorities by OSE/OCE/TA/ODE and form the basis for the development of the remainder of the TO (STs, Conditions, Standards). Any other task recommended by TA but not agreed as a priority by OCE/ODE may form the basis for STs within the TO.

(3) TOs do not limit the training scope but focus the training on specific areas. When a task is too large and/or generic, the focus is lost and the TO is only "globally and vaguely" trained.

c. **TO scripter.** TO scripter who is responsible for the specifics of the TO.

d. **Proposing branch.** Division/Branch having the responsibility to lead the cross-functional development of the TO (e.g. JFCBS J4).

e. **Scripter priority.** Prioritized from 1 to x. Different TOs normally should not have the same priority.

f. **Main Capability Area.** Select the NATO MCAs (Prepare, Project, Engage, C3, Sustain, Protect, Inform) select to which the TO task is related. This relationship is usually established within PTA PTR.

g. **Player.** TA Divisions/Branches involved in the staff process (e.g. JTF LEGAD, JOC, JENG, J9, J5, J35, CG, STRATCOM, POLAD, etc.).

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h. **Training block.** Normally, TOs (or STs) are attached to a singular training block because training conditions will be specific to each. When a Task is intended to be trained across several CT&E events or several training blocks within one event, it should be broken into several TOs/STs (per event/block). Training block choices during TO development are: “A – Academics”, “B – BST”, “C – CRP”, “D – DEPLOYEX”, or “E – EMPLOYEX”. For CAX/CPX, normally the majority of TOs/STs are trained during blocks C and E.

i. **Need for training.** A short statement that answers the question: Why the task was selected as a training priority? Tasks that are listed in PTA PTR usually have high priority. Other tasks may also be advised by OCE/ODE based on the Lessons from previous similar exercises. The task may also be a training priority specified in SGE for this kind of HQ or for that particular year.

Example: “Targeting is a key process identified in RRC-FR Training Plan. It needs constant education and training especially now because the JTF HQ will have to command and control a multinational force hence will be responsible for full Spectrum targeting at the operational level. Above all, Targeting is a capability area selected for the exercise by SACEUR in SGEXX. It will be evaluated by SHAPE PLANS J7.”

j. **Supporting Tasks (ST) - Content.** Any related tasks that support the achievement of the primary TO should be identified. STs form the primary content of TOs and are the most observable aspects of TO achievement, as they describe in detail, the specific and tangible tasks, processes, procedures, products and other inputs/outputs which the TA(s) will train during the given exercise. STs should be written for non-specialists to understand the desired/required task to be completed. STs describe the procedure to fulfil the task in the frame of the exercise: Who (HQ Division/Branches and external actors) is doing What (tasks starting with an active verb) with Whom (HQ Division/Branches and external actors) and When (within/outside training period). This is based on AFS Volumes (standards & evaluation criteria) and TA’s SOP/SOI usually deriving from an Allied Joint Publication (AJP).

ST examples:

- (1) JOPG determines the effects necessary to achieve the commander's objectives and directives (during CRP, 10-15 November).
- (2) Command Group provides the Information Activities Coordination Board /Joint Targeting Coordination Board (IACB/JTCB) with appropriate Targeting Guidance.
- (3) J2 develops High Value Targets (HVTL) and High Pay-Off Targets (HPTL) with JFiT and J35.
- (4) JFiT provide, develop, manage and maintain target folders using the Joint Targeting System (JTS) with SHAPE, J2, STRATCOM, LEGAD, POLAD).
- (5) J2 Provides Battle Damage Assessment (BDA) to inform Operations Assessment (OPSA) and the Commander’s Decision Making process.

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k. **STs – Form.** STs are listed and numbered. The involved TA Division/Branches should correspond to the ‘players’ selected in the TO label. Similarly, external actors mentioned in STs should be reflected in condition C1 (RCs, including HICON, GYC, etc.). STs may be divided into sub-tasks to organize and differentiate families of tasks (e.g. multi-task processes). Abbreviations should be spelled out completely on first usage. STs occurring outside the actual training block may be mentioned for information but will be followed by a note.

l. **SMART STs.** Ensure STs are SMART

- (1) **Specific:** Target a specific area for improvement.
- (2) **Measurable:** Quality or at least suggest an indicator of progress.
- (3) **Achievable:** State what results can realistically be achieved, given available resources.
- (4) **Relevant:** Include what is important to the FE/HQ.
- (5) **Time related:** Specify when the result(s) can be achieved.

m. **Conditions.** This paragraph highlights the conditions required to effectively accomplish the training objective.

(1) **C1 - Response Cells (Workforce and Preparation).** Identify how many people, at what rank/experience level and what specific expertise are required in: RCs (including HICON, LOCON, Side Control (SIDECON), GYC). These lists should be transcribed in the EXCON workforce document. It is also, where the capabilities of the RCs (and their preparation requirements) should be described. The RC condition is not meant to replicate the entire environment/staffing of a full HQ/unit on a real operation, but rather replicate the key staff/functional areas and C2 of that HQ/unit. In a resource-constrained environment, a limited number of specific requirements (i.e., staff officers) has a greater chance to be filled than a large and vague amount of requirements.

(2) **C2 - CP Reinforcement (Workforce and Preparation)**

(a) **Form.** Identify any preparation required and the list of personnel that the Division/Branch should receive for the exercise (Ideally including: Rank + Function + Expertise + Preparation + Expected Provider). This list will be integrated in the TA workforce document. A precise and justified request has greater chance to be satisfied than a vague one.

(b) **Content.** TA preparation (orders, training) and TA workforce augmentation necessary to achieve the TO. This reinforcement must be founded by the PE and/or the SOP corresponding to the TO. TO Scripters should not hesitate to justify their needs. Reinforcements are generally requested to other Divisions/Branches, Reserve Officers, or officers from Sister HQs received in the frame of Mutual Training Support. The CP reinforcement condition is meant to fill critical gaps the key staff/functional

areas and C2 of the TA HQ/unit. In a resource-constrained environment, a limited number of specific requirements (i.e. staff officers) has a greater chance to be filled than a large and vague amount of requirements.

Example: FRA Land Forces Command to provide: FTE0065 Target Attack Weaponneering/FTE0095 Target Intel & point/Mensuration SO/FTL0015 LCC Targeting Rep. All trained on JTS.

(3) **C3-Trainer (Workforce and Preparation)**

(a) **Form.** Identify SME(s) that the TA deems necessary (Rank + Function + Expertise + Expected Provider) to support their functional staffs in achievement of their TOs. If the TO is selected as PTO (Staff priority), this trainer requirement will be integrated with the highest priority in the EXCON workforce document. Ideally, each PTO will be observed (and the TA will be advised/supported) by at least one dedicated trainer. For STOs, the trainer requirement will normally not be included in the EXCON workforce document, and the proposing TA Division/Branch will self-support its own STO progression.

Example: 1 x Joint Targeting SME (JWC, JFCNP or JFCBS) OF-3/4.

(4) **C4-Scenario and TA enabling products.**

(a) **Form.** Document/product, order, or database that should be available to the TA at a certain stage to facilitate the commencement of training blocks and/or contribute to TO/ST achievement. This requirement will indicate the areas of the setting to be developed in detail for the exercise-specific scenario by the ODE scenario team. TA requests for ODE scenario documentation do not TA or RC involvement in the scenario product development and refinement. Most often, some expertise from the trained Divisions/Branches within the TA(s) and/or RC(s) (e.g. HICON representing SHAPE) may be required, and TA enabling products may come directly from the TA (e.g. prior to STARTEX). Generic type of scenario and enabling documents would include: Minutes of previous meetings, Explosive Ordnance Disposal (EOD) database, Multi-National Detailed Deployment Plan (MNDDP), maligned actors database, Joint Prioritised Target List (JPTL), Joint Coordination Order (JCO), Crisis Situation Updates (CSU), NATO Intelligence Fusion Centre (NIFC) reports, etc.

(b) **Content.** Detailed information that would normally be available to the HQ to be able to run their processes (e.g., Comprehensive Understanding of the Environment (CUOE)/CPOE, etc.). Requirements should cover the entire six scenario modules: M1 - Geo-Strategic Situation; M2 - Theatre of Operations Information; M3 - Strategic Initiation; M4 - Crisis Response Planning Information; M5 - Force Activation and Deployment Information; M6 - Execution-STARTEX Information.

Examples:

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- (1) **Approximately 40 target folders should be approved prior to the exercise in order to train the deliberate target process.**
 - (2) **Integrated database (IDB) with imagery.**
 - (3) **Biography of the main players (HN, OPFOR etc.) with a link analysis IOT train the dynamic targeting process during the exercise.**
 - (4) **PTA upload target folders on their systems NLT DD MMM YYYY.**
- (5) **C5-Expected MEL/MIL outcome**
- (a) **Form.** The TA explains its training expectations or the desired outputs/outcomes for each TO/ST, in the context of the exercise content/script (e.g. which type of incident is required to encourage the staff to take a specific action, must it be repeated, if so how often?). The first priority is to describe the type and number of products that the CP would be able and willing to handle during X days of exercise. Priority 2 is to give examples of incidents that may be appropriate to encourage the staff doing so. These indications will guide Chief MEL/MIL in developing incidents that are consistent with the scenario and will trigger the expected MEL/MIL outcome. Expected MEL/MIL outcome is the most important condition to fill because it is linking TA's expectations to MEL/MIL and to trainer. Later, the expected MEL/MIL outcome is linked to Incidents and observed by trainer. TA involvement is crucial because only TA know what kind of challenge is interesting and commensurate to their level of expertise.
 - (b) **Content.** Common MEL/MIL outcomes include: CP products such as orders, meetings, contracts, coordination-synchronisation documents, databases, OPFOR actions, RC/HICON/GYC inputs and interactions⁷⁸.
 - (c) The expected MEL/MIL outcome should be a clear staff product that can be delivered and measured, rather than a vague/non-descript desire or expectation.

Examples:

- (1) **3 - 4 x dynamic targeting injects that allow exercising the complete Dynamic Targeting process/Time Sensitive Targeting.**
- (2) **1 – 2 x cycles of targeting must result in a non-kinetic actions.**

⁷⁸ Often a high number of STs within TOs do not need specific exercise content (script) created, and therefore do not need MEL/MIL conditions. These STs are normally associated with normal, TA-driven Battle Rhythm activities/processes/products that will automatically be triggered by virtue of the fact that the exercise represents a time period within an ongoing operation. MEL/MIL Scripting should therefore focus on only those STs that actually require content scripted.

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(3) Targeting injects must be prepared with a variety of Collateral Damage Estimation (CDE) levels.

(6) C6-C2IS

(a) **Content.** C2IS equipment plays a key role in certain processes and needs to be designated in advance due to real life constraints/limitations (e.g. VTC capabilities, specialised C2 shelters that need to be transported, secured systems for Electromagnetic Warfare, equipment of Non-NATO or Civilian elements, internet connection with large bandwidth). Additionally, much of the FS may require training for CP and RC users and must be pre-planned prior to the exercise execution (e.g. LOGFAS, TOPFAS, Joint Tactical Chat (JCHAT), Allied Deployment and Movements System (ADAMS), Functional Area Service for Dynamic and Time-sensitive Targeting (FAST), Blue Force Tracking).

(b) **Form.** A list of C2IS equipment necessary to carry out the STs comprising the TO(s). This includes CIS, FS, and tools (e.g., number and type of equipment+ personnel to equip + training to be organised). This equipment will be integrated in the CIS list of means and services to be delivered during the exercise. C2IS condition should not be a list of standard C2IS equipment available to the Division/Branch, but rather the specific systems/services required to meet the TO(s).

Example. Simulation system in order to provide Mission Reports (MISREPs) and Battle Damage Assessment (BDA) after the execution of missions/fires.

(7) C7-CAX

(a) **Content.** A list of simulation system's requirements to facilitate the TOs/STs, highlighting what the M&S should generate: Nature of operations, type and effect of incidents, type of information that should be populated in the M&S database so as to update the C2IS once simulation and C2IS are synchronised. This enables CAX Planner to choose an appropriate simulation system, to schedule the necessary technical-interoperability developments, and to determine the required number of M&S operators.

(b) **Form.** Simulation systems does not only generate random incidents and natural attrition. It assists limited RCs in conducting the framework operations and reporting in a consistent and accurate manner (e.g. PERSREP, LOGREP, OWNSITREP, ATO and Air Picture).

Example. Simulation system in order to provide MISREPs and BDA after the execution of missions/fires.

(8) C7-LIVEX

(a) **Form.** List of LIVEX requirements to facilitate the TO.

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(b) **Content.**

1/ Details the type, size, tactics, C2 structure, and capabilities of OPFOR elements.

2/ Describes the training environment necessary to meet the TO (e.g. specific shooting range capabilities, use of ammunition or simulation).

(c) LIVEX condition does not detail the overall LIVEX organisation (range control, damage control) or OTs that are depicted in C3 condition.

Example. An OPFOR infantry unit able to conduct conventional defensive actions at company level over 2 days and nights. The same unit should be able to portray a civilian demonstration against deployed NATO HQs for 1 day. The rest of the time, the unit should be capable to conduct squad level harassment activities based on IED and light ambushes along the camp inner road. OPFOR unit controlled by OC organisation through HF radio and Liaison Element at OC staff element. Equipment: Blank ammunition; national Desert type BDU; No life simulation system.

(9) **C8- Battle Rhythm (BR)**

(a) **Form.** Details the meetings, working groups, boards, and/or reports (on call or programmed) necessary to achieve the TO. These events and reports will be integrated in the TA order (usually Annex CC: Battle Rhythm and Reporting System). Some meetings chaired by external actors are also necessary to meet the TO.

(b) **Content.** During an exercise, the BR is often very dense, due to the compressed available training time, that the TA can easily be overstretched. On the other hand, some TOs can only be achieved if certain BR events and reports are executed. Thus, it is necessary to specify the unusual meetings or reports to avoid that the operational and well-known meetings/reports retain the only priority. The end state is that Director of Staff is able to prioritise and schedule the meetings and reports along the X days exercise. For example: CIED needs CIED Working Group sessions; Infrastructure Projects need at least one meeting of the Operational Resource Boards. trainer ensure that C8 requirements are set during the exercise.

(c) Battle Rhythm Condition is identifies the requirement not a suggested schedule. However, the number of meetings and reports should not be exaggerated and should be justified.

Example. TGT cycle is comprised of the IAWG, JTWG and the JTCB (if necessary also the JCBWG and the JTCB). The frequency of the working groups and boards must allow to feed the ATO cycle.

n. **Standards**

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(1) **S1. Reference Documents.** Reference documents provide a list of doctrinal documentation (NATO, National, HQs specific) that provide the basis for the Task and STs, and can be referred to by the TAs, MEL/MIL Scripters, and trainer.

Examples:

- (1) **MC 0471 NATO Targeting Policy.**
- (2) **AJP 3.0 Allied Joint Doctrine for Operations.**
- (3) **AJP 3.9 Allied Joint Doctrine for Joint Targeting.**
- (4) **AJP 3.9.2 Land Targeting.**
- (5) **AD 80-70 Campaign Synchronization and Joint Targeting in ACO.**
- (6) **AM 80-70 TTP to prosecute Time Sensitive Targets.**
- (7) **JWC JTST Handbook.**
- (8) **JTF HQ SOP 214 JFCBS.**
- (9) **SOI 06.01.10 Targeting in JTF HQ.**
- (10) **AFS Vol V - Joint Headquarters.**
- (11) **AFS Vol IX - Evaluation of Joint Headquarters.**

(2) **S2. Criteria of Performance**

(a) **Form.** The criteria of performance should enable the measurement of TA performance in conducting the Task and STs. The criteria should be objective, clear and concise.

(b) **Content.** Performance criteria are primarily found in the ACO FS (Vol. VI, TACEVAL / Vol. VII, CREVAL / Vol. VIII, MAREVAL / Vol IX, JOINTEVAL / Vol. XI, SOFEVAL / Vol. XII, SANEVAL / Vol XIII STRATEVAL). When they do not exist, they will be proposed by the TA and validated by the trainer.

Examples:

(1) **Dynamic targeting, including time sensitive targets (TST), is coordinated and synchronized (between components, with deliberate targeting).**

(2) **Intermediate level Target Material is exchanged between joint task force (JTF), SHAPE and NIFC and/or the NATO Centralised Targeting Capacity (CTC), enabling the use of Stand Off Precision Guided Munitions (SPGM) and other targeting activity.**

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(3) Plans are in place to prevent and mitigate the effects of civilian casualty (CIVCAS) and Collateral Damage in general.

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PLANNING CONFERENCES AND PREPARATORY MEETINGS

1. **Introduction.** This annex is a guide to prepare and conduct the planning conferences and preparatory meetings during Stage 2. These are, among others, the IPC and the MPC, as well as the FCC and preparatory EGMs.
2. **Purpose and Audience of Conferences and Meetings.** The recommended content of IPC, MPC and FCC are listed inter alia at Annex E (Stage 2), but to summarise the intent of each event:
 - a. **Initial Planning Conference.** IPC ideally aims at assessing requirements. Determination/confirmation of participation to the exercise is a critical topic, even more for LIVEX and tactical level exercises.
 - b. **Main Planning Conference.** MPC ideally enables to confirm requirements and finalise inputs to the EXPLAN.
 - c. **Final Coordination Conference.** FCC aims at accomplishing final coordination activities required for the execution of Stage 3 (Conduct) training blocks D (DEPLOYEX) and E (EMPLOYEX). Theoretically, new issues should be limited to the minimum and FCC is there to close cases rather than opening any.
 - d. **Exercise Group Meetings.** IPC, MPC and FCC should be preceded and prepared by a dedicated EGM.
 - e. **Audience for IPC and MPC.** IPC and MPC audience must be as large as possible with representatives from all NATO and National commands comprising TAs, HNs, supporting centres and agencies. Other HQs and entities, which are about to be involved in the exercise, such as participating in TA (PTA/STA) and/or EXCON with personnel reinforcement, are to be included.
 - f. **Audience for FCC.** FCC participation should be limited to participants required to resolve outstanding issues and to complete products for training blocks D and E.
 - g. **Audience for EGM.** Participants to EGMs preparatory to IPC, MPC or FCC, should be limited to main OPRs and SMEs dealing with identified outstanding topics.
3. **Organisation**
 - a. **Overall Considerations.** All planning meetings are organised and conducted by the OCE OPR. Before the meeting/conference, the OCE OPR must:
 - (1) Determine the agenda and requirements for syndicates (room allocation, chair, participants, topics, expected outcomes).

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- (2) Prepare administrative arrangements (see checklist below). Issue the calling message including draft agenda, syndicate requirements and administrative and coordinating instructions.
- (3) Make sure participants have access to the key exercise documents to prepare the meeting.
- (4) Convene the event.
- (5) On completion, they determines/issues minutes, decisions, issues and way ahead.

b. **Administrative Arrangements.** Administrative arrangements⁷⁹ include, but are not limited to:

- (1) (Pre) Book accommodation based on anticipated number of out-of-area participants.
- (2) Establish local transport arrangements.
- (3) Obtain sufficient conference and syndicate working space allocations.
- (4) Consider force protection and security requirements.
- (5) Prepare required reference material, routine office supply, maps, charts, white boards, etc., for use by syndicates.
- (6) Provide workstations and associated video projectors.
- (7) Arrange safekeeping of classified material.
- (8) Arrange preparation of classified material for dispatch/carriage to parent authorities.
- (9) Prepare listing of participants.
- (10) Arrange security passes.
- (11) Arrange NATO SECRET WAN user accounts if locally available.
- (12) Arrange access to unclassified e-mails.
- (13) Prepare information folders (participant's list, accommodation list, security regulation reminders, contact numbers, emergency numbers, transport timetable, messing information, receipt note, etc.).
- (14) Prepare seating plan for plenary.

⁷⁹ Pending the RLS capabilities of the entities hosting the event, not all listed arrangements can be provided, but may be considered by OCE RLS staff iccw. OCE OPR.

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(15) Arrange refreshments and messing.

(16) Coordinate with hosting commander and OCE (or their representatives) about welcoming/opening remarks.

4. **Considerations on the Event's Location.** There is no absolute rule for the selection of meetings/conferences locations. It might be at the OCE/ODE or a supporting entity⁸⁰ HQ/facility, at a TA HQ, or at an exercise location. The parameters to take into account are (but not limited to):

a. **Travel and Per Diem Costs.** Selecting different places for different events may enable to share the burden all along the EP. Conversely, keeping the same location enables a certain continuity and eases the administrative preparation.

b. **Access.** Access to the event facility for all participants.

c. **Technical Support and Facilities.** Facilities offered by the location in terms of accommodation, working space (for plenary and syndicate sessions), technical support (including access to networks).

d. **StratCom Considerations.** Eventual need to highlight the interest of NATO for a particular place or Nation⁸¹.

5. **Agenda.** IPC, MPC and FCC are divided into three parts:

a. **Plenary.** Time for presentations in plenary to update the audience and make sure participants have a shared view on the challenges of the conference.

b. **Syndicate Work.** Time dedicated to syndicate work. This part is the core of the conferences.

c. **Back Brief.** Though syndicate work should be given priority, it is paramount to organise several back-brief slots to favour exchanges between syndicate leaders and collect data for the minutes. Asking syndicate leaders to do their last back-brief in accordance with the minutes' template, enables a rapid checking in plenary of the overall consistency and ease the OCE OPR's work.

d. **Example of Generic Agenda.** A generic agenda could be:

(1) First day:

(a) Welcoming/Opening remarks.

(b) Administrative remarks.

(c) Presentation of the agenda.

⁸⁰ Supporting entities could be NCS/NFS or nations/partner nations training centres, such as Joint Warfare Centre or Joint Force Training Centre or else training facilities.

⁸¹ Pending on the exercise aims related to StratCom considerations for the specific exercise.

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- (d) Update briefings in plenary (OSE, OCE, ODE, DIREVAL, TA, supporting HQs updates, including planning milestones and connected exercises).
- (e) Guidance for syndicate work.
- (f) Syndicate work (time permitting).
- (2) Next day(s):
 - (a) Syndicate work.
 - (b) Back brief by syndicate leaders to the steering syndicate.
- (3) Last day:
 - (a) Syndicate work.
 - (b) Minutes review in plenary.

e. **Preparatory Exercise Group Meeting.** The detailed agenda and syndicate requirements must be developed/refined during a dedicated EGM. Subsequently the agenda of such EGM must enable to:

- (1) Review existing documents, including outcomes of previous meetings/conferences and current Action Items' List.
- (2) Update the exercise milestone-planning schedule.
- (3) Update the EXPLAN development.
- (4) Prepare next EP event (IPC/MPC/FCC): agenda, list of syndicates, syndicates' requirements.
- (5) A Syndicate session may be necessary during EGM but is not compulsory.

6. **Syndicate Composition.** The list of syndicates should be based on the EXPLAN annexes (see Annex M to Bi-SCD 075-003 for guidance and deliverables templates) and depends on the exercise training progression (selection/arrangement/composition of training blocks). A good balance must be found in the overall number of syndicates to enable coordination (easier with a limited number of syndicates) and comprehensive discussions (easier with many specific syndicates). A convenient solution is to organise a limited number of syndicates during a first period and split them into sub-syndicates for the rest of the conference.

a. **Tentative Syndicates for IPC/MPC.** Example of a possible list of syndicates for IPC/MPC of a CPX:

- (1) Steering.
- (2) Operations.

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- (3) Communication and Information Systems & Information Management (2 to 3 sub-syndicates).
- (4) Staffing (TA and EXCON).
- (5) Scenario.
- (6) Computer Assisted Exercise.
- (7) Real Life Support/Host Nation Support.
- (8) Evaluation, Analysis, and Reporting.
- (9) Strategic Communications/Engagement/Protocol⁸².
- (10) Logistic/Joint Logistics Support Group.
- (11) Intelligence.

b. **Steering Syndicate.** In the steering syndicate, main OPRs deal with all overarching issues and inter-syndicate coordination.

c. **Syndicates for FCC.** For the FCC, the list of syndicates must be limited to outstanding issues.

7. **LIVE Exercise Specifics.** For a LIVEX, specific syndicates and sub-syndicates dealing with topics related to EXPLAN Annexes for LIVEX issues must be added.

⁸² This syndicate will deal inter alia with considerations and planning for distinguished visitor, visitor or media day(s).

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LIVE EXERCISES

1. **Introduction.** The purpose of this annex is to provide an overview of exercise planning activities required for the development of a LIVEX in comparison with the EP dedicated to a CAX/CPX development. Regarding the exercise process itself, the procedure should be applied to both, but the LIVEX development will require a different approach with supplementary activities. As we develop a CAX/CPX from the top to the bottom (strategic towards tactical), the LIVEX requires a bottom up approach. EOs will focus on tactical achievements before covering strategic and operational goals, with the focal point becoming the tactical play. In the development of a LIVEX, the location, the period of the execution, the capacities and the capabilities matter. Force, capacity and capability generation is paramount and have to be scalable.

2. **How to build a LIVEX**

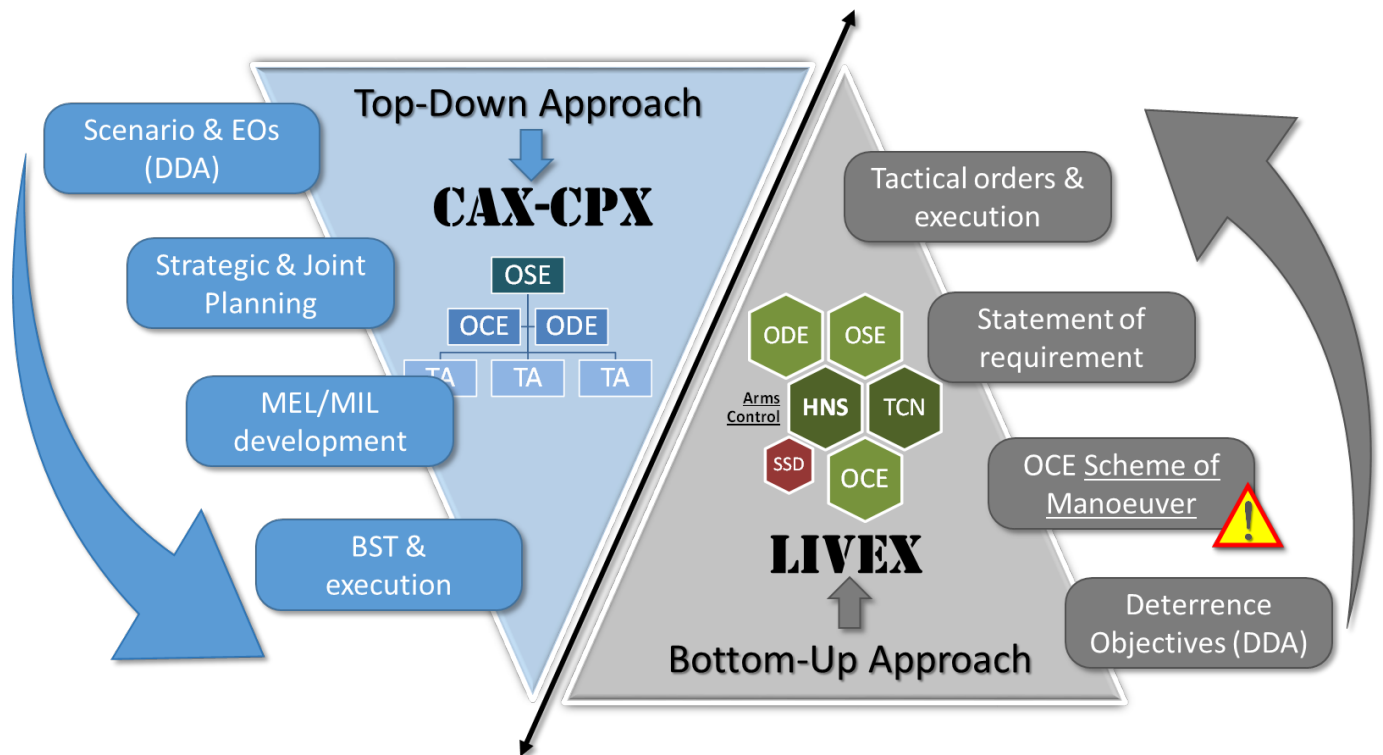


Figure L-1 – CPX versus LIVEX approach

a. Depending on what we want to demonstrate/train (capacities, capabilities) and the training area(s) availability, and restrictions that may apply, we can determine the starting point to further develop the LIVEX. For a CPX, the period and location for execution matters less; however, it is a real concern in the LIVEX i.e. you do not execute winter training in the south of Italy in July.

b. Now that we know what we want to train/demonstrate, the next step will be the development of the Scheme of Manoeuvre (SoM). The SoM will be developed during EP

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Stage 1 after a collaboration between the OSE and OCE. This will depict all activities in time, space and resources in order to define the requirements for all stakeholders to develop and execute the LIVEX. All those requirements will be included in a single document, to be the Statement of Requirement (SOR). The SOR is not to be confused with the logistic document. This is an exhaustive list of resources for the execution of the LIVEX. This document will be presented together with the SoM.

c. The SoM and the SOR will drive the orders development. Indeed as we are bound to training area and HN regulations, the impact on the orders is substantial. We talk about reverse engineering. There we can understand that the focal point is mainly tactical.

d. The existing or permanent orders will have to be revisited and fit for purpose, taking into account the constraints and restraints of the environment around the LIVEX. The LIVEX may be mixed with real and simulated data but this is not recommended. This could lead to confusion and may cause significant or even fatal real life issues. The difference between reality and simulation must be clearly notified to all participants and stakeholders.

3. **Scheme of Manoeuvre**

a. The SoM will depict, as in an operation order:

- (1) The overall manoeuvre scheme.
- (2) The tempo.
- (3) The forces' strengths and capabilities deployed.
- (4) The locations where the manoeuvre will be executed.

b. The SoM will be the baseline to develop the exercise, the plans, the orders and the SOR to achieve the final goal of the LIVEX. It will also help with the force, capacity and capability generation. The SoM will undergo an evolution during EP Stage 2 to come up with a refined and highly detailed document; however, the first draft should be included in the EXSPEC. Figures L-2 and L-3 depict two SoM examples.

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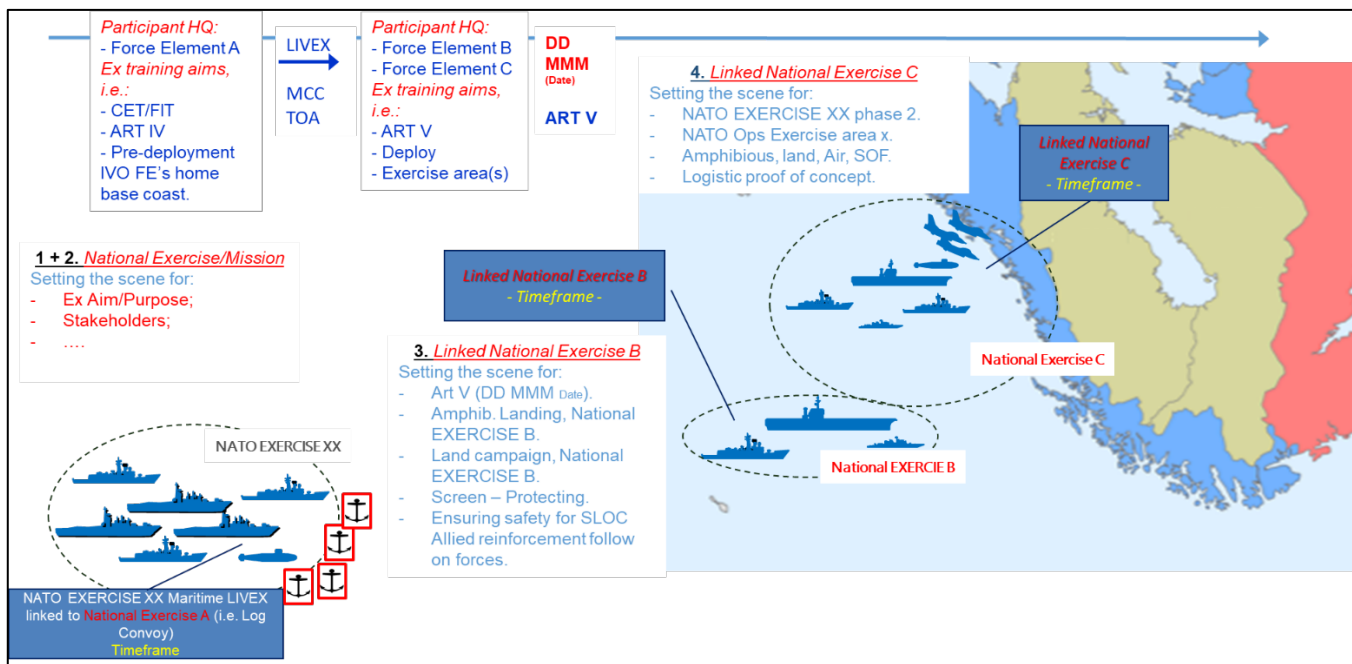


Figure L-2 – Scheme of Maneuver – NATO and national linked LIVEX (1)

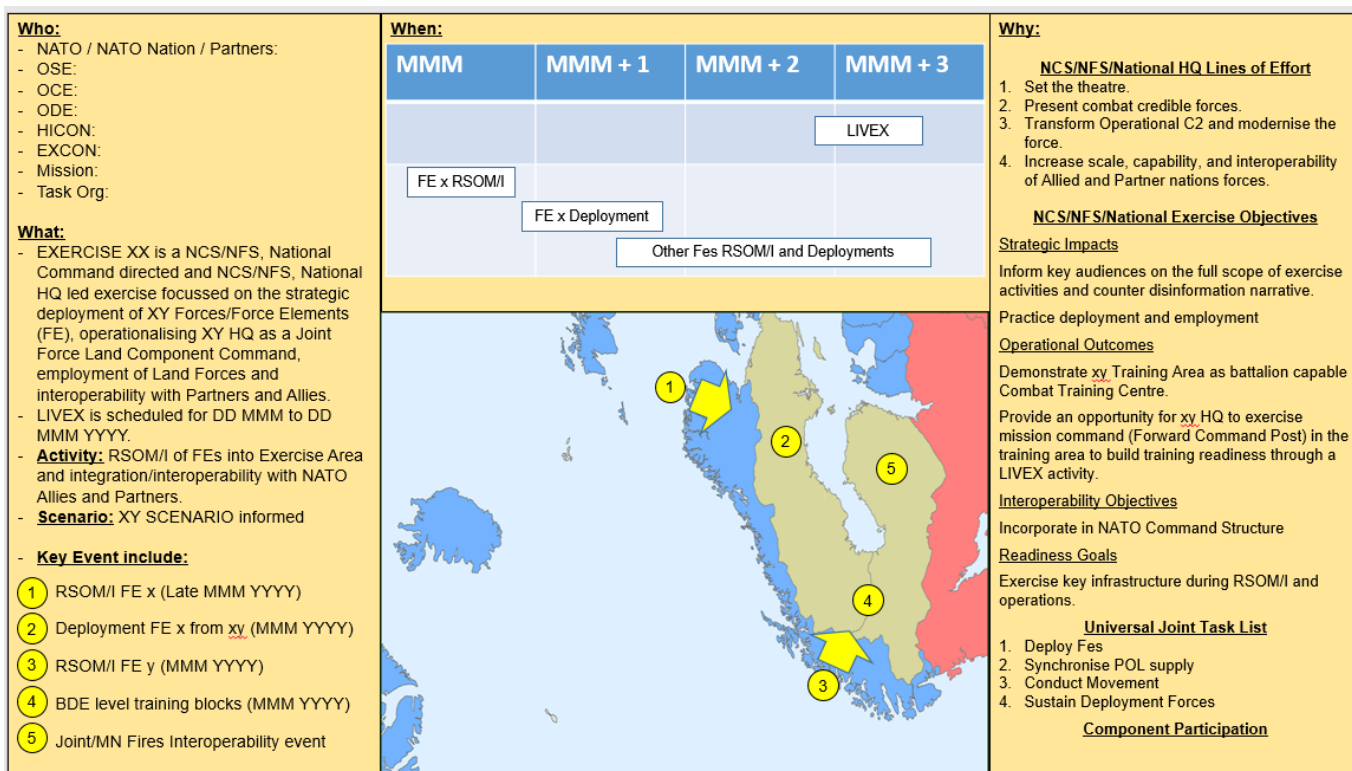


Figure L-3 – Scheme of Maneuver – NATO and national linked LIVEX (2)

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4. **Pre-requisites.** Once the OSE has taken the decision to develop and execute a LIVEX, some activities need to be conducted before starting the EP.

a. The nomination of a HN is crucial and will drive the content of the execution of the LIVEX (winter training, river crossing, counter terrorism, etc.). The HN is delivering the real life support that has been agreed through a MOU, a TA and later, detailed in a SOR (during EP Stage 2 once the SoM has been developed). SHAPE FINAC and Office of Legal Affairs lead on the development of MOU and TA.

b. The early engagement with troop-contributing nations (TCNs) allows the matching of exercise objectives for all organizations (NCS and Nations). TCNs may also bring additional capacities/capabilities to fit the aim of the exercise.

c. The training value requirement may call for different exercises to be linked together, particularly national exercises to NATO exercises. This will provide extra training opportunities. We could then end a DEPLOYEX with another LIVEX that could allow the EMPLOYEX to increase the value of the outcomes. This would be an exercise training progression including a sequence of training block D (DEPLOYEX) and training block E (EMPLOYEX) activities.

d. If the formal linkage between different LIVEXs are required, then an early stakeholders' engagement is necessary to align all activities in time and space. The sharing of responsibilities must also be set in the agenda. The NATO Exercise Programme Alignment Conference (NEPAC), MTEP and Combined Training Conference (CTC) are good venues for coordination and early planning.

e. The formal linking request must be represented by a National letter addressed to SHAPE DCOS PLANS in accordance with the requirements laid down in References A and Z.

5. **OSE, OCE and ODE roles.** Whilst the roles of OSE and OCE are clear, the role of ODE may be subject to some confusion. For a CAX/CPX, a fit for purpose organization will endorse the role of ODE and lead the development of the scenario, MEL/MIL, BST, etc. For NATO exercises, JWC and JFTC are fulfilling that responsibility. However, when it comes to a LIVEX, the ODE role will fall back on the component commands that own the most demanding part of the LIVEX. If we opt for a joint LIVEX, the ODE duty will be endorsed by the OCE.

6. **Exercise Process timeline.** The EP timeline of a LIVEX requires different milestones in comparison to a CAX/CPX. As costs in this case lie where they fall, we need to allow enough time for the TCNs to allocate the appropriate resources for LIVEX completion. Nations' budget allocations usually takes place two years before an execution year. Therefore, the LIVEX tailored EXSPEC have to be published well ahead of the budget allocation.

a. Site Surveys (SiSu) should also be included in the OSE/OCE Guidance (to include the TOR) and should be ideally conducted in the same season as the conduct of the deployment and employment training blocks (D-block DEPLOYEX and E-block EMPLOYEX).

7. **Additional Meetings.** More coordination will also be required to fully develop real life support, environmental factors, the OPFOR, the DV Day and budgetary matters. We could then

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go up to five EGMs and other ad-hoc meetings during Stage 2. See Figures L-4-1 to L-4-4 at Appendix 2 to this annex.

- a. The EP timeline starts at minimum two and a half years before exercise execution.
- b. SiSu will be, to the maximum extent, executed one year before execution, in the same season so that the potential impact of weather can be evaluated.
- c. EXSPEC should ideally be published before the summer recess, two years before the execution year, allowing TCNs to have all necessary inputs to start their national processes to acquire necessary resources.

8. **NATO High Profile LIVEX including national linked LIVEX**

That kind of exercise requires some adaptation of the EP.

a. The milestones have to be adapted. The IPC has to be planned ahead of all national IPC in order to give D&G to the nations on the way ahead to conduct the exercises or to allow nations to assess if they intent to participate. On the opposite, the MPC must be organized after all national MPC in order to receive all accurate inputs to fulfil the MPC requirement but in between some coordination meetings as EG will be necessary to drive the exercise and to keep it on track. The FCC timeframe can be planned ahead as the main LIVEX does not require a deep fine tuning.

b. The level of the linking of the exercises must be defined as early as possible from a single StratCom linkage to a full integration of the exercises going through a medium stage where areas will be defined in advance between the different actors (see Figure L-4).

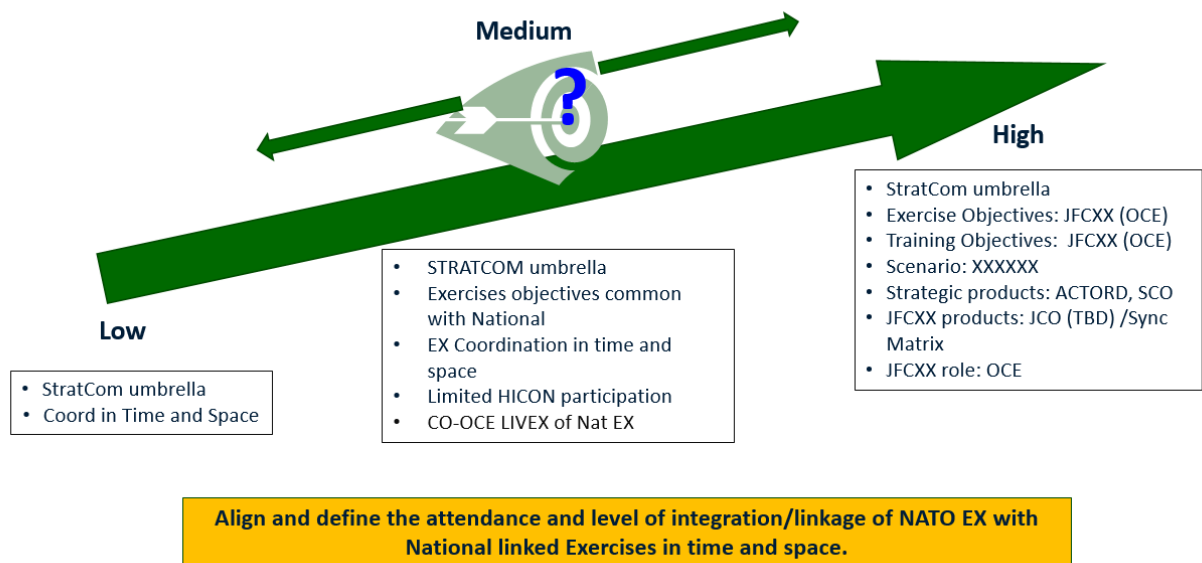


Figure L-4 – Level of linkage vs exercise maturity

c. The TOWS as such has to be replaced by a Training Requirement Synchronization Workshop (TRS WS) that aims to synchronize all TO but also all CONOPS and SoM to

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insure the coherence of the overall scenario of the LIVEX. That event will be organized after all national IPC when nations have a clearer view on their exercises.

d. A table of expectations from the different national linked exercises is also to be consolidated early in Stage 2. That table will define the level of linking, the products to be delivered by higher command (see example in Figure L-5).

UMBRELLA	NATO EXERCISE – EXAMPLE NAME 2023													
INPUTS	NATO	Nation A	Nation B	Nation C	National Exercise Series D			Bi-lateral Exercise E	Nation F	National Exercise Series G		Nation H	Nation I	Nation J
Different national linked exercises	EXAMPLE ONE 23	NATION ALPHA 23	NATION BRAVO 23	NATION CHARLY 23	NATION DELTA ONE 23	NATION DELTA TWO 23	NATION DELTA THREE 23	LINKED EXERCISE ECHO 23	NATION FOXTROT 23	NATION GOLF ONE 23	NATION GOLF TWO 23	NATION HOTEL-INDIA 23		NATION JULIET 23
PRODUCT EXPECTED FROM JFC'S	YES	YES	NO	YES (JCO)	YES	YES	YES	NO	YES	YES – Limited OSW – exact TBD	YES	YES (JCO) (Nation H)	YES (JCO) (Nation I)	YES
ARMS CONTROL (INTENT TO DECLARE)	YES	YES	YES	NO	YES	YES	YES	NO	YES	NO	YES	YES	YES	YES
USE OF REAL DATA FOR LOG (LOGFAS)	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES
STRATCOM SYNCHRONISED WITH NATO	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES – STRATCOM synchronized with Nation G	YES	YES	YES	YES
EXCEPTIONAL ELIGIBILITY REQUEST FOR FUNDING	YES/NO	NO	NO	NO	YES/NO	YES	YES	YES	NO	NO	UNKNOWN	NO	NO	NO
EXERCISE OBJECTIVE COORDINATED WITH NATO	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	TBD
TRAINING OBJECTIVE COORDINATED WITH NATO	YES	YES	YES	YES	YES	YES	YES	YES and NO	YES	YES	YES	YES	YES	TBD
PARTNERS PARTICIPATION	YES	YES (PN X + Y)	YES (PN X + Y)	NO	YES (PN X + Y)	YES (PN X)	maybe	YES (PN Z + W)	NO	YES	NO	NO	NO	TBD
EXERCISE SYNCHRONISATION ON CELL SUPPORT REQUIRED	YES	YES if like previous iteration	YES	CHANGED TO YES AT THE IPC	YES	YES	YES	YES, HICON	NO	YES, LOs as required	YES, LOs (TBC)	YES, LOs (TBC)	YES, LOs (TBC)	YES (TBC)

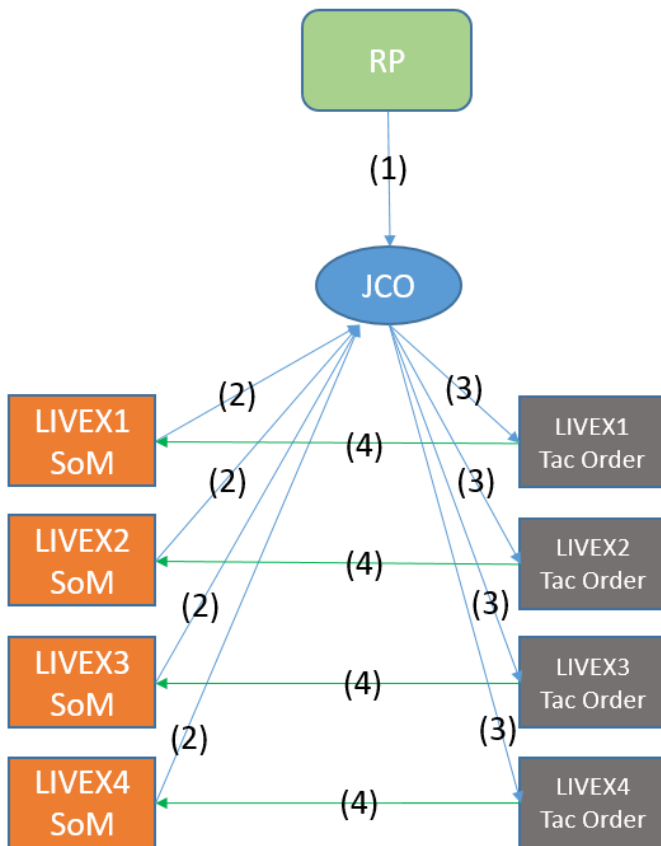
Figure L-5 – Table of expectation level

9. LIVEX Orders Development

The cascade of orders, from strategic to tactical level, has to meet the training requirements of the TA on the field but must also to be coherent with the OPLAN of the strategic and operational level. This implies that the approach to develop the orders at each level will be influenced by the constrains and restrains of the tactical maneuver in a training area from one side and will be influenced by the general concept developed at strategic and operational level on the other side. Figure L-5 shows the dilemma influencing that orders development.

- The LIVEX constraints and restrains are framing the OPORD of the TA.
- The OPLAN, the CONOP is leading to a JCO.
- The JCO makes the junction between the ACTORD/SCOs and the OPORDs. The JCO has to be wide enough to allow the tactical maneuver in the chosen training area but must remain in line with the strategic and operational overall intent.

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1. JCO must be coherent with the RP
2. The SoM of the LIVEX's will influence the content of the JCO (Requirement of the TA)
3. The JCO will be the reference for the TAC Orders development
4. The TAC Orders will direct the SoM of the Units of the different LIVEX.

Figure L-6 – Orders development methodology

10. **EXCON, HICON Considerations**

a. The LIVEX does not require an EXCON neither a HICON format as defined in the CAX/CPX concept. Indeed, the injects will be delivered by targets on the firing range or by effective OPFOR presence on the field. The tasks of the Exercise Synchronization Cell (EXSYNC) are then not about to drive a MEL/MIL but are more to synchronize the different parts of the LIVEX, monitoring the TA maneuver and driving the OPFOR to reach the training objectives.

b. The EXSYNC may have different roles depending on the EXSYNC director level of ambition that can go from a single monitoring of the LIVEX up to driving the LIVEX going through response cell to enable the LIVEX execution. That level of ambition will have a direct impact on the composition of the EXSYNC (see Figure L-7).

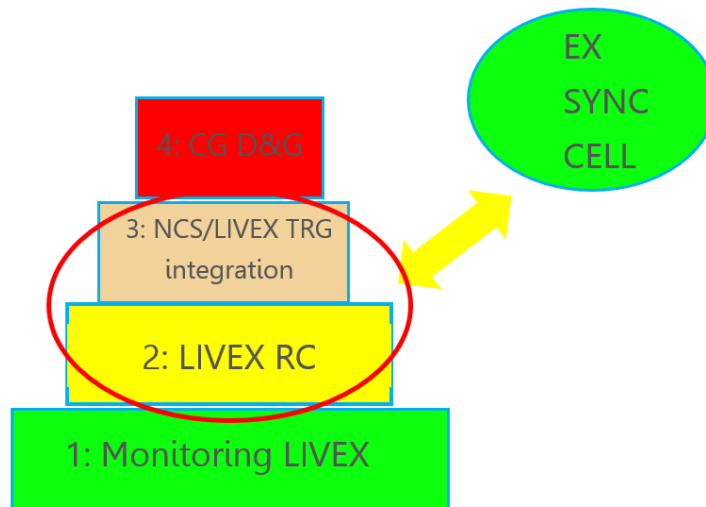


Figure L-7 – EXSYNC involvement level

11. Arms Control

a. **Introduction.** For a LIVEX, Conventional Arms Control (CAC) regulations have an impact, as capabilities will be deployed. CAC regulations do not apply to maritime deployments as long as the personnel remains at sea. Allied Nations are politically and legally bound to respect the CAC agreements as ratified. NATO, in spite of not being a signatory of any CAC agreement, will act as a coordinator to ensure transparency, enhance confidence and strengthen security directly through strategic communications. NATO’s transparent posture will take careful consideration during all EP stages on any CAC obligation stemming from the CAC agreements, the TCNs and HNs have ratified. Obligations regarding the Treaty on Conventional Armed Forces in Europe (CFE) (Reference AA) and the Vienna Document (VDOC) 2011⁸³ (Reference BB) are dependent on the location and resources allocated to the exercise; as such, this issue will be taken into account and confirmed during future planning stages and further developed in the EXPLAN.

b. **Conventional Arms Control responsibilities**

(1) **OSE**

- (a) Advise the OCE and ODEs to incorporate all CAC related issues for this exercise.
- (b) Establish and lead the CAC Coordination Cell during Stage 1 of the EP.

(2) **OCE**

⁸³ The VDOC 2011 is a “living” instrument, with updates published every five years.

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- (a) Assist national verification agencies to plan, develop, and coordinate all CAC related issues for this exercise, including a dedicated annex to the EXPLAN on CAC.
- (b) Establish and lead the CAC Coordination Cell starting from Stage 2 of the EP.
- (c) Explore CAC implications in each EP meeting; develop an annex to EXPLAN on CAC to the planning documents produced for the exercise.
- (d) Establish a system for Treaty Limited Equipment (TLE) in order to verify early possible changes to national CFE maximum levels of holding/thresholds, and in order for verification agencies to access necessary TLE quotas, and to correctly send out CFE notification regarding TLE temporary deployments.
- (e) Liaison with national verification agencies for coordination with TCN's formations and sub-units in order to ensure compliance of VD 11 during observation and inspections visit.

(3) **Host Nations.** Through national verification agencies, coordinate CAC issues and comply with CAC obligations.

(4) **Troop Contributing Nations.** Report on TLE according to the CFE treaty, number of troops involved and VDOC 2011 military equipment and establish POCs to be contacted by the OCE and HNs, for CAC issues.

12. **StratCom Engagement and Visibility of LIVEX.** The LIVEX, unlike the CAX/CPX, is of high visibility. Therefore, it is the ideal venue to have a DV Day with/without Media Day to maximize its visibility. The best period to schedule a DV Day is early in the execution or at the conclusion of the exercise. The DV Day should be limited in time; however, it requires substantial preparation, with DVs being invited one year ahead of execution. It marks a pause in the exercise execution tempo and is resources consuming. To keep the coherence in the StratCom messaging, the OSE must deliver the StratCom guidance as early as possible to allow all stakeholders to develop their StratCom related products.

13. **Site Survey.** SiSu in the development of a LIVEX are essential. A SiSu will be conducted for each location to be used. The first SiSu will focus on the training area and the HN(s) characteristics. The more we are moving towards the execution the better we will identify the SiSu content and participants. The final SiSu should be much more granular and at the tactical level involving tactical commanders.

a. **Site Survey Main Concerns.** SiSu main concerns are listed below. This is certainly not an exhaustive list and needs to be fit for purpose depending on the exercise level and construct. SiSu concerns should be:

- (1) Roads, Airport of Debarkation (APOD), Seaport of Debarkation (SPOD) capacity vs deployed capabilities.
- (2) Rail, roads, airfield, harbour infrastructure capacity.

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- (3) Facilities to support participants.
- (4) Live firing ranges vs calibre and weapon type.
- (5) Characteristics of firing ranges and safety.
- (6) Availability of the ranges (time and space).
- (7) Climate restrictions.
- (8) HN restrictions towards tactical activities (night flights, environmental regulation, noise limitation, fuel, hazards etc.).
- (9) Medical care installations vs TCN's requirements.

14. **Exercise Linking.** The procedures to link national exercises to a NATO exercise are described at References A and Z. Nevertheless, the overall OCE have the possibility to collaborate with the national OCE. The level of collaboration (from coordination up to replace) has to be agreed during Stage 1 and will be notified in the EXSPEC.

15. **Communication and Information Systems.** The LIVEX requires numerous CIS assets going from strategic to tactical. The interoperability is the key here. That is why the Information Exchange Requirement workshop (IER WS) is to be planned by the OCE early in the Stage 2 not later than the IPC. The IER and the SoM will drive the CIS requirements. The earlier the better to allow the CIS community to allocate the resources. Indeed a LIVEX needs more deployable CIS assets than a CAX/CPX. The interoperability requirements will also require additional deployable systems. CIS represents the backbone of exercise's C2 diagram.

16. **Experimentation.** Considering the fact that a regular type of exercise (i.e. CAX/CPX) will address more likely the NCS HQs, as a rule of thumb, the LIVEXs should be focused more on the tactical level experimentation. This is the base ground where the tactical level Tactics, Techniques and Procedures (TTPs) can be easily assessed by their effects and allow to adapt or to correct in order to improve them. A close coordination must be followed with the nominated structures from HQ SACT and JALLC to record and disseminate all these results.

APPENDICES:

1. Local Operations Control Terms of Reference – Template
2. Live Exercise illustrative Exercise Process timelines

LOCAL OPERATIONS CONTROL TERMS OF REFERENCE - TEMPLATE

1. For execution of a LIVEX, the EXDIR will require the needed means to monitor, direct and coordinate with the umpire organisation as well as with the live forces. There will normally be an exchange of liaisons between the EXCON, the umpire organisation and the commanders of the live forces. This appendix provides a template for establishing a Local Operations Control Response Cell (LOPSCON RC) to carry out the LIVEX roles and responsibilities. The EXPLAN should lay down the agreed procedures and responsibilities. Standard roles and responsibilities are outlined in the following paragraphs⁸⁴.

a. **Command Relations**

- (1) The LOPSCON, commanded by their Director (LOPSCONDIR), is directly subordinate to the EXCON and is to report directly to the EXDIR.
- (2) The LOPSCON is supported by the umpire organisation and the EXCON representatives at (the live forces commanders). The Chief Umpire is directly responsible to LOPSCONDIR.

b. **Roles**

- (1) To monitor, direct and coordinate exercise play on the tactical level in the Area of Operations (AOO).
- (2) To act as liaison for EXCON.
- (3) To inform, report and advise EXCON on matters relating to the exercise.
- (4) To inject EXCON control messages as directed.

c. **Responsibilities**

- (1) Exercise national responsibilities as directed by National Commander.
- (2) Advise the EXCON on the course of the exercise conduct and offering recommendations to the EXCON in order to achieve the EA and EOs.
- (3) Coordination of injection of incidents as directed.
- (4) Establish frequent communication exchange via VTC or other means, as required, with EXDIR, EXCON, the umpire organisation, and respective HQs.
- (5) Responsible for handling all exercise related message traffic and other correspondence. Ensure appropriate action is taken in a timely manner.

⁸⁴ More detailed information, including examples of general job descriptions, can be found at Reference CC.

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- (6) Responsible for planning of future actions in accordance with EXCON direction.
- (7) Issue transportation orders to STARTEX positions and from ENDEX to redeployment.
- (8) Issue routine Hazardous Weather Warnings twice a day and Special Warnings, if the situation so requires.
- (9) Issue/direct "out of bounds areas" due to expected weather conditions, to prevent dangerous situations.

LIVE EXERCISE ILLUSTRATIVE EXERCISE PROCESS TIMELINES

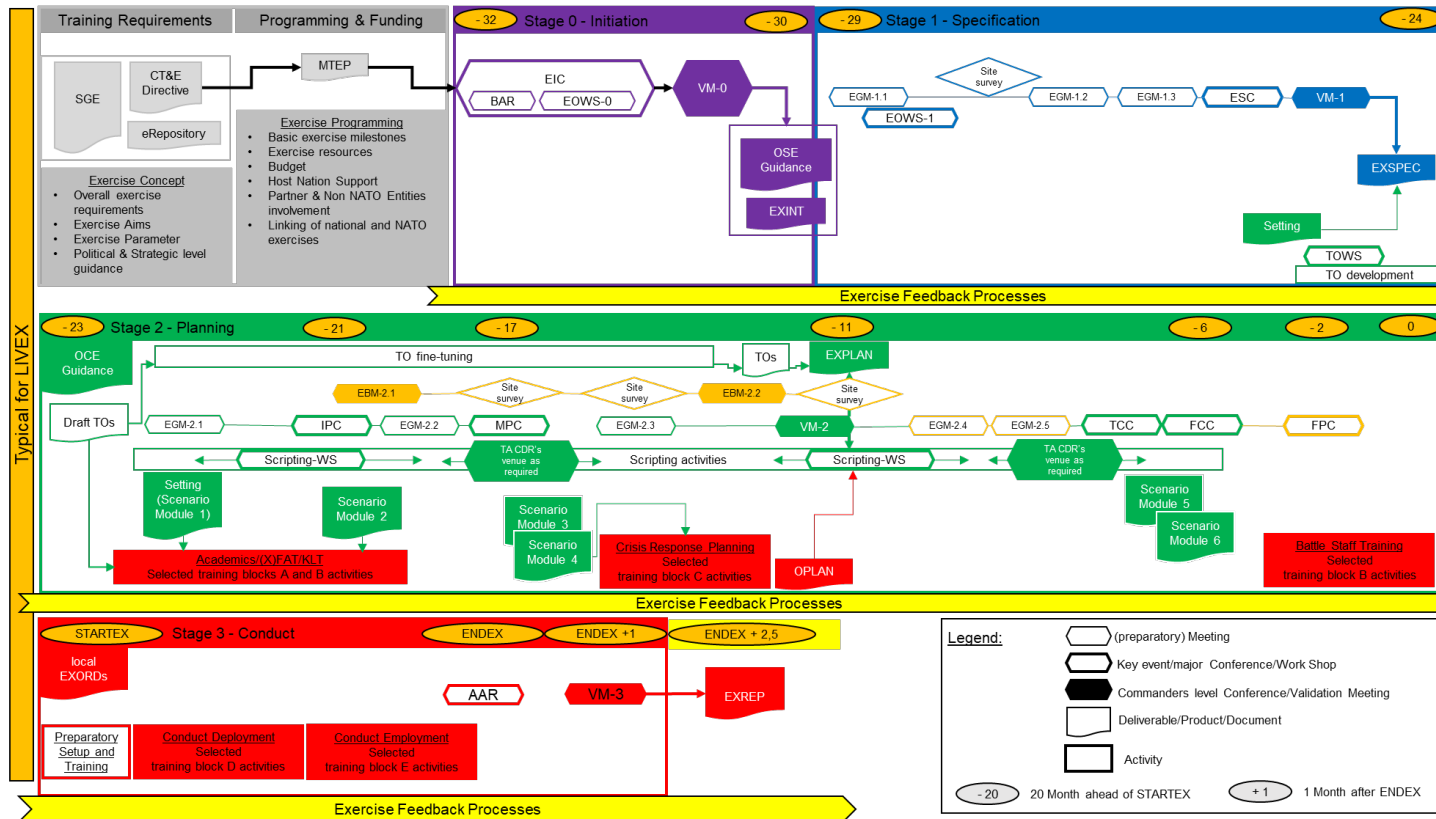


Figure L-4-1 – Illustrative EP timeline for LIVEX

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Typical for LIVEX

Event	Name	Venue
EIC	Exercise Initiation Conference to include BAR, Commanders' brainstorming and EOWS-0	Conference & WS
BAR	Before Action Review	Revision & Brainstorm
EOWS-0	Exercise Objective Development workshop at Stage 0	WS
VM-0	Validation Meeting for Stage 0	Conference / VTC possible

Event	Name	Venue
EGM-1.#	Exercise Group Meeting 1.# (Stage 1 EG meetings)	Conference / WS
EOWS-1	Exercise Objective Development workshop at Stage 1	WS
ESC	Exercise Specification Conference	WS
VM-1	Validation Meeting for Stage 1	VTC possible

[M] = Exercise conduct start
[M - x] = at least x month prior to exercise conduct.

[Mmm YYYY] = scheduled real date (the month and year) for first Stage 1 milestone event.
 [Mmm + x YYYY] = following month.

Scheduled/anticipated timeframe for milestone execution or product development

- Milestone event, Stage-0/OSE activity/product
- Milestone event, Stage-1/OSE activity/product
- Milestone event, Commanders activity/product

Figure L-4-2 – Illustrative Sequence of LIVEX Stages 0 and 1 activities and deliverables.

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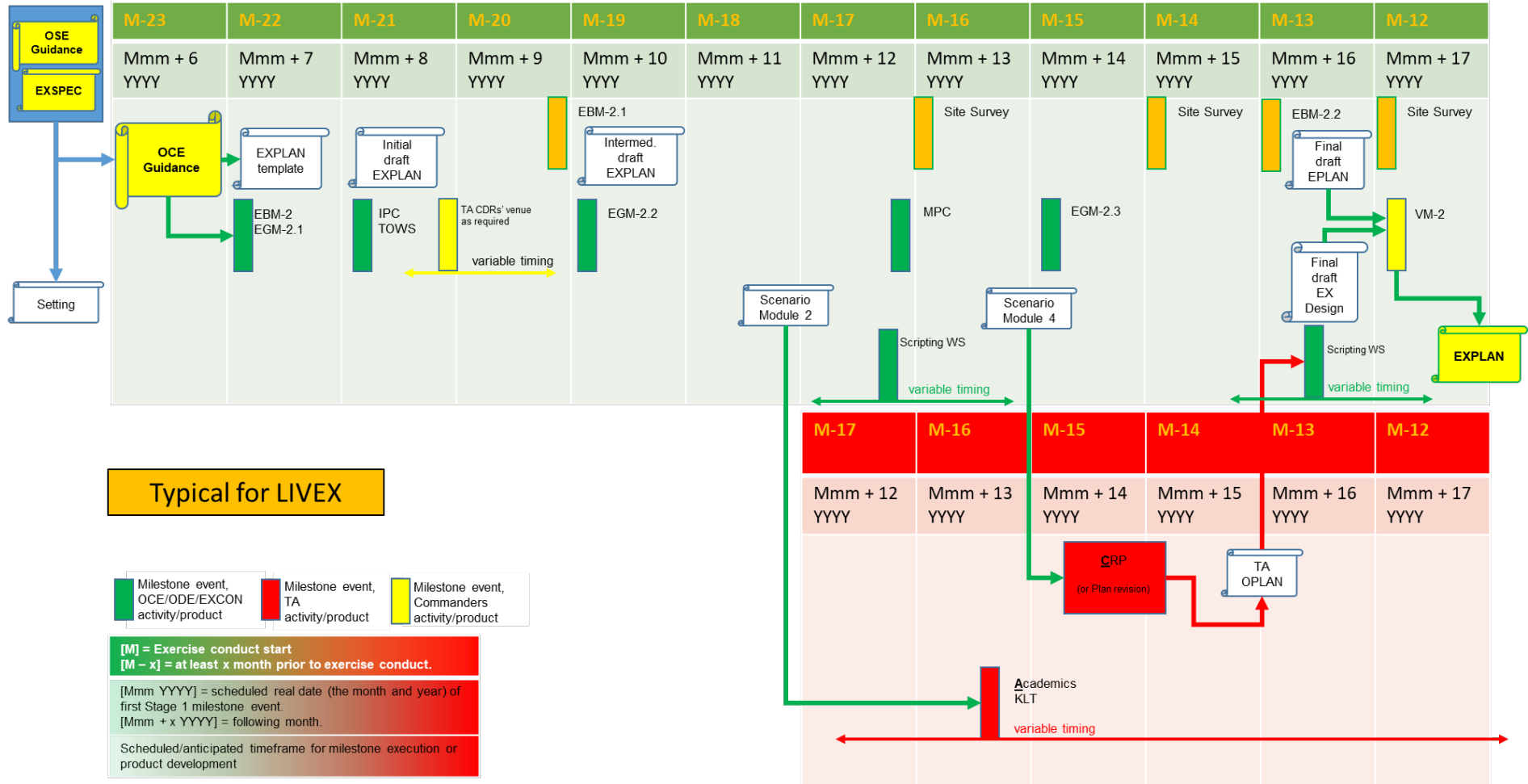


Figure L-4-3 – Illustrative Sequence of LIVEX Stages 2 and 3 activities and deliverables.

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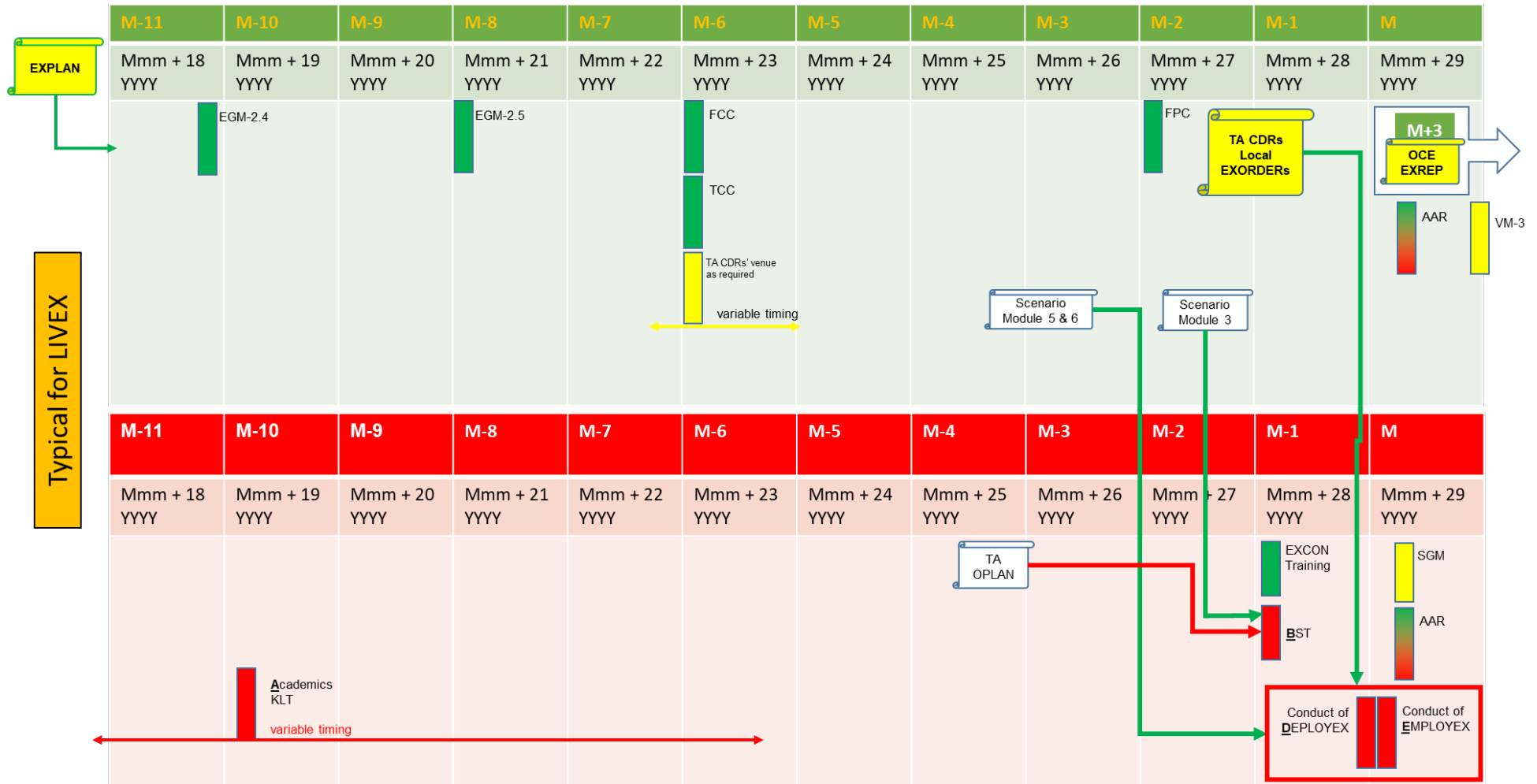


Figure L-4-4 – Illustrative Sequence of LIVEX Stages 2 and 3 activities and deliverables (continued).

EXERCISE PROCESS GUIDANCE AND DELIVERABLE TEMPLATES

1. This annex provides templates for EP Stage 0 to 3 major exercise process deliverables, where OSE, OCE/ODE and TA are responsible to generate and/or staff the below listed products.
2. Each stage has an initiating document, a conference to consolidate the main products and a Commanders level meeting to validate the EP stages deliverables.
3. The initiating documents for Stage 1 and 2, namely the OSE and OCE Guidance (for the Exercise Process), are based on a common layout/template for ease use and straightforwardness without duplication, but evolution of the contents. OSE and OCE Guidance document templates contain a main body and annexes depicting the model/methodology for the specific exercise's EP development and individual annexes providing D&G for the conduct of the exercise's EP stages 1 to 3. OSE guidance will address exercise stages 1 to 3, providing details on Stage 1, but only initial information on stages 2 and 3. As the OCE Guidance concentrates on EP stages 2 and 3, it will not contain an annex specifically on Stage 1. Updates since OSE Guidance release (such as on exercise stakeholders, roles and responsibilities, timelines) will be promulgated via Stage 1 deliverables (Action List, Records of Decision, EXSPEC) and included in the OCE Guidance as necessary to direct the Exercise Preparation Bodies on performing Stage 2 and Stage 3 tasks. Henceforth the OCE Guidance will not contain the annex depicting Stage 1 routine. In the event that there is no change to a previous document, simply insert "no change to EXINT/EXSPEC/EXPLAN".
4. Stage 0 to Stage 2 deliverable (EXINT, EXSPEC and EXPLAN) are using a unified, three tear template for continuing update from initiating via specification to planning results. This template consists of a Commanders level Cover page/promulgation letter, a key leader fact sheet and a staff level, detailed document. Specifically the staff level detailed document and its annexes provides the flexibility to be tailored by exercise OPRs/the EG to be developed to fit the exercise requirements. It is appreciated to work and "play" with the annexes. Based on OPRs and Bi-SCD 075-003 users' feedback from practical work with this EXINT/EXSPEC/EXPLAN and Staff Officer/SME level annexes, they may be revised/updated when necessary to provide up-to-date guidance/best practice within Bi-SCD 075-003 lifecycle. Most recent templates will be provided at SHAPE Exercise portal as required.
5. Figure M-1 depicts the harmonised and simplified EP stages summary of initiating documents and conferences to consolidate and validate the deliverables and how this is linked to one unified template that fits all exercise preparation stages (0 to 2).
6. Figure M-2 depicts the evolution of EP methodology guiding documents (see paragraph 3 above) and EP deliverables (see paragraph 4 above) from Stage 0 to Stage 3.

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- Stage 0 to Stage 2: one template.
- Three tear template
 1. 3* Cover page / CDR's letter / COS letter
 2. Key Leader Fact Sheet
 3. Staff level detailed document.

EP stages	0. Initiation	1. Specification	2. Planning	3. Conduct
CDR's D&G	CT&E Directive	OSE Guidance	OCE Guidance	Local EXORDs
CDR's validation	VM-0 (after EIC)	VM-1 (after ESC)	VM-2 (after MPC)	VM-3
Deliverable	EXINT	EXSPEC	EXPLAN & Scenario Modules	Training & EXREP

Using a single structure: CDR's cover page + A3 Overview + coordinated Main body and Annexes

The figure illustrates the link between the EP stages summary and the unified EXINT, EXSPEC, and EXPLAN templates. It consists of three main parts:

- Page 1 (Left):** A cover page template titled "NATO UNCLASSIFIED Illustrative Template - EXCOTEXSPEC/EXPLAN". It includes fields for TO (See Distribution), SUBJECT (EXERCISE CONCEPT/SPECIFICATION/PLAN FOR EXERCISE NAME), and a detailed 5-point description of the exercise process, from PTA sponsorship to AS Officer dissemination.
- Page 2 (Middle):** A detailed template titled "EXERCISE NAME YYYY (XXXXYY)". It contains sections for "Deployment Zones", "Exercise Objectives (EO)", "Control - Command", "Participation", "Expectations", and "Deliverables and next steps". A large red watermark "Illustrative template!" is overlaid on this page.
- Page 3 (Right):** A template titled "NATO UNCLASSIFIED EXERCISE CONCEPT/SPECIFICATION/PLAN - EXERCISE NAME". It includes a "References and Glossary" section and a table of contents for the "EXERCISE CONCEPT/SPECIFICATIONS/PLAN LIST OF ANNEXES".

Figure M-1 – EP stages summary and link to unified EXINT, EXSPEC, EXPLAN template

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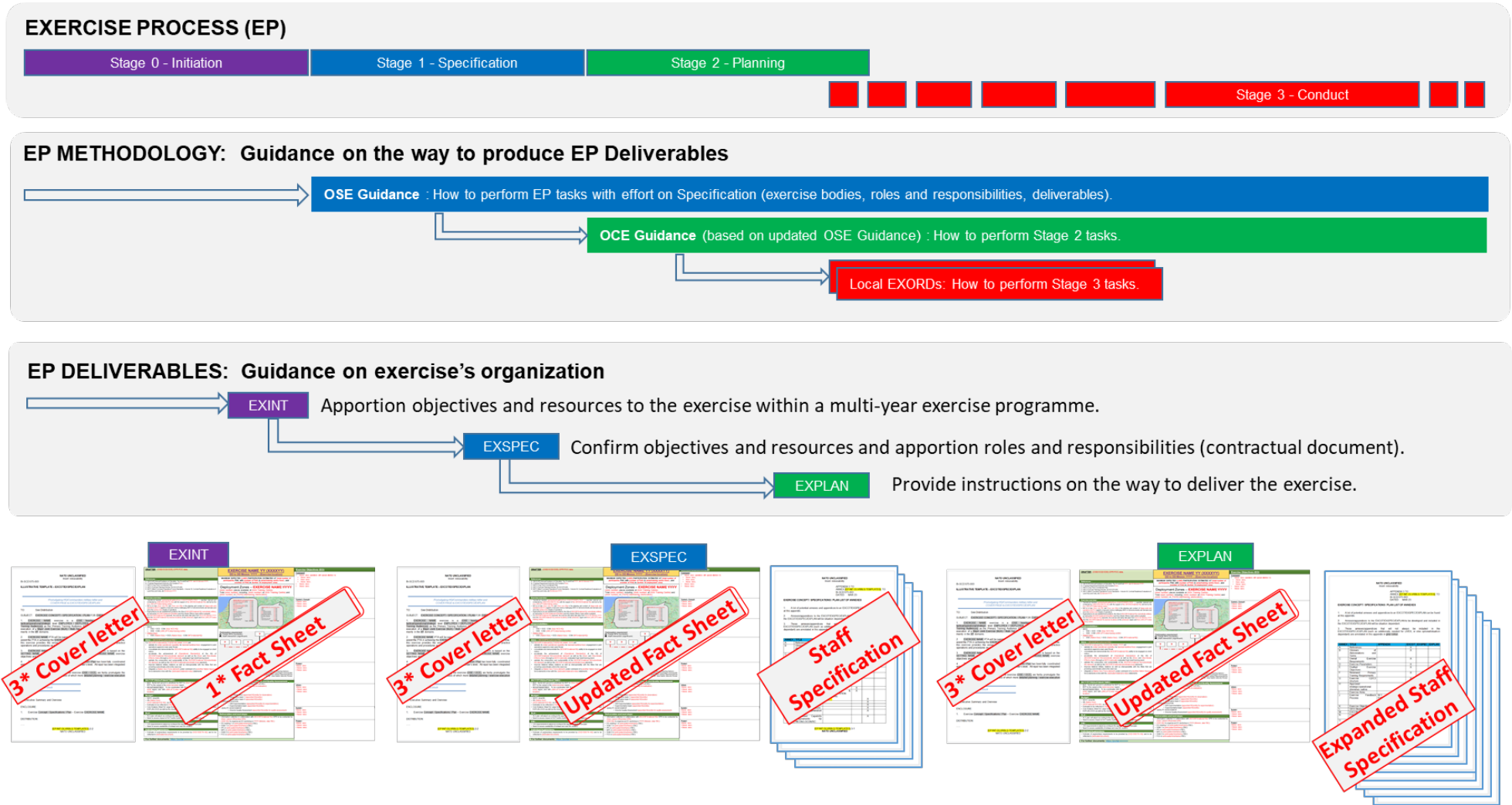


Figure M-2 – Evolution of EP methodology and deliverables from Stage 0 to Stage 3

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7. The following templates are included as appendices to this annex.

APPENDICES:

1. Officer Scheduling the Exercise-/Officer Conducting the Exercise Guidance - Template⁸⁵
2. Exercise Initiation/ -Specifications/ -Plan - Template
3. Exercise Initiation/ -Specifications/ -Plan - List of Annexes
4. Pre-STARTEX Synchronization Matrix - Template
5. Local Exercise Orders - Template
6. First Impression Report (FIR) - Template
7. Exercise Report - Template
8. Capability Integration Report – Template

⁸⁵ Includes Exercise Preparation Bodies - Terms of Reference (ToR)

OFFICER SCHEDULING THE EXERCISE-/OFFICER CONDUCTING THE EXERCISE GUIDANCE – TEMPLATE.

1. General remarks and explanations concerning to the template.

- a. The OSE leads Stage 0 and Stage 1 of the EP, supported by the EB and EG, of which the EG is formed by the OPRs from OSE, OCE, TA, ODE (if an ODE is designated) and other supporting HQ/agencies/entities as appropriate, as well as subject matter experts (SME) from the staffs.
- b. The OCE leads Stage 2 and Stage 3 of the EP, supported by the EB and EG, of which the EG is formed by the OPRs from OSE, OCE, TA, ODE (if an ODE is designated) and other supporting HQ/agencies/entities as appropriate, as well as SMEs from the staffs.
- c. The EB comprises at each stage the OPRs from OSE, OCE, ODE (if an ODE was appointed), and major involved stakeholder OPRs, as well as major TA OPRs, such as from PTA and key STAs.
- d. In case OSE is not involved in the exercise as a TA, OSE will normally delegate as well SG responsibilities to OCE for Stages 2 & 3.
- e. With switching from OSE to OCE in the leading role in the EP, with beginning of Stage 2, OCE Guidance will contain the updated information.
- f. The composition of the EG and a planned EP timeline, to include an exercise milestone calendar, are initially laid down in the OSE Guidance, and updated as required in OCE Guidance. The OSE Guidance may embrace a summary of the Exercise Aims and parameters, if not already promulgated in the EXINT. The OSE/OCE Guidance is the staff order and guidance how to conduct Stage 1, or else Stage 2, of the EP.
- g. The OSE/OCE Guidance includes information regarding the TOR for the EB and EG.
- h. Select the appropriate classification and releasability markings for the OSE/OCE Guidance, specifically if partner or NNE already participate in EP Stage 1 or Stage 2 and require the information provided in the OSE/OCE Guidance.
- i. The OSE/OCE Guidance may be promulgated in the form of a Chief of Staff letter.

OSE/OCE Guidance template is provided below. Explanations or examples to the contents of the OSE/OCE Guidance paragraphs are in brackets and/or marked/highlighted in grey colour in below illustrative template.

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ILLUSTRATIVE TEMPLATE - OSE/OCE GUIDANCE

Promulgating HQ/Commanders military letter/COS Order
for OSE/OCE GUIDANCE

SUBJECT: COS **XXX** ORDER/STAFF ORDER NO. **XXX**: OFFICER
(SCHEDULING/CONDUCTING)⁸⁶ THE EXERCISE GUIDANCE FOR
EXERCISE NAME

- REFERENCES:
- A. **Xxxxxx** (for example SACEUR's Guidance for ETEE (SGE))
 - B. **Xxxxxxx** (for example COS SHAPE annual CT&E Directive)
 - C. **Xxxxxxx** (for example SHAPE eRepository associated to CT&E direction)
 - D. **Xxxxxxx** (for example Military Training and Exercise Programme (MTEP))
 - E. **Xxxx** (for example EXERCISE NAME OSE Exercise Initiation document)
 - F. Bi-SC Directive 075-003, Collective Training & Exercise, dated **DD Mmmm YYYY**

SITUATION (To be refined by the OSE/OCE staff and is mainly based on OSE Exercise Initiation document, SGE, annual CT&E Directive, MTEP or other multi-year programming documents stimulate the EP stage work.)

1. **Xxx xxx.** (EXERCISE NAME is a SHAPE sponsored **xxxxx** level (CAX/CPX; LIVEX; DEPLOYEX; **xxxx**)⁸⁷ that will train **XXXXX** forces led **xxxxx** Headquarters as the Primary Training Audience (PTA) in planning and conducting the execution stage of a **xxxx** operation against **xxxxxx**, mainly in the **xxxx** domains.)

2. **Exercise Aims.** **Xxxx xxx.** (TBD based on that specific exercise EAs given by the references, such as confirmed and validated during Stage 0, in the SGE, Before Action Review, in the EXINT, or else up-to-date reference.) **(If the EAs are already promulgated in the EXINT, there is no requirement to repeat the EAs here.)**

- a. **Xxxxxx** (Exercise Aim 1)
- b. **Xxxxxx** (Exercise Aim 2)

⁸⁶ Select as appropriate.

⁸⁷ As per Stage 0 outcome or key reference documents, select as appropriate.

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c.

3. **Exercise Parameters**⁸⁸. Xxxx xxxx. (Based on the level of detail in the EXINT, this paragraph should refer to the EXINT, but emphasize the updated information pertaining to exercise parameters in below sub-paragraphs.)

a. Responsibilities

- (1) OSE (provide data who is the OSE)
- (2) OCE (provide data who is the OCE)
- (3) ODE (if required/if designated)
- (4) Mentor/support to the OSE, OCE or ODE (if required)
- (5) Primary Training Audience(s)
- (6) Secondary Training Audience(s)
- (7) Supporting entities (such as NCIA and NCISG for CIS matters or JSEC for logistic matters)

b. Personnel Reinforcement. Xxxx xxxx. (Multinational/other entities involvement/participation in the exercise. Who will advertise the exercise/invite other entities to the exercise for reinforcement/observation in both Exercise Execution Bodies/EXCON and Training Audience?)

c. Scenario. Xxxx xxx. (The scenario will be the XXX XXX scenario (quick summary to the scenario and which training opportunities it provides.)

d. Exercise Location. Xxxx xxx. (For CPX execution, EXCON and TA should be established within XXXX training facilities/Homebase location/deployed HQ. Participating elements should deploy with sufficient workforce to run an “extended day shift” battle rhythm. For LIVEX execution, EXCON and TA should be deployed to ...)

e. Operational Products. Xxxx xxx. (TA will conduct Operations Planning during the Crisis Response Planning (CRP) on the basis of higher echelon plans/orders. CRP ends with the issuing of TA Operations Plans and orders.)

f. Exercise Execution Bodies. Xxxx xxx. (Provide information on EXCON/HICON/RC, evaluation, enablers and other Exercise Execution Bodies matters if necessary.)

MISSION

4. Xxxx xxx. (OSE will supervise EXERCISE NAME Exercise Process from “START date Stage 0 or Stage 1” to “END date Stage 3” and lead the specification development during Stage 1 from “START date Stage 1” to “END date Stage 1” in order to ensure the delivery and

⁸⁸ Regularly provided in the EXINT, OSE up-to-date D&G and references.

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exploitation of shared, prioritised, sustainable and affordable Training Requirements, according to OSE D&G. OCE will take over the leading role for the planning and product development during Stage 2 from “START date Stage 2” and continues to lead the EP during the exercise conduct at Stage 3 to “END date Stage 3”.) (OCE delegates the product developments and key tasks in preparation to and for the execution of the exercise conduct stage to an appointed ODE.)

INTENT

5. **COS Intent.** Xxxx xxx. (Develop a combined, relevant and sustainable EXSPEC for OSE through a Stage 1 driven process, which will set the foundation for the planning, conduct and analysis/feedback of EXERCISE NAME, delegated to COM XYZ as Officer Conducting the Exercise (OCE) and COM ZYX as Officer Directing the Exercise (ODE).) (Develop a robust EXPLAN and products empowering the execution of the exercise conduct for OCE through Stage 2 and Stage 3 process activities. Run exercise feedback processes in the realm of analysis and reporting.)

6. **Model for Exercise Process Development.** Xxxx xxx. (Annex A provides the model of the EXERCISE NAME EP stages and describes how they will be managed by the different stakeholders involved. Annex B provides Direction and Guidance for the conduct of EP Stage 1 by the OSE. Annex C provides Direction and Guidance for the conduct of Stage 2 and Stage 3 by the OCE/ODE.)

TIMINGS

7. See Annexes A and B (select Annex B to OSE Guidance or Annex B to OCE Guidance as fits)

COMMAND AND CONTROL

8. Lead

a. (VCOS “OSE headquarters” leads the EXERCISE NAME Validation Meeting 1 (VM-1), and if necessary, Steering Group (SG) meetings during Stage 1, which is composed of OCE/ODE and TA, and managed by “OSE headquarters” ACOS J7.)

b. (During EP Stage 1, “OSE headquarters” J7 TRX Branch Head chairs the EXERCISE NAME Exercise Board (EB), which is managed by the OSE Officer with Primary Responsibility (OPR).)

c. (During EP Stage 1, OSE OPR chairs the EXERCISE NAME Exercise Group (EG).)

d. (VCOS “OCE headquarters” leads the EXERCISE NAME Validation Meeting 2 (VM-2), and if necessary Steering Group (SG) meetings during Stages 2 and 3, which are composed of OSE, ODE and TA, and managed by “OCE headquarters” ACOS J7.)⁸⁹

e. (During EP Stages 2 and 3, “OCE headquarters” J7 TRX Branch Head chairs the EXERCISE NAME Exercise Board (EB), which is managed by the OCE Officer with Primary Responsibility (OPR).)

⁸⁹ In case OSE is not a TA, OSE will normally delegate Steering Group responsibility to OCE for Stage 2 & 3.

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f. (During EP Stages 2 and 3, OCE OPR chairs the EXERCISE NAME Exercise Group (EG).)

9. **Supported by**

a. Outside “OSE/OCE headquarters”: Xxxx xxx. (Label involved headquarters and entities who are to participate in EB and EG meetings and to contribute to Stage 1, 2 or 3 of the EP. For example OSE, OCE, ODE, PTA, STA, supporting agencies such as NCIA, NCISG, SOFCOM, JSEC.)

b. Inside “OSE/OCE headquarters”: Xxxx xxx. (Label involved directorates/divisions, advisor, SME who are to participate in EG meetings and to contribute to Stage 1, 2 or 3 of the EP.)

10. **Exercise Information.** Xxxx xxx. (During EP Stage 1, 2 or 3 OSE/OCE/ODE OPR team will be responsible for the management of EXERCISE NAME information.)

a. EXERCISE NAME is classified as a (NATO SECRET/MISSION SECRET/NATO UNCLASSIFIED) exercise.

b. Finalised documents and products as well as documents supporting EP development and collaboration will be published on (NATO SECRET network at: (link to workspace, for example to a dedicated, but solitary exercise portal in the network))

11. **Funding.** Xxxx xxx. (Funding for the exercise will be shared between entity XY and NATO. NATO’s costs will fall to the Military Training and Exercise Programme (MTEP) budget; a request for exceptional eligibility for exercise control (EXCON) support, scenario development and Communication and Information Systems (CIS) support has been forwarded to NATO HQ and it is anticipated that NATO common funding will be granted/was granted.)

12. **Coordination**

a. **EXERCISE NAME action lists.** Xxxx xxx. (The EP is accomplished through regularly scheduled meetings that are managed through the use of the exercise master Action List (EXERCISE NAME AL). During EP Stage 1, OSE OPRs have tasking authority with regard to the bi-monthly combined ALs that will be initiated during the Exercise Group meeting. The EXERCISE NAME AL use will continue through Stages 2 and 3, whereas OCE OPRs will have the tasking authority.)

(1) Xxxx xxx. (The AL serves as the primary coordinating document associated with achieving the tasks and their connected sub tasks within Stage 1, 2 and 3.)

(2) Xxxx xxx. (The AL will be provided to EG members for action and to the EB and SG for information.)

b. **Point of Contact.**

(1) The OSE points of contact for this matter are:

(a) OSE OPR (insert contact data)

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- (b) OSE Co-OPR (insert contact data)
- (2) The OCE points of contact for this matter are:
 - (a) OCE OPR (insert contact data)
 - (b) OCE Co-OPR (insert contact data)

ANNEXES⁹⁰:

- A. MODEL FOR EXERCISE NAME EXERCISE PROCESS DEVELOPMENT
- B. DIRECTION AND GUIDANCE FOR THE CONDUCT OF EXERCISE NAME EXERCISE PROCESS STAGE 1 (Annex B to OSE Guidance)
 - 1. DIRECTION AND GUIDANCE FOR THE CONDUCT OF EXERCISE NAME EXERCISE PROCESS STAGES 2 AND 3 (Annex B to OCE Guidance)

⁹⁰ Select Annex B to OSE Guidance or Annex B to OCE Guidance as fits to the respective OSE or OCE Guidance.

**ANNEX A TO
OSE/OCE Guidance**

MODEL FOR EXERCISE NAME EXERCISE PROCESS DEVELOPMENT

- 1. Introduction.** This Annex provides key information for controlling and managing EXERCISE NAME Exercise Process (EP) between Mmmm YYYY and Mmmm YYYY.
- 2. Organisation of the Exercise Process.** Each EP stage has an initiating document, a conference to consolidate the main products and a Commanders Validation Meeting (VM) to validate the EP stages deliverables. There are four types of exercise preparation bodies. These bodies are the Exercise Steering Group (SG), the Exercise Board (EB), the Exercise Group (EG) and dedicated Exercise Teams (ETs) (one team per involved exercise stakeholder/HQ). This general hierarchy and naming of Exercise Preparation Bodies is valid for all exercise lifecycle/EP stages, whoever (OSE, OCE, ODE) is in the leading role for a dedicated EP stage. All stages are guided by the SG, organised and supervised by the EB, developed by the EG. In EP Stage 0 and Stage 1, OSE leads the SG, EB and EG. OCE takes over the leading role from OSE for Stages 2 and 3⁹¹. ETs may be composed to support the EB and EG as necessary. EXERCISE NAME conduct will be directed, evaluated and supported by dedicated Exercise Execution Bodies.
- 3. EXERCISE NAME EP Stages Management.** The stakeholder involved in EXERCISE NAME will follow the NATO standard stage based iterative and incremental process as outlined in the table (preceding Stage 0 is already completed and not included) : (see next page)

⁹¹ In case OSE is not a TA, OSE will normally delegate Steering Group responsibility as well to OCE for Stage 2 & 3.

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EP Stage	Lead	Inputs	Outputs
1. Specification (Mmmm YYYY - Mmmm YYYY)	OSE	OSE Guidance EXINT Draft EOs (multi-year programming documents, in which this exercise is laid down) (other Stage 0 products, D&G)	EXSPEC (Mmmm YYYY) EO (included in EXSPEC) FIR I (as necessary)
2. Planning (Mmmm YYYY - Mmmm YYYY)	OCE	OCE Guidance EXSPEC to include EOs (Draft TOs)	EXPLAN (Mmmm YYYY) TO (included in EXPLAN) Host Nation Support Technical Arrangement (HN TA) FIR II (as necessary)
3. Conduct (Mmmm YYYY - Mmmm YYYY)	OCE/ODE	Local EXORDs EXPLAN (Scenario)	Conduct of selected training block(s) (A/B/C/D/E/F) Validation Meeting 3 (VM- 3) FIR III (as necessary)
Stage 0 to 3 will be accompanied by Exercise Feedback/Analysis & Reporting Processes			
Exercise Feedback Processes Analysis & Reporting Process	OSE/OCE	FIR I to III	AAR Evaluation Reports Exercise Report (EXREP)

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4. **Composition of EXERCISE NAME Exercise Preparation Body.**

a. Specification (EP Stage 1)

(1) EXERCISE NAME Steering Group (SG) is chaired by VCOS "OSE headquarters" and managed by "OSE headquarters" ACOS J7 and composed of respective OCE, ODE and other relevant stakeholders.

(2) EXERCISE NAME Exercise Board (EB) is chaired by "OSE headquarters" J7 TRX Branch Head, managed by OSE OPR and supported by OCE and ODE OPRs.

(3) EXERCISE NAME Exercise Group (EG) is composed of the EB, selected essential subject matter experts (SMEs) and the OPR from each TA. The main EG members are listed in Appendix 1 to Annex B/C.

(4) EXERCISE NAME Exercise Teams (ETs) for each involved HQ will be composed as per each individual HQ requirements and guidance.

b. Planning, Conduct (EP Stages 2 and 3) and Exercise Feedback/Analysis & Reporting processes:

(1) EXERCISE NAME SG, EB and EG will remain in force since preceding stages, but led by OCE. Details for reinforcement/amendments to the established Exercise Preparation Bodies by OCE through this OCE Guidance to deliver EP Stages 2 to 3 as well as accompanying Exercise Feedback processes. During stage 2 and 3, the EG will be composed of the EB, the OPRs from each TAs, and selected SMEs. It will be chaired by OCE and managed by OCE OPR, with assistance of OSE and ODE OPRs.

c. In addition, all addressees will have the internal ET managed by their OPR on behalf of the commander. ETs' composition mainly depends on the level of implication in the exercise (command post, troops, supporting organisation, DEPLOYEX, LIVEX).

d. Permanent Exercise Preparation Bodies (SG, EB, EG, ETs) cover most of the EP activities. The rest will be covered by functional temporary bodies established through EXSPEC, EXPLAN, or calling letters. They will meet during planning conferences or dedicated events.

e. EB and EG members for EP Stage 1 are nominated at Appendix 1 to Annex B.

f. OCE will nominate Stage 2 and Stage 3 related EG adjustments on the basis of Stage 1 EG and according to EP Stages 2-3 and Exercise Feedback/Analysis & Reporting Processes requirements. This will be updated and published at Appendix 1 to Annex C.

5. **Exercise Milestone Calendar.** The following table outlines all events scheduled to take place throughout Stages 1-3 of the EP and the Exercise Feedback/Analysis & Reporting processes.

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Event	Date	Location
Stage 1 Exercise Board meeting (EBM-1)		
Stage 1 EG meeting 1 (EGM-1.1)		
Stage 1 EG meeting 2 (EGM-1.2)		
Stage 1 EG meeting 3 (EGM-1.3)		
Exercise Specification Conference (ESC)		
Stage 1 Commanders Validation meeting (VM-1)		
Stage 2 Exercise Board meeting (EBM-2)		
Stage 2 EG meeting 1 (EGM-2.1)		
Initial Planning Conference (IPC)		
Training Block A (Academics)		
Scripting WS-1 (MEL/MIL Strategy Workshop)		
Stage 2 EG meeting 2 (EGM-2.2)		
Main Planning Conference (MPC)		
Training Block C (CRP)		
Scripting WS-2 (MEL/MIL Incident Development Workshop)		
Stage 2 Commanders Validation meeting (VM-2)		
Stage 2 EG meeting 3 (EGM-2.3)		
Final Coordination Conference (FCC)		
Technical Coordination Conference (TCC)		
Commanders Synchronisation Conference (CSC)		

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Event	Date	Location
Scripting WS-3 (MEL/MIL Scripting Workshop) & STARTEX Validation		
Final Planning Conference (FPC) ⁹²		
CIS Set-Up/COMMEX		
EXCON Trg		
Training Block B (BST)		
Conduct of Training Block D (DEPLOYEX)		
Conduct of Training Block E (EMPLOYEX)		
DV day/Media day		
After Action Review (AAR)		
Training Block F (Follow-on training) (if required)		
Validation Meeting 3 (VM-3)		

⁹² Final Planning Conference (FPC) will be conducted for LIVEX preparation, but not for CPX.

**ANNEX B TO
OSE Guidance**

DIRECTION AND GUIDANCE FOR THE CONDUCT OF EXERCISE NAME EXERCISE PROCESS STAGE 1

This Annex provides the Terms of Reference (TOR) for the bodies in charge of controlling and managing EXERCISE NAME Exercise Process (EP) between Mmmm YYYY and Mmmm YYYY.

1. EXERCISE NAME Stage 1 Purpose and Core Tasks

a. The purpose of EP Stage 1, "Specification", is to enhance common understanding amongst key stakeholders on exercise's ends, ways and means. Where no Exercise Board (EB) and Exercise Group (EG) have already been established during Stage 0, Stage 1 starts with the establishment of the EB and EG by the OSE (current document) and finishes with OSE promulgating the EXSPEC, thus setting an early and solid foundation for exercise planning.

b. Stage 1 encompasses dedicated key tasks as outlined in Bi-SC Directive 075-003. The detailed chronological sequence of tasks that should be adapted to exercise specifics will be discussed within the EG and managed by the OSE OPR. Main venues supporting these tasks are tentatively scheduled in the next paragraph.

2. EXERCISE NAME EP Stage 1 Venues. Venues in below table will be used to deliver Stage 1.

Venue	Bodies	Dates	Location
EBM-1	EB		
EGM-1.1 / EOWS-1	EG		
EGM-1.2	EG		
EGM-1.3	EG		
ESC	EB and EG		
VM-1	SG, TAs CG.		

3. Roles and Responsibilities during Stage 1:

- a. OSE
- (1) Manage EXERCISE NAME EP Stage 1.
 - (2) Guide and support EXERCISE NAME Stages 2 to 3 and Exercise Feedback/Analysis & Reporting processes led by OCE.
 - (3) Outreach to partners (via and in close coordination with SHAPE PD)

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- (4) Coordinate the following areas throughout EXERCISE NAME EP: Evaluation, reinforcement, funding, partners and non-NATO entities (NNE) involvement, mentors/senior mentors.
- b. OCE
- (1) Assist OSE during EP Stage 1.
 - (2) Conduct EXERCISE NAME EP Stages 2 to 3 and Exercise Feedback/Analysis & Reporting processes activities with EXERCISE NAME EG.
 - (3) Coordinate the following areas throughout EXERCISE NAME EP: CIS support, Information Assurance (IA), Information Management, Information Exchange Requirements, Functional Services/Systems, workforce, Real Life Support, Host Nation support, legal support, medical support, physical security, real media, visitors, lessons learned.
 - (4) Contribute to EXERCISE NAME EP.
 - (5) Contribute to EXERCISE NAME EP as TA during CRP in EXERCISE NAME.
- c. ODE (if appointed)
- (1) Assist OSE during Stage 1.
 - (2) Support EXERCISE NAME OCE during EP Stages 2 to 3 and Exercise Feedback/Analysis & Reporting processes activities according to delineation of responsibilities.
 - (3) Coordinate the following areas throughout EXERCISE NAME EP: Scenario, MEL/MIL, CAX Support, exercise feedback/analysis.
- d. HICON in EXERCISE NAME:
- (1) Contribute to EXERCISE NAME EP as HICON Response Cell during EXERCISE NAME.
- e. Partnership Directorate (MIC and J9)
- (1) Process partners and NNEs' involvement requests and requirements.
- f. NCISG.
- (1) Provide CIS support and advice in line with EXSPEC development.
- g. NCIA.
- (1) Contribute to the EP development and provide support and advice in line with EXSPEC development.
- h. JSEC.

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- (1) Contribute to the EP development and provide advice in line with the EXSPEC development.

APPENDIX:

1. Composition of EXERCISE NAME Exercise Board and Exercise Group during Exercise Process Stage 1 and Stage 1 tasks

COMPOSITION OF EXERCISE NAME EXERCISE BOARD AND EXERCISE GROUP DURING EXERCISE PROCESS STAGE 1 AND STAGE 1 TASKS

1. Exercise Board members during EP Stage 1

EXERCISE NAME EXERCISE BOARD	
Board chairman: (Name)	PTA OPR/POC: (Name)
OSE OPR: (Name)	...
OSE Co-OPR: (Name)	
OCE OPR: (Name)	
ODE OPR: (Name)	

2. Exercise Group (EG) members during EP Stage 1

EXERCISE NAME EXERCISE GROUP (EG)	
OSE OPR: (Name)	J4 SME / JSEC: (Name)
OSE Co-OPR: (Name)	J5 SME: (Name)
OCE OPR: (Name)	J6 SME: (Name)
OCE Co-OPR: (Name)	J7 FUND Manager: (Name)
ODE OPR: (Name)	Military Cooperation (MIC): (Name)
ODE Co-OPR: (Name)	J9: (Name)
TA OPR/POC: (Name)	IKM: (Name)
TA Co-OPR/POC: (Name)	J10 StratCom: (Name)
CIS Advisor: (Name)	Protocol: (Name)
CIS Co-Advisor: (Name)	LEGAD: (Name)
J2 SME: (Name)	POLAD: (Name)
JAS SME: (Name)	...

3. Description of the Key Functions:

- a. "OSE headquarters" J7 TRX branch head supervises EXERCISE NAME EP stage 1 via the Exercise Board.
- b. OSE OPR team develops Exercise Specification (EXSPEC) via the Exercise Group (EG).
- c. Other OPRs inform their staff on the exercise and coordinate staff's contributions to EP via the HQ's internal Exercise Preparation Teams.
- d. Other functions are self-explanatory.

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4. EXERCISE NAME EP Stage 1 tasks

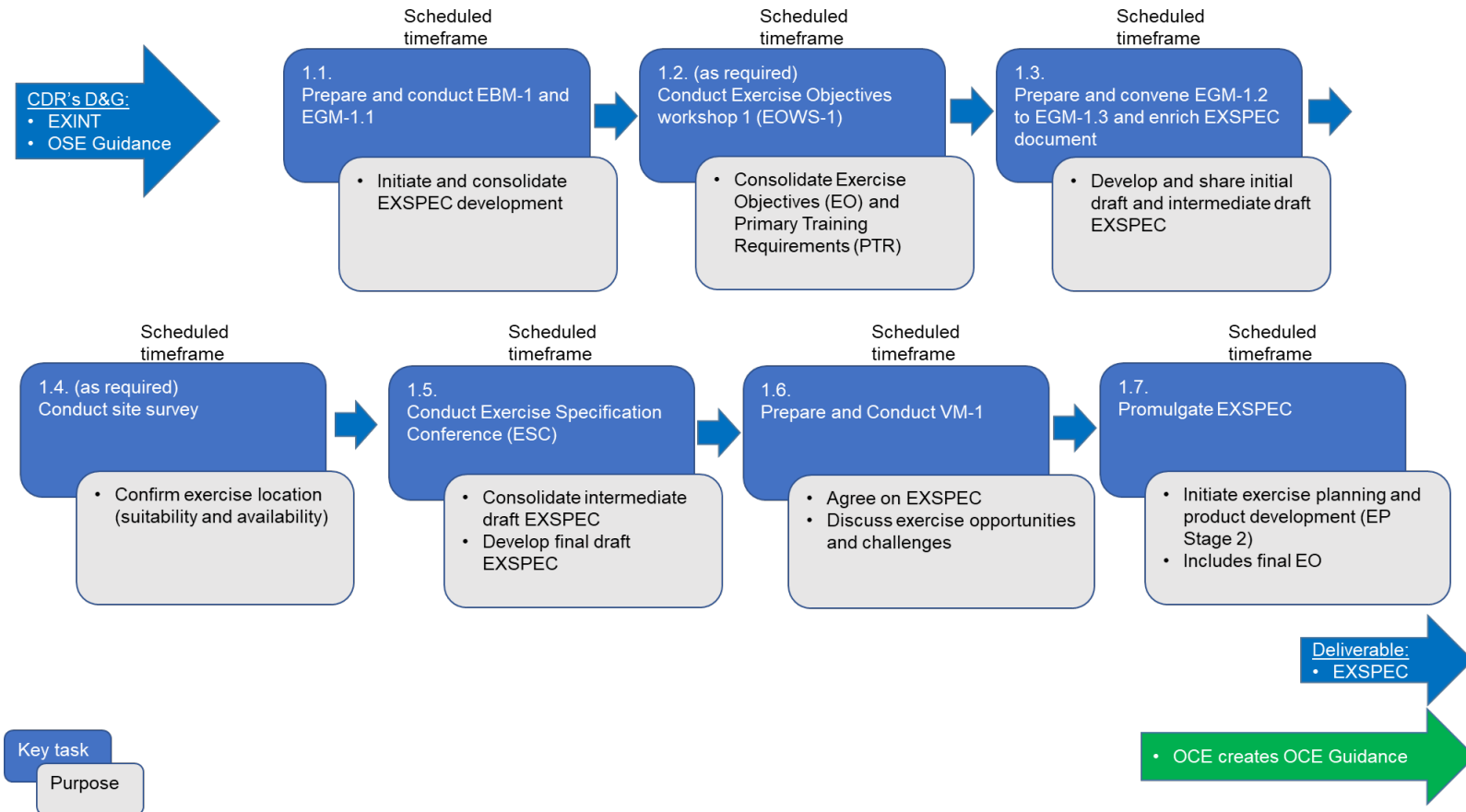


Figure 4 – EXERCISE NAME EP Stage 1 key tasks and milestones

Activities supporting each task are described in Bi-SC Directive 075-003.

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5. EXERCISE NAME EXSPEC development

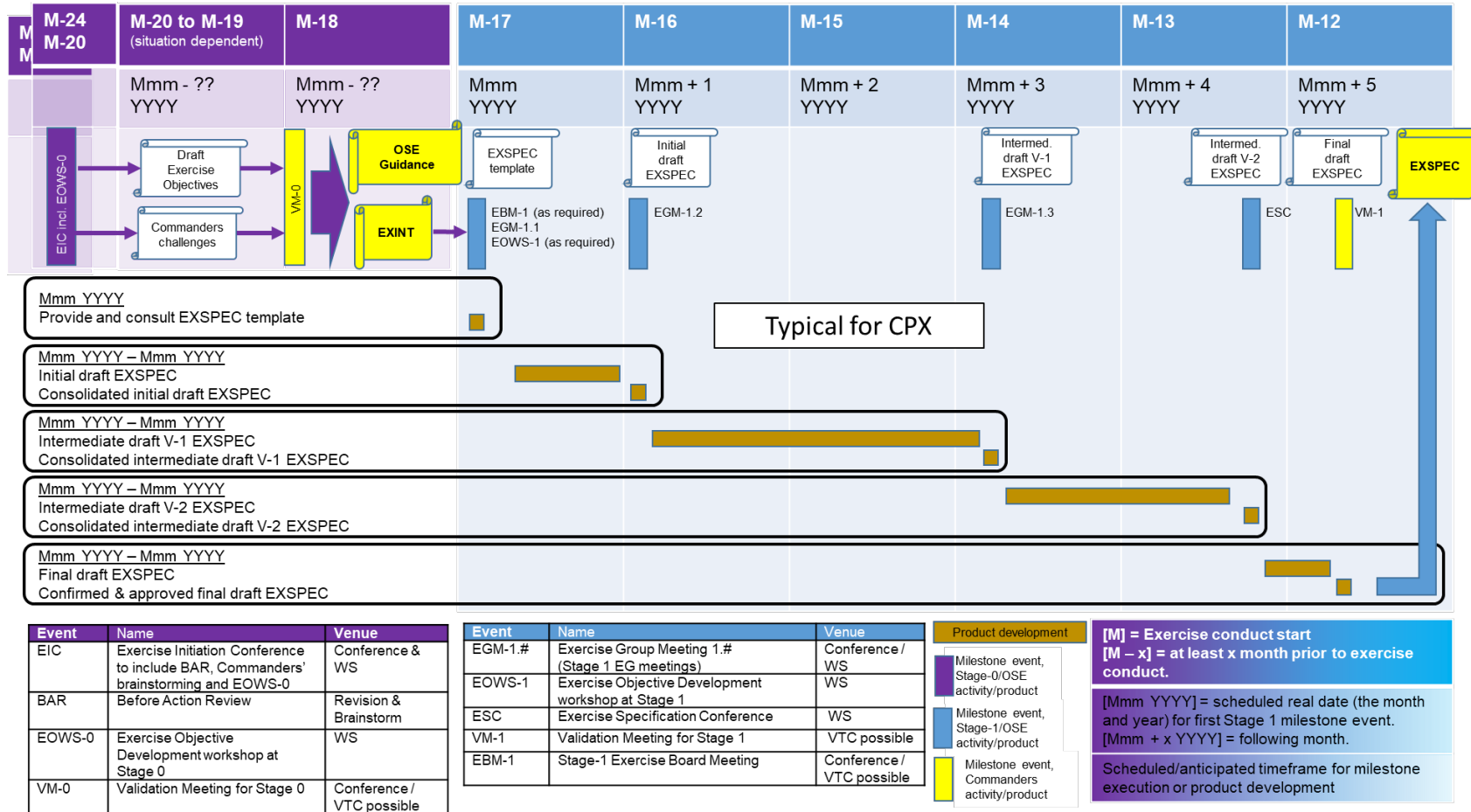


Figure 5 – EXERCISE NAME EP Stages 0 and 1 milestones and activities (depicted timing typical for CPX / for LIVEX start 12 month earlier)

**ANNEX B TO
OCE Guidance**

DIRECTION AND GUIDANCE FOR THE CONDUCT OF EXERCISE NAME EXERCISE PROCESS STAGE 2 AND 3

This annex provides further D&G by the OCE to the EB and EG for Stage 2 and Stage 3 commitments. The core EB and EG, already established for Stage 0/Stage 1 activities, will be amended by OCE as necessary. Stage 2 EG and Stage 3 workforce will be strengthened mainly by OCE/ODE staff and personnel reinforcement as required.

The OCE Guidance must enable the EG to develop the EXPLAN and the compulsory scenario modules.

The Terms of Reference of the Exercise Preparation Bodies since Stage 0/Stage 1 remain almost unchanged. If an OCE HQ requires additional regulations or additional delineation of responsibilities, these may be added/amended to the aforementioned Terms of Reference.

This Annex provides the amended (TOR) for the Exercise Preparation Bodies in charge of controlling and managing EXERCISE NAME Exercise Process (EP) between Mmmm YYYY and Mmmm YYYY.

1. EXERCISE NAME Stage 2 Purpose and Core Tasks.

a. The purpose of EP Stage 2, "Planning", is to keep the momentum from Stage 1 and to raise the common understanding amongst key stakeholders pertaining to details for planning and conduct of the exercise. Stage 2 will start with the convention of amended EB under OCE lead in order to review Stage 1 outcome and to advance from the EXINT and EXSPEC framework data to OCE D&G for the EXPLAN development and to task the EG for Stage 2 accomplishments. Stage 2 will overlap with first Stage 3 activities that will cross with Stage 2/Stage 3 deliverables. Stage 2 ends with OCE promulgation of the EXPLAN and final/technical coordination/planning conferences, which in turn is an update of the EXSPEC with more detail and accuracy in fine tuning exercise matters and additional annexes on this, as well as final coordination and direct preparation of the exercise conduct⁹³. The EXPLAN provides detailed instructions to all exercise participants and supporting elements for the preparation, conduct, support, evaluation and reporting of EXERCISE NAME exercise.

b. Stage 2 encompasses dedicated key tasks for planning and product development as outlined in Bi-SC Directive 075-003. The chronological sequence of activities that should be adapted to exercise specifics will be discussed within the EG and managed by the OCE OPR. Main venues supporting these tasks are tentatively scheduled in the next paragraph.

⁹³ In case of a LIVEX, Stage-2 will have a Final Planning Conference (FPC) in addition to the TCC and FCC.

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2. **EXERCISE NAME EP Stage 2 and Stage 3 Venues.** Venues in below table will be used to deliver Stage 2.

Stage 2 Venues of EB/EG

Venue	Bodies	Dates	Location
TOWS	EG, TA		
EGM-2.1 / Site Survey	EG, supporting elements		
IPC	EG		
EBM-2.1 (for LIVEX)	EB		
Site Survey (for LIVEX)	EG, supporting elements		
Scripting WS-1	EG/Scripting team		
EGM-2.2 / Site Survey	EG, supporting elements		
MPC	EG		
Site Survey (for LIVEX)	EG, supporting elements		
Scripting WS-2	EG/Scripting team		
EBM-2.2 (for LIVEX)	EB		
Site Survey (for LIVEX)	EG, supporting elements		
EGM-2.3	EG		
VM-2	SG, TAs CG.		
EGM-2.4 (for LIVEX)	EG		
Scripting WS-3	EG/Scripting team		
EGM-2.5 (for LIVEX)	EG		
FCC	EG		
TCC	Supporting elements		
CSC (for LIVEX)	CDRs, TAs CG		
FPC (for LIVEX)	EG		

Stage 3 Involvement of Exercise Execution Bodies, TA and Supporting Elements

Venue	Bodies	Dates	Location
Training Block A (Academics)	TA, HQ Ex Preparation Team, Exercise Execution Bodies		
Training Block C (CRP)	TA, HQ Ex Preparation Team, Exercise Execution Bodies		
CIS Set-Up/COMMEX	Supporting elements, TA, HQ Ex Preparation Team, Exercise Execution Bodies		
EXCON Training	Exercise Execution Bodies		
Training Block B (BST)	TA, HQ Ex Preparation Team, Exercise Execution Bodies		
Execution of Training Block D (DEPLOYEX)	TA, HQ Ex Preparation Team, Exercise Execution Bodies		
Execution of Training Block E (EMPLOYEX)	TA, HQ Ex Preparation Team, Exercise Execution Bodies		
Stage-3 SG meeting (if required)	SG, TAs, Exercise Execution Bodies		
After Action Review (AAR)	SG, TAs, Exercise Execution Bodies		
Validation Meeting 3 (VM-3)	SG, EB, TAs, Exercise Execution Bodies		

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3. **Roles and Responsibilities during Stage 2.**

a. OSE

(1) Guide and support EXERCISE NAME Stage 2 and Exercise Feedback/Analysis & Reporting processes, led by OCE.

(2) Outreach to partners (via and iccw SHAPE PD)

(3) Coordinate the following areas throughout EXERCISE NAME EP: Evaluation, reinforcement, funding, partners and non-NATO entities (NNE) involvement, mentors/senior mentors.

b. OCE

(1) Lead EXERCISE NAME Steering Group⁹⁴, Exercise Board and Exercise Group.

(2) Develop and issue OCE Guidance (if not yet promulgated) and EXPLAN in accordance with Bi-SCD 075-003.

(3) Manage EXERCISE NAME EP Stage 2.

(4) Contribute to EXERCISE NAME EP

(5) Contribute as TA during CRP in EXERCISE NAME.

(6) Coordinate the following areas throughout EXERCISE NAME EP: CIS support, Information Assurance (IA), Information Management, Information Exchange Requirements, Functional Systems, workforce, Real Life Support, Host Nation support, Legal support, Medical support, physical security, real media, visitors, Lessons Learned.

(7) Coordinate and provide the first updated version of human resource/workforce requirements for the exercise no later than the Initial Planning Conference (IPC).

(8) Present the second updated version of human resource/workforce requirements document at the Main Planning Conference (MPC).

(9) Execute the Exercise Feedback Processes and contribute to this process.

(10) Staff First Impression Reports (FIR)

(11) Conduct After Action Review (AAR) and Validation Meeting 3 (VM-3).

(12) Staff and publish Exercise Report (EXREP).

(13) Coordinate with OSE the Partner and NNE involvement.

⁹⁴ If OSE delegated the responsibility to lead the SG to OCE.

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- (14) In close coordination with OSE, plan and execute Visitor- and Media-, high visibility events as defined and directed in the EXSPEC.
 - (15) In close coordinated with OSE, arrange and execute observations/inspections as necessary.
 - (16) Develop and produce StratCom/Communications plan in coordination with OSE as defined and directed in the EXSPEC, thereby deliver the proper messaging related with this exercise.
 - (17) Report any abnormal activity in the Information Environment (IE) (social media, traditional media, etc.) or any communication activity regarding the exercise both, during the exercise's planning or execution.
 - (18) Support and participate in negotiating and concluding necessary agreements (such as Host Nation Support Technical Arrangement) to conduct EXERCISE NAME execution.
 - (19) Designate a TO manager to oversee the TO development.
 - (20) Designate Exercise Execution Bodies to prepare and execute Stage 3 "Conduct" activities.
- c. ODE (if designated)
- (1) Support EXERCISE NAME OCE during EP Stages 2 to 3 and Exercise Feedback/Analysis & Reporting processes activities.
 - (2) Coordinate the following areas throughout EXERCISE NAME EP: Scenario, MEL/MIL, CAX Support, Exercise Feedback/Analysis.
 - (3) Submit FIRs and support the AAR in line with Exercise Feedback Processes/Analysis & Reporting Process.
 - (4) Support and participate in negotiating and concluding necessary agreements (such as Host Nation Support Technical Arrangement) to conduct EXERCISE NAME execution.
 - (5) Develop the exercise design in accordance with direction and guidance from OSE/OCE and EOs/TOs.
 - (6) Support the development of a consolidated and prioritized list of TOs.
 - (7) Lead exercise milestone events for EXERCISE NAME product development and scripting, as depicted in OCE updated milestone planning schedule.
 - (8) Facilitate the incorporation of TA and designated Exercise Execution Bodies for the different training blocks, exercise preparatory activities and exercise execution.
 - (9) Provide the EXDIR and other Exercise Execution Bodies/key entities.

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(10) Design, develop and provide the core of the Exercise Execution Body and coordinate any reinforcement requirements with OSE, OCE, and EXERCISE NAME involved nations/entities.

(11) XXXXXX XXXXX.

(12) XXXXXX XXXXX.

d. Exercise Execution Bodies

(1) XXXXXX XXXXX.

(2) XXXXXX XXXXX.

e. Supporting entities

(1) XXXXXX XXXXX.

(2) XXXXXX XXXXX.

APPENDIX:

1. Composition of EXERCISE NAME EB and EG during EP Stage 2 and Stage 2 tasks

**APPENDIX 1 TO
ANNEX B TO
OCE Guidance**

COMPOSITION OF EXERCISE NAME EXERCISE BOARD AND EXERCISE GROUP DURING EXERCISE PROCESS STAGE 2

1. Exercise Board (EB) Members during EP Stage 2

EXERCISE NAME EXERCISE BOARD (EB)	
Board chairman: (Name)	PTA OPR/POC: (Name)
OSE OPR: (Name)	STA OPR/POC: (Name)
OSE Co-OPR: (Name)	
OCE OPR: (Name)	
ODE OPR: (Name)	

2. Exercise Group (EG) Members during EP Stage 2

EXERCISE NAME EXERCISE GROUP (EG)	
OSE OPR: (Name)	J1 SME (exercise workforce): (Name)
OSE Co-OPR: (Name)	J2 SME: (Name)
OCE OPR: (Name)	J5 SME: (Name)
OCE Co-OPR: (Name)	J6 SME: (Name)
ODE OPR: (Name)	J7 FUND Manager: (Name)
ODE Co-OPR: (Name)	Military Cooperation: (Name)
TA OPR/POC: (Name)	J9/CIMIC: (Name)
TA Co-OPR/POC: (Name)	IKM: (Name)
CIS Advisor: (Name)	COMDV/StratCom: (Name)
CIS Co-Advisor: (Name)	Protocol: (Name)
Evaluation: (Name)	LEGAD: (Name)
Exercise Feedback Processes/Analysis: (Name)	POLAD: (Name)
Scenario: (Name)	Logistics (OCE): (Name)
Simulation and Modelling: (Name)	HN RLS: (Name)
Ex Execution Body OPR: (Name)	Other NCS/NFS HQ OPRs: (Name)

3. Description of the Key Functions:

- a. "OCE headquarters" J7 TRX branch head supervises EXERCISE NAME EP Stage 2 via the Exercise Board.
- b. OCE OPR team develops Exercise Plan (EXPLAN) via the Exercise Group (EG).

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- (1) Conducting detailed planning, coordination and preparation of the exercise according to the Exercise Specification (EXSPEC), as tasked by the Exercise Board.
 - (2) Prepare and conduct all planning conferences, such as IPC, MPC, FCC, TCC, FPC (in case of LIVEX) and any other meetings required for the exercise.
 - (3) Coordinate production of the exercise scenario modules to ensure they meet the needs of the exercise.
 - (4) Monitor expenses from the exercise budget.
 - (5) Production of the Exercise Plan (EXPLAN) and obtaining the OSE/OCE approval for distributing it.
 - (6) Oversee and monitor all staff activities to support the exercise process at all levels.
 - (7) Publish exercise documents on **EXERCISE NAME** dedicated exercise portal.
 - (8) Establish the requirements for and select the exercise control tools required to conduct the exercise.
- c. Other OPRs inform their staff on the exercise and coordinate staff's contributions to EP via the HQ's internal Exercise Preparation Teams.
- d. Other functions are self-explanatory.

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4. EXERCISE NAME EP Stage 2 tasks

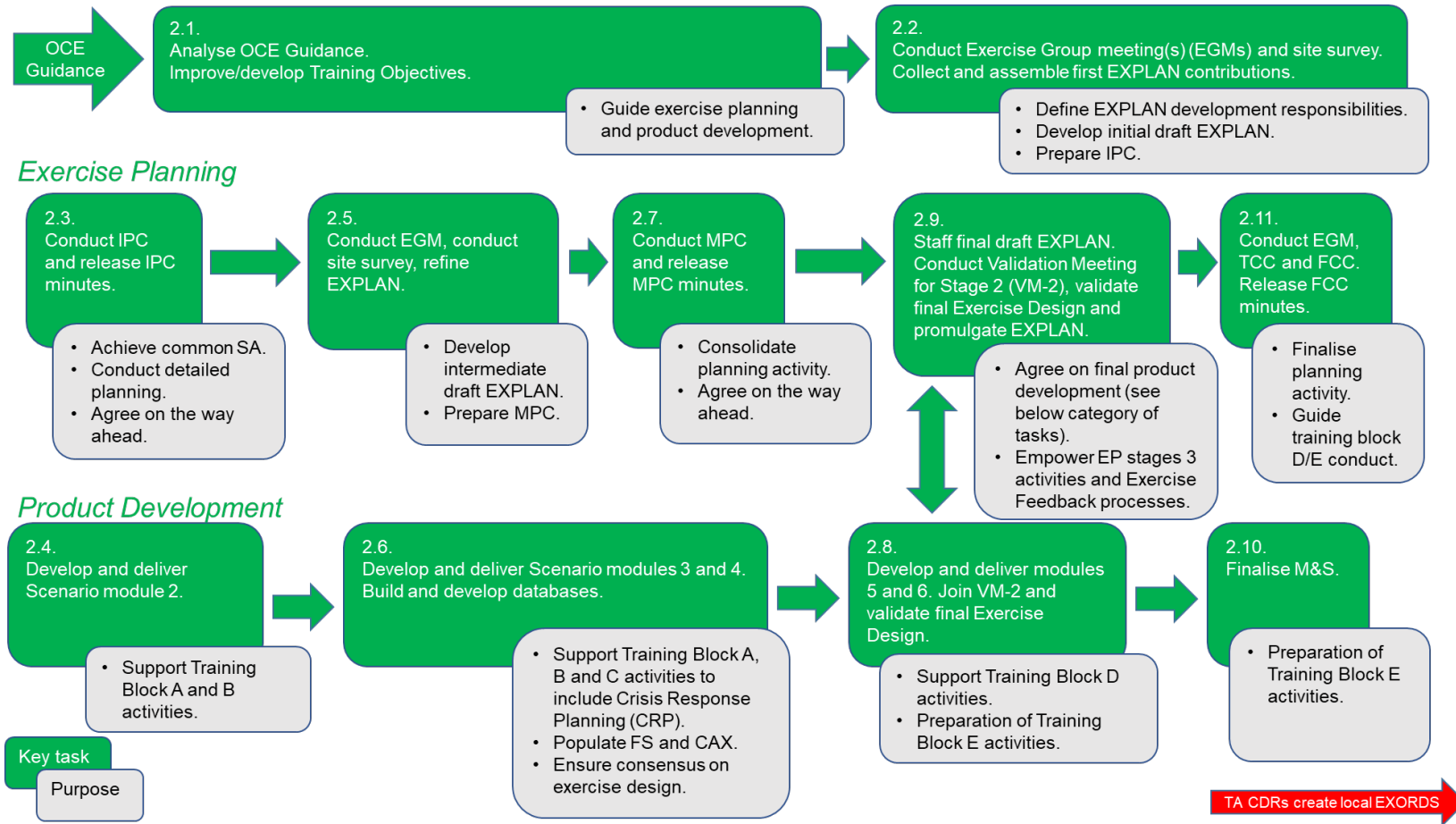


Figure 6 – EXERCISE NAME EP Stage 2 key tasks and milestones

Activities supporting each task are described in Bi-SC Directive 075-003.

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5. EXERCISE NAME EXPLAN development and link to product development, overlapping with Training Blocks activities.

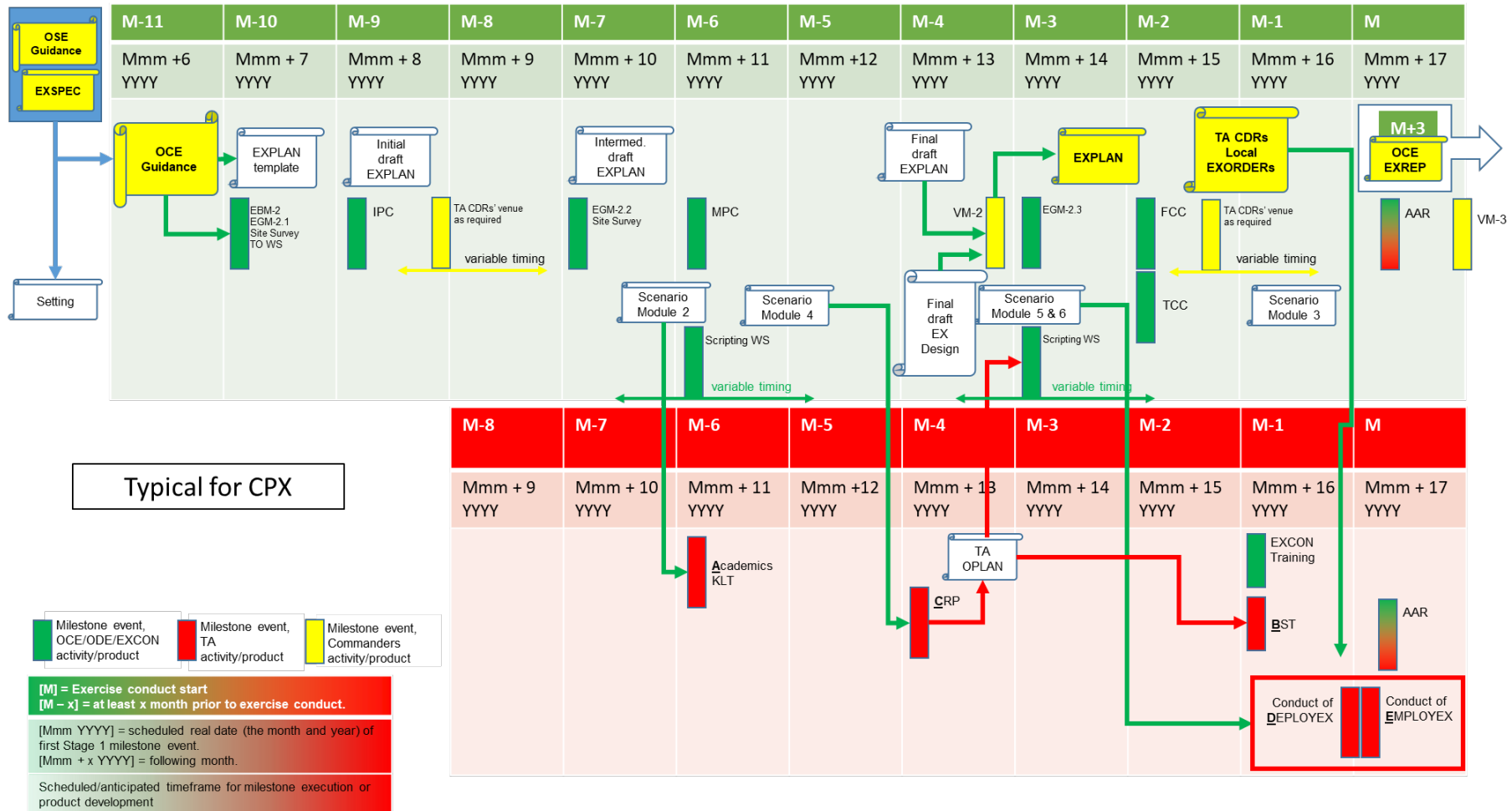


Figure 7 – EXERCISE NAME EP Stage 2 milestones and activities plus overlap with Stage 3 milestones and activities (typical for CPX)

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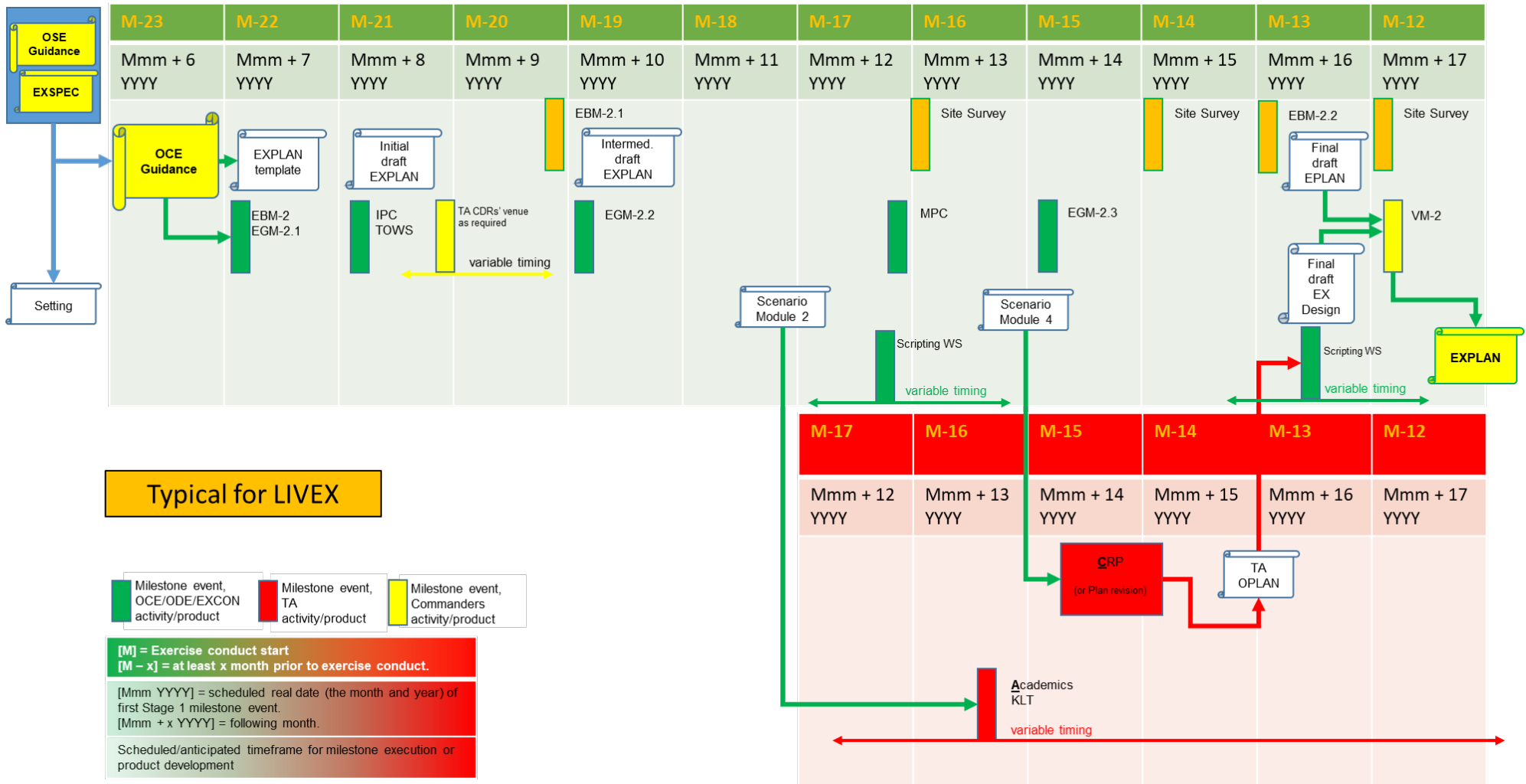


Figure 8-1 – EXERCISE NAME EP Stage 2 milestones and activities plus overlap with Stage 3 milestones and activities (typical for LIVEX)

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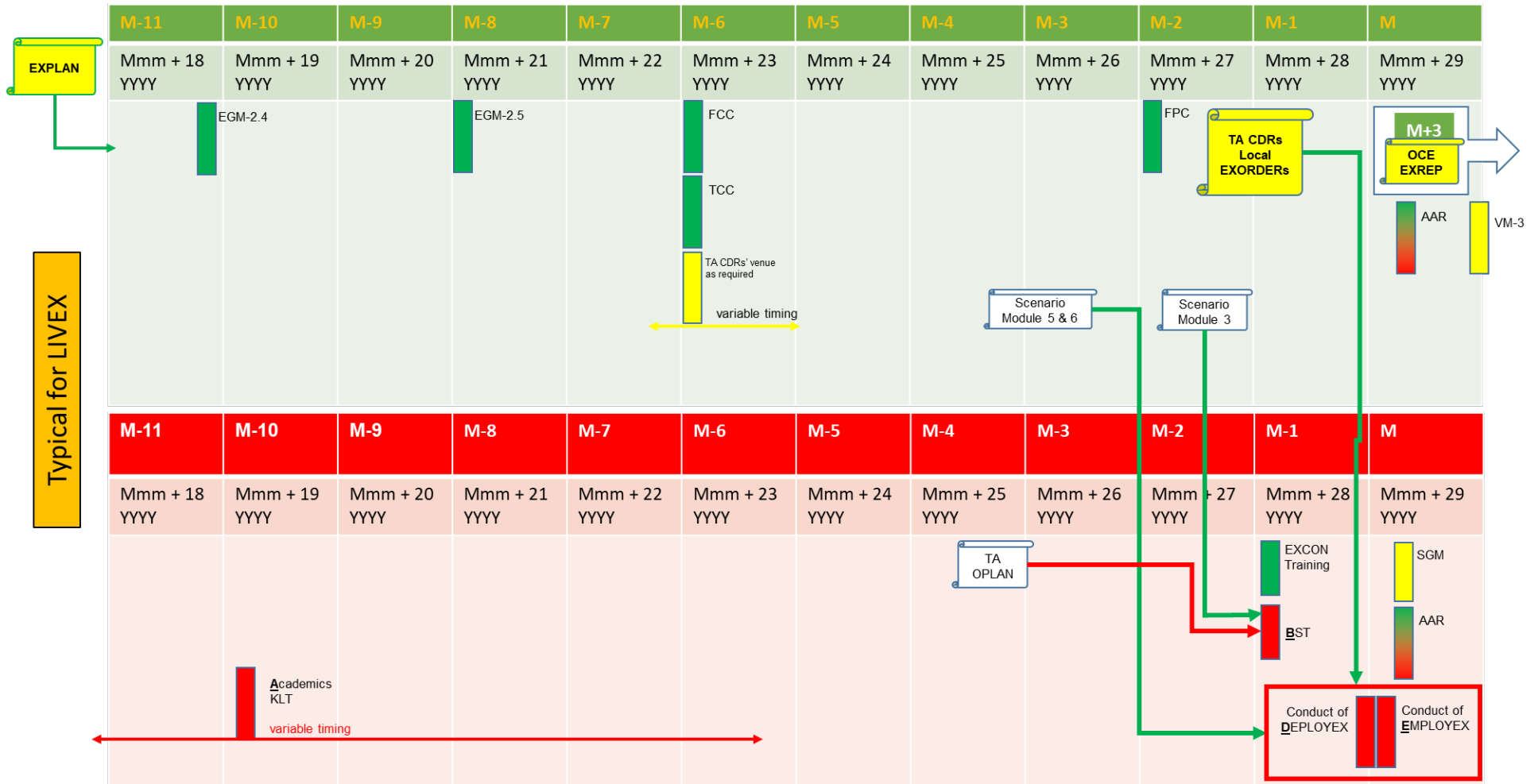


Figure 8-2 – EXERCISE NAME EP Stage 2 milestones and activities plus overlap with Stage 3 milestones and activities (typical for LIVEX)

EXERCISE INITIATION/ -SPECIFICATIONS/ -PLAN - TEMPLATE

1. General remarks and explanations concerning to the template.

- a. The OSE leads Stage 0 and Stage 1 of the EP. OSE is responsible for the development and promulgation of the EXINT and EXSPEC.
- b. The OCE leads Stage 2 and Stage 3 of the EP. OCE is responsible for the development and promulgation of the EXPLAN.
- c. The unified EXINT, EXSPEC and EXPLAN template for this Stage 0 to Stage 2 deliverables, contains in total three portions.
 - (1) 2*/3* level cover page / CDR's letter / COS letter
 - (2) Key leader fact sheet
 - (3) Staff level detailed document
- d. In order to facilitate the timely, efficient, standardised and coherent development of the EXINT/EXSPEC/EXPLAN, the illustrative template for abovementioned three tear shape is laid out at this appendix. This illustrative template outlines the basic structure and content of the EXINT/EXSPEC/EXPLAN that will be adapted to provide the necessary level of appropriate detail to be incorporated in the specific EP stage product updates, which are derived from and amplify products developed at preceding EP stages. A list of potential annexes and appendices to an EXINT/EXSPEC/EXPLAN can be found at Appendix 3. Annexes to the EXINT/EXSPEC/EXPLAN to be developed and included in the EXINT/EXSPEC/EXPLAN will be situation dependant.
- e. Select the appropriate classification and releasability markings for the EXINT, EXSPEC and EXPLAN, specifically if partner or NNE are involved in EP Stage 1, Stage 2 and Stage 3, and require the information provided in the EXINT, EXSPEC, EXPLAN.
- f. Explanations or examples to the contents of the products' paragraphs are in brackets and/or marked/highlighted in grey colour in below illustrative templates.

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ILLUSTRATIVE TEMPLATE – COVER PAGE TO EXINT/EXSPEC/EXPLAN

TO: See Distribution

**Promulgating HQ/Commanders military letter and
COVER PAGE to EXINT/EXSPEC/EXPLAN**

SUBJECT: EXERCISE INITIATION / SPECIFICATION / PLAN FOR EXERCISE NAME

1. EXERCISE NAME exercise is a (OSE headquarters name) sponsored tactical/operational/strategic level EMPLOYEX / DEPLOYEX. It will train (specified Primary Training Audiences) as the Primary Training Audience (PTA) in planning and conducting the execution of a Major Joint Exercise (MJX) / Multi-Tier Exercise / Smaller Joint Exercise (SJX) mainly in the XY domains.
2. EXERCISE NAME PTA will be supplemented by a Secondary Training Audience (STA) to assist the PTA in achieving the EXERCISE NAME exercise aims and objectives. The same time, this exercise provides the venue for (specified Secondary Training Audiences) to practice operations and procedures as a STA or Robust Response Cell (R-RC) in a realistic but limited training environment.
3. EXERCISE NAME will utilise the SCENARIO NAME scenario, which is based on the SETTING NAME setting. The scenario will be tailored to meet EXERCISE NAME exercise objectives and training objectives.
4. This EXERCISE NAME Exercise Initiation / Specification / Plan has been fully coordinated and agreed with all stakeholders involved at the Commander's level. All input has been integrated into Enclosure 1 and 2.
5. As Officer Scheduling / Conducting the exercise (OSE / OCE), we hereby promulgate the EXINT / EXSPEC / EXPLAN on the basis of which more detailed planning / exercise conduct will be handled.
6. EXERCISE NAME facts and framework data to inform key leader are depicted in a chart at enclosure 1.
7. Staff level detailed information is provided in the EXINT / EXSPEC / EXPLAN document at enclosure 2.

OSE / OCE Signature block

ANNEXES:

- A. List of References
- B. Glossary of Abbreviations, Terms and Definitions

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ENCLOSURES:


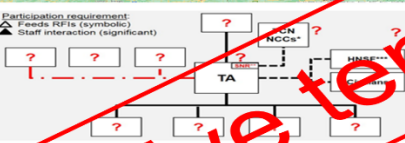
1. Exercise Fact Sheet
2. Exercise Initiation / Specifications / Plan – Exercise EXERCISE NAME

DISTRIBUTION:

.....

ENCLOSURE 1 TO
 OSE/OCE reference # as per cover page
 DATED dd MM YYYY

EXERCISE NAME EXERCISE FACTSHEET

DRAFTER (OSE/OCE/ODE) OPR POC data		EXERCISE NAME YY (XXXXYY) DD to DD Mmmm YYYY – (Exercise location)		Exercise Objectives (EO)	
References A. SACRUS Annual Guidance on Education, Trg, Ex and Eval YYYY, did DD Mmmm YYYY B. Training Requirement Authority HQ Guidance XXXX C. NATO Long Term Commitment Plan D. NATO Exercise Planning Directive, Bi-SCD 075-003 E. NATO Allied Command Operations Forces Standards – Volume VII, Combat Readiness Evaluations of Land HQs and Units, did DD Mmmm YYYY		MAXIMUM EXPECTED (LAND) PARTICIPATION ESTIMATED AT (total number of participants) PAX, with (number of PAX) in (area/training centre XXXX) , and (number of PAX) in (further TA employment area) Deployment Zones – EXERCISE NAME YYYY (nnn number) places available at (XXX Training Centre) Total (nnnn number) including (nnnn number) at (XXX Training Centre) and (nnn number) in (TA/HQ site/training site/location)		Command : • XXXXXX XXXXX • XXXXXX XXXXX • XXXXXX XXXXX • XXXXXX XXXXX • XXXXXX XXXXX	
Exercise overview: • Operational standard (general/land/air/navy/sea) (C/C/CP/EMP/LOVE/S) , specified, planned and conducted by (OSE/OCE/ODE/IA HQ) with the support of the (NCS/NFS/national HQ) and led by the (e.g. JWCUFT/Coastal training centre) • Aim is to train (XXX) HQ and (XXX) HQs in the planning and conduct of (large-scale joint operations (MCO)) against a range of peer enemy challenging NATO in all environments and domains and set the scene over theatre of operations. • Augmented by its war establishment positions, the HQs of (NCS/NFS/national HQ) subordinate entities, as well as other (NCS/NFS/national HQ) elements and (NCS/NFS/national HQ) elements will be evaluated. • For (NCS/NFS/national HQ) elements, the exercise will mainly take place from DD to DD Mmmm YYYY from the (NCS/NFS/national HQ) exercise locations in the (wherever) region and from (JWCUFT/Coastal training centre).				Control – Consult : • XXXXXX XXXXX • XXXXXX XXXXX • XXXXXX XXXXX	
Responsibilities : • NATO o OSE + OCE : COM (XXX NCS HQ) o ODE : COM (JWCUFT/Coastal training centre) o (NATO XXXX) o OSE + (Nation XXXX) + OCE + (Nation XXXX) : COM (NFS/national HQ)		Participation requirement: Feeds RFI is (symbolic) Staff interaction (significant)		Plan : • XXXXXX XXXXX • XXXXXX XXXXX • XXXXXX XXXXX	
Aims – (NCS/NFS/national HQ) : For (NCS/NFS/national HQ), EXERCISE NAME YYYY will • validate its (initial operational capability) for (land/air/navy/sea) engagement in joint operations against a near-peer threat. • consolidate and demonstrate the (NCS/NFS/national HQ) ability to be engaged on short notice • accelerate the achievement of (Operational Standard(s)) of the HQ of (NCS/NFS/national HQ/subordinate element) as well as the (XXX) and (Non Kinetic) Effects chains through a (NATO/national) evaluated high-level training event. • validate the composition and sustainability of the (NCS/NFS/national HQ/subordinate HQ element) as well as the (NCS/NFS/national HQ/subordinate troop) elements. • Improve bilateral military relations as well as interoperability with the Allies that are providing subordinate units to the exercise • integrate a (Nation XXXX) Force element under command of a (another Nation XXXX) for co elements in line with the (dedicated/bilateral/other) statements.				Endgame : • XXXXXX XXXXX • XXXXXX XXXXX • XXXXXX XXXXX	
MVT/TP/RESUP/MAINT/MED : • MV : Aerial and ground is prioritized for MVY to (XXX) location, ground is prioritized for MVY to the camps in the (exercise area) region. • RESUP/MAINT/MED : To be coordinated with RLS at (XXX) location base in (exercise area) region, and with (JWCUFT/Coastal training centre) for site in (training area) location.		Legend : C-3: Consult, C-4: Inform, C-5: Control ---: Commanding Relationship ---: Support Relationship ---: TCM Troop Contributing Nations - NCC: National Contingent Commander ---: NCC: National Contingent Commander ---: NCC: National Contingent Commander ---: Host Nation Security Forces		Protect : • XXXXXX XXXXX • XXXXXX XXXXX • XXXXXX XXXXX	
Budget : • NATO (strat int) • HQ (Nation XXXX) • OCE/national OCE HQ as OCE budgetary leader • Estimates to be reflected in (Logistics arrangement or other dedicated document) • Cost Analysis Sheet for Large-Scale exercises is to be joined to the EX-SPEC (OSE) and EXPLAN (OCE) as well as the minutes of the IPC, MPC or FCG (if applicable)		Evolution, Observation, Experimentation and Quality Assessment: • OCE/TAHQ (REVAL/MAREVAL/PROEVAL) • DIR EVAL (responsible HQ/entity for evaluation) • EVAL team 1		Inform : • XXXXXX XXXXX • XXXXXX XXXXX • XXXXXX XXXXX	
RLS : • RLS plan will adjust according to the approved deployment plan • Need to assess impact of 24/7 battle rhythm (NLT) and/or Day/Night phases		Observation : • DIR Observation (appointed HQ/entity for observation) • Observation team 1 (appointed HQ/entity) • Observation team 2 (appointed HQ/entity)		Sustain : • XXXXXX XXXXX • XXXXXX XXXXX • XXXXXX XXXXX	
CIS : • CIS requirements to adjust according to the approved deployment plan • Need to assess availability of vintage and new HQ shobers		Experimentation : • DIR Experimentation (appointed HQ/entity for experimentation) • Experimentation team (appointed HQ/entity)		Project : • XXXXXX XXXXX • XXXXXX XXXXX • XXXXXX XXXXX	
Individual Augmentees: • Estimate of augmentees requirements to be provided by (OCE/ODE/TA HQ) and to be reflected in (dedicated document)		QUALITY ASSESSMENT : • Director Quality Assessment (appointed HQ/entity for quality assessment)			
Deliverables and next steps: • Information collection in collaboration with (NCS/NFS/national HQ) OPR to be conducted by (XXX Liaison Office/esse GPR) • (OSE HQ) to organise an EO workshop in YYYY (Mmmm, date TBD) • IG meeting 1 in (anticipated timeframe) (TBC) • SGM-1 in (anticipated timeframe) (TBC) • IPC in (anticipated timeframe) (TBC) • MPC in (anticipated timeframe) (TBC) • SGM-2 in (anticipated timeframe) (TBC) • FCG in (anticipated timeframe) (TBC)					
For further documents: https://portal-xxxxxxx					

(A3 formatted Exercise Overview)

ENCLOSURE 2 TO
OSE/OCE reference # as per cover page
DATED dd MM YYYY

EXERCISE INITIATION / SPECIFICATION / PLAN – EXERCISE NAME

1. References and Glossary

- a. For applicable references, see Cover page Annex A.
- b. For glossary of abbreviations and terms, see Cover page Annex B.

2. General Data

- a. The basic general data are provided in the Exercise Fact Sheet.
- b. Additional data/more detailed data.
 - (1) Xxx xxx.
 - (2) Xxx xxx.

3. Participation

- a. Force C2 structure. An overview of the exercise C2 structure is provided in the exercise fact sheet. Details and updates are described in (Annex E and other annexes for FEs dedicated roles/participation formats, such as for PTA, STA, RC, R-RC, supporting formations. This detailed description includes inter alia the overall requirements and location of the FE).
- b. Training Audience/Training Audience Requirements
 - (1) Primary Training Audience (Annex)
 - (2) Secondary Training Audience
- c. Response Cells (included in Annex)
- d. OPFOR
- e. Supporting Formations (Annex)
- f. National and Civilian involvement/Partners and NNE involvement (Annex)
 - (1) Observation
 - (2) Participation

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4. **Expectations**

- a. Exercise Aims (Annex)
- b. Exercise Narrative. Xxxx xxx (Commanders level statement pertaining to the exercise specifics/key elements, the commanders' interest/intent, and StratCom statement.)
- c. Exercise Assumptions. The Exercise Initiation/Specification/Planning/Report is based on the following assumptions:
 - (1) Xxxxx xxxx
 - (2) Xxxxx xxxx
- d. Constraints and Restraints
- e. Exercise Objectives (Annex)
- f. Training Objectives (Annex)
- g. Tactical Engagement Tasks (if required)
- h. Interoperability/Achievements in Interoperability
- i. Experimentation Requirements/Achievements from Experimentation (Annex)
- j. Strategic Communications Objectives (Annex)
- k. Training Progression and Requirements (such as Operational Planning Process – Products) (Annex)
- l. Xxxx xxx...

5. **Resources**

- a. Scenario (Annex)
- b. CIS (Annex)
- c. Personnel Reinforcement (Annex)
- d. Budget (Annex)

6. **EP Terms of Reference**

- a. EP responsibilities/delineation of responsibilities
- b. EP milestones
- c. OPP milestones

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7. Xxxx xxx

ANNEXES

(Annexes to the EXINT/EXSPEC/EXPLAN to be developed and included in the EXINT/EXSPEC/EXPLAN will be situation dependant. See following table)

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EXERCISE INITIATION / -SPECIFICATIONS / -PLAN LIST OF ANNEXES

1. A list of potential annexes and appendices to an EXINT/EXSPEC/EXPLAN can be found at this appendix.
2. Annexes/appendices to the EXINT/EXSPEC/EXPLAN to be developed and included in the EXINT/EXSPEC/EXPLAN will be situation dependant.
3. Those annexes/appendices that will not always be included in the EXINT/EXSPEC/EXPLAN (such as additionally needed for LIVEX, or else optional/situation dependant) are to be found at the end this table annotated in in grey colour.

ANNEX	TITLE	APPENDIX	EXINT	EXSPEC	EXPLAN
A	Exercise Aims		X		
B	Exercise Objectives		draft	final	
C	Primary Training Requirements, Training Progression and Training Objectives	1: Primary Training Audience Procedural Training Roadmap 2: Outline of exercise training progression and requirements 3: Required products to support Operational Planning/Plan Activation 4: Training Objectives	Reviewed Primary Training Requirements. Training Progression. Requirements for products supporting training blocks.	PTA Procedural Training Roadmap. Training Progression. Final Product requirements for training blocks.	Training Objectives
D	Exercise C2/C3 structure		Exercise Participation Structure (draft)	Exercise Participation Structure (update)	Exercise C2/C3 Structure (final)
E	Exercise Feedback Processes	1: Training	statement	requirements	Plan & Instructions
		2: Internal Assessment	statement	requirements	Plan & Instructions

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ANNEX	TITLE	APPENDIX	EXINT	EXSPEC	EXPLAN
		3: Evaluation	statement	requirements	Plan & Instructions
		4: Joint C2 Observation	statement	requirements	Plan & Instructions
		5: SACEUR's Priority Areas for Lessons Learned Collection and Analysis	statement	requirements	Plan & Instructions
		6: JALLC Analysis	statement	requirements	Plan & Instructions
		7: Experimentation	statement	requirements	Plan & Instructions
		8: Doctrine Validation	statement	requirements	Plan & Instructions
		9: Capability Integration	statement	requirements	Plan & Instructions
F	Geospatial-Strategic Situation		setting	scenario requirements	developed scenario
G	EXCON		EXCON framework data tailored to TA requirements	forecasted capability requirements	final plan
H	Exercise Participation and Workforce generation process		Validated exercise participation requirements and ingredients.	Specified TA and EXCON workforce requirement. Support and reinforcement requirements.	final human resources and workforce layout.
I	STARTEX Conditions				X
J	Modelling and Simulation Control Plan/Instructions				X
K	Enablement, Reinforcement and Sustainment		statement	requirements	Plans & Instructions
L	Real Life Support	1: Medical Plan/Instructions.		X	X

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ANNEX	TITLE	APPENDIX	EXINT	EXSPEC	EXPLAN
		2: personnel reinforcement Preparation and Processing Plan/Instructions.		X	X
		3: Logistic Support Plan/Instructions.		X	X
		4: Movements and Transportation Plan/Instructions.		X	X
		5: Personnel Lodging/Accommodation Plan/Instructions.		X	X
		6: Catering Plan/Instructions.		X	X
		7: Administration Plan/Instructions.		X	X
		8: Office Allocation Plan/Instructions.		X	X
		9: CIS support plan/including partners.		X	X
		10: Site accreditation, security regulations.		X	X

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ANNEX	TITLE	APPENDIX	EXINT	EXSPEC	EXPLAN
		11: Physical Security - local regulations		X	X
M	Partner and Non-NATO entities Involvement		Approval	Framework and Invitation	Collaboration & Integration
N	Legal implications		Considerations	Administration/Legal Arrangements	Legal Instructions, Technical Arrangements
O	Political implications		Up-to date political and strategic D&G and course of action tailored to exercises.	D&G for Setting/Scenario development, Force Generation, exercise locations.	
P	StratCom and Engagement		Up-to date political and strategic D&G and course of action tailored to exercises.	Real World and Exercise StratCom Guidance	Public Affairs Plan / Instructions
Q	Visitor, Observer, Inspector		Statement on Distinguished Visitor Day demand.	Visitors, Distinguished Visitors and Observers Guidance	Visitors and Observers Plan/Instructions
R	CIS		CIS support requirement statement	CIS requirements	CIS and Bi-SC AIS Core and Functional Services Plan/Instructions
S	METOC				METOC Support/Maritime Rapid Environmental Assessment (REA) Instructions
T	Geographic Support				Geographic Support Instructions

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ANNEX	TITLE	APPENDIX	EXINT	EXSPEC	EXPLAN
U	Physical Security			Physical security requirements	Physical security Instructions
V	Reporting Requirements			Reporting Requirements	Exercise Reporting and Handling of Lessons Instructions
W	Budget Instructions	1: Budget allocation	Reviewed resourcing for the exercise	Updated funding/resourcing requirements	1: Detailed budget allocation for the exercise.
		2: Financial support to partner			2: Financial Support to participating Partner.
X	(spare)				
Y	(spare)				
Z	(spare)				
AA	Scheme of Manoeuvre...[LIVEX only]			draft	final
BB	Land Exercise Instructions [LIVEX only].				X

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ANNEX	TITLE	APPENDIX	EXINT	EXSPEC	EXPLAN
CC	Air Exercise Instructions [LIVEX only].				X
DD	Maritime Exercise Instructions [LIVEX only].				X
EE	Amphibious Exercise Instructions [LIVEX only]				X
FF	Psychological Operations Exercise Instructions [LIVEX only].				X
GG	Special Operations Exercise Instructions [LIVEX only]				X
HH	Information Operations Exercise Instructions [LIVEX only].				X
II	Electromagnetic Warfare Operations [LIVEX only]				X
JJ	Environmental Protection Instructions [to include medical environmental health issues, LIVEX only].				
KK	Exercise Safety Instructions [LIVEX only].				X
LL	Conventional Arms Control [LIVEX only]				X

PRE-STARTEX SYNCHRONISATION MATRIX

This Appendix provides a template that for completion and inclusion in the EXPLAN.

PRE-STARTEX SYNCHRONISATION MATRIX

DRAFT Current: DD MMM YYYY

Activity, Product, or Coordination	From/To	Desired Date	NLT Date/Time
Collection Requirements List	CCs to JFC		
Collection Task Lists	JFC to CCs		
Joint Prioritised Target List (JPTL)	JFC to CCs		
Joint Prioritised Defended Asset List (JPDAL)	JFC to CCs		
ASRs	CCs to ACC		
Maritime Support Requests (MSRs)	CCs to MCC		
Air Tasking Requests (ATR)	CCs to ACC (ALCC)		
Airspace Requests	CCs to ACC		
Joint Restricted Frequency List (JRFL)	JFC to CCs		
Electronic Order of Battle (EOB)	JFC to CCs		
Coordinated Air and Sea Procedures (CASP) Change Requests	ACC to MCC		
Air Tasking Order (ATO) Feeders	CCs to ACC		
Recognized Logistics Picture (RLP) Feeders	CCs to JFC		

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LOCAL EXERCISE ORDERS - TEMPLATE

**TRAINING AUDIENCE HQ
COS STAFF ORDER / FRAGO TO STAFF ORDER / EXERCISE ORDER**

SUBJECT:	COS XXX ORDER/STAFF ORDER NO. XXX : EXERCISE NAME – CONDUCT OF THE EXERCISE
REFERENCES:	<p>A. Xxxx (for example EXERCISE NAME Exercise Plan, dated DD Mmmm YYYY).</p> <p>B. Xxxx (for example COS TA HQ No XXX, Title, dated DD Mmmm YYYY).</p> <p>C. Xxxx (for example TA HQ Training Plan).</p> <p>D. Bi-SC Directive 075-003, Collective Training & Exercise, dated DD Mmmm YYYY.</p>

SITUATION

1. **EXERCISE NAME** is a **(TA HQ)** collective training event / exercise utilizing **(insert appropriate MEANS, that will be used to conduct the activities of the dedicated training block(s) as per the exercise training progression)** to focus on **Xxx xxx**.
2. **EXERCISE NAME** is intended to **train/exercise (specify the TA)** through **(insert appropriate WAYS, that will be conducted in dedicated training blocks)** at **(location)** from **(date)** to **(date)**.
3. **Update or No change (in case of a FRAGO)**.

MISSION

4. The **(training block)** is the venue to:
 - a. **Train and progress the (TA HQ) Xxx xxx capabilities.**
 - b. **Assess the Xxx xxx.**

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- c. Certify for Xxxx xxx.
 - d. Enhance operational skills by participating as Response Cell.
 - e. Prepare for upcoming TA HQs exercises as Secondary / Primary Training Audience.
 - f. TA HQ exercise Battle Rhythm in parallel to daily routine TA HQ Battle Rhythm.
5. The (training block) is connected to EXERCISE NAME, where (other TA HQ) is Primary /Secondary Training Audience.
6. Update or No change (in case of a FRAGO).

INTENT

7. The intent is to run (TA HQ) (training block), as laid down in the (TA HQ) training plan for CT&E.
8. The ambition of the exercise is Xxxx xxx.
9. Update or No change (in case of a FRAGO).

ROLES AND RESPONSIBILITIES

10. **Internal**
- a. Directorate
 - (1) Xxxx xxx
 - b. Division
 - (1) Xxxx xxx
 - c. Branch
 - (1) Xxxx xxx
11. **External** (for example roles of supporting elements)
- a. Supporting element 1. Xxxxx xxxx
 - b. Supporting element 2. Xxxxx xxxx

TIMINGS AND INSTRUCTIONS

12. Dates and location
13. Preparation prior to exercise (training block) conduct.
- a. Review SOPs.

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b. Develop Exercise Battle Rhythm.

14. Conduct of exercise (training block).

a. From (date) to (date). Xxxxx xxxx (training block running according to the exercise battle rhythm) at (location).

b. On (date). After Action Review (AAR) at (location).

15. **Training Audiences**

a. Priority 1: Xxxx xxx (specify priorities, if the CT&E activity is not a 100% TA HQ event, likewise for TA HQ involvement as Response Cell or Secondary Training Audience. Who is to participate what?).

b. Priority 2: Xxxx xxx

c. Update or No change.

16. **Content**

a. (Setting/Scenario, details as per reference, such as EXSPEC/EXPLAN)

b. From (date) to (date). (Training block) will focus on xxxx xxxxx.

c. From (date) to (date). (Another training block) will focus on xxx xxxx.

d. On (date). An After Action Review will prepare Exercise Feedback Processes, collecting findings xxx xxx.

e. Update or No change

17. **Training Methodology**

a. Xxxx xxx (Training block) or (dedicated CT&E event) is/are selected as single event/sequenced event and is/are supported by CT&E toolsets (name the selected toolsets) which deliver the conditions for the (Training Audience) to satisfy the (TA HQ) training requirements.

b. Update or No change.

18. **Reporting**

a. **After Action Review**

(1) AAR will provide the Commanders the first impressions and findings about the achievements of Exercise Objectives/Training Objectives/Xxxxx xxx.

(2) Lead of AAR and validation: EXDIR will lead the AAR, supported by Xxxx xxx. The AAR is the precursor for Commanders validation during the Validation Meeting 3 (VM-3) and the creation of the Exercise Report (EXREP).

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b. **Validation Meeting 3 (VM-3)**

(1) Xxxx xxx TA HQ will contribute to the VM-3, which will be held from (date) to (date) at (location). OSE/OCE/ODE/TA Commanders will validate the exercise feedback during the VM-3.

c. **Exercise Report (EXREP)**

(1) (OCE) will promulgate the EXREP not later than (date).

COMMAND AND CONTROL

19. Lead: (TA HQ) COS/VCOS.

20. Supported by: Xxxx xxx (for example the TA HQ internal Exercise Team)

21. Coordination: The (TA HQ) point of contact for this matter is Rank Name, Directorate Division, email: xxxxxxxx.yyyyyyy@zzzz. (TA HQ) OPR/POC is: Xxxx xxx

22. Update or No change.

ANNEXES:

ANNEX A – (Title)

(Update, refer to Annex or No change).

ANNEX B – (Title)

(Update, refer to Annex or No change).

DISTRIBUTION:

FIRST IMPRESSION REPORT - TEMPLATE

Promulgating HQ/Commanders military letter for FIRST IMPRESSION REPORT

FIRST IMPRESSION REPORT

1. Overall appraisal of the exercise.
2. Assessment of the achievement of the OSE Exercise Objectives.
3. Assessment of the achievement of the OCE Training Objectives.
4. Assessment of the achievement of the First Impression Report (FIR) submitter's objectives. (This should be written from the FIR submitter's perspective. For example: the analysis team's achievement of the OSE's analysis requirements; achievement of a TA's Training Objectives/adequate practice of the Commander's Mission Essential Tasks (METs); etc.)
5. Topics requiring urgent/immediate correction. (If Identified)
 - a. Issue: **Xxxx xxx.**
 - (1) Discussion:
 - (2) Recommendation:
 - (3) Action by:
 - (4) Recommended Suspense:
 - etc.**
6. Topics for the Validation Meeting 3 (VM-3). (From FIR II and onwards)
 - a. Issue: **Xxxxx xxx.**
 - (1) Discussion:
 - (2) Recommendation:
 - (3) Action by:

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(4) Recommended Suspense:

etc.

7. Training feedback. Feedback from witnessing training that need further staffing⁹⁵.

8. LL/Best Practice (BP). (If any Lessons that were derived from the exercise have been already learned and if any Best Practices (BPs) have been established, they are listed in this paragraph, with reference to their NLLP registration.)

a. (Title), (NATO Lessons Learned Portal (NLLP) Reference Number)

etc.

ANNEX:

A. Key Observations List.

⁹⁵ Feedback to be staffed by the recipient of the report or witnessed training feedback

**ANNEX A TO
EXERCISE XXX XX FIRST IMPRESSION REPORT
DATED dd MM YYYY**

KEY OBSERVATIONS LIST

Activity: Exercise XXX XX

Collection and Analysis Objective	OA	Title	Observation	Discussion	Initial Conclusion	Initial Recommendation
	<p>The Originating Authority (OA) is the entity that is responsible for endorsing the LI/PoBP and ensuring it is uploaded in the NLLP. This includes uploading supporting documentation of the observation, analysis, conclusion, and recommended Remedial Actions and requires identification of the Tasking Authority. The OA is to forward the LI/PoBP to the Tasking Authority (TA) through the chain of command.</p> <p>Insert the OA.</p>	<p>This should be a short, informative title that covers the issue and the situation.</p> <p>Insert the Title of the Observation, LI or PoBP.</p>	<p>What happened? This should be a description of the issue to be avoided/improved or the success (good practice) to be repeated. Be sure to stick to the facts.</p> <p>Insert the observation.</p>	<p>What was supposed to happen and what actually happened? Include the context (where/when/who) and discuss why the issue/success occurred. What was the impact of the issue/success? What can be done to avoid/improve the issue or repeat the success? Provide as much objective evidence as possible.</p>	<p>(Further analysis required to develop a mature conclusion)</p> <p>What was the main reason, the root cause for why this issue/success happened? What can be learned from this?</p>	<p>(Further analysis required to develop a mature conclusion)</p> <p>What remedial actions do you recommend should be implemented to avoid/improve the issue or repeat the success in future? What do you recommend should be done to ensure that others can benefit from you've learned? Remember to specify a suitable Tasking Authority who has the authority to task the appropriate Action Body to implement the Remedial Actions.</p>

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EXERCISE REPORT – TEMPLATE

Promulgating HQ/Commanders military letter for OCE EXERCISE REPORT

OCE EXERCISE REPORT

1. **Letter of Promulgation.** (This letter should address any anomalies within the report and give general comments on the exercise.)
2. **Summary of Action Items.** (Those action items identified by the OCE in the Subject Enclosures.)
3. **Exercise Abstract.** (This section contains all information on the exercise in a condensed form, including)
 - a. Identification of Exercise, (name, form, type, area, date).
 - b. OSE, OCE, ODE.
 - c. Participating commands and forces (in summary tables). Reference Enclosures for the detailed workforce.
 - d. Exercise Aim and Objectives.
4. **Exercise Description.** (This enclosure should provide sufficient information for the unfamiliar reader to gain an appreciation of the concept of both the operations that were replicated and the exercise concept and structure that served them. This information should include a description of the setting, the scenario and the conduct of the exercise.)
5. **Achievement of the OSE Exercise Aims.** (OCE evaluation of the level of achievement of each of the OSE's Exercise Objectives.)
6. **Achievement of the OSE Exercise Objectives.** (OCE evaluation of the level of achievement of each of the OSE's Exercise Objectives.)
7. **Achievement of the OCE Training Objectives.** (OCE evaluation of the level of achievement of each of the OSE's Exercise Objectives.)
8. **Achievement of the OSE Experimentation Objectives.** (OCE evaluation of the level of achievement of each of the OSE's Exercise Objectives.)
9. **LIIs/BPs Addressed to external Tasking Authorities.** (A statement for the enclosed Lessons Identified List (LIL).)

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10. **Lessons Learned. LL/BP.** (If any Lessons that were derived from the exercise have been already Learned and if any BPS have been established, they are listed in this paragraph, with reference to their NLLP registration.)

- a. (Title), (NLLP reference Number)

ENCLOSURES

1. Exercise XXXX-XX Lessons Identified List.
2. EXCON workforce spreadsheet.
3. Training Audience workforce spreadsheet (1 Enclosure per Training Audience).

EXERCISE XXXX-XX LESSONS IDENTIFIED LIST.

Activity: Exercise XXXX XX

NLLP ID	OA	Title	Observation	Discussion	Conclusion	Recommendation	Proposed Tasking Authority
<p>NATO Lessons Learned Portal (NLLP) generates a unique identification number for the uploaded Lesson.</p> <p>Insert the unique identification number.</p>	<p>The Originating Authority (OA) is the entity that is responsible for endorsing the LI/PoBP and ensuring it is uploaded in the NLLP. This includes uploading supporting documentation of the observation, analysis, conclusion, and recommended Remedial Actions and requires identification of the Tasking Authority. The OA is to forward the LI/PoBP to the Tasking Authority (TA) through the chain of command.</p> <p>Insert the OA.</p>	<p>This should be a short, informative title that covers the issue and the situation.</p> <p>Insert the Title of the Observation, LI or PoBP.</p>	<p>What happened? This should be a description of the issue to be avoided/improved or the success (good practice) to be repeated. Be sure to stick to the facts.</p> <p>Insert the observation.</p>	<p>What was supposed to happen and what actually happened? Include the context (where/when/who) and discuss why the issue/success occurred. What was the impact of the issue/success? What can be done to avoid/improve the issue or repeat the success? Provide as much objective evidence as possible.</p>	<p>What was the main reason, the root cause for why this issue/success happened? What can be learned from this?</p>	<p>What remedial actions do you recommend should be implemented to avoid/improve the issue or repeat the success in future? What do you recommend should be done to ensure that others can benefit from you've learned? Remember to specify a suitable Tasking Authority who has the authority to task the appropriate Action Body to implement the Remedial Actions.</p>	<p>The Tasking Authority (TA) is the entity that is responsible for phase 2 in the NATO LL Process. This includes deciding on recommendations and Remedial Action (RA), (noting or approving), commit resources and appoint/task one or more Action Bodies (AB). The TA informs the OA if its decision (feedback). The TA is responsible for the coordination, implementation and the tracking from a Lesson Identified (LI) to a Lessons Learned (LL). The TA is responsible for controlling that the approved LI is uploaded in the NATO LL Portal and to update the LI to a LL when implemented.</p> <p>Insert a single Tasking Authority.</p>

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ENCLOSURE 2 TO
EXERCISE XXX XX EXERCISE REPORT
DATED dd MM YYYY

EXCON WORKFORCE SPREADSHEETI

EXERCISE XXXX XX EXCON

Remark: Insert final EXCON Workforce Spreadsheet here. The most current version might have been updated during the execution of the Exercise Process Stage 3 (Conduct) training block E (EMPLOYEX).

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**ENCLOSURE 3 TO
EXERCISE XXX XX EXERCISE REPORT
DATED dd MM YYYY**

TRAINING AUDIENCE WORKFORCE SPREADSHEET

EXERCISE XXXX XX PRIMARY TRAINING AUDIENCE

Remark: Insert final Training Audience (TA) Workforce Spreadsheets here. The most current version might have been updated during the execution of the Exercise Process Stage 3 (Conduct) training block E (EMPLOYEX). (1 Enclosure per Training Audience).

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ENCLOSURE 4 TO
EXERCISE XXX XX EXERCISE REPORT
DATED dd MM YYYY

TRAINING AUDIENCE WORKFORCE SPREADSHEET

EXERCISE XXXX XX SECONDARY TRAINING AUDIENCE

Remark: Insert final Training Audience (TA) Workforce Spreadsheets here. The most current version might have been updated during the execution of the Exercise Process Stage 3 (Conduct) training block E (EMPLOYEX). (1 Enclosure per Training Audience).

CAPABILITY INTEGRATION REPORT – TEMPLATE

1. **General remarks and explanations concerning to the template.**
 - a. The ACO and ACT Capability Integration Authorities will use a Bi-SC agreed template for the Capability Integration Report.
 - b. The CIR will be promulgated in the form of a Bi-SC Cover letter to be supplemented by dedicated annexes, as listed below. Both, ACO and ACT CI Authorities will sign the CIR.
2. **Cover letter.** The CIR cover letter is to consist at a maximum of four pages to include a short description (overall requirement and narrative) and a summary of the CI subject in context to the specific exercises' Exercise Feedback processes. The annexes to the cover letter will amplify/explain/add specific details to dedicated subjects.
3. **Annexes.** Each annex is tailored to one subject and responsible entity. Annexes B to E are structured around the following paragraphs: Executive Summary, Initial Objectives, Findings and Recommendations.
 - a. Annex A to CIR – Commanders Assessment
 - (1) Free text on Collective Capability findings.
 - (2) No more than one page per exercise stakeholder Commander.
 - b. Annex B to CIR – Joint C2 Observations
 - (1) Content provided by ACO EVAL Cell (ACO EVAL Cell in lead).
 - (2) No more than ten pages.
 - (a) Executive Summary (half page).
 - (b) Initial Objectives (half page).
 - (c) Findings and Recommendations (up to nine pages).
 - c. Annex C to CIR - Priority Areas for LL Collection & Analysis
 - (1) Content provided by ACO LL Cell (ACO LL Cell in lead).
 - (2) No more than ten pages
 - (a) Executive Summary (half page).
 - (b) Initial Objectives (half page).
 - (c) Findings and Recommendations (up to nine pages).

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- d. Annex D to CIR - Initial Observation from the JALLC Analysis (optional)
 - (1) Initial observation from the JALLC Analysis on a special ACO request (if any).
 - (2) Content provided by the JALLC (JALLC in lead)
 - (3) No more than ten pages.
 - (a) Executive Summary (half page).
 - (b) Initial Objectives (half page).
 - (c) Findings and Recommendations (up to nine pages).

- e. Annex E to CIR - Warfare Development Exploitation
 - (1) Content provided by HQ SACT (HQ SACT in lead).
 - (2) No more than ten pages
 - (a) Executive Summary (half page).
 - (b) Initial Objectives (half page).
 - (c) Findings and Recommendations (up to nine pages).

STEERING GROUP

1. The SG, chaired by a command group officer on behalf of OSE/OCE, has the following aims:
 - a. Provide the commander with an insight of the EP.
 - b. Elicit⁹⁶ or ensure commanders ownership of the exercise.
 - c. Highlight and address challenges to the delivery of the exercise, and apportion these to stakeholders.
 - d. Provide the commanders' direction and guidance to the EB and steer ongoing exercise planning.
2. In case OSE is not a TA, OSE may normally delegate SG responsibility to OCE for stages 2 and 3. It should support, not hinder, the exercise planning effort.
3. If necessary, supplementary SG meetings (SGMs) can call together in addition to the systematic Commanders' level meetings (on-call SGM) throughout the EP, starting from Stage 0.
4. The SGMs should be used as a decision making body which may convene when it is appropriate to do so because there are issues at hand, or the need for a mutual situation update.
5. For any proposed changes that are submitted, due consideration will be given to the benefit of the potential change and the feasibility of accommodating them without endangering the EP or negatively affecting the exercise delivery and its quality.
6. Even without the on-call SGMs, there is a level of involvement of the command groups in the EP at the Commanders VMs during each stage. Everyone, including commanders, should remember that the EXSPEC, once agreed upon at the VM for Stage 1 (VM-1), should be considered an immutable document to which the exercise planners must adhere to during stages 2 to 3 and the exercise feedback processes.
7. The composition of the SG will depend on the specific exercise and challenges, but will normally as a minimum include command group representatives from OSE, OCE and ODE organisations as well as selected training audiences.
8. The chair of the SG may wish to include the DCOSs as attendees for the meeting in order to facilitate the internal coordination with the staff, or to assist in the assessment of the topics in the agenda.
9. Those stakeholders identified as owning and managing the challenges should provide an assessment about the risks and potential perennial solutions/mitigation. An initial back brief to the chair should be expected during the meeting.

⁹⁶ This might be specifically the case, if no fully-fledged Stage-0 was conducted.

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10. SG members could be supported by SMEs to provide detailed information on the issues being discussed during the meeting.
11. A record of decisions and/or action item list should be provided by the SG secretary and reviewed at each meeting.

GUIDE TO PLANNING COMMUNICATION AND INFORMATION SYSTEMS SUPPORT TO NATO EXERCISES

1. **Purpose and Scope.** The purpose of this annex is to outline guidance, procedures and timings for the NCS/ NFS and planners in order to facilitate the planning of CIS support for exercises. It delineates CIS related responsibilities during the EP primarily focusing on OSE, OCE, ODE, TA, CIS Authorities and Service Providers. This Directive drives the key principle of aligning operational and exercise planning as far as possible. It should try to adopt the same processes and steps, but also recognise where it cannot because of timelines or other reasons. It complements instructions given in Reference DD. Taking into account outdated status of Reference DD document, once it is revised, its provisions take precedence over those in this annex if they contradict each other and do not apply to exercises. NATO common funded CIS support beyond what is agreed and pre-financed via Central Support Level Agreement (SLA) and Exercise Budget will generally be provided by NCI Agency and NCISG during exercise. As per Reference EE, any additional CIS support requirements not foreseen during the bi-annual NATO Exercise CIS Support Meeting (NECSM) for other EP Stage 3 activities such as training blocks B (BST) and C (CRP) have to be anticipated at least 6 months in advance and need to be endorsed by SHAPE Cyberspace CyOC, in equivalent to the below described planning process and products.

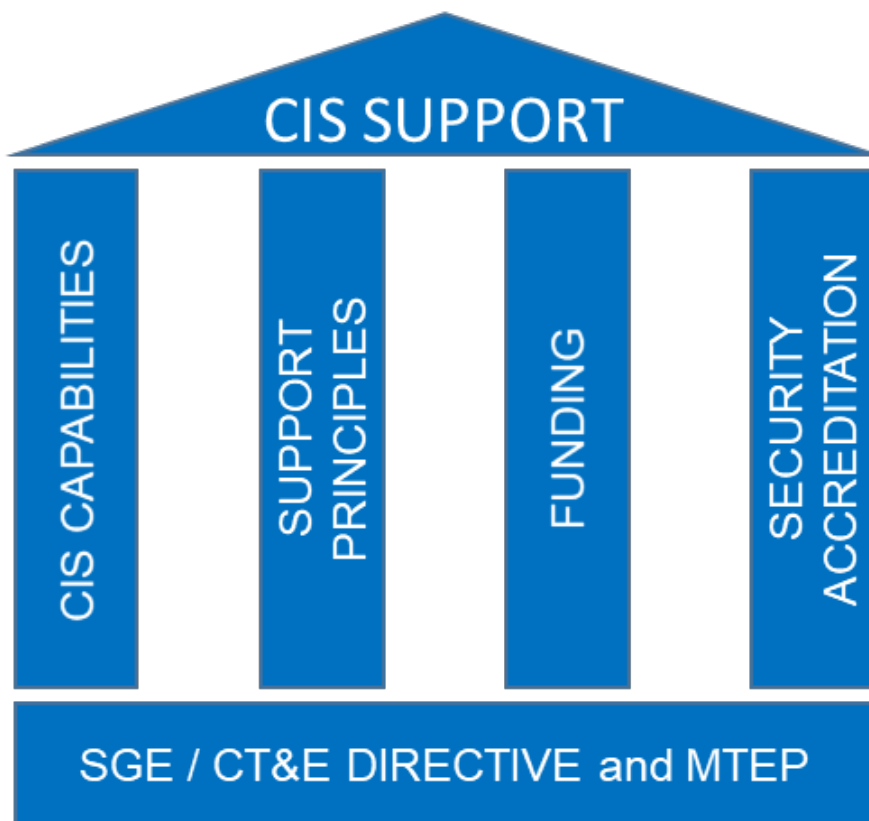


Figure O-1 – CIS planning pillars

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2. **NATO CIS Capabilities.** Figure O-1 depicts CIS support, linking CIS capabilities, principles and pre-conditions. NATO CIS capabilities are realised in services which enable NATO to carry out its operations. These capabilities have been acquired to support day-to-day business, operations and exercises. For exercises, their use is regulated through the development of exercise requirements, mainly by means of IERs and a CISSM and subject to the SLA. The following are the available NATO assets for exercises:

a. **NATO Static Capability.** The NATO static CIS capability provides end user services and the communications infrastructures to enable end-to-end service assurance from tactical through strategic levels, including operational reach back.

b. **NATO Deployable CIS Capability.** NATO Deployable CIS Capability (DCIS) equipment together with trained workforce and processes are available to provide a strictly tailored in scope of deployable CIS capability to support both NATO exercises and NATO operations.

c. **Deployable CIS Equipment Pool.** Deployable CIS Equipment Pool (DCEP) is a pool of NATO equipment held and maintained by NCISG NATO Signal Battalions (NSB) and NCI Agency CIS Support and Sustainment Centre (CSSC) in Brunssum (the Netherlands) for CIS support to exercises and operations. It is provided to users on CyOC endorsement.

3. **Exercise CIS Support Principles.** The following exercise specific planning principles amplify those stated in Reference DD.

a. **Eligibility.** NATO deployable and static CIS services can only be provided for exercises contained in the MTEP or in which NATO participates or has an interest. The eligibility of using common funded NATO CIS equipment is mentioned in the CFAO and in the MMRs for NRF/ ARF. NCSs are eligible for provision of NATO **THROUGH** connectivity and their direct subordinates are eligible for NATO **TO** connectivity when performing NATO designated activities.

b. **Minimum Military Requirements.** Provision of NATO CIS for exercises follows the principles outlined in the MMR for Common Funded DCIS⁹⁷, which are applied to NCS, NFS, multi-/ nationally provided component commands or commands established for deployable forces operations. In general, while MMR are not updated NCSs are supported following their DCEP requirements if operationally justified, supportable by NATO inventory and following the priorities. NCS's direct subordinates are provided with support in accordance with the provisions detailed in NATO DCIS CONOPS⁹⁸. These principles are not applicable to the EXCON (ODE) locations in support of training these deployable forces.

c. **Prioritization.** Priorities for CIS resources allocation are directly taken from SGE, annual CT&E Directive and included in the MTEP. Any changes/ updates to prioritization have to be coordinated and approved by the CIS Strategic Planning Authority (CSPA).

⁹⁷ MCM 0083-2005, NATO Response Force (NRF/ARF) Minimum Military Requirement (MMR) for Common Funded Deployable CIS and HQ CSS Equipment, dated 07 July 2005

⁹⁸ Until MCM 0083-2005 is not revised, updated and published, NATO DCIS CONOPS (para 3-7.c) is in effect to provide details regarding **TO** connectivity for NCS's direct subordinates.

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d. **Planning Approach.** A strategic decision that must be made as early as possible in the planning process is the approach for the type of network to be used in the exercise. Two options are considered:

(1) **MN Approach (Default option).** Exercises based on the scenarios which may include non NATO partners' participation must adhere to MN approach. Following Federated Mission Networking (FMN) standards, process and instructions introduced by FMN and applied in the MN. This option relies on a common federated architecture, common concepts, principles, interoperability standards and even a common technical architecture. Additional information on FMN and Considerations for CIS Planning is included as Appendix O-5.

(2) **Non-MN approach.** For exercises, which scenarios do not take into account non-NATO partners' participation. The FMN Instructions may or may not apply.

4. **Funding.** Only MTEP approved exercises are eligible to have CIS support funded by exercise budgets, either that held by ACO (normally in OSE and OCE role) or ACT (normally in the ODE role). For practical reasons, necessary funds will be delegated to subordinate commands. Additionally, centralised and local SLAs will provide exercise support as agreed in their terms and conditions.

a. **NATO Exercises.** The assigned budget authorities will receive a delegated exercise budget in accordance with requirements programmed in the Medium Term Resource Plan. Requirements will be considered during the NECSM cycle, coordinated with NCI Agency for price estimation of their required support (shipment of DCEP equipment, leased lines, consumables, etc.), validated by SHAPE and to be included in the annual budget. This budget will be used to cover internal expenses and to contract services from NCI Agency. The exercise budget is not designed to permanently cover CIS capability gaps of participating entities and cannot be used to purchase equipment etc. The nature of the expenditure must be temporary and for exercise purposes only. This does not release the participants from obligation to own appropriate CIS capabilities for the exercise.

b. **Training Events and Non-funded Exercises.** In the event that a short notice exercise or Training Event (TE) is not included in the MTEP, but considered essential, Deployable CIS Coordination Authority (DCCA) will coordinate a price proposal with NCI Agency, when the exercise requirements are received based on planning process and Customer Request Forms (CRF) submitted to NCI Agency. Once approved by SHAPE, the TE or exercise organiser (JFCs or nations) shall release Purchase Orders (POs) to the DCCA and NCI Agency for their required support. In case of only static CIS requirements, organiser is to send directly CRF and PO to NCI Agency once approved by SHAPE. It is likely that such requirements will be unfunded and not reflected in the current budget, the OCE will either be prepared to finance the requirement at risk from their allocated budget or approach the appropriate budget holder for support. The organiser must consider the operational risk of CIS support failure in the event late coordination precludes the proper and timely planning of resources.

c. **Unfunded Operational Requirements.** Any unfunded, but OSE validated operational CIS requirements, must be raised with the budget holder as early as possible to SHAPE J7, in order to identify alternative resourcing.

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5. **Security Accreditation.** All CIS processing NATO classified information during exercises shall be accredited in accordance with extant directives/ NATO Security Policy. Coordination of the security accreditation process for the exercise (e.g. Site locations or overall connections) is the responsibility of the OCE. Security accreditation authority should be addressed during the exercise planning process, to ensure accreditation is achieved in a timely manner.

6. **Authorities “and entities” Roles and Responsibilities on provision of CIS Support to exercises** are listed below for those related to exercises CIS support. In most cases, exercise support is done through standard and agreed procedures. The designated CIS authorities for NATO may be found under Appendix 3 of this Annex.

a. **CIS Strategic Planning Authority**

- (1) Retain strategic control on the CIS planning and support for exercises.
- (2) Provide direction and guidance required for proper CIS planning.
- (3) Ensure providing a final decision in cases not described in extant normative document.
- (4) Orchestrate CIS planning and provision among exercises.
- (5) Commence and coordinate initial CIS planning for exercises (NATO Exercise CIS Support Meeting (NCSSM)).
- (6) Synchronize, coordinate and prioritize CIS planning theatre wide, multi JOAs environment.
- (7) Responsible for the strategic-level oversight of execution of the EXPLAN Annex pertaining to CIS.
- (8) Responsible for formal tasking of the NATO CIS Group and its associated DCIS equipment.
- (9) Responsible for maintaining oversight and formal assignment of assets from the DCEP.
- (10) Set priorities, validate requirements and arbitrate the allocation of DCIS assets (DCEP included) against conflicting requirements from supported FE(s) and OCE.
- (11) Coordinate CISSM with CSSC, endorse and ensure DCOS Cyberspace approval, and submit to CSSC, NCIA and NCISG for execution.

b. **CIS Operational Planning Authority (COPA)**

- (1) Lead and coordinate the overall CIS planning process.

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- (2) Organize, host and chair TCC if the federation is not performed on NATO DCIS assets⁹⁹.
- (3) Schedule and chair CIS syndicates during the planning cycle.
- (4) Produce the Architecture Level 1.
- (5) Request and contract support to CIS related services from NCI Agency¹⁰⁰.
- (6) Coordinate notional CIS SUPPLANs development once required. This includes drafting the main body of the CIS SUPPLAN, obtaining inputs from CIS stakeholders, DCIS Coordinating Authority, Service Management Authority and Technical Authority consolidating inputs into a coherent final draft for endorsement and approval.
- (7) Collate and endorse the CIS requirements by means of CISSM, including requirements from Training Audience and EXCON, and submit it to CSPA for endorsement and DCOS Cyberspace approval.
- (8) Hold responsibility for crypto management.
- (9) Coordinate physical, procedural and CIS security requirements with the Technical Authority and participants.
- (10) Develop and execute the CIS Setup and Validation Plan with support DCCA and Technical Authority that will determine whether CIS works as intended.
- (11) Provide, in coordination with the operational and IM communities, the database deployment plan and operational products required to achieve the information exchange requirements. The operational products cover, but not limited to, the following:
 - (a) LOGFAS replication guide
 - (b) TOPFAS replication guide
 - (c) JTS replication guide
 - (d) ICC replication guide
 - (e) OTL OPTASKLINK
 - (f) OIG Distribution Graph
 - (g) FFT OPTASKLINK
 - (h) RMP OPTASK

⁹⁹ NCI Agency is to take this task once agreed and included in Centralized Service Level Agreement (CSLA).

¹⁰⁰ If not already covered under the respective SLAs.

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- (i) RAP OPTASKLINK
- (j) JISR Products
- (k) GEO services naming convention
- (l) Database Deployment Plan (DDP)

c. **DCIS Coordinating Authority**

- (1) Contribute the DCIS portion to the development of the EXPLAN Annex on CIS and if required to the notional CIS SUPPLAN.
- (2) Act as Fund Manager for the delegated DCIS exercise funds (consumables, leased lines, DCIS equipment transportation costs and TDY¹⁰¹).
- (3) Request and contract support to Deployable CIS related services from NCI Agency¹⁰².
- (4) Where the federation is performed on NATO DCIS assets, organize, host and chair TCC.
- (5) Responsible for the orchestration and harmonization among all exercise participants/ stakeholders in DCIS.
- (6) Produce the Architecture Level 1.5 diagram on exercises with a NATO DCIS footprint in close coordination with the OCE.
- (7) Support COPA in CIS Setup and Validation Plan development and execution.

d. **Service Management Authority**¹⁰³

- (1) Contribute to the development of the EXPLAN Annex on CIS and if required to the notional CIS SUPPLAN.
- (2) Through the SMWG (Service Management Working Group), establish and execute a Change Advisory Board (CAB), to include the release and deployment process for agreed changes.
- (3) Draft and provide Joining, Membership, and Exiting Instructions (JMEIs) for each service.
- (4) Collect from every exercise participants their Service V&V results.
- (5) Declare the CIS technical readiness of the training blocks D and E.

¹⁰¹ TDY funds being delegated to the respective ACO HQ's to support the exercise related TDY of co-located unit.

¹⁰² If not already covered under the respective SLAs.

¹⁰³ If MN approach is chosen for the exercise.

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(6) Fulfil the FMN requirements related with the Service Management Authority (SMA) TOR established for the MN.

e. **Technical Authority**¹⁰⁴

(1) Develop and design Architecture Level 2 for the NCS.

(2) Establish exercise Configuration Management Database (CMDB), collect and validate the configuration data of CIS Services provided by exercise participants.

(3) Establish and maintain exercise's CIS Architecture and Service baselines for all technical domains.

(4) Manage architectural and configuration changes over CIS Services in accordance with established change management (ChM) process.

(5) Contribute to the development of the EXPLAN Annex on CIS and if required to the notional CIS SUPPLAN.

(6) Chair and execute a CAB, to include the release and deployment process for agreed changes (for exercises not using Mission Network (MN)).

(7) Support COPA in CIS Setup and Validation Plan development and execution.

(8) Collect from every exercise participants their System S&V results.

(9) Declare the CIS technical readiness of the DEPLOYEX¹⁰⁵ (3)

f. **OSE**, as the final authority for Individual or Collective Training and Exercises, is responsible to:

(1) Take into consideration CIS requirements while developing the exercise programme.

(2) Elaborate the CIS portion of the exercise budget and present it during Exercise Budgeted User Group (EBUG).

(3) Incorporate CIS exercise and training objectives, to include those for NCISG, CyOC, SHAPE as training audience inside EXSPEC in close coordination with the CyOC.

(4) Delegate CIS exercise budget as required.

(5) Integrate subordinate units, training facilities, JWC and JFTC, as well as COE in the CIS part of EP.

¹⁰⁴ Technical Authority is delegated by Lead Nation SMA.

¹⁰⁵ Training Block D - DEPLOYEX

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g. **OCE.** On behalf of the OCE, OCE CIS OPR will be responsible for organizing all CIS support to the exercise and will:

- (1) Perform a role of COPA.
- (2) Request the CIS budget to the OCE Fund Manager and manage it.
- (3) Develop and incorporate Spectrum Management requirements into the exercise planning, including requirements from training audience and EXCON.
- (4) Develop the EXPLAN Annex for CIS.
- (5) Advise on integration of experiments, in coordination with NCI Agency.
- (6) Develop and submit the exercise CIS security accreditation package.
- (7) Decide the format of the TCC¹⁰⁶ in close consultation with NCI Agency and NCISG.
- (8) Produce Architecture Level 1 Diagram.
- (9) Design and plan the CIS S&V to be conducted before Employment training block in coordination with NCISG and NCIA.

h. **ODE.** As responsible agent for the simulation and exercise scenario, ODE will ensure specific EXCON IM, C4, CIS requirements (including distributed EXCON IERs, CAX network design, ETEE FSs, etc.) that need to be planned, prepared and supported throughout all phases of NATO's EP will be fulfilled and described in the EXPLAN.

i. **SHAPE DCOS CYBERSPACE.** SHAPE responsibilities are linked to the fact that DCIS equipment is used for supporting both operations and exercises. DCOS CYBERSPACE is responsible to:

- (1) In coordination with ACT, authorise CIS experimentation and testing¹⁰⁷.
- (2) Ensure that FMN as NATO's paradigm, when it comes to supporting operations by CIS, is considered and included in all stages of EP.
- (3) On an exceptional basis, may decide to delegate the coordination of the notional CIS SUPPLAN for exercises to the DCIS Coordinating Authority if the majority of the CIS effort relies on DCIS assets¹⁰⁸.

j. **CyOC**

- (1) Perform a role of CIS Strategic Planning Authority in cooperation with SHAPE J6.

¹⁰⁶ TCC might be a separate event/ meeting or combined in the CIS Syndicate during the EP meeting.

¹⁰⁷ Any CIS Projects related expenses will be covered by the Project Budget.

¹⁰⁸ If required, criteria to be defined by DCOS Cyberspace in close coordination with NCISG.

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- (2) Perform OSE function for specific exercises (i.e., STEADFAST COBALT).
 - (3) Delegate Cyberspace SMEs into EG if deemed necessary.
 - (4) Contribute to the NECSM and if deemed necessary participate at MPB and EBUG.
 - (5) Contribute to the LL/ LI/ BP process with regard to Cyberspace observations collected during exercises.
 - (6) Participate through Stage 1 EG in the definition of CIS exercise and training objectives within its domain through Exercise Specification document, in scenario generation and MEL/ MIL development and evaluation process.
 - (7) Chair the NECSM as part of the CIS support planning.
- k. **SHAPE J6 Cyberspace** will lead the strategic enabling Cyberspace support planning for exercises, in co-operation with CIS Coordinating Authority, DCIS Coordinating Authority, Service Management Authority, Technical Authority, and will:
- (1) Perform a role of CIS Strategic Planning Authority in cooperation with CyOC.
 - (2) Contribute to SACEUR Guidance for ETEE (SGE and annual CT&E Directive).
 - (3) Support the enablement through the NATO Centralized CIS Budget (NCCB), only for centralised non-exercise specific services.
 - (4) Contribute to the NECSM and to the MPB.
- l. **NATO CIS Group**
- (1) Perform DCCA role over the NATO DCIS.
 - (2) Contribute to the NECSM, MPB and EBUG.
 - (3) Ensure that all DCIS related expenses are included in the annual NCISG exercise budget delegated.
 - (4) Allocate DCIS assets to supported exercises and approved activities in accordance with approved IERs, CISSM, EXPLAN Annex on CIS.
 - (5) Retain administrative control (ADCON)¹⁰⁹ over NCISG deployed personnel and DCIS assets.
 - (6) Plan and deploy the authorised DCIS solution, operate and maintain DCIS resources during exercise period and finally, redeploy the DCIS resources.

¹⁰⁹ADCON. Direction or exercise of authority over subordinate or other organizations in respect to administrative matters such as personnel management, supply, services, and other matters not included in the operational missions of the subordinate or other organizations.

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- (7) Plan, coordinate and establish a tailored DCIS Support Group (DSG).
- (8) Provide Cyber Defence and Information Assurance capabilities in the deployed environment.
- (9) Provide personnel reinforcement to exercises run from static locations when approved by NCISG COM.
- (10) By negotiated delegation from NCI Agency, exercise an appropriate level of technical control (TECHCON)¹¹⁰ over deployed networks.
- (11) Fulfil additional exercise roles and responsibilities when the delegation has been approved by NCISG COM.
- (12) Collect NATO DCIS observations for the lesson learned process.
- (13) Support the development of notional DCIS CIS plans and relevant notional CIS SUPPLAN.

m. **NATO Communication and Information Agency.** NCI Agency, as the CIS Service Delivery partner to NATO and SMA for NATO-led Mission Networks act as Technical Authority for all the NATO led MTEP exercises and as SMA for all exercises following the MN approach, that are regulated by C2 arrangements and supported by pre-arranged services under Centralised and Local Service Level Agreements, therefore NCI Agency will:

- (1) Contribute to the NECSM, MPBs.
- (2) Provide annual cost estimations to be covered by SLA/ CSLA for future MTEP activities.
- (3) Provide timely response to CRFs requesting support beyond SLA/ CSLA coverage.
- (4) Ensure proper central management and level 3 technical and logistic support for DCIS.
- (5) Conduct experimentation and testing according to ACO requirements and ACT D&G.
- (6) Provide necessary funding requirements, training and documentation, including accreditation prerequisites for CIS support to experiments.
- (7) Provide enterprise level Cyber Defence and Information Assurance capabilities.
- (8) Provide CIS and Information System Services (e.g., network design, infrastructure, platforms, software, etc.) for modelling and simulation (CAX),

¹¹⁰ TECHCON is the authority of one organization or command to issue and enforce policy and authoritative direction concerning the use of techniques, procedures, standards, configurations, designs, devices, and systems.

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scenario and inject coordination as well as training objective and observation tracking and management (ETEE FS) as requested by ODE. This includes network infrastructure for geospatial data, imagery and maps.

(9) Conduct ADCON and TECHCON over the NCI Agency deployed elements.

(10) Manage, maintain and provide equipment from DCEP as requested by CSPA.

n. **Participant units CIS staff.** Participants units CIS staffs are responsible to provide required inputs during the whole EP and will:

(1) Contribute to the NECSM.

(2) Develop own CISSM and submit it to OCE for further processing and floor plans to supporting CIS providers.

(3) Provide IER requested by OCE IM Manager/ IM Syndicate.

(4) Contribute to the development of all required planning products by providing needed information in a format provided by COPA and in a timely manner according to the exercise timeline.

(5) Provide required data for configuration to SMA/ Technical Authority in a timely manner according to the exercise timeline.

(6) Contribute to and comply with the agreed exercise CIS architecture developed by the SMA/ Technical Authority.

o. **NCS/ NFS FEs.** NCS/ NFS FEs J/ G/ N/ A 6s and SHAPE J(X) OPRs will contribute to the CIS planning for exercises via their participation in the NECSM and provision for exercise planning and execution details as required.

7. **Exercises CIS Planning Coordination.** CIS planning is an integral part of the overall EP under the guidance of the exercise planning staff. For major exercises, the vehicle for the CIS planning should be the CIS Syndicate, supported by at least the IM, the COI Services and Security Syndicates. For smaller exercises, any or all of the meetings can be merged together or take place in the plenum during planning conferences. These syndicates will convene during every Exercise Planning Conferences (i.e. IPC, MPC and FCC), or for additional stand-alone meetings. The CIS staff of the OCE shall nominate syndicate leaders. The format of the TCC will be decided by the COPA in close consultation with NCI Agency and NCISG. CIS syndicate's agenda is based on specific CIS requirements (see Appendix 1).

To start the CIS Planning process, the strategic approach for the network(s) of the exercise (MN approach or Non-MN approach) must be determined in the EXSPEC based on, available resources and strategic guidance. By default in NATO exercises, the exercise mission network follows the MN approach.

a. **CIS Syndicate.** The key members of the CIS Syndicate are the CIS representatives from the OCE, CIS service providers, and CIS designated authorities (See Appendix 3), every TA of the exercise and EXCON. If required, SHAPE J6 Cyberspace/ SHAPE CyOC

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and additional SMEs can contribute. The CIS Syndicate constitutes the CIS Exercise (planning) Team of the exercise¹¹¹. The CIS Syndicate should convene primarily in separate session during the scheduled exercise planning conferences; however, additional events, such as CIS site surveys or ET meetings, might be scheduled. The main functions of the CIS Syndicate are providing a venue for discussion and agreement for the optimal CIS solution, addressing and solving particular CIS problems, coordination holistically of CIS provision and supporting OCE CIS OPR in the development of the CISSM, EXPLAN Annex pertaining to Floor Plans. In addition, CIS Syndicate is to coordinate with the IM and COI services syndicate.

b. **IM Syndicate.** This syndicate is led by OCE Information Manager (Annex P). The key members are the operational staffs and the IM representatives from the OCE, ODEs and TA of the exercise and personnel from NCISG and NCI Agency. The purpose of the syndicate is to produce and deliver the IERs and the IM procedures enabling an effective and efficient use of all provided CIS services. It is vital to ensure that a database deployment plan is developed by the OCE in conjunction with the COI Services Syndicate to ensure all information is available for the exercise.

c. **COI Services Syndicate.** The COI Services provide the primary means to support the users' operational needs as determined by the IERs. The syndicate requires the attendance of the OCE CIS OPR, EXCON, Training Audience and the CIS providers to ensure that the planned COI Services are meeting the IERs. The COI Services Syndicate has to produce the COI Service diagrams and COI Service baseline listing services, systems, versions¹¹², licences and COI Service managers. It will also coordinate the provisioning of required COI Service databases through the database deployment plan. These products, coordinated with the IM syndicate are input information for the CIS Syndicate.

d. **Security Syndicate.** The Security syndicate is a one-stop shop for all security-related issues and is led by the OCE security officer. The syndicate is responsible for the coordination of physical and procedural security, CIS Security architecture, CIS Security Accreditation, Communications Security (COMSEC) and Public Key Infrastructure (PKI) coordination, Cyberspace Hygiene, Cyberspace Defence and Cyberspace situational awareness. The Security Syndicate is to be attended by the Security and Information assurance managers of all exercise participants, the ODE, the CIS providers and the SMA.

8. **CIS Planning Deliverables**¹¹³. Some of the most common CIS planning deliverables developed during the Exercise Planning are:

a. **Information Exchange Requirement Diagrams and Matrices. IERs development is a responsibility of the IM participants and the IM Syndicate.** Draft IERs have to be provided by the exercise participants in the IPC and finalized at latest

¹¹¹ In order to avoid duplication in efforts, it is imperative that the same personnel be delegated to the participating parent HQs J7-led Core Planning Team.

¹¹² During major Interoperability Exercises like Steadfast Cobalt COI Services versions will be tested. The rollout of this new version needs to be coordinated across the TA for a given exercise/stand-by period, noting that NFS elements and Component Commands may operate National versions of the same software and have a different schedule for software upgrades.

¹¹³ SHAPE CyOC EDMS, contains the template for of all the documents to be issued during the operations and exercise process

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eight months prior to conducting training block D (DEPLOYEX)/ training block E (EMPLOYEX). The collection and collation of IERs is a primary objective during the initial stages of CIS planning. The lack of a clear statement of IERs at the early planning stages increases the risk that the planning is not completed in time during EP. Operational IER data is compiled through the liaison of the OCE IM Manager with each of the TA planning branches at the strategic and operational levels in order to determine the following:

- (1) The type of data to be exchanged.
- (2) Information flow between participating HQs and units including the security domain within which the data needs to be exchanged.
- (3) The primary method of data exchange (for example we can use a particular COI service as primary and email as secondary).

The IER diagram and Matrix have to be provided by the Information Management (IM) syndicate chaired by OCE IKM during the EGM-2.1 or during the IPC to accommodate CIS lead times. Afterwards the IER matrix has to be finalised and validated at latest eight months prior to conducting training block D (DEPLOYEX)/ training block E (EMPLOYEX).

For NRF/ ARF and NFS JHQ preparation exercises the use of standardized IERs is mandatory. Maximum use of these standardized IERs is highly recommended for all other exercises.

b. **CIS Services Matrix.** Once the CIS Points of Presence (PoPs) are determined and the operational IER's are defined, the COPA should develop and collate the CISSM on the basis of the CISSMs provided by CIS OPRs of entities participating, and eligible for NATO CIS support, in the exercise. The COPA will verify the final version of the CISSM during the MPC before submitting it to CSPA for endorsement and DCOS Cyberspace approval. The CISSM are to be verified with the relevant representatives of TA and EXCON and in accordance with the CFAO and the NRF/ ARF MMR. Once approval process is accomplished CISSM is sent to NCIA, CSSC and NCISG for implementation. After the MPC, all CIS requirements requested by USERS are FROZEN and any request for change has to be addressed CSPA. Once approved they will be provided based on the best effort. The CISSM template available on the CSPA's SharePoint¹¹⁴ is (and can only be) an example. This comes with a specific tasking to COPA to develop and coordinate on the exercise specific CISSM template in order to align the matrix with the respective CIS Services Baseline and NATO CIS portfolio. Major updates in the matrix are to be addressed to CIS Strategic Authority for further review and update of the template once deemed required.

c. **Exercise CIS Architecture contains:**

- (1) Level 1 Architecture Diagram provides at least geographic locations and participants FEs/ HQs, active users per domain. It should include information regarding DCIS (NATO/ national), security domains, basic connectivity, required

¹¹⁴ A soft copy may be found in the SHAPE EDMS CyOC PLANS Branch portal which is to be updated periodically as indicated by COPA accordingly to new general requirements.

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uplift for static sites. It is to be developed in incremental way by COPA and finalised during IPC.

(2) Level 1.5 Architecture Diagram, also known as Event Diagram, provides a more granular view on the level 1 diagram. It contains locations with static, NATO DCIS Detachments and Mission Network participants that fully participate in the mission/ operation. It depicts their connectivity, main security domains (MS/ NS/ NU) and number of users. It is to be drafted and produced by the DCIS Coordinating Authority, in coordination with the COPA, and the exercise participants during the IPC and finalized before the MPC.

(3) Level 2 Architecture Diagrams, also known as Service Diagrams, are developed by the SMA/ Technical Authority in coordination with the DCIS Coordinating Authority and Mission Network Participants (MNPs). They depict the dataflow in accordance with the IERs, type of instances, networks, security domains, connectivity types, protocols, circuit speeds, crypto, etc. The configuration details for these diagrams will be available in the CMDB. The diagrams are reviewed during the planning cycle by the CIS Syndicate, or by CIS sub-syndicates if these are established, and are developed for:

- (a) Communications Services (i.e. Routing, Voice, VTC, Tactical, etc.).
- (b) Core Services (i.e. authentication services, informal messaging services, directory services, etc.).
- (c) COI Services (i.e. text-based collaboration services, air tracks services, targeting services, etc.).
- (d) CIS Security services (i.e. firewalls, NIDS/ NIPS, data diodes, log aggregators, Information Exchange Gateways etc.).

(4) Level 3 Architecture Diagrams are normally covered within the CMDB provided by NCI Agency.

(5) Site and Floor Plans and Wiring Diagrams. COPA is responsible for collecting all Site and Floor Plans and Wiring Diagrams from the TA and EXCON, and will develop and incorporate its own Site and Floor Plans into the EXPLAN according to the agreed timeline during MPC. Executing unit will produce Wiring Diagrams once these are released.

d. **Joining, Membership and Exit Instructions.** JMEIs describe how services are federating across the networks contributing to the federation. It contains the required details to design, setup, verify and validate, manage and disconnect services in the federation. It must be followed by every MNP joining, being a member and exiting the Mission Network. JMEIs are to be developed by the SMA before FCC on exercises where the MN approach is chosen for the exercise mission network.

e. **Service Baselines** enable the agreed information exchange by ensuring the interoperability and compatibility between systems to be implemented by the training audience. A baseline is at the very minimum defining the list of services, systems and

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versions for the exercise. For harmonization purposes the NRF/ ARF baseline is to be followed.

f. **Configuration Management Database.** CMDB storing the information about Configuration Items (CI) required to deliver a service, its relationships providing management and traceability of configuration details, status and dependencies that is crucial for the service implementation.

g. **Circuit List** will be prepared by NCI Agency and NCISG (DCIS) in coordination with the OCE and HN, including all requirements for the exercise.

h. **Database Deployment Plan** defines the content to be loaded, replicated and utilized on every service during the exercise. The plan should at least provide details about the data owner, size of the database, releasability, freezing dates and naming conventions. It is to be developed by OCE IKM.

i. **EXPLAN Annex on CIS.** The OCE CIS OPR is responsible to coordinate the CIS inputs into the EXPLAN Annex on CIS (actual CIS). Real Life Support (transportation, accommodation, budget requirements to move the assets to the exercise venue, etc.) must be reflected in the appropriate annexes.

j. **CIS Support Plan (CIS SUPPLAN)** for the exercise purposes is to be developed during notional play e.g. Crisis Response Planning, once required, to support coping with exercise MEL/ MIL injects during DEPLOYEX and EMPLOYEX. Operational Level of CIS Planning is responsible for drafting the main body of the CIS SUPPLAN obtaining and consolidating inputs from CIS stakeholders, and further proceeding for endorsement and approval.

k. **OPLAN Annexes Q and CC.** If needed, CSPA (See Reference DD) is responsible for developing the Strategic Annex Q (CIS) to the OPLAN iccw Annex CC (Command IM). The Operational OPLAN Annexes Q and CC will be developed by the Operational Planning Group Cyberspace SMEs¹¹⁵.

l. **Warning Orders and Tasking Orders.** CIS providers will provide warning and tasking to subordinate units by means of warning and tasking order. Warning orders will detail the level of preparedness, and Tasking Orders will initiate the implementation and operation of the CIS support to a specific exercise.

9. **Crypto Management.** All crypto requirements need to be coordinated well before the exercise. Instructions for the coordination and timelines of COMSEC requirements for NATO Exercises can be found in AMMSG 600 (Current Edition) and are included in the Appendix. Additional advice can be obtained from NCI Agency NIATC Crypto Management cell.

10. **Spectrum Management and Exercise Planning.** A key feature in the planning and conduct of NATO exercises is a clear understanding of the responsibilities, processes and procedures used to conduct spectrum management.

¹¹⁵ CIS contribution to training blocks, where plans/OPLANS are required/created.

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- a. The Battlespace Spectrum Management (BSM) process contains 4 phases: Pre-Planning Phase, Planning Phase, Execution Phase and Transition Phase. The BSM planning shall follow the procedures given for each of these phases, as described in STANAG 5641 AEMP-01, Spectrum Management in Military Operations, Chapter 4.
- b. The CIS planners should always attempt to use the exercise as a basis for BSM training. This will include carrying out the process, producing the BSM concept, creating and dispatching the Radio Frequency.
- c. Radiofrequency Spectrum (RFS) requirements Data Call Message, collecting and compiling the RFS requirements, developing a BSM Plan, using computer based BSM database software to create frequency allotments and assignments, and Joint Restricted Frequency Lists (JRFL), use the automated software engineering tools, managing interference resolution, and if suitable operating Direction Finder (DF) and Spectrum Analyser tools, and practising standardised BSM reporting procedures. Further details are provided in publication referenced at paragraph (a) above.

11. **Scheme of manoeuvre for CIS (static/ deployable) Support.** CIS support to major exercises unfolds according to the following scheme once the EXPLAN (ANNEX on CIS) has been approved. All activities have to be conducted following standard NATO procedures, security regulations and best practices, in order to protect data integrity and confidentiality.


TRAINING BLOCK	DEPLOYEX (1)	DEPLOYEX (2)	DEPLOYEX (3)	DEPLOYEX (4)	EMPLOYEX
EVENT	SYSTEM V&V	RSOM/SETUP	CIS/IM S&V	OPERATIONAL READINESS TESTING	S T A R T E X 
ACTIVITY	<ul style="list-style-type: none"> Conducted in garrison System V&V (Flash) 2-4 weeks prior to DEPLOYEX (2) 	<ul style="list-style-type: none"> Force activation Deployment and RSOM (DCIS) Physical setup phase for ALL CIS providers including static 	<ul style="list-style-type: none"> Establish interconnections and data exchange in accordance with IERs and COI diagrams 	<ul style="list-style-type: none"> Operational readiness testing conducted by COI Service SMEs and IM Community 	
RESULT	<ul style="list-style-type: none"> Participants declare technical readiness to SMA/TA 	<ul style="list-style-type: none"> Capabilities tested in isolation AND ready to be connected/federated 	<ul style="list-style-type: none"> CIS Technical readiness declared by SMA/TA to OCE CIS OPR 	<ul style="list-style-type: none"> OCE CIS OPR reports Operational readiness to the OCE 	

Figure O-2 – CIS scheme of manoeuvre

- a. **DEPLOYEX (1) for DCIS conducted in-garrison.** This part is also known as System Verification and Validation (S V&V) or “FLASH” mission rehearsal. This is a critical preparation and readiness part where all participating NATO DCIS Detachments (formerly known as NATO Deployable Points of Presence (DPoPs)) and NATO and National units providing CIS capability will ensure that their capability is ready to be connected/ federated in accordance with the agreed CIS Architecture. Exercise participants need to ensure that their capability is working in isolation and it can operate according to the agreed service requirements and provide the required level of service for their users. The aim is to verify that:

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- (1) Internal dependencies with other systems within the local area network are met.
- (2) Required hardware is in place and required software is installed.
- (3) Systems are configured as per technical documentation planned during the exercise.

This part will be regularly conducted between two - four weeks before DEPLOYEX (2). The outcome of this part need to be reported by every exercise participant to the SMA/ Technical Authority. All units must have declared their technical readiness during this part.

b. **DEPLOYEX (2).** Force activation, deployment and RSOM for DCIS. Physical setup is conducted for all CIS providers including static locations. Endstate: Capabilities per location tested in isolation, pre-configured for interconnections and data exchange awaiting federation.

c. **DEPLOYEX (3).** Also known as CIS/ IM Setup & Validation (CIS/ IM S&V) part. Exercise participants will ensure that they are reachable and usable by others in the network by setting up the federation (interconnection and data exchange/ interoperability in accordance with the IS Architecture Level 1.5 and 2 diagrams and the CIS Verification and Validation Plan developed by COPA). According to the statement declared in the Plan, the progress of NATO CIS validation is to be reported to SMA/ Technical Authority and COPA. Upon completion, a technical readiness of CIS will be declared by the SMA/ Technical Authority to COPA.

d. **DEPLOYEX (4).** Once the technical readiness is declared by the SMA/ Technical Authority the operational test is conducted by Col Services Functional Managers/ SME and IM community. If test are successful the OCE CIS OPR will report the operational readiness to the OCE in order to announce the STARTEX.

e. **Training Block EMPLOYEX.** Also known as the execution of the exercise which starts after the OCE announces STARTEX. During this part, CIS exercise participants will ensure the O&M of the established CIS Architecture.

f. If MN approach is chosen for the exercise mission network, the federation exiting part will be conducted to ensure a coordinated and clean disconnection of exercise participants from the mission network following the instructions detailed in the JMEIs.

g. Once ENDEX is announced, NATO CIS deployed solely for the exercise purposes is to be tore down and redeployed to home location. It should be conducted soon as possible so as not to interfere with other exercises through keeping NATO CIS unnecessary long. The CSPA endorsement letter approving DCEP movement will also indicate the equipment return date.

12. **Lessons Learned.** Lessons Learned are important for the improvement of CIS operational employment and of their support to the exercises. The exercise stakeholders will use the exercise reporting and the respective handling of exercise lessons processes to communicate both exercise and operationally related lessons learned. CSPA will, in most cases, be the

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appropriate Tasking Authority to address these lessons learned. For NATO DCIS, NCISG is responsible to collect observations in support of the Lessons Learned process.

13. **CIS Planning Matrix.** CIS Planning Matrix under Appendix 1 provides a high level graphical representation of the timeframe and activities to be conducted during the exercise planning process as well as a detail view listing the main CIS related activities, responsibilities and deadlines. In order to allow CSPA and CIS service providers to proceed efficiently with planning, balancing the effects of other tasks, and to meet the related timelines it is essential that pre-timelines are met. If MN approach is chosen, the MN Roles and Responsibilities defined within the MN specific ToRs. If no MN ToR are available, the R&R definition must be depicted in the EXSPEC document.

APPENDICES:

1. CIS Planning Matrix
2. CIS Designated Authorities
3. FMN Considerations for CIS Planning in NATO Collective Training and Exercises

CIS PLANNING MATRIX

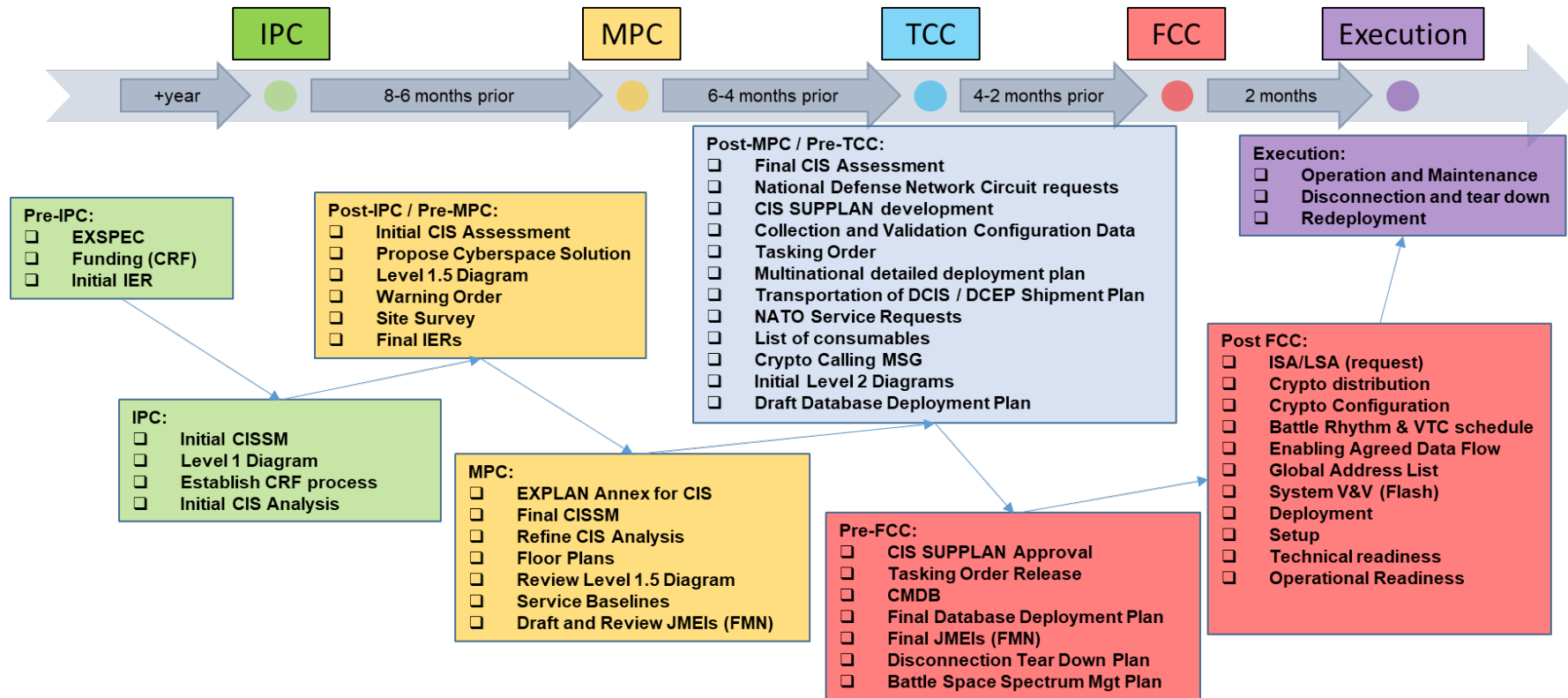


Figure O-1-1 – CIS Planning Matrix

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#	Title	Short Description	Action	Suspense	Status
1.	MTEP	Check if the exercise is included in the MTEP	OSE	Pre-IPC	
2.	NON MTEP EXERCISE	Conduct required coordination with SHAPE in terms of operational validation.	OSE	Pre-IPC	
3.	EXSPEC	EXSPEC ready and approved, including Cyberspace training and exercises objectives, NCI Agency/ NCISG (static and deployed) tasks, exercise locations, participants and strategic approach for the network(s) of the exercise. By default in NATO exercises, are to use Mission Network as a primary domain.	OSE	Pre-IPC	
4.	FUNDING	Check exercise is properly funded. Check with NCI Agency/ NCISG (static and deployed) all areas (TDY, shipping, consumables, and leased lines, fuel) to assess any possible gaps/ adjustments.	COPA/ NCISG (DCIS)	Pre-IPC (one year prior to DEPLOYEX)	
5.	INITIAL IER	Develop and deliver Initial Information Exchange Requirements, including information flow.	COPA/ participating entities	Develop prior the IPC. Delivery during IPC	
6.	ARCHITECTURE LEVEL 1 DIAGRAM	Develop Architecture Level 1 Diagram.	COPA	IPC	
7.	NEW EQUIPMENT	Assess new equipment requirements and report to OSE for a way forward.	COPA	IPC	
8.	INITIAL CISSM	Develop draft CISSM, clearly identifying provision requested from NCI Agency/ NCISG (static and deployed) and the ones provided by other sources; identify if support from Static environment (NCI Agency) is involved.	COPA	IPC	
9.	CRF PROCESS	In order to cover requirements that are over and above SLAs, CRF are to be used and raised to NCIA Agency. A clear process together with deadlines and responsibilities have to be established during IPC in order to lay down who is responsible for what and when.	OCE/ All stakeholders who need additional CIS support beyond SLA/ service	IPC	

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			support package (SSP)		
10.	INITIAL CIS ANALYSIS	<p>Conduct staff check based on above listed information (Level 1 diagram, Initial IER, Initial CIS Services Matrix). This should be done in coordination with all CIS providers (NATO or National).</p> <ul style="list-style-type: none"> - Balance requirements vs. existing capabilities and identify shortfalls if any. - Identify if additional circuits or if upgrade of existing connectivity are required. - Identify if staffing augmentation from NCI Agency is required (and is eligible) in Static or deployed location. - Refine overall cost estimates and staff issues with COPA and SHAPE Budget Officers, if any. 	NCI Agency NCISG (DCIS)	IPC	
11.	RLS (CLASS I, III, IV)	Ensure CIS personnel receive at each locations support for Food, Accommodations, FA, Class III (POL), engineering (Crane), etc. as required. This should be inserted in the EXPLAN and HN SOR, if applicable.	COPA	IPC/ MPC	
12.	INITIAL CIS ASSESMENT	Based on initial CIS analysis made by NCISG and NCI Agency, provide CSPA with Initial CIS Assessment.	COPA	IPC + 2 weeks	
13.	PROPOSE CYBERSPACE SOLUTION	Propose SHAPE CSPA and COPA with Cyberspace options and preferable solution.	NCI Agency NCISG (DCIS)	IPC + 3 weeks	
14.	WARNING ORDER	Draft, co-ordinate and release SHAPE, NCISG, NCI Agency Warning Orders as required.	SHAPE J6/ CyOC NCISG (DCIS) NCI Agency	IPC + 4 weeks	
15.	ARCHITECTURE LEVEL 1.5 DIAGRAM	Develop Architecture level 1.5 diagram.	DCCA	Pre-MPC	
16.	REVIEW ARCHITECTURE LEVEL 1.5 DIAGRAM	Review Architecture level 1.5 diagram.	SMA/ Technical Authority/	Pre MPC	

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			NCISG (DCIS)/ OCE		
17.	SITE SURVEYs	Execute Site Survey, together with NCISG/ NCI Agency IOT identify issues WRT SATCOM sites (Elevation – Azimuth), terrestrial connectivity, LOS, Cabling Plan (CP), etc. NCISG supporting units to participate IAW Warning Order (WO). Develop the Floor Plans.	COPA, NCISG (NSBs), NCI Agency, participating entities	Before MPC	
18.	FINAL IER	Present final version of Information Exchange Requirements.	COPA	At latest 8 months prior to DEPLOYEX	
19.	EXPLAN – Annex V	Develop EXPLAN Annex V (CIS-Cyber) in co-ordination with all CIS planners.	COPA	MPC	
20.	Final CISSM	Present final version of required documents containing services and equipment deploying.	COPA	MPC	
21.	REFINE CIS ANALYSIS	Finalise CIS-Cyber Analysis based on final information. - Based on Final requirements and availabilities, identify exact NATO static/ deployable equipment to be engaged and identify shortfalls, if any. - Identify final funding issues for CIS-Cyber. - Identify final personnel reinforcement requirements from NCI Agency in Static or deployed location - Identify final equipment augmentation requirements from the DCIS Equipment Pool (DCEP).	NCI Agency NCISG (DCIS)	MPC	
22.	FLOOR PLANS	Provide NCI Agency/ NCISG with Floors Plan (in line with CISSM).	COPA, participating entities	MPC	
23.	CRF	In order to cover requirements that are over and above CSLA, SLAs, CRF is to be submitted to NCI Agency.	COPA/ All stakeholders who need	NLT 90 days before delivery	

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			additional CIS support beyond SLA/ service support package (SSP)		
24.	SERVICE BASELINES	Agree on the service baselines enabling the agreed information exchange by ensuring the interoperability and compatibility between systems to be implemented by the training audience. A baseline is at least defining the list of services, systems and versions for the exercise. For harmonization purposes the NRF/ ARF baseline is to be followed.	SMA/ Technical Authority/ NCISG (DCIS)/ OCE/ TA	MPC	
25.	ACCOMMODATIONS	Check if Military or Civilian Accommodations are available and provide POC (e.g. J1/ J4).	OCE	MPC	
26.	CoI SERVICES POC LIST	Develop CoI Services POC List (first draft at MPC and the final version at FCC).	OCE/ Units	MPC	
27.	SITE SECURITY COMPLIANCE STATEMENT (SSCS)	Develop the Site Security Compliance Statement (SSCS) to provide it to SHAPE J2X for the network instance's accreditation (first draft, second draft at TCC, final version at FCC+2 weeks).	HN/ NCISG	MPC	
28.	STATE OF COMPLIANCE (SOC)	Develop Statement of Compliance to provide it to SHAPE J2X for the network instance's accreditation (coordinate the requirements at MPC, initial draft at TCC, and develop the final version at FCC).		MPC	
29.	TERESTIAL CONNECTIVITY	Propose Terrestrial Topology.	OCE/ NCI Agency/ HN	MPC	
30.	FINAL CIS ANALYSIS	Based on final Cyberspace analysis, provide CSPA and COPA with FINAL CIS ANALYSYS.	NCI Agency NCISG (DCIS)	MPC + 2 weeks	
31.	FINAL CIS ASSESSMENT	Based on Final CIS Analysis made by NCISG and NCI Agency, provide CSPA with Final CIS Assessment.	COPA	MPC + 3 weeks	
32.	COMMERCIAL CIRCUIT REQUEST	Circuits that extend connectivity from NATO static infrastructure to NATO DCIS Detachments using commercial Local Providers.	DCCA	MPC	Comme rcial CIRCUI

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		When Host Nation support is required, it should be included into the Statement of Requirements. NCI Agency.			T Requests
33.	NATIONAL DEFENSE NETWORK CIRCUIT REQUEST	Circuits that extend connectivity from NATO static infrastructure to NDDs using National Defence Networks. This request should be included into the Statement of Requirements to the Host Nation.	DCCA	MPC	National Defence Network CIRCUIT Requests
34.	CONFIGURATION DATA	Provide SMA/ Technical Authority with the configuration data for the CIS Services.	TA + EXCON	MPC + 3 weeks	
35.	TASKING ORDER	Service providers to draft their Tasking Order as required.	Service Providers	MPC + 3 weeks	
36.	MULTI NATIONAL DETAILED DEPLOYMENT PLAN	Contribute to the MNDDP (Advance Party, Main body, rear, equipment, etc.) which is de-conflicted by the JSEC.	TA + NCISG (DCIS)	MPC + 3 weeks	
37.	TRANSPORTATION OF DCIS/ SHIPMENT OF DCEP PLANS	- Develop deployment Plan for Core Equipment/ Capabilities CEC (DCIS) with or without Personnel depending of duties and constraints. - Combine this with shipment/ transportation of User equipment and any other deploying NATO DCIS assets (e.g. JCOP, TACSAT, mobile phones etc.) which could be distributed on site.	NCISG (DCIS) NCI Agency	MPC + 3 weeks	
38.	NATO SERVICE REQUEST	Initiate and submit NATO Service Requests (SR) through NCI Agency for all connections to NATO.	OCE/ TA/ NSB	MPC + 4 weeks	
39.	LIST OF CONSUMABLES	Based on CIS Services Matrix, Floor Plans and Site Survey provide NCI Agency (Static)/ NCISG (DCIS) with a list of	NCI Agency (Static), NCISG (DCIS)	MPC + 4 weeks	

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		Consumables (cables, connectors, etc.) for funding approval and proceed with purchase.			
40.	FUNDING FOR CONSUMABLES CO-ORDINATED	Based on list provided by CSUs/ NSBs, provide Funding for Purchase through NCI Agency (Static)/ NCISG (DCIS).	NCI Agency (Static) NCISG (DCIS)	MPC + 4 weeks	
41.	TACSAT (UHF)	Requests the channels and TACSAT radios to NCI Agency.	COPA	MPC + 4 weeks	
42.	SATCOM PLANNING	Design architecture with bandwidth details, conduct assets allocation. Develop and submits the SATCOM plan for SHF directly to NCI Agency according to the architecture and SATCOM assets assigned.	NCISG	MPC + 4 weeks	
43.	CRYPTO CALLING MSG	Submit: - A Formal "Call out" message to the Controlling Authorities ¹¹⁶ requesting to use their crypto keys. -A message addressed to all participants requesting the amount of Keys needed. - COMSEC Distribution Plan Formal message to DACAN and NIATC requesting distribution of their keys.	COPA	MPC + 4 weeks But not later than 120 days before CIS/ IM S&V	
44.	VOICE DIALING PLAN	Coordinate and develop the Voice Dialling Plan for the exercise, in conjunction with NCI Agency.	COPA	MPC + 4 weeks (NLT TCC)	
45.	TECHNICAL COORDINATION CONFERENCE (TCC)	Technical meeting with SMA/ Technical Authority and all service providers involved in the exercise to develop the implementation details of the CIS architecture	COPA, DCIS	MPC+6 weeks (NLT FCC -4 weeks)	
46.	INITIAL ARCHITECTURE LEVEL 2 DIAGRAMS	Develop architecture level 2 diagrams (Communications, Core, COI Services...)	SMA/ Technical Authority	Pre-TCC	

¹¹⁶ DACAN and NIATC

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47.	DRAFT DATABASE DEPLOYMENT PLAN	Review the first draft of the Database deployment plan defining the content to be loaded, replicated and utilized on every service during the exercise. The plan should at least provide details about the data owner, size of the database, releasability, freezing dates and naming conventions.	OCE IM	Pre-TCC	
48.	REVIEW ARCHITECTURE LEVEL 2 DIAGRAM	Review architecture level 2 diagrams (Communications, Core, COI Services...)	SMA/ Technical Authority	TCC	
49.	TERRESTRIAL CONNECTIVITY	Design final version of terrestrial topology.	NCI Agency/ COPA/ HN	TCC	
50.	FINAL ARCHITECTURE LEVEL 2 DIAGRAM	Finalize Architecture level 2 diagram.	SMA/ Technical Authority	TCC + 2 weeks	
51.	BATTLE SPACE SPECTRUM MANAGEMENT PLAN	Release Battlespace Spectrum Management Plan.	COPA	MPC + 8 weeks FCC-4 weeks	
52.	PURCHASE ORDER RELEASE	Once the price proposal received based on the CRF submitted is accepted Purchase Order is released to NCI Agency.	Exercise Budget Holder	FCC- 3 weeks	
53.	FINAL DATABASE DEPLOYMENT PLAN	Finalize the Database deployment plan defining the content to be loaded, replicated and utilized on every service during the exercise.	OCE IM	FCC – 2 weeks	
54.	CMDB	Details regarding Level 3 Architecture Diagrams are developed and inserted to CMDB.	SMA/ Technical Authority	FCC – 2 weeks	
55.	DISCONNECTION AND TEAR DOWN PLAN	Develop disconnection and tear down plan including security regulations (HDD wiping...) and exiting instructions if Federated Approach is chosen for the exercise MN	COPA	FCC-1 week	
56.	SECURITY PLAN	Develop Security Plan for the exercise sites supported by NATO CIS.	HN/ NCISG	FCC	
57.	CIS VERIFICATION AND VALIDATION PLAN	Develop CIS Verification and Validation Plan describing CIS/ IM Setup & Validation (CIS/ IM S&V) responsibilities and reporting system.	COPA	FCC	

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58.	CRYPTO DISTRIBUTION	Request DACAN and NIATC (managed keys) to ship required copies of keys to the Exercises participants via their Distribution Authority. For NATO managed crypto, the CIS Architecture level 3 Routing diagram is to be completed with location IDs and PZIDs. The keymat will be distributed to the exercise participants via their NATO or National Crypto Custodians.	COPA	90 days prior CIS/ IM S&V	
59.	CRYPTO AVAILABILITY	- NIATC should have received the final network diagram with all IP addresses even if it has not been accredited yet. - All Keymat should be received at every exercise location/ participant. - Service Request Tracking System (SRTS) must be initiated. NIATC will add the assigned PZIDs directly on the SRTS.	NCI Agency	CIS/ IM S&V – 45 days	
60.	CRYPTO CONFIGURATION	- NCI Agency should receive service requests on SRTS for the exercise. - NIATC OPS Centre NCN 254 6666 will produce the Configuration Sheets (CS) based on the SRTS including the accreditation status. - NIATC OPS Centre will send the Configuration sheets to exercise participants.	NCI Agency	CIS/ IM S&V – 30 days	
61.	OVERALL BATTLE RHYTHM AND VTC SCHEDULE	Provide NCI Agency with the Global VTC Schedules for further Tracking and for identifying conflicts (if not completed yet by OCE Command Group).	COPA	FCC + 1 week	
62.	GLOBAL ADDRESS LIST	Provide NCI Agency (Static)/ NCISG (DCIS) with user accounts and Global Address List based on CE List.	OCE	FCC + 1 week	
63.	ENABLING AGREED DATA FLOW	Prepare and implement on National and NATO Boundary Protection Devices (FW, Mailguard, cross-domain capabilities...) the agreed dataflow depicted in the architecture level 3 diagrams using the configuration data hosted in the CMDDB.	Service providers NCI Agency (NATO CIS)	FCC + 2 Weeks	

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64.	ISA/ LSA (REQUEST)	Submit the request for the exercise interconnection Accreditation to the appropriate Accreditation Authority in accordance to the governance model that applies to that network.	COPA	FCC + 3 weeks	
65.	EXERCISE ACCREDITATION STATEMENT	Submit final version of Exercise Accreditation Statement.	SAA	FCC+4 weeks	
66.	DATABASE REPLICATION MATRIX	Develop final version of the database replication matrix.	OCE IM	Prior to DEPLOYEX	
67.	SYSTEM VERIFICATION& VALIDATION (FLASH)	Prepare, test and validate locally all systems in preparation for the exercise.	Service providers	2 to 4 weeks prior DEPLOYEX (1).	
68.	DEPLOYMENT	OCE assumes OPCON of allocated forces after deployment.	Service providers	DEPLOYEX (2) for DCIS	
69.	SETUP	Establish the federation (interconnection and data exchange/ interoperability) as agreed in the CIS architecture Level 2 Architecture Diagrams.	Service Providers	DEPLOYEX (3), CIS/ IM S&V	
70.	TECHNICAL READINESS	- Sub-phase where exercise participants check that they are reachable and usable by others in the network, ensuring that any external dependencies are met. - Based on the outcome, the SMA/ Technical Authority will declare the technical readiness of the CIS Architecture for the exercise to the OCE CIS OPR so that the operational readiness can start.	SMA/ Technical Authority	DEPLOYEX (3), CIS/ IM S&V	
71.	OPERATIONAL READINESS	Sub-phase where IMs and COI Service Managers will check the operational readiness of the implemented CIS Architecture. The outcome will determine the announcement of STARTEX	COPA	DEPLOYEX (4)	
72.	OPERATION & MAINTENANCE	During Sub-Phase IIIB, also known as the execution phase of the exercise which starts after the OCE announces STARTEX,	Service providers	EMPLOYEX	

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		CIS exercise participants will ensure the O&M of the established CIS Architecture.			
73.	DISCONNECTION AND TEAR DOWN	After ENDEX, execute disconnection and tear down plan.	Service providers	ENDEX	
74.	REDEPLOYMENT	After TEAR DOWN redeploy DCIS and DCEP.	TA, NCISG, NCI Agency	ENDEX + 1 day	
75.	LESSONS IDENTIFIED	Incorporate CIS Lessons Identified in FIR.	SHAPE J7 CyOC JFCs SCCs	ENDEX + 2 weeks	
76.	EVAL	Evaluation.	SHAPE J7 CyOC JFCs ¹¹⁷ SCCs	ENDEX + 2 weeks	

¹¹⁷ For STCO, the JFCs, as NRF/ ARF COM, are appointed as evaluators

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CIS DESIGNATED AUTHORITIES

1. The below listed CIS authorities are by default and apply to the NCS:

Authority	Entity/ Role
CIS Strategic Planning Authority (CSPA)	SHAPE J6/ CyOC
CIS Operational Planning Authority (COPA)	OCE CIS
DCIS Coordinating Authority (DCCA)	NCISG
Service Management Authority (SMA)	NCI Agency
Technical Authority	NCI Agency

2. An Authority cannot be delegated, only responsibilities of it can, on a case-by-case basis, be considered for delegation after negotiation and agreement between two entities.

3. Definitions and Explanations

a. **CIS Strategic Planning Authority.** The Authority responsible for leading the overall NATO strategy in regards to CIS provision for exercises and operations. Providing strategic direction and guidance for the CIS planning, responsible for orchestration of the CIS planning processes among various planning entities, managing from the strategic perspective NATO CIS assets, responsible for solving CIS problems, which cannot be solved on the lower planning echelons due to outdated directives, conflicting operational requirements. The Authority is responsible for synchronizing the CIS processes among different exercises and operations in relation to NATO CIS assets and providing general concept of CIS provision to meet strategic intention and objectives.

b. **CIS Operational Planning Authority.** The Authority responsible for organizing, implementing, leading and conducting overall CIS planning process to provide CIS provision which will meet the operational requirements. The Authority cooperates with CIS providers and other entities to establish feasible CIS solution, following strategic directions and guidance and translating operational requirements to semi technical design. Where no agreement can be reached or directions and guidelines are ambiguous, disputes are referred to the CIS Strategic Planning Authority for resolution.

c. **Service Management Authority.** If MN Approach is chosen for the exercise Mission Network, the authority to fulfil the roles of the Design Authority (DA) and the Operating Authority (OA) for the federation of the Mission Networks.

d. **Technical Authority.** The authority responsible for orchestrating a technically coherent, stable CIS environment and maintaining an appropriate level of control over technical aspects throughout its lifespan.

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FMN CONSIDERATIONS FOR CIS PLANNING IN NATO COLLECTIVE TRAINING AND EXERCISES

1. **Purpose.** The purpose of this appendix is to elaborate on Federated Mission Networking, and FMN principles that apply to collective training and exercise activities, in order to implement Mission Networks. It will also guide Exercise planners in order to facilitate the integration of FMN principles, products and processes (FMN PPPs)¹¹⁸.

2. FMN Introduction

a. The FMN concept was approved by the NATO Military Committee in 2012 and stems from lessons learned during operations in Afghanistan where NATO and coalition forces could not communicate effectively and share theatre related guidance, information and intelligence. These communication gaps increased risks to life, blocked valuable resources and reduced efficiency.

b. Therefore, the FMN initiative is a business change activity within and across all FMN Affiliates that puts interoperability at the forefront of capability development. Realising the operational benefits of federation requires a change to the way that the business of “interoperability” is performed by FMN Affiliates. Persistent networking between FMN Affiliates shall enhance the interoperability in the three dimensions: people, process and technology.

c. FMN PPPs enhances Mission Networks and helps NATO and Partner forces to better communicate, train and operate together. FMN PPPs enables the rapid instantiation of mission networks by federating NATO, NATO nations and Mission Partner capabilities, thereby enhancing interoperability, information sharing and collaboration. A spiral approach is used to continuously increase the services and capabilities that can be federated within a mission network, with new Spiral Specifications being approved every 2-3 years.

3. Guidance to integrate FMN in support of NATO Exercises

a. Basic knowledge and understanding of FMN PPPs should be considered as a prerequisite for the Exercise Mission Network Participants (planners and operators) and should be established early. Eventually, Academics could be tailored to compensate for gaps.

b. The FMN PPPs can be found on the NCIA DNBL Portal (<http://dnbl.ncia.nato.int/FMN>) and ACTs Tidepedia portal (<http://tide.act.nato.int>). If additional advice or guidance on the use of FMN PPPs is required, exercise planners are

¹¹⁸ Also other documents produced by the FMN Framework as well as MN Authorities (e.g. SHAPE J6 for NRF/ ARF) may provide information to help Exercise planners to implement FMN in MN Instantiations.

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encouraged to contact the FMN Secretariat via their respective Affiliation representatives (Liaison Officers or national coordinators). E-mail: shapej6fmnsecretariat@shape.nato.int.

c. Table O-3-1 provides a check-list based on feedback from exercise planners implementing FMN PPPs in past exercises. This non-exhaustive list¹¹⁹ should be considered as a best practice on how to implement FMN PPPs in a timely fashion. It should be tailored, taking into account the Exercise requirements and the respective Mission Network Environment, before it is applied.

What	Why	When/ Event	Output
Get access to relevant FMN documents (ref. Section 5b) <ul style="list-style-type: none"> - JMEIs - MN Governance and Management Template. - Lessons Learned/ Best practices - ... 	Understand FMN Principles, products and processes to be implemented, including how to establish the MN Governance and Management (G&M) Structure.	EGM-1.1 (Before ESC)	MN Instantiation Guidance, initial inputs to Academics
As needed, establish contact with FMN SMEs ¹²⁰ such as: <ul style="list-style-type: none"> - FMN WGs, - FMN Secretariat 	Get timely advice and guidance on the use of FMN PPP, LL/ Best practices, etc.		
Discuss MN G&M Structure, roles and responsibilities (incl. Authorities)	Get MNP, bodies and authorities involved	EGM-1.1	
Present COAs about the MN G&M Structure, roles and responsibilities (incl. Authorities) and get agreement in principle	Get agreement in principle on the MN G&M Structure, roles and responsibilities	EGM-1.2	Input for EXPEC
Start MN Gap Analysis and mitigations (Ref: IERs, CISSM, FMN Baseline, CIAV Scorecards)	Identify SWOT ¹²¹ within the MN in order to: <ul style="list-style-type: none"> - Mitigate risks - Resolve issues 	TCC 1 (Before ESC)	MN Gap Analysis document (SWOT analysis)
Describe the MN G&M Structure, Role and responsibilities based on the template – tailored as needed	Timely Kick-off for establishing the MN G&M Structure	ESC	MN G&M Directive or other document covering this.

¹¹⁹ A more comprehensive check-list can be found on the referenced web-portals.

¹²⁰ Mailbox to establish contact: shapej6fmnsecretariat@shape.nato.int

¹²¹ Strengths, Weaknesses, Opportunities and Threats

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Initiate discussion and start developing the MN JMEIs, Security Documents, Product Baseline, Configuration Baseline, IM Plan, SLAs (and MOUs if needed)	Timely development of required products	MPC	
Develop MN JMEIs, Security Documents, Product Baseline, Configuration Baseline	Timely development of required products	TCC 2 (After MPC, JMEI workshop)	
MN Products Finalisation	Required products	TCC 3 (After FCC)	<ul style="list-style-type: none"> - MN G&M SOPs - MN JMEIs - MN Baseline - MN SAS and Security Docs - SLAs (& MOUs)
Contribute feedback on the use of FMN and recommendations to improve FMN Framework Products.	Necessary for improving FMN PPPs and will contribute to improve future MN Instantiations	AAR	Input for Lessons Learned

Table O-3-1 – Check list for best practice inclusion of FMN PPPs in exercise planning/ preparation

d. Table O-3-2 provides a list of FMN products to be considered for use when planning and implementing Mission Network Instantiations. Tailoring of FMN Framework provided products is most probably needed in order to achieve exercise objectives.

PRE-REQUISITES (Before deploying capabilities)	
Product	Comment
FMN Educational slide decks: <ul style="list-style-type: none"> - FMN-101: FMN Basics - FMN-201: FMN for Practitioners - FMN-301: FMN for Experts 	Can be used or adapted to cover various FMN educational/ training requirements (Academics...)
Change Management Process <ul style="list-style-type: none"> - FMN Baseline 	
CIAV Scorecards (dashboard)	Validated interoperability status for FMN Affiliates.
Accreditation, Validation and Verification (AV&V) Process (CIAV). <ul style="list-style-type: none"> - IO Core Tool - Test cases (for service instructions) - Use cases (for procedural instructions) 	Note that some exercises may aim to conduct AV&V activities.

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- Coalition Verification and Validation Environment (CV2E – Battle Lab)	
MISSION NETWORK INSTANTIATION PRODUCTS (& TEMPLATES), PROCESSES	
What	Comment
MN Governance and Management Directive Template	
Joining, Membership and Exit Instructions Templates	Required products for MN instantiations.
FMN Capability Delivery Process - Interim Assessment Form (only for Spiral 3) - Federated Interoperability Training Supplement (from Spiral 4)	Guidelines and Templates for assessing and evaluating MN where FMN is applied.
FMN Lessons learned Process - Offline Observation Form	Templates and process for providing feedback on the use of FMN PPP.

Table O-3-2 – Overview of FMN Products and Processes to be considered for use in MN Instantiations (non-exhaustive)

e. One of the key element of success is the establishment of a Mission Network Governance and Management Structure as early as possible within the Planning phase of the activity.

f. In other to get as much benefit as possible from the use of FMN products and processes, and to help improve them, it is recommended that exercise planners/ participants (implementing FMN in MN Instantiations) contribute observations through the FMN Lessons Learned process. This is necessary to continually improve FMN PPPs.

4. Additional considerations

a. Following the approach “train as you fight”, it is recommended to take into account the same considerations for FMN as described in MC 0593 (Minimum level of command and control service capabilities in support of combined joint NATO led operations) and MC 0640 (Minimum level of communication and information systems capabilities at land tactical level).

GUIDE FOR INFORMATION AND KNOWLEDGE MANAGEMENT SUPPORT TO NATO EXERCISES

1. **Scope.** This annex is derived from NATO Information and Knowledge Management Policy and Directives (see References FF to HH) and provides general guidance for the training audience, including EXCON with respect to compliance with NATO IKM policy and directives throughout the EP.
2. **Aim.** The aim of IKM is to enable an efficient decision-making process throughout the headquarters and the force. IKM processes and tools shall be as close as possible to daily business in order to avoid users' confusion and mishandling. NATO Information Management Policy (NIMP) provides the framework, which shall lead the OCE information manager in the scripting of the IKM annex to the EXPLAN. Responsibilities are depicted in the Primary Directive for Information Management (PDIM).
3. **Roles and Responsibilities**
 - a. **OSE IKM Officer.** The OSE IKM Officer provides OSE, OCE, ODE, TA OPRs with direction and guidance on information management as part of the EXSPEC. In so doing, the focus is particularly on the involvement/participation of any NNEs. In this matter, the IKM Officer is to coordinate with SHAPE PD, which is responsible for the application of any new releasability markings to the International Military Staff (IMS). The IKM Officer is to ensure that the information management is conducted in accordance with NATO policy and directives during the preparation and the execution of the exercise.
 - b. **OCE IKM Senior Official.** The OCE COS is the IKM Senior Official for the exercise, and can be represented by the OCE OPR during the exercise preparation stages. The IKM Senior Official is responsible for the IERs, the processing of information (naming, marking, labelling), the backup, the records and the archiving of the exercise's data.
 - c. **OCE IKM Officer.** The OCE IKM Officer is responsible to provide all participants with direction and guidance for IKM during exercise preparation and conduct of training/exercise events. The IKM Officer is a full time member of the EG for exercise preparation, planning, product development and conduct, and participates in all meetings as the information management advisor. The OCE IKM Officer liaises and coordinates with all TA and EXCON information managers for IKM requirements as well as NCIA and NCISG for technical support. The IKM manager is to:
 - (1) Lead the IKM syndicate.
 - (2) Chair the IER workshop.
 - (3) Develop the IKM annex of the EXPLAN.
 - (4) Ensure IKM tools are available and tested in the different exercise networks prior to the conduct of the exercise's training blocks.

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- (5) Coordinate IKM training for all exercise participants.
- (6) Setup an IKM Governance structure (WG, Board) during the execution of the activity with TA information managers and internally within the OCE body.

d. **TA and EXCON Information Managers.** TA and EXCON information managers are to participate in all planning conferences. They participate in the IKM syndicate and contribute to the CIS and FS syndicates as required. Their main tasks are to:

- (1) Contribute to the drafting of IERs relevant to the respective TAs and EXCON.
- (2) Identify associated entity users' access permissions to all resources containing exercise information.
- (3) Contribution to the definition of exercise web services architecture, FS requirements, layout, permissions, conventions, file transfer and content.
- (4) Develop their own IKM plans within their units based on the IKM annex of the EXPLAN.
- (5) Support the OCE with the testing of the information environment during S&V.

4. **Planning.** OCE IKM is responsible for the effective information management throughout the preparation, conduct and archiving of an exercise, proposing coordinated decisions for the IKM Senior Official (COS OCE) to approve. OCE IKM Officer coordinates with OPS, CIS and COI services syndicates (see Annex O) providing IKM advice in support of the development of their products.

In the scheduling and chairing of the IKM syndicate and the IER workshop, OCE IKM is to coordinate closely with the OCE CIS OPR.

- a. In the course of the EXSPEC development (Stage 1 of the EP), assess the need for an IKM plan or for IKM coordinating instructions to be followed during the exercise planning stage (Stage 2). This plan or instructions will need to focus on how the exercise planners will exchange information, what web repositories to use, and similar issues.
- b. After the first Stage 2 EGM (EGM-2.1) and before the IPC, OCE IKM leads the IER workshop/syndicate. The key members of the IKM syndicate are the operational staffs and the IKM representatives from the OCE, SHAPE CYBER-CyOC/J6, EXCON and TA of the exercise as well as personnel from NCISG and NCIA. The purpose of the workshop/syndicate is to produce and deliver the IER.
- c. Draft the IERs, and consider the implications for required COI services per network.
- d. Chair the IKM syndicate at all exercise meetings/conferences. Draft the EXPLAN IKM annex, consisting of the IKM procedures to enable an effective and efficient use of all provided CIS services in all phases of the exercise (e.g. for e-mail use, e-mail classifications, e-mail user groups, e-mail exercise names, AIFS Integrated Message System (AIMS), Address Indicator Groups (AIGs) and Releasing Authority(s), JCHAT user groups, file storage policies, exercise web content, file transfer policies, as well as a

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common planning web space allowing for collaborative and parallel planning). The IERs are finalised at the MPC or at the latest 8 months before STARTEX iccw CIS working group.

e. Assess whether a separate IKM plan will be required for the CRP training block (training block C) in case the EXPLAN IKM annex is not ready by the time training block C starts.

f. Coordinate with CIS and COI services syndicates on the implementation of the IER and the migration plan, to ensure all exercise information (including within COI services databases) is transferred from the static to deployed environments and vice versa.

g. Coordinate with the OPS syndicate (and its sub-syndicates) in order to continuously verify IERs and to inform the OPS syndicate on the solutions chosen to fulfil their IERs.

Figure P-1 depicts the IM products due dates and responsibilities alongside with the exercise process.

Product	Straight at	Due by	Distro by	OSE IKM	OCE IKM	TA IKM	OSE J6	OCE J6	CIS WG	Col WG	EXCON	PD	NAC
IM annex to EXPLAN	EXSPEC	MPC	FCC	C	R, A	I	C	C	C	I	C		
IER	EXSPEC	IPC	MPC	C	R, A	C	I	I	I	I	C		
SECURITY MARKING	EXSPEC	IPC	IPC	C	I	I	I	I	I	I	I	R	A

Legend A: Accountable , C: Consulted , I: Informed , R: Responsible
Remark IER could be amended up to eight months prior to the exercise conduct (training blocks D and/or E).

Figure P-1 – IM products delivery and responsibilities.

h. **Initial Planning Conference IKM Subjects.** At the IPC, OCE IKM Officer and IKM SMEs contribute to the CIS and COI syndicates and coordinate with the OPS syndicate. OCE IKM has to make sure that the following are taken into consideration:

- (1) Security domains that will be required (NS, MN, NU, National) at each location. An overview of which processes will be conducted wholly within a single security domain, and which processes will bridge multiple security domains.
- (2) Availability and constraints of NATO and National CIS systems (including C2 and Situational Awareness systems) intended to support the event, software applications, COI services, databases, web services, planning tools, and simulation systems that will be required.
- (3) The COI FS are providing the support to the users’ operational needs as determined by the IERs. The Col services syndicate has to produce the COI services matrix and coordinate the provisioning of their databases.
- (4) Scope and impact of any NNE involvement/participation levels.
- (5) Agree on which IKM deliverables are due to other syndicates and the timeline for these deliverables.

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i. **Main Planning Conference IKM Subjects.** At the MPC, the OCE IKM coordinates with the TA and EXCON IKM for validating the IKM annex to the EXPLAN, to include:

- (1) Develop and agree on an exercise web services architecture (to include portal, document management, task management, remote access management) and delineate responsibilities accordingly.
- (2) Establish and verify a common understanding of the E-mail procedures between TA elements (to include the EXCON) including display and naming convention and classification headers.
- (3) Establish and verify a common understanding of the electronic ways of working, including direction and guidance for portal design and document templates.
- (4) Evaluate IKM procedural and CIS security issues, especially when considering the involvement of NNEs.

j. **Technical Coordination Conference IKM Subjects.** At the TCC, the OCE IKM Officer participation is imperative, whereas TA and EXCON IKM will participate as required. Primary tasks include:

- (1) Ensure that the technical solution discussed and chosen will fit and satisfy the original IERs.
- (2) Provide minor updates, if any, on the original IERs due to changes in the operational concept post CRP. This can only occur if the TCC is more than eight months from execution phase.
- (3) Upon request from the CIS and COI communities, provide answers and clarification on IKM matters (timeline for CIS/IM V&V).

k. **Final Coordination Conference IKM Subjects.** At the FCC, the IKM syndicate will verify all the content of the IKM annex, resolving any aspects (in particular the coordination and agreement on the timelines/key dates that are established on this document) or any other open issues. IKM OPR coordinates with CIS OPR on the organisation of information management testing and validation to be executed prior to the STARTEX. This includes the configuration and permissions, according to users' requirements.

5. **IKM Annex to EXPLAN.** IKM annex to the EXPLAN is an IKM plan¹²² and shall contain the following:

- a. Information naming and labelling.
- b. Direction for cross-domain information exchange.

¹²² Use the structure of the IM plan as per Reference II.

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- c. Exercise templates for portal, documents, presentation and e-mails.
- d. Timely dissemination of information.
- e. Direction for the transfer of data from static to deployed network.
- f. Dissemination of incoming and outgoing information.
- g. IKM tools management.
- h. Services coordination (COI services, databases, core services).
- i. Active directory and user account direction and guidance.
- j. Direction for back up of all data.
- k. Direction for IKM business continuity.
- l. Direction for records management.
- m. Direction for archiving.
- n. IKM training for senior officers during the KLT sessions.
- o. IKM training to the Information Management Support Officers.
- p. IKM training for staff users during the Academics.
- q. Contribution to induction training.

6. **Conduct.** The IKM support to the conduct stage of the exercise is derived from the instructions provided in the EXPLAN (see also abovementioned IKM matters, that shall be contained in an EXPLAN) and local EXORDs. Exercise execution bodies'/stakeholders' IKM support to dedicated training blocks covers at least supporting TA and EXCON access and use of IKM tools and FS. See also Annex F to this Bi-SCD 075-003.

7. **Exercise Feedback Processes.** IKM support to Exercise Feedback Processes is twofold. Firstly, existing IKM tools will be used to facilitate activities alongside with the different Exercise Feedback Processes, which in turn feed the Lessons Learned Process. Secondly, there might be findings on IKM subjects/IKM functional area that the IKM community shares within their community and with parent HQs and feeds it into the diverse Exercise Feedback Processes. See Annex G to this Bi-SCD 075-003.

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EXERCISE LINKING

1. **Introduction.** Reference A provides the policy regarding linking and unlinking of Collective Training and Exercises. The process and procedures for linking exercises are frequently executed in advance to the exercise process during the exercise concept development and the linking of NATO exercises with national exercises might be already laid down in SACEURs multi-year exercise documents, such as the SGE and annual CT&E Directive. Furthermore linked exercises are staffed during the exercise programming and published in the MTEP, as well in advance to the exercise process. Nonetheless, exercise planners have to be aware of the fact, that NATO and/or Nations retain the authority to unlink their exercises, hence exercise linking is a topic for confirmation during the exercise initiation stage (Stage 0) of the EP and during the exercise specification stage (Stage 1) of the EP. In the event of a new request to link NATO and national exercises during Stage 0 or Stage 1, this has to be staffed accordingly in close coordination with exercise programmers.

For any reason, Allies retain the right to request case-by-case MC endorsement and NAC approval of NATO exercises' EXSPECs and linking.

2. **Exercise Linking of NATO Exercises with Allies and Partner.** Reference A provides D&G pertaining to the policy of exercise linking with Allies as well as for Partners and NNEs¹²³ involvement in NATO exercises or NATO involvement in Partners and NNEs training activities and exercises.

a. **Linking of NATO Exercises with Allies' National Exercises.** It is policy to link NATO exercises and Allies national exercises, as desired and proposed. Processes for coordination of intentions and linking exercises are in place. For CT&E events, SHAPE is that strategic command, which is responsible to formally process link requests and to submit them to the MC for the approval process. NATO and nations retain the authority to unlink exercises.

b. **Partners and NNEs Involvement in NATO CT&E.** The approval and coordination method follows D&G for MC endorsement and NAC approval for explicit cases. Processes are in place, of which one is the MTEP OTP & NNE process and the other one is a case-by-case approval process. Both serve as a vehicle to coordinate demands and to submit request to MC and NAC through SHAPE.

c. **NATO Involvement in Partners and NNEs Training Activities and Exercises.** The approval process for NATO involvement depends on a clear political commitment or authorization. In case of a clear political guidance, the approval for NATO involvement rests with the strategic commands. SCs will designate the NATO body fulfilling the role as the officer scheduling the exercise (OSE) and will inform the MC of the partners'/NNEs' invite. In case, a partner/NNE submits a request without previous political approval or guidance, SCs must conduct an assessment on the estimated NATO involvement¹²⁴ and

¹²³ Non NATO Entities (IOs, NGOs, Regional Organizations, etc.).

¹²⁴ In case of military staff-to-staff involvement, SCs will decide. In case of IMS staff involvement, DGIMS will decide.

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if there might be a sensitivity regarding NATO involvement¹²⁵. NATO involvement in partners/NNEs LIVEX and Cyber Defence exercises require explicit MC endorsement and NAC approval. SHAPE is the responsible SC for processing aforementioned CT&E events as per given policy.

¹²⁵ In case of perceiving sensitivities of NATO involvement, SCs have to seek for MC approval. Allies retain the right to request NAC approval.

PARTNER NATIONS INVOLVEMENT IN NATO EXERCISES

1. **Introduction.** The aim, policy, and general framework of Partner Nations (PNs) involvement in NATO exercises is provided in Reference A. Reference I provides inter alia guidelines and procedures pertaining to the MC endorsement/approval or NAC approval process for Partner involvement, participation in or observation of NATO CT&E activities alongside with the development and maintenance of the MTEP OTP-NNE portion. A PN involvement in an exercise is regularly laid down in the MTEP OTP well in advance to the start of the EP. Exercise planners cannot simply deviate from NAC approved PN involvement or insert PNs involvement on short notice during the EP. In case of change requirements, this has to be coordinated and staffed through SHAPE J7 with exercise programmer and OPRs for the MTEP. Involvement of PNs in NATO CT&E activities not covered by the MTEP OTP and NNE portion requires case-by-case endorsement and approval processes as laid down in References A and I. Pre-coordination and liaison at the staff level with partners may be authorised to the extent necessary to facilitate this. The OSE/OCE OPR has to update the MC on up-to-date status of anticipated and confirmed Partner and NNE exercise involvement right after the MPC¹²⁶.

2. **Coordination with SHAPE/ACO Partnerships Directorate, Military Cooperation Divisions and Branches.** Procedures for ACO Military Cooperation are laid down in Reference JJ, which provides ACO staffs with direction to plan, programme, coordinate, synchronize, and implement MilCoop conducted through Partnerships efforts. More detailed guidance to effectively conduct MilCoop activities, of which some activities are directly associated to CT&E events, are provided in the ACO Manual – Management Guidance on Military Cooperation¹²⁷. For Exercises open to partners and appreciated PN involvement, OSE, OCE and ODE OPRs must coordinate with ACO MilCoop entities/SMEs, that at least the following is ensured:

- a. Exercise “activity” and associated “events”¹²⁸ created and published in ePRIME.
- b. Distribution of exercise specific documents/correspondence¹²⁹ to/from PNs via PD.
- c. PNs possible financial support requests and VISA support matters for participation in exercise events to be staffed via SHAPE PD/ACO MilCoop entities.
- d. Release of NATO standards required and requested by PNs for exercise involvement/participation to be staffed via SHAPE PD.

3. **Timelines, Responsibilities and Templates.** The aforementioned Management Guidance on Military Cooperation provides as well:

¹²⁶ Post MPC Partner and NNE exercise involvement report to the MC is typically provided in a spreadsheet, or presentation slide.

¹²⁷ ACO Manual, Management Guidance on Military Cooperation (when promulgated) will supersede the “Military Partnerships Directorate Management Guidance”, dated 21 January 2013.

¹²⁸ Events include for example exercise planning meetings/conferences (such as IPC, MPC, FCC) or the training blocks, in which PN participation is appreciated.

¹²⁹ Documents such as EXSPEC, EXPLAN, Calling letter/Invitations to exercise events.

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- a. **Timelines for managing Partnership Coordination Menu/ePRIME**, such as
 - (1) Creation/approval of activity for the exercise.
 - (2) Proposal/nomination of PNs to be invited to exercise activity related events.
 - (3) Distribution of invitations to PNs for exercise events.
 - (4) Reporting (such as Short/Full After Action Report) after completion of each event in ePRIME.

b. **Responsibilities and Bodies to manage Activities and Events in ePRIME.** In general, there are some authorities or bodies responsible to manage activities and events in ePRIME. In the realm of exercise responsibilities, two of the general ePRIME responsibilities are linked to OSE and OCE.

(1) **Proposing Body.** The Proposing Body (PB) is the authority that submits and is responsible for an activity and its related events. A PB is an event owner and should upload only those new exercise activities/events that they own themselves. The OSE as the PB must upload the exercise into ePRIME as an open to Partner activity.

(2) **Action Authority.** The AA is the authority responsible for the implementation and execution of the proposed exercise events. The AA is often identical to the PB and is associated with an exercise event. The OCE is the AA of the events of an exercise. For each exercise open to partners, the OCE has to assess in which exercise events partners should participate and consequently upload them in ePRIME. When OCE is not established with a Military Partnership Branch, the OSE, as PB will also take the AA role. This is for example the case for NATO-PN exercises, where the PN is in the OCE role and a NATO entity in the OSE role.

c. **Templates and Instructions.** The Management Guide for MilCoop provides necessary templates and workflows, which may be required to manage PNs invitation/participation, financial assistance, or release of NATO Standards/Documents.

4. **Points of Contact.** SHAPE PD MIC is responsible to facilitate PN involvement in NATO exercises and should be the main point of contact for exercise planner and OPRs. In case exercise OPRs need to contact dedicated SME around PNs involvement in exercises, most of relevant points of contact are nested within ACO MilCoop entities and SHAPE PD, such as:

- a. ACO Country Desk Officers (at SHAPE PD);
- b. ACO ePRIME Coordinator (at SHAPE PD);
- c. ACO Partnerships Budget Manager (at SHAPE PD);
- d. Partner National Military Representatives (PNMRs) (at/via SHAPE PD).

HOST NATION SUPPORT CONSIDERATIONS

- 1. Introduction.** This annex provides an overview of HNS considerations and the process by which nations are recruited, selected and informed for supporting NATO exercises. HNS considerations can be separated into two main areas: HN selection and Host Nation Support Arrangements (HNSA). While these are two separate functions, they must be coordinated to achieve the most efficient HNS for smooth exercise execution. Reference I provides D&G primary on HNS considerations in the realm of HN selection linked to exercise planning. Reference M provides D&G concerning to HNSA.
- 2. Host Nation Selection and Nomination.** Reference I provides a definition of HN selection and a description of Nations', SHAPE, OSE and OCE roles to identify HNS requirements, Nations' HNS offers, selection and nomination of HNs alongside with the MTEP planning cycle and exercise programming process. Ideally, the nomination of the Nation(s) chosen to host the exercise is laid down in multi-year exercise documents and promulgated with the MTEP.
- 3. Site Survey and Follow-on Planning.** The initial HNS promulgated with aforementioned documents, is not too detailed and may only provide rough framework information and the HNS providing nation. HNS specifics are to be reviewed during Stage 0 of the EP. OSE/OCE/ODE OPRs supported by the EG will perform Site Surveys on tentative exercise locations during EP stages 1 and 2 meetings/conferences. During the exercise specification and planning, additional HNS may be identified. These additional HNS requirements will be handled individually, but should be identified no later than the IPC.
- 4. Unsatisfactory HNS Capacity or No Nominated HN.** In case no HN was identified/nominated ahead of time, or HNS capability for planned exercise conduct may not fit for purpose, SHAPE has to consider and to decide no later than six month prior to exercise conduct, whether to amend or cancel the exercise or to continue to seek a HN/alternate HNS capacities.
- 5. Host Nation Support Arrangements.** As per Reference M, relevant NATO legal authorities negotiate and conclude NATO SOFAs and other documents, such as supplementary agreements. SHAPE, acting also on behalf of HQ SACT, will normally negotiate and conclude any standing HNSA in the form of a Memorandum of Understanding (MoU) or a Technical Arrangement (TA). Standing HNSAs are encouraged but where there is no standing HNSA, an exercise specific HNSA will need to be created. This HNSA is known as a MoU or TA between the HN and HQ SACT as well as SHAPE regarding the provision of HNS for the execution of the exercise conduct stage. Sending nations can accept the provision of this MoU or TA through a note of accession or by issuing a Statement of Intent (SOI) for the specific exercise.
- 6. NATO Roles and Responsibilities to Negotiate and Conclude a MoU/TA.** The strategic Commands will normally initiate the HNS planning, negotiate with the HN, and conclude the MoU. The HNS points of contact network will embrace the office of legal affairs, financial departments/directorates, and logistics/logistic support elements/advisors. A TA may be concluded on the operational level. Detailed description of the delineation of roles and responsibilities, as well as procedures to negotiate and conclude MoUs/TAs and respective templates are provided at Reference M.

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7. **HNS Planning Activities and Timeline.** The activities for planning the HNS may require either a stand-alone syndicate with strong legal lead (most normal for PfP activities) or a dedicated sub-group of the Logistics syndicate. It may be necessary to form a specialist HNS network to address HNS issues alongside with the EG. This HNS network will then form the heart of any syndicate/logistics sub-group formed during the IPC. The MoU/TA must be approved and signed by the end of the FCC. Any delay on this timing has serious impact on real life movement planning, etc.

PHYSICAL SECURITY CONSIDERATIONS

1. **Introduction.** This annex provides an overview on planning and execution activities with respect to Physical Security. The primary references for PS guidance are provided at Reference KK and Reference LL.
2. **Responsibilities for Physical Security.** Responsibility for the provision of appropriate PS during the execution of an exercise and associated conferences lies jointly with the OCE/TA and the HN. They are to develop a joint plan for the provision of adequate measures for PS. A preliminary plan must be in place to cover the initial planning conference. A comprehensive plan will follow early in the exercise process.
3. **Physical Security Guidance.** Each OCE/TA will issue PS guidance for the exercise within their responsibility. This guidance is to be:
 - a. Prepared by exercise planners and representatives from SNs and the HN(s) in a dedicated syndicate during EP planning events/activities.
 - b. Embodied in an annex to the EXPLAN.
 - c. Used as the foundation for the development of HN MOUs/TAs.
4. **Arrangements for Physical Security.** A MOU/TA between the OCE/TA, on behalf of the SNs, and the HN must be developed at the beginning of the EP. Such arrangements are to acknowledge that effective PS support is to be provided by the HN during each activity of the exercise process, including post-exercise activities.
5. **Physical Security Planning and Considerations for the Exercise Conduct.** The following steps are to be taken in developing the PS annex to the EXPLAN:
 - a. OCE/TA to nominate a POC responsible for all PS matters.
 - b. SNs are to identify PS requirements to HN and OSE/OCE/TA.
 - c. HN is to inform SNs and OSE/OCE/TA of its PS capabilities and limitations or restrictions.
 - d. OCE develops a comprehensive PS plan in coordination with HN.
6. **Physical Security for Conferences and Meetings.** Exercise conferences and meetings are an integral part of the EP. Therefore, effective PS measures are to be taken into account for the conduct of such activities. Consequently, the planners responsible for conferences and meetings are required to:
 - a. Select, where possible, a secure/protected military facility as the conference venue. If there is no alternative but to use civil facilities, the following aspects are to be considered in concert with current threat assessment and alert status:

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- (1) Provision of appropriate security brief in preparatory papers and at the beginning of the conference/meeting.
 - (2) Security of the facilities (including documents, PS during preparatory and overnight periods) to be provided in co-operation with HN.
 - (3) Personal security of participants, including accommodation and dining/refreshment facilities.
 - (4) Arrangement of isolated conference rooms, including evacuation requirements.
 - (5) If appropriate, the use of civilian attire during the conference/meeting.
 - (6) The provisions of local intelligence threat assessment on the exercise area from NATO and HN resources.
 - (7) Lowering the public profile of the event, including signs, programmes, flags etc.
 - (8) Provide for local/HN emergency medical services' capabilities.
- b. Avoid, where possible:
- (1) Any media announcements of the conference/meetings.
 - (2) Group travel to and from the conference/meeting.
 - (3) Predictable or regular transit routes.
 - (4) Significant programmed assemblies outside the facility (e.g. group photographs).

GUIDE TO RESOURCING EXERCISES

1. **Purpose.** The Resource Policy and Planning Board (RPPB) provides overarching policy for ETEE (Reference T). This policy is to be applied throughout exercise planning and conduct in deducing the resource requirements for NATO CT&E. The RPPB is the sole authority for establishing eligibility to NATO Common Funding. Reference MM provides comprehensive direction and guidance on resource planning for the delivery and in-year management of ACO CT&E activities and is designed to supplement this annex to Bi-SCD 075-003. Consequently, this annex provides only general guidance for resource planning, budget preparation, and budget execution. Within the parameters of this document, SCs should provide detailed guidance on preparation and execution of their respective resource requirements. For the purpose of this annex, resources are, inter alia, workforce, facilities, Communication and Information Systems and budget.
2. **Responsibilities.** NATO Commanders at all levels are responsible for conducting training and exercises within allocated budgets and must account for all funds provided. Commanders are responsible for ensuring the propriety of expenditure and the cost-effectiveness of their activities. In accordance with paragraph 1, responsibilities are as follows:
 - a. SHAPE PLANS J7 coordinates ACO's resource requirements for the delivery of cross functional and pan-HQ CT&E and evaluation.
 - b. HQ SACT is responsible for education and individual training. In the context of this directive, HQ SACT is also responsible for the direction, guidance, and venue coordination for CT&E Support Programme of Work.
3. **Principles.** NATO has four basic principles with regard to resources:
 - a. Costs lie where they fall. When an entity or Nation incurs costs, the payment rests with the entity or Nation concerned.
 - b. NATO funds activity that is over and above the normal activity of an entity or Nation undertaken for the benefit of NATO.
 - c. NATO Common Funding should meet the Minimum Military Requirement (MMR) necessary to deliver the CT&E objectives.
 - d. CT&E are to be conducted in the most cost effective manner, meeting Alliance strategic interests and the CT&E objectives.
4. **Resource Planning and Budgets**
 - a. Each SC prepares an annual Consolidated Resource Proposal (CRP) based on their Medium Term Resource Plan (MTRP). The MTRP articulates the budget requirements to meet the Alliance's objectives. For CT&E, the MTRP is developed to properly programme the resource requirements to deliver the MTEP. Development of the

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MTRP starts 18 months before the execution year and covers five years from the execution year, as illustrated in Figure U-1.

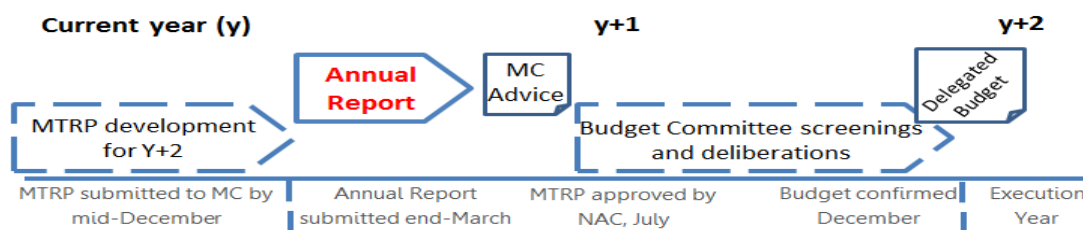


Figure U-1 - Developing the MTRP

b. Instructions for developing the MTRP are normally issued by the RPPB to the SCs early September and promulgated at the earliest opportunity. Input is consolidated by mid-December for submission to NATO HQ by the end of the year.

c. The SC's annual reports cover budget execution of the previous year. The annual reports are reviewed by the MC who provide advice to the Budget Committee as necessary, such as the level of financial risk that can be imposed on the SCs. The Budget Committee may then use this advice as the MTRP is screened from late summer onwards. The final decision on budgets is not finalised until the end of the year, immediately prior to the execution year. Once confirmed SHAPE and HQ SACT delegate the budgets to the subordinate commands.

d. Each stage of the exercise process is likely to require resources and early engagement between exercise planners and resource staff is essential. However, much of the detail for the overall resource requirement will only be forthcoming as the EXSPEC is developed. It is clear from paragraph 4.a. that being developed approximately 18 months before the execution of the exercise, there could be a mismatch between MTRP development and proper identification of resource requirements. It is recognised that resource planners may use historical data to complete the resource requirement; however, requirements need to be monitored throughout exercise planning in order to identify financial risk.

e. The training capacity of NATO training facilities (such as the JWC and JFTC) is at a premium; SACEUR, in coordination with SACT, will determine the priority of units to receive common-funded training in these venues. NCS elements, NFS entities under NATO Operational Command (OPCOM), entities identified as tactical HQs in SORs for NRF cycles, and those units identified as tactical HQs on SORs for specific NATO missions will normally be granted training priority ahead of other potential training audiences.

5. **Types of Eligible Costs.** The major budgetary categories for these costs include:

a. **Personnel.** The cost of consultants, contractors and NATO civilian expenses in support of training and exercises are eligible for NCF.

b. **General Support.** Costs incurred in administrative support and overheads, maintenance costs, hospitality and miscellaneous expenses, supplies and consumables for the provision of training and exercise activity that are over and above routine activity.

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- c. **Mission Support.** Incremental costs that are over and above routine HQ activity for the setting up and execution of an exercise at the NATO exercise venue are eligible for NCF. These will include the running costs of maintaining the exercise venue and the CIS set up and maintenance costs in establishing core CIS connectivity between the HQ systems and NATO networks. In addition, the Exercise Budget can cover the cost of temporary reinforcement for local NCS CIS capabilities, repairs and replenishment of assets and material broken or used during exercises by NCISG and NCIA. For eligible NFS entities, the CIS costs associated with providing the connectivity to the NATO system and MMRs will be covered by NCF. Community of Interest (CoI) Services basic support and training costs undertaken by the NFS entities are not eligible for NCF as these are considered to be part of the core capability of the HQ and covered by the Centralised Service Level Agreement (CSLA). However, support to CoI Services in an extended exercise day is eligible for NCF.
- d. **Transportation.** The transportation of NCS and eligible NFS personnel and equipment in support of training and exercise planning, execution and evaluation are eligible for NCF.
6. **Evaluation.** SACEUR routinely evaluates the readiness and capabilities of NCS and NFS. NATO evaluation activity is part of the Exercise Feedback processes alongside with the NATO Exercise Process. The NCS participation in this effort is eligible for NCF.
7. **Military Cooperation Programmes.** Nations participating in NATO Cooperation programmes generally bear the costs of their participation in training activities on the same basis as NATO Nations. They are responsible for all expenses associated with transportation, accommodation, meals, and miscellaneous expenses of personnel. Invited Non-NATO Nations taking part in exercises or mission rehearsals should fall under the same funding rules that apply to NATO Partners.
8. **Cooperation Subsidy.** Exceptionally, in accordance with the Partnership for Peace Status of Forces agreement of January 1995, nations participating in certain cooperation programmes may request case-by-case subsidy of their costs for specific exercise planning activities, training events or other activities authorised in the official programme of activities for that cooperation programme. In order to be eligible for this subsidy, these activities need to be included in the PCM and approved by the NAC.
9. **Participation of International Organisations, Non-Governmental Organisations and Non-NATO Entities.** Where it has been agreed by the NAC that the involvement of IOs, NGOs, and any other Non-NATO entity in NATO exercises brings additional benefit to the Alliance, common funding supports their participation. Further guidance is provided in Reference E.
10. **The Exercise Budget User Group.** The Exercise Budget User Group (EBUG) assists training and exercise staff in the planning, programming and execution of NATO resources for the conduct of activity authorised by the MTEP. Attended by resource staff from across ACO, JWC, JFTC, the EBUG provides a pan-NATO coordinated approach to programming resources. The EBUG is composed of training and exercise Budget Officers who assist exercise OPRs in developing resource estimates for planning, and in-year management of resources. Depending on the upcoming exercise programme, NFS staff officers will be invited.

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STRATEGIC COMMUNICATIONS CONSIDERATIONS

1. **Introduction.** Strategic Communications guidance for both, RLS to exercises and exercise play development should be conducted in accordance with the latest guidance contained in relevant MC policies (such as Reference NN), ACO Directives (such as Reference OO) and NATO Strategic Communications guidance (such as provided in References PP to RR).
2. **Purpose.** StratCom processes, products and personnel are incorporated into exercises for two purposes. They are presented in priority order:
 - a. **“Real World”.** To use the exercise as an opportunity to conduct “real word” messaging to audiences in support of NATO objectives.
 - b. **“Exercise Play”.** To use the exercise as an opportunity to develop, rehearse, integrate and execute StratCom processes in order to prepare for future operations while delivering deterrence messages to potential enemies.
3. It is possible that both of these purposes can be addressed in the same exercise, but caution will need to be applied to ensure that a clear separation of products and personnel is safeguarded. This is to ensure real world messaging remains unambiguous, aligned to approved direction and guidance, and appropriate. To mitigate this potential issue the remainder of this document is presented in two dedicated appendices to this annex, namely Appendix 1 and Appendix 2.

APPENDICES

1. Real World - Strategic Communications considerations
2. Exercise Play - Strategic Communications considerations
3. Exercises Logo products

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REAL WORLD - STRATEGIC COMMUNICATIONS CONSIDERATIONS

1. **Objectives.** Real world StratCom activities are not conducted for the purpose of achieving TOs. The objectives of real world communication are detailed in the relevant Strategic Coordination Order, SACEUR's Strategic Directive (SSD) for Peacetime Vigilance and Area of Responsibility (AOR) Management, StratCom Framework, StratCom Implementation Guidance (SIG), and Integrated Communication Plan (ICP).
2. **Scenario Requirement.** The real world scenario is employed.
3. **Exercise Planning.** To be leveraged most effectively StratCom must be integrated into exercise planning from the initial stages and sustained through to execution. StratCom products should be produced in a timely manner to support the development of the exercise in accordance with the guidance below.
4. **StratCom Activity and Guidance escorting the Exercise Process**
 - a. **Stage 0 (Initiation).**
 - (1) Confirm which Military Strategic Communications Effects (MScEs) will be prioritized during the conduct of the exercise in order to advance select Military Strategic Communications Objectives (MScOs).
 - (2) Clarify whether StratCom is also being undertaken within the training/exercise scenario (see Appendix 2, Exercise Play - StratCom considerations).
 - (3) Establish the overall "scale" of the Exercise. Will it be of interest at NATO HQ, SHAPE or other?
 - (4) Confirm existence of relevant StratCom Frameworks/SIG/ICP.
 - b. **Stage 1 (Specification)**
 - (1) Confirm that EOs remain aligned with MScEs and MScOs.
 - (2) Identify relevant Frameworks/request Framework from higher HQ if required.
 - (3) Confirm what Strategic Communication Framework documents will be produced by whom and to what timeline (Framework/SIG/ICP).
 - (4) Confirm existence of relevant StratCom Frameworks/SIG/ICP.
 - (5) Establish branding requirements.
 - (6) Establish requirement for DV days, Media Days and Observer/Inspector/Influencer opportunities. (See Annex W, Visitors, Observer,

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Inspectors and Distinguished Visitor Day). OSE tasks normally the OCE to plan and perform the activities.

(7) Establish StartCom Exercise Measures of Performance/Effect.

c. **Stage 2** (Planning)

(1) StratCom Framework/ICP will be provided by NATO HQ/Public Diplomacy Division (PDD).

(2) SHAPE will produce Exercise SIG including Narrative, Audiences, Focus Topics, Themes and outputs in line with StratCom Framework/ICP and share with the planning team. (If deemed to be required)

(3) Ensure that EXPLAN includes the MScOs and MScEs being addressed and how they will be achieved.

(4) Establish StartCom Exercise Output objectives.

(5) Prepare Exercise ICP if/as required.

(6) Establish StartCom Exercise Measures of Performance (MoP)/Measures of Effectiveness (MoE).

(7) If required, OCE supported by OSE will establish requirement and lead planner for:

(a) Distinguished Visitors (DV) day(s).

(b) Media Day(s).

(c) Observer/Inspector/Influencer visits.

(d) Communication Outputs (Combat Camera Team [producing] and Digital Team [posting on Web and Social Media]).

(8) Establish exercise branding (if required). See Appendix 3 to this annex.

d. **Stage 3** (Conduct).

(1) Support the delivery of the StratCom plan employing capabilities as tasked.

(2) Ensure consistency between exercise activities, images and words.

(3) Support/enable the production of outputs and ensure alignment of products to the narrative.

(4) Ensure alignment with branding.

(5) Exercises will be conducted by personnel/staff as tasked, except exercise planners.

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e. **Exercise Feedback Processes.**

- (1) Evaluate the exercise against established Output Objectives, MoP and MoE.
- (2) Contribute the exercise LI process with focus on StratCom.
- (3) Make recommendations for amendment to StratCom processes/documents to relevant sponsors.

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EXERCISE PLAY - STRATEGIC COMMUNICATIONS CONSIDERATIONS

1. **Training Objectives.** The Primary Training Objectives effects sought through the incorporation of StratCom serials in exercise play are:
 - a. To improve awareness and understanding of NATO StratCom processes within the HQ and/or exercise audience.
 - b. To train and test StratCom staff in StratCom processes and their integration with the wider HQ.
 - c. To align and rehearse StratCom processes with other elements of the HQ battle rhythm.
 - d. To reinforce the importance of integrating StratCom objectives, effects and capabilities into the planning and execution of military activities.
 - e. To improve the awareness of communications capabilities available to amplify Alliance activities in support of StratCom objectives and joint effects.
2. **Scenario Requirement.** To realise the objectives listed above training serials that test StratCom processes and functions must be integrated within exercises whenever StratCom is established as a training objective of the exercise.
3. **Exercise Planning.** For the training event to be leveraged most effectively StratCom must be integrated into exercise planning from the initial stages and sustained through to execution. StratCom products should be produced in a timely manner to support the development of the Exercise in accordance with the guidance below.
4. **Specific Guidance on StratCom in CT&E is provided through the SGE.** SGE focusses on developing the StratCom mind-set, and ensuring an understanding of the role and function of StratCom within the HQ processes and procedures.
5. **StratCom Activity and Guidance escorting the EP.**
 - a. **Stage 0 (Initiation)**
 - (1) Clarify whether the exercise is also being used as an opportunity to conduct “real world” StratCom (see Appendix 1, Real World - Strategic Communications considerations).
 - (2) Confirm the TOs to be met by the StratCom Staff and what the level of integration is expected with other parts of the HQ/Command Structure.
 - (3) Establish requirement for HICON/training support staff.

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b. **Stage 1** (Specification)

- (1) Ensure StratCom EOs and primary StratCom training requirements are consolidated in line with EOs in the EO Workshops.
- (2) Identify StratCom opportunities and challenges associated to the particular scenario.
- (3) Confirm existence of relevant real life StratCom Frameworks/SIG/ICP that can be employed to support in scenario StratCom effort.
- (4) Establish the “in scenario” MScOs based on the exercise scenario.
- (5) Establish which information disciplines (Military Public Affairs (MilPA), Psychological Operations (PsyOps), Engagements, Information Environment assessment (IEA), etc.) will be exercised in which phases of the scenario.
- (6) Establish requirement for “in scenario” DV days, Media Days and Observer/Inspector/Influencer opportunities. (See Annex W, Visitors, Observer, Inspectors and Distinguished Visitor Day). Planning activities normally tasked to OCE.
- (7) Ensure details are recorded as part of the EXSPEC document.
- (8) Establish the “scale” of StratCom staff commitment to the exercise.
- (9) Confirm what Strategic Communication documents will be produced by whom and to what timeline (Framework/ICP/SIG). Normally ODE/HICON will produce Framework/ICP.
- (10) Establish branding requirements.

c. **Stage 2** (Planning)

- (1) StratCom Framework/ICP will be provided by ODE/HICON.
- (2) OSE will produce exercise SIG including Narrative, Audiences, Focus Topics, Themes and outputs in line with StratCom Framework/ICP and share with the planning team. (If deemed to be required)
- (3) Ensure that EXPLAN includes the MScOs and MScEs being addressed and how they will be achieved.
- (4) Finalise exercise StartCom Output objectives.
- (5) If required, OCE supported by OSE will establish requirement and lead planner for:
 - (a) Distinguished Visitors (DV) day(s).
 - (b) Media Day(s).

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- (c) Observer/Inspector/Influencer visits.
- (d) Communication Outputs (Combat Camera Team [producing] and Digital Team [posting on Web and Social Media]).
- (6) Establish exercise branding. See Appendix 3 to this annex.
- d. **Stage 3 (Conduct)**
 - (1) Execute the StratCom plan in accordance with the scenario.
 - (2) Employ communication capabilities as required.
 - (3) Align StratCom activity with HQ effort encouraging “behaviour centric and narrative led approach”.
 - (4) Support/enable the production of outputs and ensure alignment of products to the narrative.
 - (5) Exercises will be conducted by personnel/staff as tasked, except exercise planners.
- e. **Exercise Feedback Processes**
 - (1) Evaluate the exercise against established TOs.
 - (2) Contribute the exercise LI process with focus on StratCom.
 - (3) Make recommendations for amendment to StratCom processes/documents to relevant sponsors.

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EXERCISES LOGO PRODUCTS

1. Recognition of the NATO brand is critical to maintaining and building support for the Alliance. Brand unity, coherence and consistency contribute to increasing public awareness and understanding, building familiarity and trust, and sustaining public support for the Alliance¹³⁰.
2. Exercises branding products, such as logo templates, should be ready in draft form by OCE for the IPC to ensure timely approval by SHAPE J10 StratCom before the MPC during EP Stage 2. Exercise Logo (example at Figure V-1-3 on page V-3-2) products should be developed in accordance with Reference R and NATO Communications Strategy, The One Nato Brand, 2022.
 - a. Insignia for NATO exercises must use the circular exercise template. The top half of the rocker states the full name of the exercise and the year, if the exercise is recurring. The bottom half of the rocker must read "Exercise".
 - b. The exercises that return yearly preferably use the same logo and change only the year of the exercise. Exercises become recognizable, less design capacity is needed, no need to request for approval.
 - c. The colours of the rocker, the descriptive text and font, and the NATO logo elements must not be changed from those defined in the template.
 - d. Any text should be concise and clearly descriptive. Latin, acronyms, and visual elements of the Alliance logo should be avoided whenever possible.
 - e. Inside the rocker, the top half of the logo is reserved for a representative visual element. Submissions for NATO exercises may seek to reflect the host nation(s) or other relevant visuals.
 - f. The Alliance logo occupies the bottom half of the template.
 - g. Any elements in the inner circle of the insignia must not extend into the rocker.

¹³⁰ Military Heraldry and Insignia, <https://nato.frontify.com/document/1#/military-heraldry-and-insignia/military-heraldry-and-insignia>

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Figure V-3-1 – Example of NATO Exercise Logo

VISITORS, OBSERVER, INSPECTORS AND DISTINGUISHED VISITOR DAY

1. Visitors, Observers and Inspectors

a. **Policy.** Invitations to Visitors, Observers and Inspectors attending NATO military exercises must be in line with NATO policy. NATO policy for Visitors, Observers and Inspectors is contained in Reference A.

(1) **Visitors.** Distinguished Visitors Days, Visitors programmes and/or exercise related ceremonies would be public-oriented. Consequently StratCom and PROTOCOL considerations, planning and activities play an important role during all stages of the EP. StratCom and PROTOCOL SMEs from OSE and OCE/ODE have to be integrated at the earliest time in the exercise process in order to lead the efforts of visitors related considerations, planning, invitation and execution of Distinguished Visitors Days, Visitors programmes or high visibility/high profile events with NATO HQ and across OSE/OCE/ODE, Training Audience and Host Nation.

(a) Desired participation and invitations to Distinguished Visitors Days, Visitors programmes and/or exercise related ceremonies must reflect stakeholders from NATO Command Structure, Troop Contributing Nations, Host Nation and participating Partners and, if appropriate, NNEs¹³¹.

(b) Appropriate consideration will be given to allowing visitors controlled access to sensitive aspects of exercises and limited interaction with the conduct of the exercises.

(c) If the Host Nation in coordination with the OCE wishes to invite visitors from Partner Nations and NNEs in addition to those already approved by the NAC for participation and observation, SHAPE will inform the MC prior to inviting them. Allies retain the right to seek MC endorsement and NAC approval prior to the release of formal invitations.

(2) **Observers/Inspectors.** In accordance with specific treaty obligations, observers or inspectors may observe/inspect various stages of NATO exercises.

(a) Observation or inspection activities based on treaty obligations do not require MC endorsement or NAC approval.

(b) Additionally, SHAPE¹³² will facilitate these obligations as required.

(c) When present, observers/inspectors are under the responsibility of the Host Nation.

¹³¹ NNEs participation in DVD is not a “must be”; however, in case NNEs are involved in the exercise, it should be considered to invite representatives from those NNEs, being involved, to join the DVD. See also paragraph 1.e. below.

¹³² SHAPE for CT&E events

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b. **Definitions**¹³³ of Visitors, Observers and Inspectors:

(1) **Visitors.** Exercise visitors are individuals or small groups (e.g., committees, etc.) from participating organizations or countries who are invited to attend a designated, programmed and possibly pre-scripted, portion of an exercise.

(2) **Observers.** Exercise observers are sponsored individuals who attend the exercise with a specific military or diplomatic objective to fulfil. Sponsors would normally be either the Host Nation or the NAC. This does not include official observers acting in the scope of international treaties.

(3) **Inspectors.** Exercise Inspectors are sponsored individuals who are obliged by treaty to ascertain specified details of an exercise and have been correctly declared in accordance with that treaty.

c. **Direction and Guidance.** Overall direction and guidance for visitors, observers and inspectors to exercises will be determined in the EXSPEC. The OCE in close coordination with the HN will be responsible to host and support Visitors, Observers and Inspectors by implementing and leading a VOB separated from the Joint Visitors Bureau (JVB).

d. **Visitor Limitations.** Visitors to NATO military exercises should be encouraged to attend with the following limitations:

(1) Attendance has to be controlled to avoid impeding the realism of the exercises; it should not impair the conduct of the exercise and the training.

(2) Accommodation, financial and administrative factors may limit the number of visitors¹³⁴.

e. **Non-NATO Nations/Organisations.** As per the definition above, if forces of a non-NATO nation or members of any extra-NATO organisation are participating in a NATO military exercise, that nation or organisation should be considered as a NATO nation/NATO entity with respect to participating in any visitor programme. If visitors from Non-NATO Entities (NNEs) not already approved for participation in the exercise are to attend, the process set out in Reference A is to be complied with prior invitations being issued¹³⁵. The sponsorship and control of all the categories of visitors listed below is an OSE responsibility; in certain circumstances, this responsibility may be delegated to the OCE.

f. **Visitor, Observer, and Inspector Categories.** The following categories of visitors, observers and inspectors are directed to be used to enable the correct protocol to take place for CE&T events:

¹³³ Definitions as per ETEE Glossary contained in Reference A.

¹³⁴ The responsibilities for funding the costs of hosting Visitors, Observers and Inspectors to ACO exercises should be identified during the EP and documented in the EXPLAN.

¹³⁵ SHAPE will inform Allies about NATO involvement in Allied national exercises, if a Partner or NNE is participating in or observing the exercise. Allies retain the right to request case-by-case MC approval. If further considered, the Allies retain the right to request NAC approval.

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- (1) **Category 1.** Visitors such as:
 - (a) Heads of State or Government.
 - (b) Members of Royal Families.
 - (c) Secretary General of NATO and International Organizations
 - (d) Ambassadors when at post
 - (e) Senior Politicians (e.g., Prime Minister, Minister of Defence).
 - (f) Permanent and Senior Representatives to NATO (NAC) and International Organisations (e.g., UN, Organisation for Security and Cooperation in Europe (OSCE), EU, AU, etc.).
 - (g) Chairman of the Military Committee
 - (h) Chiefs of Defence
 - (i) ICRC.
 - (j) Senior Representatives from Non-Governmental Organisations.
 - (k) Euro-Atlantic Partnership Council (EAPC) (ambassadorial level).
 - (l) Military Committee (Euro-Atlantic Partnership Military Committee (EAPMC)/Chief of Defence (CHOD) level).
 - (m) NATO Commanders of SC, JFC and CC level and their equivalents from EAPC nations.
- (2) **Category 2.** Senior civilians and senior military officers from NATO HQs and NATO/partner nations not covered under Category 1, who are directly concerned with partner issues (e.g. SHAPE Partnerships Directorate or Political Military Steering Committee/Military Committee Working Group (PMSC/MCWG) representatives) or connected with the exercise participating forces or planning HQs. This includes those from a superior HQ who are specifically tasked to observe or analyse defined aspects of the exercise.
- (3) **Category 3.** Senior military officers of national participating forces or HQs not covered by Categories 1 or 2.
- (4) **Category 4.** Inspectors and observers from OSCE-member states participating in accordance with the treaty of CFE and Vienna Document (VD) 99. During their mission, observers and inspectors will be granted the privileges and immunities in accordance with the Vienna Convention on Diplomatic Relations.
- (5) **Category 5.** Observers from non-NATO/non-partner nations.

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g. **Allocation of Visitor Spaces.** The total number of visitors invited to attend any NATO military exercise and the allocation of invitations is a matter to be decided by the HN, in consultation with the national authorities of other nations participating in the exercises/manoeuvre, the OSE and OCE. For the distribution of available invitation numbers MilPA should be taken into consideration. The HN should be provided with the names and positions of potential visitors to be invited by the OSE/OCE unless otherwise indicated. HN approval should be received before the invitations are extended.

h. **National Sponsored Visits.** Nations with units allocated to a NATO military exercise must coordinate their requirements for national-sponsored visits to those units with the OSE/OCE early. HN approval must be granted before such visits take place. Potentially those visitors accompanying media representatives are required to apply for a NATO accreditation upfront. Host Nation requirements for media representatives need to be considered as well. There is to be no cost to NATO or the HN for such visits. The VOB, and MilPA are to be provided with a detailed itinerary for all such visits and informed of any deviation from said itinerary.

i. **Exercise Visitors and Observers Policy.** A Visitors and Observers (VO) policy for an exercise should be set in the EXSPEC and should be specified in more detail in the EXPLAN. The following should be included:

- (1) Highlights of particular interest to visitors.
- (2) The proposed allocation of visitor numbers.
- (3) Security classification required.
- (4) Date by which requests for visitor spaces should be submitted.
- (5) Date by which visitor invitation replies should be received.

j. **Request for Visitor Allocation.** If called for, requests for NATO sponsored visitor spaces should be forwarded to the OSE/OCE for coordination with HNs through the normal command channels unless stated otherwise in the EXSPEC. The request should include:

- (1) Exercise name and dates.
- (2) Activities to be visited or witnessed.
- (3) Number of spaces required.
- (4) Rank, number, nationality, service/civilian appointment and security clearance of each visitor.
- (5) Accommodation and transportation requirements.

k. **Arrangements for Visitors.** For NATO sponsored visitors, the OCE is responsible for:

- (1) Forwarding relevant instructions, materials, etc., concerning the exercise, direct either to visitors or through their headquarters or sponsor agency.

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- (2) Planning itineraries (once in theatre) - if needed.
- (3) Arrangements for reception.
- (4) Production of "Briefing Packages". These should include information on personal protection requirements such as medical prophylaxis, mine recognition, emergency telephone numbers etc.
- (5) Accommodation.
- (6) Local Transportation. The provision of local transport within the exercise area for NATO-sponsored visitors when required is the responsibility of the OSE/OCE (see above). This transport can come from OSE/OCE's headquarters resources, commands/units participating in the exercise or HN resources. If this cannot be provided, it is essential that this is known during the EP so that visitor numbers can be kept to a minimum. In order to ease the OCE/OSE's problems, visitors from headquarters within reasonable distance of the exercise area, should come with official transport for their use during the exercise. Exercise budgets normally have very limited funds available for the hire of extra vehicles.
- (7) Designation of sponsors for the visitor, if necessary and practicable.
- (8) Visitors or their parent HQ or agencies are responsible for travel arrangements to and from a point in the exercise area designated by the OCE/OSE. The costs of the NATO visitors are borne by either the visitors or their parent headquarters or agency. Any modifications to this policy for the exercise will be issued by the OSE/OCE.
- (9) Hospitality Arrangements (i.e. Vin d'Honneur or a meal with drinks, coffee) for NATO visitors should be agreed upon by Ministries of Defence (MODs) and NATO headquarters concerned prior to the issuance of invitations. Whenever possible, this will be planned during the Planning stage (Stage 2) and the policy decision presented no later than the FCC. It is unusual for NATO funds to be expended for the entertainment of NATO personnel however senior. Planners will have to look to the HN if they perceive the need for special entertainment activities or functions.
- (10) Exercise authorities, coordinating with the HN, will issue invitations to visitors and observers. The OSE and OCE coordinate any request for visitors or observers with the HN. If, in the case of DVs, the HN believes a request should be refused, the matter should be referred to the NAC, through the SC and MC.
- (11) Usually a VOB is established to assist with high-level visits of political and military dignitaries and observers. OCE personnel usually staffs the VOB with personnel reinforcement from TAs or HN. It is imperative that the Media Information Centre (MIC) is kept informed about all Visitor and Observer Programmes (VOPs) to be responsive to media requests related to visitors and observers.
- (12) Media personnel accompanying visitors require upfront a NATO accreditation and/or a Host Nation accreditation. NATO Media Information

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Centre/NATO Media Operations Centre (NMIC/NMOC) needs to be informed on the number and affiliation of the media members accompanying the visitor well in advance to allow preparation and ensure proper media escort.

(13) The OCE is responsible for coordinating any force protection requirements with the HN, as force protection is a HN responsibility.

l. Observers at NATO Military Exercises. In accordance with the OSCE, VD 99 on the Negotiations on Confidence and Security Building Measures (CSBM), the number (up to 2 for each participating state), name and ranks of all OSCE observers who accept the invitation from the "Host State", should be communicated as soon as possible to the OSE/OCE to permit timely planning of suitable arrangements.

m. OSCE Host State Responsibilities. Responsibilities of the Host State regarding OSCE observers are detailed in Section VI and Annex IV of the VD 99 and amongst other items include:

(1) At the commencement of the programme a briefing on the activity.

(2) Transportation (to/from/in the area of the activity) lodging, food and, where appropriate, medical care.

(3) Provisions for timely communication with observers' embassies.

(4) Note: The Host State may delegate some/all of its responsibilities as host to another nation engaged in the military activity on the Host State's territory. In such cases, the Host State will specify the allocation of responsibilities in the invitation.

n. Contact Officers for OSCE Observers. The OSE/OCE is responsible for providing one or more contact officers fully conversant with the exercise on which nations can call for assistance when dealing with OSCE observers. Nations are encouraged to include the contact officer(s) as part of the escort team provided for the observers throughout their visit to the forces involved in the exercise. Host States are responsible for the financial arrangements related to OSCE observers as outlined in the VD 99. No commitment should be made from NATO budgets.

o. Diplomatic Status of OSCE Observers. During their mission, OSCE observers are to be granted the privileges and immunities according to diplomatic agents detailed in the Vienna Convention on Diplomatic Relations. Therefore, Directing Staff (DISTAFF)/OCE/participants must be prepared to accommodate observers from nations whose interests may be at variance to those of the Alliance.

p. Operational Security Provisions for treaty of CFE Inspectors and OSCE Observers. In addition to the observers attending under the auspices of the VD 99, inspectors authorised under the CFE Treaty may be attending the exercise. The major obstacle to be solved in determining the provisions for CFE inspectors and VD 99 observers (I/Os) lies in the conflict between the need to protect classified information and the intention to reveal as much as possible in the spirit of "confidence building". However, both include Operational Security (OPSEC) provisions to protect legitimate security interests.

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q. Release of Classified Information. Reference SS, allows for key roles within a NATO Exercise to release NATO classified information to NNEs participants, and for the release of NATO classified information within the context of NATO training. If needed, additional release authority¹³⁶ may also be sought via SHAPE PD. Release circumstances will be different for each CT&E event; accordingly, the security staff should be consulted for specific detail of release authority.

r. Catalogue of Classified Items. The OSE/OCE may wish to consider producing a comprehensive catalogue of items which should not be revealed under any circumstances or discussion of which should be avoided. When appropriate, this catalogue could go under the Security annex of the EXPLAN and be subject to limited distribution according to its classification. This catalogue could include:

- (1) Classified weaponry, and classified performance data.
- (2) Classified tactical techniques.
- (3) Details of communication links, systems and protective measures.
- (4) Classified aspects of the exercise scenario.

s. Conduct of Visits. For the actual conduct of CFE/OSCE I/Os visits, the OSE/OCE should consider the following points:

- (1) Establishing early liaison with the security and/or Arms Control authorities of the Host State(s).
- (2) Ensuring that routes taken by I/Os to and from the exercise area and any premises used by them have no security sensitivity.
- (3) Providing the I/Os with permanent, fully briefed escorts conversant with the unclassified parameters of the exercise.
- (4) Bringing to the attention of all, especially escorts, the NATO guidance for official contact with I/Os.

t. Non-NATO/Non-Partner Observers at NATO Military Exercises. Requirements may arise in which a non-NATO/non-partner nation wishes to send observers to a NATO military exercise. In such cases, the SCs are to forward the NATO commander's proposal, or the nation's application to the MC for endorsement and NAC approval. If a NATO subordinate commander receives such a request, the application has to be forwarded via SHAPE. NATO commanders may discuss with non-NATO/non-partner nations their possible involvement in a NATO military exercise only after NAC approval.

2. Distinguished Visitors Day(s)

a. Determination of Requirements. The OSE must judge after consultation with MilPA/StratCOM whether an exercise justifies the inclusion of a Distinguished Visitors Day (DV-Day). Should a DV-Day be deemed desirable, a proportion of the overall number of

¹³⁶ For example NATO Standardization Office at NATO HQ.

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invitees must be allocated to the OSE/OCE/HN and TA's. It is inappropriate to expect the HN to accept an increased number of visitors to accommodate a DV-Day.

b. Direction and Guidance. Overall D&G for the preparation and execution of Distinguished Visitors Days will be given in the EXSPEC. Including DV programmes and/or exercise-related ceremonies is not compulsory. However, if the OSE elects to include them, they should not disrupt the exercise training objectives. The OCE ICCW with OSE and HN will be responsible to plan and conduct the Distinguished Visitors Day by implementing and leading a Joint Visitors Bureau (JVB). The JVB shall be staffed by Protocol SMEs, only designated to plan and conduct the DV-Day(s). An LO from Communication Division (Plans) should be included.

(1) High Profile Exercises. High Profile Exercises (HPE) such as MDX or LIVEX are designed to highlight NATO's military capabilities to the highest political and military dignitaries. Therefore, the OSE will be responsible to provide specific D&G in the EXSPEC. D&G should include considerations whether a Media Day/Program will be incorporated or kept segregated. Generally, the OSE will be responsible for the overall invitation and registration process. Invitations need to be sent 6 months prior to the event ICCW NATO HQ. OCE in close coordination with HN is supposed to conduct the DV-Day with the necessary personnel reinforcement from OSE (on request of OCE), HN and TA's.

(2) Other Exercises. Other Exercises (e.g. CPX, CAX, and FTX) are utilised to train and/or certify/evaluate NFS HQs. Should a DV-Day be deemed desirable, OSE will provide specific D&G in the EXSPEC. In general, the highest level of guest participating in the DV-Day programme should be Military Representative to NATO. If the OCE/HN asks for higher political and/or military representation, (i.e. above MIL REP level) the responsibility for approval rests with the OSE in close coordination with NATO HQ. Generally, the OCE will be responsible for the overall invitation and registration process. The OCE is to provide a draft invitation list/draft programme to the OSE for endorsement. OCE ICCW HN is supposed to conduct the DV-Day with the necessary personnel reinforcement from, OSE (on request of OCE), HN and TA's.

c. Selected representatives from international and NGOs may be invited to attend a DV-Day. There is normally no requirement to invite the heads of those organisations. On request of the HN and/or OCE through the OSE and SCs, the Secretary General, on advice from the MC and/or PMSC, may invite heads of international or NGOs.

d. A JVB will be established to assist with high-level visits of political and military dignitaries to a DV-Day. Protocol personnel usually staffs the JVB with personnel reinforcement from the HN and/or OSE support. It is imperative that the MIC is kept informed about all VIPs to be responsive to media requests related to the DV-Day programme.

e. Media accompanying visitors require accreditation by NATO and/ or host nation. NMIC/NMOC needs to be informed on the number and affiliation of the media members accompanying the visitor well in advance to allow preparation and ensure proper media escort.

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f. Arrangements for DV Day Visitors. Arrangements for DV-Day invitees/visitors should be according to paragraph 1.k (above) if not directed otherwise by the OSE.

APPENDIX

1. Distinguished Visitors Day Considerations for Exercise Officer of Primary Responsibility

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**DISTINGUISHED VISITORS DAY CONSIDERATIONS FOR EXERCISE OFFICER OF
PRIMARY RESPONSIBILITY**

1. Pre-coordination and Examination of Requirements for DV Day Organisation:
 - a. During EP Stage 0, at least during Stage 1, the OSE OPR would have received from higher echelons (NATO HQ) information about the wish to organise a DV Day alongside with the exercise Conduct stage (Stage 3) and a selected training block such as the E-block (EMPLOYEX). This will likely happen in case an exercise is qualified as an High Profile Exercise, as there will be Strategic Communications involved.
 - b. If no specific written or oral direction and guidance for a DV Day is provided by higher echelons, during Stage 1, the EG need to reach out and request verification from the TA leadership if there is an intention for conducting a DV Day from TA perspective.
 - c. The OSE (normally an officer from the J10 StratCom or PROTOCOL branch/department in the OSE HQ) has overall responsibility with regard to overseeing DV Day planning, coordination of activities and execution. In case there is no guidance from the higher echelon to organise a DV Day, but there is a desire to organise one by the TA leadership, the TA becomes the owner of the DV Day. (Or, the “owner” of the DV Day should be identified and the associated OPR becomes responsible for planning, coordination of activities and execution of DV Day). TA leadership should involve/align with StratCom on its respective level at earliest stage.
2. Coordination Body Establishment:
 - a. As soon as the requirement for DV Day organisation has emerged, the “owner” of the DV Day entity’s exercise OPR has to initiate the establishment of DV Day Planning Group.
 - b. Ideally, during Stage 2 of the EP, the DV Day Planning Group members are identified from every stakeholder and the planning activities can start no later than the Initial Planning Conference (DV day planning as task in the Protocol/Real Life Support syndicate or as dedicated DV day planning syndicate).
 - c. OCE OPR must ensure DV Day planning and coordination is set up on the agenda at each exercise planning meeting (NOTE: The sooner this topic is discussed, beginning with a concept, the better it is for the stakeholders as it provides more time to plan and coordinate).
 - d. In case the higher echelon has given guidance to organise a DV Day (For a High Profile Exercise (HPE)), it is crucial that the OSE DV day planning group/team engages early with NATO HQ and in particular with the outer office of SECGEN. In a very early stage the date for the DV Day must (after consultation with NATO HQ) be put in concrete, permitting to book in time sufficient hotel rooms and other venues required for the execution of the DV Day (Briefing room, reception room, Visitors bureau), and to book

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commercial land (in case the venue will not occur on military ground). As soon as the date is secured, the selected date needs to be put on the NAC and MC travel schedule, to ensure it remains visible, is not easily overlooked, and remains clear of future potential conflicting events for the NAC/MC items. The OSE DV day planning group/team should also start a request for MILAIR transport by any of the Allied nations, facilitating that the NAC/MC can be picked up directly in Brussels and flown into and from the DV Day location. Availability of such transport highly increases the success of the DV Day.

3. DV Day Concept Development:

a. During Stage 2 of the EP, in conjunction with exercise timelines development and milestones design, if it determined to hold a DV Day, a particular day should be designated for this purpose in the course of the exercise execution training segment (unless this day is determined by higher echelons well in advance).

b. The following matters should be taken into consideration when determining the date, programme and location for DV Day:

(1) Who – Verify the “owner” of the DV Day again and explore the owner’s initial guidance with regard to DV Day (essentially, this should be stated in the EXSPEC document).

(Note: If DV Day guidance is not stated in the EXSPEC and there is no existent oral guidance in effect, the DV day planning team/group should strive for commander’s decision.

(2) What – What the “owner” of the DV Day wants to achieve organising this event? What should be the time duration of the DV Day? DV Day must ensure that the programme does not interfere with the progress in achieving the exercise and training objectives.

(3) When – If not dictated in advance, a tentative date should be designated considering how this date would fit into the battle rhythm of the execution, with minimal distraction.

(4) Where – The location of the DV Day conduct should enable and support not only strategic messaging, but also achievement of exercise objectives.

(5) Why – Whatever the type, form and level of the exercise, there should be a real and clear justification (political and military) for organising a DV Day.

(6) Invitation Letter – Once the DV Day concept is justified and approved the invitation letter release authority should be designated.

(7) StratCom messaging/ NATO narrative must be considered.

4. Duties and Responsibilities of OSE, OCE, ODE and HN OPR for DV Day Planning and Coordination:

a. Establish dedicated planning team and syndicate (such as “DV day planning” or “Protocol/Real Life Support (RLS)” syndicate) for DV day planning and execution.

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- b. Attend exercise planning events and provide D&G for DV day planning syndicate work and DV day planning considerations.
- c. Besides PROTOCOL and RLS, involve other stakeholders if necessary, into the DV Day planning, coordination and discussions including:
 - (1) Primary: StratCom (to include Engagement and Public Affairs Office), RLS SMEs (infrastructure, transportation, catering, communications and information representatives).
 - (2) Supporting: BUDFIN, Legal Advisor (LEGAD), Command Group (Executive Assistant (XA), Military Assistant (MA), Aide de Camp (ADC)) representatives, escort officers.
- d. Invitation List Development:
 - (1) The DV day planning group/team of the Headquarters, which owns the responsibility for DV Day organisation, is accountable for the development a proposal document and obtain commander's approval for the level of invitation.
 - (2) As soon as the level of invitation proposal is approved by the commander, the relevant Protocol Office OPR has to create the corresponding name and address list spreadsheet. In this task, special consideration should be given to designate the HN (pol/mil representatives), NATO Political bodies' representatives and NATO Military authority's representatives.
 - (3) After designation of the nominated invitees, a "Save the Date" message should be sent out to tentative invitees.
- e. Invitation Letter Development and Distribution:
 - (1) The signatory authority/person of the invitation letter should be identified in advance.
 - (2) The DV day planning group/team of the Headquarters, which owns the responsibility for DV Day organisation, is accountable for the development of the Invitation Letter contents and after completion of the staffing process, they are to obtain the commander's approval.
 - (3) After the commander's endorsement, Protocol office in coordination with HQ registry is responsible for disseminating the signed Invitation Letters (n.b. The Invitation letters can be sent out both electronic and in hard copies).
- f. Registration Process:
 - (1) In case of a HVE, the registration process will be handled by the OSE. All invitations higher than Military level will be sent out by SECGEN. All others by the OSE.
 - (2) For all other DV Days, the registration process and all invitations will be sent out by the OCE or the TA.

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5. Considerations for DV Day Execution:

- a. Continuous coordination between the OPRs (OSE, OCE, ODE and HN) and Protocol/StratCom/JVB chief is paramount after the STARTEX and before the DV Day.
- b. Coordination about the details of DV Day execution should become a discussion point during the daily battle rhythm meetings of the exercise prior the event (this will facilitate any last minute arrangements).
- c. It is necessary to provide the Protocol/JVB section with a working area, which facilitates and enables section coordination meetings, tracking and managing the DV Day event and provide space for the escort officers. In this area, land telephone lines/fax, cellular phones, computers with internet access, printers, transportation assets, are absolute necessities.

6. Event Sequence:

- a. Check with NATO HQ if from a StratCom perspective there is a need for a DV Day.
- b. After consultation with SECGEN outer office, the date should be set and fixed.
- c. When the DV Day date is secured with NATO HQ, the date should be placed on the NAC and MC travel schedule.
- d. Consult with HN after a site survey, the best location for the DV Day. Factors of influence; distance to international airport; availability of sufficient rooms of respectable quality; reception venue; accessibility for media representatives; distance from hotels to DV Day location and on military or private ground.
- e. Make a group booking to secure the rooms and venue. Engage with J8 and LEGAD at the earliest opportunity.
- f. Prepare a letter requesting Allied members to provide roundtrip MILAIR transport from Brussels to the DV Day location.
- g. Determine with all stakeholders an initial DV Day execution plan, preferably a joint and multinational participation (including partners).
- h. In case of a HVE, the TA and OCE PROTOCOL is to send their recommended invitee list to PROTOCOL of OSE. OSE PROTOCOL in consultation with NATO HQ to produce a final invitation list.
- i. Invitation letters to authorities higher than military, to be sent out by SECGEN and all others by OSE PROTOCOL. OSE PROTOCOL is to create a registration page for all participants, including links to book hotel rooms.
- j. OCE to combine DV Day with media day and to book a PROTOCOL office and media office in the hotel.
- k. Prepare welcome packages for the invited guests and media kit for journalists.

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- I. Rehearse the DV Day, including ushers, bus guides during transport, media engagement (e.g. parking, paths to media spots, loudspeakers) etc.
- m. In case of foul weather, decide whether a bad weather program is required and construct the option.

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COMPUTER ASSISTED EXERCISE SUPPORT TO THE EXERCISE PROCESS

1. **Introduction.** The purpose of this annex is to provide an overview of the necessary resources and requirements related to the planning procedures and actions required to develop and conduct a Computer Assisted Exercise (CAX). For CAX definition refer to Annex A to this document.

2. **Purpose.** CAX support provides realistic synthetic training environment enable the TA to reach their TOs. CAX support tools provide the following:

- a. To compute the outcome of the ongoing operation, i.e. results of the commands given to the simulated forces.
- b. To simulate the entities and conditions not controlled by the TA and needed to ensure that the synthetic environment is consistent and complete.
- c. To maintain a consistent white truth.
- d. To stimulate the C2, FS and enable EXCON Control systems.
- e. To synchronise the synthetic environment with the exercise flow (i.e., MEL/MIL) and intended training effects.
- f. To provide EXCON with services and information needed by them for steering the exercise towards the objectives effectively and consistently. Appendix 3 portrays the major CAX Support planning responsibilities during the exercise process.

3. **CAX Support Roles.** CAX support requires a robust structure to achieve its goals. These roles are broken down to cover the different stages of the exercise process. Below table and definitions present involvement in different stages and responsibilities of CAX Support Roles:

- a. Responsibilities
 - (1) **CAX Manager.** Coordinate overall execution of CAX Support to the exercise. Participate in EXDIR Update and other EXCON meetings as required.
 - (2) **CAX Planner.** Plan and administers CAX Support to the exercise. Attend planning events as the CAX Syndicate Lead.
 - (3) **DMT Lead.** Plan and controls DMT activities. Execute DMT meetings within and if required outside of the planning events.
 - (4) **DMT Own Forces Team.** Ensure that CAX database contains all the elements related to the own forces and alliance.
 - (5) **DMT Scenario Team.** Ensure that CAX database contains all the elements related to OPFOR/SITFOR, the neutral forces, weather and geography.

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- (6) **DMT Technical Team.** Provide training and technical support on the database tools used by Own Forces and Scenario Teams, merges the data collected by DMT and enters the parameters related to low level data.
- (7) **CAX MEL/MIL Coordinator(s).** Coordinate simulation play with the exercise MEL/MIL script. Participate in MEL/MIL meetings.
- (8) **CAX Coordinator (Land, Air, Maritime, OPFOR/SITFOR).** Coordinate the simulation play and support CAX Operators within assigned area (domain).
- (9) **Senior Game Controller.** Monitor the simulation execution, communicate technical issues to the CAX Support team and ensures simulation availability.
- (10) **Game Controller.** Support the Senior Game Controller in monitoring the simulation execution and ensures simulation availability.
- (11) **CAX Interoperability Technician.** Monitors the CAX Support Tools interfaces and ensures their interoperability with Functional Systems.
- (12) **CAX Operator.** Implement orders in simulation on behalf of RC and provide the output from the simulation back to RC.

b. Involvement in different EP stages.

CAX SUPPORT ROLES/STAGES	STAGE 1 SPECIFICATION	STAGE 2 PLANNING	STAGE 3 CONDUCT
CAX Manager		X	X
CAX Planner	X	X	X
DMT Lead	X	X	X
DMT Own Forces Team	X		
DMT Scenario Team	X		
DMT Technical Team	X	X	X
CAX MEL/MIL Coordinator(s)		X	X
CAX Coordinator (Land, Air, Maritime, OPFOR/SITFOR)			X
Senior Game Controller			X
CAX Interoperability Technician		X	X
CAX Operator			X

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4. **Computer Assisted Exercise Support Tools in the Exercise Process.** CAX support tools are involved in all stages of the exercise process (specification, planning, and conduct) to automate the processes, to prevent the duplication of work, to enhance the exercise environment, to ensure that the exercise process flows towards the exercise objectives and to improve efficiency of the exercise preparation, execution and analysis process. The CAX support tools can be categorised into five categories:

- a. Exercise Planning and Management tools. These tools can be used for the automation of processes, information management and information exchange for the preparation of the EXSPEC and EXPLAN documents and the products related to these documents. They can help the preparation of scenario modules as well as the MEL/MIL.
- b. Simulation Systems and Ancillary tools. These are the simulation systems and the software needed to prepare the simulation and to allow operation of the simulation during execution.
- c. Interfaces and/or mediation software to federate simulations, and exchange information between simulations, EXCON support tools, analysis tools, C2 systems and FS systems. Simulation should not be visible (i.e. be transparent) to the TA. TA should only use C2 and FS systems that would be also available during an operation.
- d. EXCON support tools. These are systems to control the exercise execution and analysis such as Common Operational Picture (COP) for EXCON, de-confliction tools, and report generating tools with a graphical output possibility. These tools are linked with the exercise planning and management tools and the simulation.
- e. Experimentation and Analysis Tools. These are the systems used for participating in experiments during the conduct of a CAX exercise. They can be simulation systems, pre-directive and middleware tools, C2IS or C3IS which should follow the guidelines provided at Reference U.

APPENDICES:

1. Computer Assisted Exercise Support to an Exercise Process
2. Computer Assisted Exercise Database Development Process
3. Computer Assisted Exercise Support Planning Responsibilities during an Exercise Process

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COMPUTER ASSISTED EXERCISE SUPPORT TO AN EXERCISE PROCESS

1. **Overview.** This appendix addresses the use of CAX support tools in support of the exercise process.
2. **Requirements for M&S Tools Supporting the Exercise Process.** In general, M&S used to support a CAX should meet the below listed terms:
 - a. Be interoperable with the Bi-SC AIS Functional Services as well as other CAX support tools used to support the EP. The required level of interoperability depends on the information exchange requirements among these tools.
 - b. Have the capability to operate seamlessly with existing and planned NATO CIS.
 - c. Be interoperable with national simulations and CIS to support the training and exercise of national forces, including partner nations.
 - d. Reduce the requirement for exercise control staff and response cells by providing automated actions, as well as reporting and analytical capabilities.
 - e. Be capable of accurately representing the applicable geospatial data as well as the hydrographical regions, the atmosphere, space and weather (and be capable of employing training data as well as real world data).
 - f. Utilise 'user friendly' application programs to access and manipulate the databases and operate the tools with an easy to learn and intuitive front end application.
 - g. Be capable of being populated from the training audiences' FSs as well as providing data and information in the formats and levels of granularity that the training audience would expect to see if the situation were real.
 - h. Be custom-tailorable and usable throughout all possible training environments (from strategic via joint operational to joint tactical level).
3. **Support to the Exercise Initiation and Specification Stages.**
 - a. The OSE CAX support tools used during the exercise Initiation and Specification stages (Stage 0 – Initiation and Stage 1 – Specification) should assist in the: capture, analysis and harmonisation of relevant NATO policy; strategic direction, guidance and essential exercise/training objectives; lessons learned; etc. to evolve from the initial to the confirmed and overarching exercise concept, scope and scale and to produce the exercise guidance, specification, geo-political situation, analysis requirements and high level documentation. The more detailed the simulation system is, the more operations are required to operate it. Thus, the level of granularity should be balanced against the number of operators that the exercise can afford.

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b. The OCE CAX support tools used during the Exercise Initiation and Specification stages should assist in developing the operational commanders' EOs¹³⁷ and TOs as well as relevant LL.

c. The EG, when conducting the development of the exercise design, should address the merit and costs of using CAX support tools to support the exercise. Although this decision can be modified later during the EP, the broad decision for the use of which M&S systems and to what extent should be taken before the approved EXSPEC is issued. At least, it should be decided whether a constructive and/or virtual simulation system will be used or not. This decision should be based on several factors including but not limited to:

- (1) Exercise Objectives and Training Objectives.
- (2) Missions and operational tasks.
- (3) Capabilities and the availabilities of the simulation systems.
- (4) Constraints on resources such as budget, time, space, workforce and CIS capabilities.

4. **Computer Assisted Exercise Support to the Exercise Planning (Stage 2 – Planning).**

a. CAX support tools used during the Stage 2 exercise planning and product development should assist the staff with:

- (1) Collaborative development of all scenario modules with respect to geo-referenced data, information and documentation fully in compliance with NATO policy, doctrine, forces' standards, EOs and interoperability requirements of FSs.
- (2) Collaborative development of pre-scripted events, injections and information flows to support achievement of the exercise aim and objectives and to be provided to the training audience via doctrinal means using FSs, C2 systems or other authorised conventional means.
- (3) Capturing and managing exercise costs.
- (4) Collaborative development of the EXPLAN.

b. The EG should carefully consider scrutinising and merging available off the shelf scenarios or scenario modules when elaborating on the provision of guidance on scenario development to be incorporated in the OCE Guidance. When this is not feasible and time allows, a completely new scenario or a complete new setting may need to be developed. In both of these cases a special purpose setting/scenario development tool could prevent the duplication of effort, enhance collaboration and increase efficiency as well as connect the scenario, MEL/MIL and database management team efforts. The scenario development tool should also be capable of producing theatre data and information in the

¹³⁷ EO development led by OSE.

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formats and levels of granularity required by the TAs' FSs. The database management process is explained in detail in the Appendix 2.

c. The EG and/or the ODE, when developing Scenario Module 4 – CRP Information, should consider use of a MEL/MIL development, management and execution tool. The tool selected should be capable of, among other things: associating the EOs, TOs, events, incidents and injections; allowing collaborative development of events, incidents and injections; allowing modification of injections before transmitting to the TA; allowing dynamically scripted injections to be introduced; collecting the lessons identified from the TAs' response to the scripts; supporting training audience response trend analyses; and supporting the post-exercise analysis and reporting. An example of a MEL/MIL tool is the current Joint Exercise Management Module (JEMM) tool.

5. Support to Training Block A Activities - Academics.

a. Scenario development tools may be used for producing the scenario related products required for the individual and/or collective training performed in the realm of training block A activities (e.g. FAT/X-FAT).

b. FSs can be used in setting the conditions for training vignettes and M&S tools can be used for war-gaming purposes during some Collective Training events.

6. Support to Training Block C Activities - Crisis Response Planning.

a. The EXCON CAX support tools used to support the CRP, should assist in the preparation of the scenario related products for crisis response, sustainment and deployment planning as well as for war-gaming purposes.

b. There are also M&S tools and FSs designed to support the operations, sustainment and deployment planning processes that can be used to analyse the plans produced by the training audience. ADAMS, Allied Command Resource Optimisation Software System (ACROSS) and TOPFAS are examples of this class of tools. They can be used by exercise control staff to provide analytical or simulation support to analyse a selected course of action as well as to assess the impact of potential incidents and injections for inclusion in the MEL/MIL.

c. Wargaming and rehearsal of plans and orders may be heavily supported by simulation systems.

7. Support to Training Block D Activities – DEPLOYEX. DEPLOYEX activities may include Force Activation, Deployment, Reception, Staging and Onward Movement and Integration (RSOMI), and/or Reward Movement, Staging and Dispatching (RMSD). The CAX support tools may be used when the execution of deployment plans and orders are practiced without troops. They should enable:

a. The exercise control staff to execute pre-scripted events, injections and information flows as well as to dynamically script and provide events, injections and information flows oriented toward the exercise aim and objectives.

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- b. The exercise control staff to receive and process TA generated requests, reports and orders to support development, coordination and execution of exercise control staff responses.
- c. CAX support to assist exercise control staff in identifying potential shortfalls in achieving exercise requirements, evaluating alternative courses of action and recommending modifications and improvements to the exercise director.

8. **Support to Training Block E Activities - EMPLOYEX.**

- a. The CAX tools may also support the conduct of operations during EMPLOYEX when troops are partially available (FTX) or absent (CPX).
- b. Various simulation systems may be used in the E training blocks of FTX/CPXs. Currently the Joint Theatre Level Simulation (JTLS), the Joint Conflict and Tactical Simulation (JCATS) and Virtual Battle Space (VBS) are the simulations systems used by the JWC and JFTC. JTLS is a highly aggregated joint constructive simulation system mainly used in CAXs at joint or component level (available at JWC and JFTC). JCATS is a high resolution joint constructive simulation system used in the exercises at the tactical level mainly supported JFTC. VBS is a whole-earth virtual desktop trainer and simulation host providing also additional capabilities for 3D visualization.
- c. CAX support tools must realistically stimulate the C4I environment during CAXs. In other words, simulation systems and all the other related software must not be seen/used by the TA which should carry out the exercise as if they are in an operation. The TA should command their subordinates by using C4I systems normally available to them. They should also be able to receive orders and to send reports through these systems.
- d. As many injections can be created automatically by the simulation systems their inputs to the TAs' information systems should be carefully monitored for two reasons:
 - (1) Exercise control staff needs to follow the management of the incidents and injections from the beginning to the end. These incidents assigned to CAX support should be provided with a clear desired outcome.
 - (2) Some of the incidents and injections created automatically can hamper the exercise goals, and therefore may need to be removed in advance before they come to the attention of the TA.

On the other hand, CAX Support should not be overly constrained in order to confirm the TA with realistic and commensurate challenges. Simulation outcomes should be worst the effort of building the simulation database and training/deploying a significant number of CAX operators.

9. **Support to Exercise Feedback Processes - Assessment.** Support tools used throughout the exercise should:

- a. Relate to the EAs, EOs, TOs, and exercise feedback requirements.

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- b. Assist in the identification of deficiencies that may inhibit training audience abilities to perform their assigned missions.
- c. Support the conduct of comprehensive post-exercise analysis that include accurate event reconstruction and the derivation of lessons for users to assist in real-world operations.

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COMPUTER ASSISTED EXERCISES DATABASE DEVELOPMENT PROCESS

1. **Aim and Scope.** The purpose of this appendix is to describe the process that will be applied by the Training Centres to build CAX databases and the organisation of the Database Management Teams (DMTs). Each step of the database development process is described in terms of nature, expected attendance, duration and outcome.

2. **Overview**

a. A CAX employs a computer-based simulation system to represent activities of entities in a consistent manner from a point of view of time and space. Physical aspects related to movement, consumption of resources and perception are represented in the simulation model. However the definition and characteristics of entities do not form a part of the simulation model. The collection of actual environment descriptions, entity descriptions and resource characteristics needs to be defined as input for the simulation model. This collection is referred to as the simulation database. Its definition is a collective effort. Entities need to be defined, their descriptive data collected, verified and their behaviour in the simulation validated. The DMT is responsible to accomplish this task.

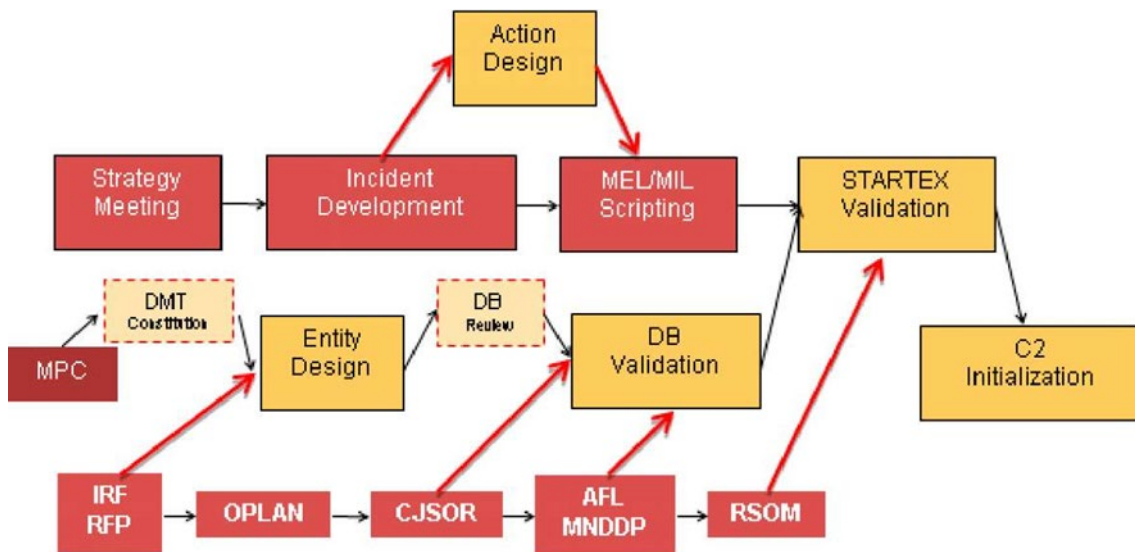


Figure X-2-1 - Synthetic Environment Database Preparation Process

b. As depicted in Figure X-2-1, CAX database development process is a complex sub-process integrated with and aligned to; scenario development, MEL/MIL development and operational planning processes. Therefore, its timeline needs to be connected to those processes. Moreover, it is a CAX support responsibility to ensure alignment of the TA C2 systems with the scenario data. Therefore, the CAX support database management process applies not only to M&S tool databases but also C2 databases.

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3. **Computer Assisted Exercise Database**

a. Many of the in-theatre entities have already been created in existing CAX databases and can be used for a new CAX database. Their capabilities and state will need to be validated with respect to the EOs. In addition a considerable amount of alliance forces exist in various other databases and could be imported into the new database.

b. Simulation data may be obtained from many sources. The data include terrain data, description of military units, modelling parameters, description of targets, logistics parameters, prototype definitions, force command and logistics structures and lethality data.

c. The DMT typically collects the data indicated as high-level data in Figure X-2-2. Low-level data are normally already been collected and in the database. Normally JWC/JFTC collects and/or validates the low level data when a new setting is created. However, there may still be a need to modify some low level data, such as, creating or modifying a tactical unit prototype, creating weather fronts, modifying terrain data and creating and assigning new aircraft loads.

Data Category	Description (partial only)
Low level data	
Modelling Parameters	<ul style="list-style-type: none"> • Random number streams. • Altitude and depth zone definitions. • Combat system definitions Supply category definitions Weather conditions and fronts.
Terrain Data	Playing surface size in hexes Hexagon conversion factors Barrier and hex trafficability data.
Target Category Data	Target class definitions Aircraft classes, Surface-to-Surface Missile (SSM) types, etc.
Prototype Data	Force side definitions Tactical unit prototypes Ship unit prototypes High resolution unit prototypes Faction prototypes.
Lethality Data	Targetable weapon definitions Target type Group Aircraft loads Load assignments Weapon type lethality Mine field lethality data Lanchester data.
High level data	
Unit Data	<ul style="list-style-type: none"> • Faction definitions. • Individual unit data. • Command and support hierarchies. • Naval formation data. • Individual high resolution unit data.
Target Data	<ul style="list-style-type: none"> • Individual target data networks. • Pipeline and railroad. • Bridge and tunnel target networks. • Integrated Air Defence Systems (IADS) networks. • Supply movement assets.
TPFDD Data	Unit arrival times Arrival data.
Strategic Re-supply Data	LOGIN times Receiving units Supplies lists.
External Event Data	Types and times of events Event-specific data.

Figure X-2-2 - Simulation Database Requirements

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4. **Organisation of Database Management Team.** The DMT will have the following composition (typical):

a. **DMT Coordinator.** Training Center respective Head assigns a DMT Lead. DMT Lead is responsible for monitoring the overall process and ensures that the database development process is running according to the exercise process timings and the EOs.

b. **DMT Own Forces Team.** PTA constitutes a DMT Own Forces Team, which ensures that the database contains all the elements related to the own forces and alliance according to their OPLANs, and orders. This team is typically composed of members, who carry out the following tasks, i.e., the number of members is dependent on the exercise structure:

- (1) Lead (typically Intelligence/Operations/Planning/Readiness and Requirements staff of TA).
- (2) Alliance Air.
- (3) Alliance Land.
- (4) Alliance Maritime.
- (5) Alliance Enablement.
- (6) Alliance Special Operations Component Command (SOCC).
- (7) Alliance Psychological Operations Component Command (POCC).
- (8) Chemical, Biological, Radiological and Nuclear (CBRN).
- (9) Civil-Military Cooperation (CIMIC).
- (10) Cyber/Space (as required).
- (11) C2 databases.
- (12) OPP tools databases.
- (13) Additional forces according to the exercise design.

c. **DMT Scenario Team.** JWC/JFTC Scenario Development Team constitutes a DMT Scenario Team composed of the following members, who ensure that the data base contains all the elements related to Situation Forces (SITFOR), the neutral forces, weather and geography required to meet the intended flows of training blocks D and E.

- (1) Coordinator (typically Scenario Team Leader).
- (2) Geography.
- (3) Country books and area nations.

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- (4) Weather.
- (5) Air.
- (6) Land.
- (7) Maritime.
- (8) SOCC.
- (9) POCC.
- (10) Enablement.
- (11) CBRN.
- (12) CIMIC.
- (13) Cyber/Space (as required).
- (14) NGO/IO.
- (15) Fixed Target List.
- (16) Additional event required entities may include CYBER and HYBRID SMEs.

d. **DMT Technical Team.** A DMT technical team should consist of at least one database manager reporting to the exercise DMT Coordinator, and several database engineers, typically two or three, to provide training and technical support on the database tools used by own forces and scenario teams; to merge the data collected by DMT; to enter the parameters related to low level data; to coordinate low level data with DMT; to run database verification and validation tools; to correct the minor problems reported by the verification tools and to report the more complex warnings or errors to the DMT. The database engineers provide technical support to DMT scenario team, and ensure technical requirements for the DMT activities carried out in JWC/JFTC facilities or via distributed exercise set-up, i.e. hardware and software for database preparation are fulfilled.

5. **Computer Assisted Exercises Database Preparation Process**

a. DMT Lead briefs Scenario and CAX Syndicate during Initial Planning Conference (IPC) about the following:

- (1) DMT organisation for the exercise.
- (2) Tasks of the DMT members.
- (3) Database preparation timelines for the exercise.

b. PTA, STA and JWC/JFTC Scenario Team nominate the DMT members before the MPC.

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c. DMT constitution meeting. The first DMT meeting is usually during the MPC meeting. The key DMT personnel attend this meeting. The objectives of the first meeting are:

- (1) To define decisions as a lead to CAX database development.
- (2) To define the database building process.
- (3) To define the timelines for database build.
- (4) To discuss database-building tools and introduce the scenario used for the exercise data base and the existing lists of alliance units.

d. DMT entity design meeting. The DMT entity design meeting will usually take place in general 20 weeks before STARTEX. In view of any new set of headquarters participating in the process, the entire DMT should attend. The objectives of the meeting are:

- (1) To refine the main database entity design decisions.
- (2) To describe the important geographical features that are included in the data base and how they are derived from source data.
- (3) To define the various sides and factions within sides to support the intended training block D and E flows.
- (4) To define the level of detail to which entities should be described and how they will be organised in a coherent structure including the non-combatant or irregular forces.
- (5) To define the approach that will be adopted to develop the logistic support entities.
- (6) To establish the list of C2 systems that will consume data from the simulation and to agree on an approach for initialising these systems.
- (7) To describe and distribute an initial ORBAT data base based on Immediate Response Force (IRF) and Response Force Pool (RFP) and to agree on who is responsible for modifying which parts.
- (8) To review and amend the database building timeline in order to complete the process in time for STARTEX definition and for the preparation of EXCON training including battle captains.
- (9) To identify any areas of uncertainty in the definition of the exercise setting that require decision by exercise planners so that their requirements can be incorporated into the simulation database.
- (10) To present the database building tools and data exchange procedures that will be employed to build and to exchange data between data providers and

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database builders. A tutorial in using the database building tools is provided to DMT members.

(11) To demonstrate how the final product of the DMT work will be employed during training blocks D and E by conducting a short simulation execution session.

(12) To distribute the initial scenario database and associated data collection and review tools to DMT members.

e. Within 4-6 weeks after the Entity Design Meeting, the DMT members collect and build their forces in the appropriate application selected by the DMT Technical Team.

f. Database Verification (review) Session. The first database review session is usually 4-6 weeks after the Entity Design Meeting and can be repeated if necessary 4 weeks after the first review session. If feasible it should be conducted after the Crisis Response Planning/Force Generation Conference. Based on the complexity of exercise, this session can be completed remotely or may require a workshop. If the exercise requires a workshop, each data provider attends the workshop for 1.5 days on a schedule basis by functional area. The schedule is established to enable the database builder(s) to spend sufficient time on correcting the forces in the scenario database. Functional Areas are as follows:

- (1) Ground forces + Enablement.
- (2) SOCC/POCC.
- (3) Air force assets.
- (4) Maritime assets.
- (5) Cyber assets.
- (6) Hybrid warfare assets.
- (7) Space assets.

g. The overall purpose of the database verification session is for the DMT members to review and discuss the implementation of the data in the consolidated JTLS/JCATS database. This session will allow data providers and builders to resolve questions that have arisen during the data collection process, e.g. how to represent certain capabilities and during the consolidation process, e.g. why support structure has been designed in a specific manner. The following data will be reviewed and discussed:

- (1) ORBAT. Unit C2 structure, unit composition in terms of combat systems, air defence assets, engineering assets (bridging, mine clearing), sensors, jammers and other associated entities, e.g. runways and shelters for airbases.
- (2) Logistic Support Structure. Support relationships, critical supply categories and associated stockage levels and weapon expenditure rates.

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- (3) Terrain. In terms of expected trafficability by units.
 - (4) Targets. Selected fixed target sets and associated naming convention.
 - (5) Air Defence. Air defence system characteristics.
 - (6) Aircrafts. Aircraft characteristics and weapon loads.
 - (7) Sensors. Sensor and jammer characteristics.
 - (8) SOF. Assets and capabilities.
 - (9) Space Based Assets.
 - (10) An amended database will be produced as a result of the session and distributed to members.
 - (11) The DMT members can make final modifications until 1 week before the database validation session and forward any changes for incorporation
- h. CAX Database Validation Session. The Database validation is conducted in general 6 weeks before STARTEX and before the MEL/MIL Scripting Conference. Each data provider attends the workshop for 2-3 days; during that period supported by a team of SMEs the data are validated.

- (1) The purpose of the validation session is to run the simulation with the exercise database and conduct a controlled set of dynamic tests to ensure that the units, equipment, targets and terrain behave and interact in a realistic manner. Therefore participants should gather reference data concerning the performance of units and systems prior to the validation session. More specifically the following will be tested and compared to the expected values that participants will have gathered:
 - (a) Maritime. Capabilities to move, communicate, sustain own and airborne operations, detect, jam, cause attrition, clear and lay minefields. If relevant the ability to support carrier and amphibious operations or remain undetected.
 - (b) Air. Aircraft ability to perform specific roles with expected level of attrition and success. Standard conventional load composition by mission profile in terms of sensors, jammers, weapons and fuel. Air defence capability to engage and destroy aircraft target categories. Ability to detect and jam by fixed or mobile sensors and emitters. Ability of airbases to support and sustain operations for a specified amount of time.
 - (c) Land. Direct fire combat, indirect fire ability and effect, manoeuvre capability and speed, engineering assets to lay bridges, mines, destroy obstacles, clear/breach minefields, ability of air defence to engage and attrit, ability of army aviation to detect, engage and attrit, transport assets and supplies. Combat thresholds. Ability of units to collect intelligence through

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intrinsic or explicit assets, e.g., counter-battery radars, teams. Trafficability and movement.

(d) Special Operation Forces. Ability to create teams and task them to perform specific operations.

(e) Enablement. Support distances and holdings in terms of transportation assets. Repair capability of factions. Requisition times and convoy re-supply times.

(2) A wider attendance is required for Database Validation Meeting. Indeed DMT team members and force contributing representatives, need to be reinforced with functional area experts in order to assess, evaluate and modify simulation data to achieve an acceptable behaviour by simulation entities. DMT Technical Team is also expanded to ensure that the various functional area tests can be executed in parallel.

(3) A standard suite of tests has been developed to validate the various aspects of the simulation data base. Modifications to unit and parametric data can be implemented during the validation in an iterative manner and tests need to be performed until an acceptable behaviour has been demonstrated. The associated modifications are recorded and implemented in the exercise database. As a result of the session, a new version of the database will be released to DMT members.

i. STARTEX Validation/War-gaming Session. The STARTEX situation is expected to be agreed after the operations planning process is completed. The STARTEX Validation/War-gaming workshop will usually be conducted 4 weeks before STARTEX. The session should coincide with the conclusion of the MEL/MIL scripting workshop. Components will be required to provide STARTEX data one week before STARTEX Validation/War-gaming session to DMT Technical Team.

(1) The main goal of STARTEX Validation is to ensure that the scenario database and more specifically the STARTEX position, force ratio (capability) and logistics supply level of forces will provide the ability to meet the training objectives by being able to implement the planned exercise flow including branches that may depend on decisions by the TA. Events expected to occur during the exercise will be presented at the beginning of the session. A number of critical aspects from a time and space aspect will be war-gamed with the simulation to check whether the timelines foreseen by the storyline developers can be met. At this time the MEL/MIL synchronisation will be done. Whenever adjustments to the STARTEX situation are required, it will be done during the session and the process is reiterated. This session will be conducted in a joint manner using the OPLANs, sustainment plans and deployment/RSOMI plans that have been developed during C training blocks of the exercise.

(2) A tailored attendance is required for this critical session. One representative from TA Plans/Intelligence, SOCC Plans, Air Component Command (ACC) Plans, Land Component Command (LCC) Plans and Maritime Component Command (MCC) Plans need to attend the first day of the meeting to present the OPLANs that

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have been developed. DMT members, exercise flow managers and the SITFOR coordinator(s) should attend the entire meeting.

(3) As a result of this session, the final simulation database will be compiled. It will be used for training and for the exercise. The session will also be used to develop an anticipated exercise flow, which can be expressed in a synchronisation matrix for all alliance and other forces as well as for neutrals.

j. C2 Initialisation Workshop. Having developed a validated STARTEX database, a workshop is held with the database managers of the C2 systems that are employed by the exercising headquarters. The workshop is usually two-four weeks before STARTEX. The database managers of the C2 systems in the exercise and DMT Technical Team attend this meeting.

k. STARTEX Air Tasking Order production and verification. At STARTEX, aircraft should be flying. Therefore the ACC will need to build the Air Tasking Order (ATO) that is executing on the first day of the exercise prior to the exercise. Since the ATO is processed in an automated manner by the simulation system, certain rules need to be followed to allow the translation to execute effectively. This process has the following steps:

(1) DMT Technical Team releases a representative Integrated Command and Control¹³⁸ (ICC) STARTEX database 8 weeks before STARTEX.

(2) The exercise designated authority for Air tasking in combination with army aviation, maritime air planners and SOF air planners is expected to produce a representative ATO in the following 2 weeks and to attend a validation workshop 4 weeks before STARTEX.

(3) DMT Technical Team releases STARTEX ICC data base no later than 3 weeks before STARTEX.

(4) The exercise designated authority for Air tasking in combination with army aviation, maritime air planners and SOF air planners is expected to produce the STARTEX ATO 1 week before STARTEX.

(5) The ATO will be verified in a dynamic fashion at the EXCON site with the response cell. The Air TA should be reachable for comments.

(6) The Air RC should also plan to participate in the EXCON mini-exercise to gain familiarity with the real time management of air operations in the exercise setting

l. After Action Review database. After ENDEX, Training Center respective Branch/section saves the simulation database including the checkpoint and time files and archive it onto a suitable media. The classification, the name of the exercise has to be indicated on the Machine Readable Media (MRM) and the media has to be stored at an appropriate location. A record of available scenario databases including the Versions and

¹³⁸ ICC software for air operations.

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tools used during the building process will be maintained by the JWC CAX Support/JFTC Plans and Development Division.

COMPUTER ASSISTED EXERCISE SUPPORT PLANNING RESPONSIBILITIES DURING AN EXERCISE PROCESS

Event	OSE	OCE	CAX Planner	Supporting Organisations	PTA/CC
Exercise Objective Workshop 1	Validate the choice of the simulation systems	Recommend the type of simulation systems to be used with ODE support	Advise the OCE on the choice of simulation systems (granularity vs database/operators requirements)	Provide inputs as required	Acknowledge the need for database generation and Operators training/support
Initial Planning Conference	Support CAX syndicate set-up. Exercise outline	Set-up CAX syndicate. Exercise outline. Timing and dates. Collect CAX Support inputs to EXPLAN. First Draft for SIM-C2 System IER matrix	Assessment of M&S requirements and resources. Initiate DMT Establishment. Initial draft respective EXPLAN Annex. Rough CAX Support Design. DMT composition. Initial Draft of SIM-C2 system IER.	Provide inputs as required	Provide nominees for DMT composition
Main Planning Conference	Summary of the ongoing issues from OSE CAX Support point of view. Provide CJSOR used for the Exercise.	Complete CAX Support inputs to EXPLAN. Final version of SIM-C2 IER matrix. Results of the site surveys, including floor plans	Refined Draft Exercise Plan Annex F. First Draft of EXCON structure. First Draft of CAX workforce. Final Draft of SIM-C2 system IER. Conduct of	Provide inputs as required. Participation to DMT Constitution Meeting	Provide inputs as required, Participation to DMT Constitution Meeting

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		and equipment locations.	first DMT Constitution Meeting.		
DMT Entity Design Meeting			Train DMT Members on database tools.	Provide support as required	Provide participation as required
Database Verification (may be repeated in 4 weeks)			Build the simulation database and verify the entities	Provide support as required	Provide participation and ORBAT as required
Event	OSE	OCE	CAX OPR	Supporting Organisations	PTA / CC
Final Coordination Conference	Summary of the EP and way ahead	Final minor changes to CAX Support requirements.	Finalise Draft Exercise Plan Annex F. Finalise EXCON structure. Finalise EXCON Workforce. Finalise CAX EXCON specific training. Set MINIEX CAX Support design requirements	Provide support as required	Provide inputs as required

SETTING, SCENARIO AND CONTENT DEVELOPMENT

1. **Introduction.** This annex provides key principles for setting, scenario, and content development. Appendix 1 describes the basic scenario modules and Appendix 2 describes the key activities during the content development process.

a. **Setting.** The setting is defined as the strategic situation related to the regional context, which includes PMESII-G¹³⁹ information on all potential actors involved in the exercises crises or conflict. The EXSPEC's Geo-Strategic situation is derived from the setting. The setting may be sufficiently sensitive as to have been the subject of discussion between NATO HQ and ACO prior to the commencement of the EP. The setting is generally complete and fixed prior to the EXSPEC being approved for a given exercise. Minimal changes can be made to an approved setting that will be utilised for a series of exercises over time.

b. **Scenario.** The scenario is defined as the background story that describes the historical, political, military, economic, cultural, humanitarian and legal events and circumstances that have led to the current exercise crises or conflict. The scenario modules 1-6 are tailored to meet the specific exercise and training objectives with a MDO (Multi Domain Operation) approach.

c. **Script.** The script includes incidents, and injects arranged thematically and designed to trigger training audience decisions and activities that will allow them to achieve the exercise and training objectives.

2. **Setting, Scenario and Development Deliverables.** The setting, scenario and content development deliverables are self-evident and clearly separated in the EP. However, these items are Political/Military (Pol-Mil) sensitive and liable to change even after the EXSPEC has been approved. Great care must be taken when drafting the elements of the scenario to ensure sensitivities of Pol-Mil issues are observed at every point.

3. **Setting Development Organisation.** When tasked to develop a new setting an initial scoping stage occurs to analyse existing settings to see if they can be modified to meet the new requirements. When a completely new setting is required, the setting development process begins. This typically entails the resourcing of a surge team of developers either by dedicating existing workforce or hiring the required expertise. The baseline requirements for a setting development team include:

- a. Political – Strategic SME.
- b. Military – Strategic SME.
- c. Geo-Political (Area) SME (e.g. High North SME, Eastern Europe Doctrine, Hybrid, etc.).

¹³⁹ PMESII-G: Political, Military, Economic, Social, Infrastructure, Information, and Geo

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- d. Geospatial SME.
- e. Targeteer SME.
- f. Social – Economic SME.
- g. Other SMEs as required.

4. **Setting Development Process.** The timeline for the development of a new setting begins 36 to 42 months prior to the first training block E activities are conducted. Upon completion, the setting remains unchanged and is used for multiple exercises for a period of several years. Settings are developed to meet the requirements levied by the Exercise Setting & Scenario Development Working Group (ES2DWG) (HQ SACT responsibility), MTEP (SHAPE responsibility), CT&E (SHAPE responsibility) and political D&G from the nations. A wargaming session, bringing in a wide range of stakeholders is a recognised best practice to increase the scope of inputs to a new setting. Typical documents found in the setting include:

- a. Country data (PMESII-G factors).
- b. Geospatial data and products.
- c. Historical Road to Crisis.
- d. SOFA and similar agreements.
- e. HNS agreements.
- f. Human networks.
- g. Biographies.
- h. Meteorology/Oceanography (METOC) data and background material.
- i. Setting CAX data (terrain, infrastructure, equipment capabilities, etc.).
- j. Other documents as required (professional publications).

5. **Scenario and Content Development Coordination.** In most large exercises, especially those at the strategic and operational levels, the roles of these two groups are separate. It is important for the coordination of the two groups that there is interplay, perhaps even shared membership between them, but their roles must be recognised as being different. One role provides the springboard from which the exercise stems; the other the script from which the exercise is controlled.

- a. **Planning Stages.** Both processes work towards a common goal in every type of exercise, and there must be close cooperation between the groups throughout the process, for example combined Scenario/Content syndicates during the IPC, MPC and FCC in close coordination within the CAX and OPS syndicates.
- b. **Exercise Scripting.** After adjustment of the TA OPLAN, or production of orders (pending on the training effort), the scenario group will shift from supported to supporting

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and the Content group will be in the supported role as the focus shifts to conduct training block D and/or E activities.

6. **Scenario Development Organisation.** Unlike the setting, the scenario, as defined above, is tailored for each exercise. It must maintain consistency with the setting. In addition to the documents that guide the development of the setting, the scenario complies with guidance found in the OSE Guidance, the OCE Guidance, the OSE's EAs and EOs and the OCE's approved TOs. Within the TOs are TA conditions that are critical to communicating and resourcing (when feasible) TA expectations. To meet these requirements, the ODE establishes a scenario development team. This team is comprised of shared resources (personnel) that work on several, overlapping exercise concurrently. The scenario development team generally consists of:

- a. Chief Scenario.
- b. Deputy Chief Scenario.
- c. Chief Intel.
- d. Chief Targeting.
- e. METOC Manager.
- f. Chief Geo.
- g. Scenario Developer Socio/Economics.
- h. Scenario Developer Geospatial.
- i. Scenario Developer Military Joint/Intelligence.
- j. Scenario Developer Military Joint/Maritime & Amphibious.
- k. Scenario Developer Civil Military Interaction/Civil Military Coordination.
- l. Scenario Developer Political-Strategic.
- m. Scenario Developer Military-Strategic.
- n. Scenario Developer Military Joint Land.
- o. Scenario Developer Military Joint Air & Space.
- p. Scenario Developer Targeting.
- q. Scenario Developer StratCom.
- r. Scenario Developer Enablement.
- s. RFI Manager
- t. Cyber domain SME

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- u. Any other SME required

7. **Content Development Process**¹⁴⁰. This process is led by the ODE with significant TA contribution and support to generate products. Using the setting and scenario as its basis, the content organisation will manage TA members and their SMEs to script the storylines and exercise material to be presented to the TA during exercise execution. The script will be designed to challenge the TAs' decision-making processes, triggering decisions and activities in the TA that will enable them to achieve the EOs and TOs. The intensities of various portions of the scenario (e.g. the threat to TA forces from specific groups) can be manipulated via the script in order to generate specific training effects within the TA. SME, TA and subordinate formation/unit support is vital throughout the scripting process to ensure the final executed exercise meets TA expectations and requirements.

8. For the content development process to be able to take place, it is necessary to have planning documents from the TA such as the OPLAN, JCO or otherwise be aware of the TA's crisis response planning.

9. **Content Development Organisation.** The content team will hold responsibility for management of exercise script development and delivery as well as oversight of the database in which the script is stored. The team is comprised of shared resources (personnel) that work on several, overlapping exercise concurrently. The content team generally consists of:

- a. Chief Content.
- b. Deputy Chief Content.
- c. JEMM Manager.
- d. Event Managers x 3 (exact number depends on scope and organisation of exercise).
- e. Deputy Event Managers x 3 (exact number depends on scope and organisation of exercise).

10. **Scenario and Content Development Timeline.** The following figure Y-1 shows how the setting, scenario and script develop alongside each other during the EP.

¹⁴⁰ See Appendix 2 for more details.

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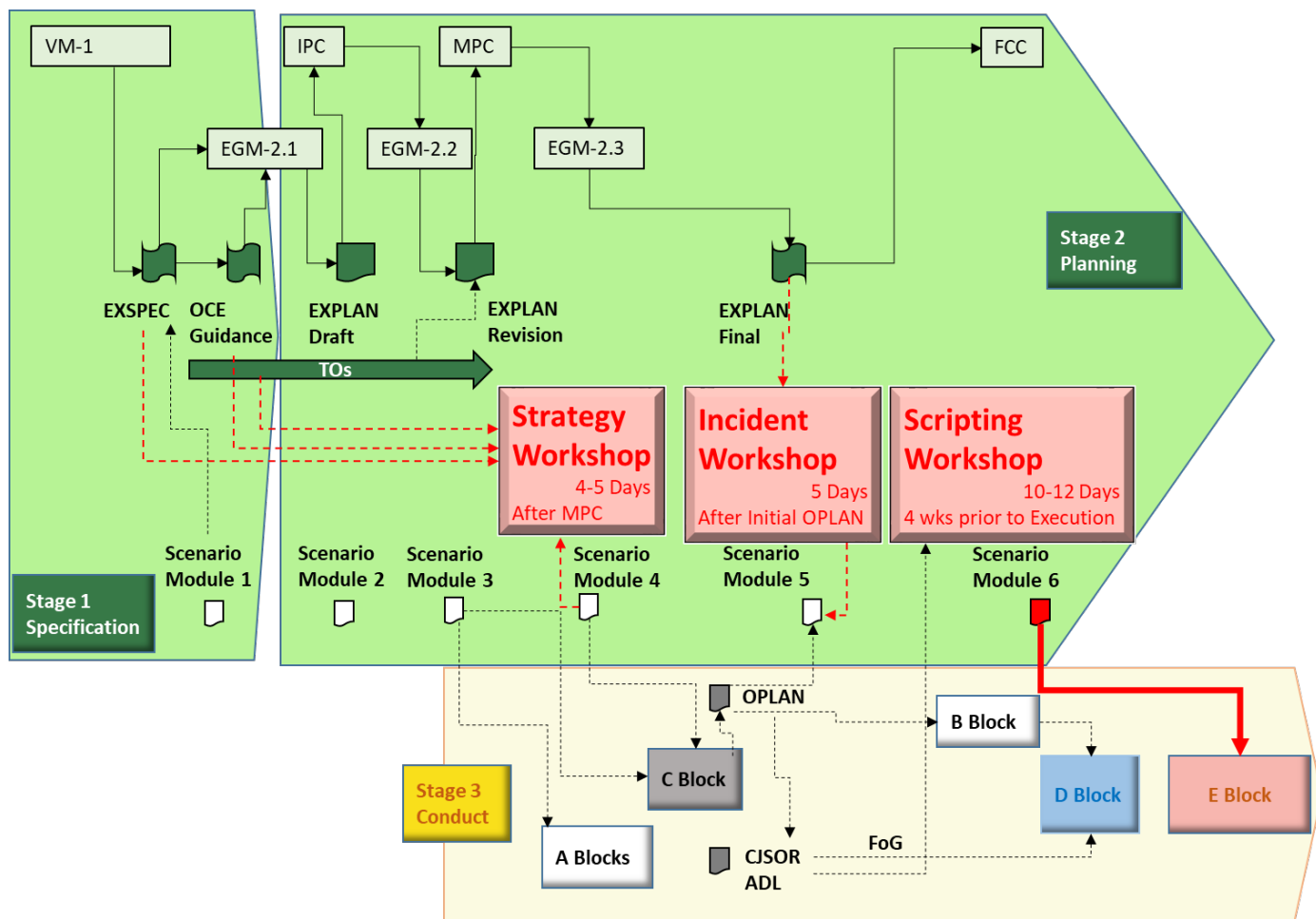


Figure Y-1 – Scenario and Content Development timeline and interactions. Suggested timelines on the top row are representative of a MDX.

APPENDICES

1. Scenario Modules
2. Content Development activities
3. Setting and Scenario release process

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SCENARIO MODULES

1. **Scenario.** A scenario is defined as “the background story” that describes the historical, political, military, economic, cultural, humanitarian and legal events and circumstances that have led to the current exercise crisis or conflict. The scenario is designed to support exercise and training objectives and, like the setting, can be real, fictionalised or synthetic as is appropriate. A scenario will be composed of specific modules essential to the accomplishment of the exercise objectives or of the seminar/academic/experiment objectives. The module structure is not a sequential development and delivery construct. Rather, development and delivery of the modules often overlap, and therefore the process must remain flexible and tailored to specific exercise needs. For instance, the Crises Response Intelligence Package (CRIP), may be released well ahead of other Module 4 products, to support the TA in its CUOE and Intelligence Preparation of the Operational Environment (IPOE) process.

2. **Setting.** The setting is defined as “the strategic situation” related to the regional context, which includes basic geographic, historical, political, military, economic, cultural, humanitarian and legal information on all potential actors involved in the exercise crises or conflict. Developing a new setting begins 36 – 42 months before the execution of training block D and/or E activities of an exercise.

3. **Scenario Modules.** The specific modules are detailed below. The module descriptions are not intended to be prescriptive in nature, but rather to describe the kinds of information and products to be included in the scenario:

a. **Module 1 - Geo-Strategic Situation.** Includes a generic description of the crisis area including the major regional actors, and a description of the crisis, including its historical background and major political, military, economic, cultural, humanitarian and legal conditions, including membership in relevant arms control treaties and agreements, that support a NATO military response. The Geo-Strategic situation is summarised in the EXSPEC and included in an EXSPEC Annex. Module 1 is effectively an executive summary of the much more comprehensive setting.

b. **Module 2 - Theatre of Operations.** Static information/data about the region to support strategic assessments and operations planning. Information/data are produced in Bi-SC AIS functional services/doctrinal formats (where available). This module includes:

(1) Geospatial data and products (Level 1).

(2) Country information.

(3) Opposing Forces Orders of Battle (Intelligence Functional System) – OPFOR ORBAT (INTEL FS).

c. **Module 3 - Strategic Initiation.** Establishes the international and NATO political desired end-state, objectives, limitations and directions as well as the supporting strategic assessments and planning guidance following the NATO crisis response system. This

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module should include:

- (1) Road to Crisis (Narrative summary of the key developments/ events in the operational environment leading up to the agreed situational starting point from which the exercise database will be developed).
- (2) Legal Terms of Reference.
- (3) NAC Initiating Directive (NID).
- (4) NATO Integrated Communications Plan.
- (5) NAC Integrated Air and Missile Defence.
- (6) Prioritized Critical Asset List.
- (7) Strategic Military Assessment.
- (8) SACEUR's Strategic Warning Order.
- (9) SACEUR's Strategic Assessment and SACEUR's Military Response Options.
- (10) SACEUR and intermediate Commanders' Planning Directives.
- (11) Political/Strategic Guidance.
- (12) Information Environment Summary (as required).
- (13) MEL/MIL Storyboards.
- (14) Strategic CONOPS.
- (15) Strategic/Operational OPLAN.
- (16) NAC Force Activation Directive.
- (17) NAC Execution Directive (NED).
- (18) Strategic/Joint Coordination Order.

d. **Module 4 - Crisis Response Planning Information.** Provides current updated information/data about the international and regional situation. Information/data are produced in Bi-SC AIS Functional Services/doctrinal formats (where available). This module includes, as a minimum:

- (1) Geospatial data and products (Level 2).
- (2) TOPFAS dataset.
- (3) CRIP (scenario specific).

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- (4) Friendly Forces. Provides forces available for planning.
- (5) Target IDB.
- (6) Civil military data and information sufficient to support TA development of the production of the Civil Assessment and the CIMIC Estimate as well as the CIMIC input to an Operation Plan.
- (7) OLRT support (as required).
- (8) Intelligence Summary (INTSUM)/CSUs.
- (9) Road to Crisis (RTC) updates.
- (10) Initial Crisis Estimate (ICE) (as required).
- (11) RFI support. The RFI is used to describe an intelligence requirement that is passed to the intelligence requirements manager at higher, lower or adjacent levels. A RFI is used when a commander does not have sufficient allocated collection capabilities or the intelligence staff is unable to answer a question through research or other means, and thus the commander requires assistance from a superior or adjacent command. Where a commander has no assigned collection capability to answer the intelligence requirement it is passed to higher or adjacent formations as a RFI. It is important that Intelligence Requirements Management and Collection Management (IRM&CM) staffs develop a procedure for time-sensitive, unexpected or urgent requirements that need to be fast-tracked. In addition to red force, the RFI process also supports blue and green/yellow forces.
- (12) Log-Base dataset.

e. **Module 5 - Force Activation and Deployment Information.** Provides external information/data in response to player CONOPS and CJSOR as well as Critical Information Requirement (CCIR) as required to complete execution planning and to initiate deployment and initial entry operations. Information/data are produced in Bi-SC AIS Functional Services/doctrinal formats (where available). This module includes, as a minimum:

- (1) Activation Warning/Activation Request (ACTWARN/ACTREQ) messages.
- (2) Force Preparation (FORCEPREP) messages.
- (3) Allied Force List (AFL).
- (4) Force Balancing Results.
- (5) SOFAs/MOUs/TAs.
- (6) MNDDP/Flow Execution Plan (FEP).
- (7) ACTORD message(s).

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- (8) ORBAT TOA messages.
- (9) Current INTSUM/Intelligence Report (INTREP) (as required).
- (10) Joint Targets List.
- (11) NATO Crisis Response System (NCRS) messages.
- (12) Rules of Engagement Authorisation (ROEAUTH)/Rules of Engagement Implementation (ROEIMPL) messages.
- (13) JEMM ready for execution.

f. **Module 6 - Execution Information.** Describes the current situation at STARTEX, based on OPLAN operational information exchange requirements. Information/data are produced in Bi-SC AIS Functional Services/doctrinal formats (where available). This module includes, as a minimum:

- (1) Geospatial Data and Products (Level 3-5).
- (2) NAC Decision Sheet (Art. V - as required).
- (3) Daily Intelligence Update (DIU).
- (4) Operational assessments and reports. Assessments and reports that would normally be available in a real situation must be developed and provided before the exercise starts and during execution at predetermined times/situations. These would include periodic operational information exchange formatted reports and special reports. Additional information and products should be held until requested by the TA using doctrinal processes and procedures. Examples include special intelligence information, port data and CIMIC-oriented reports.
- (5) FRAGO.
- (6) Order of Battle/Transfer of Authority /STARTEX Package.
- (7) Force Laydown.
- (8) Cell Situation Reports (SITREPs) (Land, Air, Navy, Public Affairs Office (PAO), CIMIC, CIS, METOC, Deployment, Logistics, etc.).
- (9) Target Battle Damage Assessment (Tgt BDA).
- (10) Area of Interest (AOI) NATO Common Operating Picture (NCOP) data and information. These include data/information products required by 'Recognised Picture' Functional Services (e.g. ICC, Maritime Command and Control Information System (MCCIS), Land Command & Control Information Services (LC2IS)) that contribute automatically to the COP; specialised Functional Services (e.g. INTEL-FS, TOPFAS) that provide data and information to the COP as required; and theatre functional databases (e.g. CIMIC, Medical, Military Engineering) that contribute to

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COP overlays through overlay management agents. Some of these data/information products may be generated by LOCON and some may be developed with assistance of M&S/synthetic tools.

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CONTENT DEVELOPMENT ACTIVITIES

1. **Introduction.** The content is the material that is delivered to the TA during the execution of training block E activities. This is a script, which is designed to create a training environment with opportunities for the TA to achieve their TOs while executing an agreed portion of their OPLAN/JCOs. During the agreed time period of operations represented during exercise execution, the script will manipulate elements of the scenario to generate specific effects and actions in the TA. It is through the TAs' reactions to these challenges that the TOs and EOs will be met. The aim of content activity is to ensure that exercise and transformation objectives can be met while supporting the TA to achieve their own training objectives.

2. **Content Structure.** The development of exercise content is organised into a logical, progressive, hierarchy. This hierarchy ensures that the TOs (as well as EOs and transformation objectives) can be converted into coherent, timely, relevant, useful and appropriate exercise material. This hierarchy allows logical development of a script from initial exercise planning to final delivery during exercise execution. The following terminology is used to describe the key stages of content development:

a. **Strategic/Operational/Tactical Challenges.** A situation where a commander has to make a choice between equally undesirable alternatives in what action is taken against the enemy based on the challenges the enemy sets into the situation; i.e. difficult or perplexing situations or problems that will require the TA to demonstrate all the skills outlined in their exercise and training objectives.

b. **Event.** A collection of the storylines that shares a broad operational level theme. This could be a major occurrence or a sequence of related stories. Events are primarily tools to assist in the management of content development and delivery by breaking down elements of the script into manageable and relevant broad themes.

c. **Sub-Event.** A collection of storylines sharing a narrow theme.

d. **Incident.** A context/situation in which exercise activity will take place; a group of injects sharing the same context.

e. **Inject.** A relevant, appropriate, piece of information sent from EXCON (normally via RCs) to the TA to elicit activity that will assist them in achieving the required training or to meet exercise objectives. Thus injects are the way that an incident is introduced to the TA. Injects will be in the form and method most consistent with doctrine and standard operating procedure with real world entities so as to simulate the source of information to the maximum extent possible. Injects are scripted to support a storyline and must be coordinated with all stakeholders.

f. **Action.** Activities in AIR/LAND/SEA/CYBER/SPACE-domain (e.g. Movements, Troops in Contact (TIC), environmental influences) that need to be transferred through the JTLS to create the corresponding operational picture in the C2-systems of the TA.

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3. **Content Development.** The script is developed through a series of three workshops as described below.

a. **Strategy Workshop.** Chief Content will lead and manage the workshop as follows:

(1) **Aim.** The aim of this workshop is to achieve an alignment between all stakeholders about the general framework of an initial exercise design and the content work plan, to support exercise and training objectives. This workshop provides the venue to go-over and continue on the strategic/operational challenges, which have been agreed on Commanders' level during Stage 0. Whereas, generally speaking, a CPX aims at providing training value to the staffs, there is also room for providing a training opportunity to the commanders of the training audiences. This is where the aforementioned challenges come into the exercise design. Trusted agents will ensure that relevant challenges are built into the script for the commanders to have to decide upon, lest they remain bystanders in the exercise.

(2) **Timing.** To be held after the MPC. May be held either before or/and after training block C (CRP).

(3) **Attendance.** The following represents core attendance required and may be adjusted depending on exercise scope.

(a) **Internal.** Chief representatives from OPR, Content, Scenario, OPFOR, GYC and Analyst teams. Senior ODE representation (COS/CG). Support from content event managers as required.

(b) **External.** Exercise OPRs, TA Trusted Agents (J2/5/35/7 reps as a minimum plus Component Command representatives as appropriate), TA Lead Senior Mentor, EXCON Senior Advisor, Experimentation and Doctrine and SMEs representatives (as required).

(4) **Key Inputs.**

(a) Approved EXSPEC, TOs and draft EXPLAN.

(b) Scenario Modules 1-2 and draft Modules 3-4.

(c) Experimental objectives/goals.

(d) TA COM Direction and Guidance. Conduct an exercise design discussion (ideally as early as the ESC) with TA commanders early in the process to guide all content development activities and ensure TA expectations are incorporated into the exercise design. This discussion is to be appreciated as a follow-on discussion from Stage-0 CG level considerations and agreement on the strategic/operational challenges.

(e) OPFOR strategy and intent (OPFOR CONOPS) as developed by Chief OPFOR.

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- (5) **Key Outputs.** The following are to be promulgated after the workshop¹⁴¹:
- (a) A common understanding of the latest status of OCE intent, TOs and scenario development.
 - (b) Progress of given Commanders' challenges, based on OCE intent, scenario setting, EOs and TOs¹⁴² to be used as a basis for content development.
 - (c) Based on the Commanders challenges, identify decision points, proposed period of exercise play and key phase changes.
 - (d) Incorporate any required changes into Scenario Modules, OPFOR CONOPS and Strategic Documentation.
 - (e) Identify need for SME's, functional area expertise and any additional external personnel support required of the Incident Development and Scripting Workshops.
 - (f) Identify, agree and emphasize the roles and responsibilities between ODE, OCE and further stakeholders for the content development process.

b. **Incident Development Workshop.** Chief Content will lead and manage the workshop as follows:

- (1) **Aim.** The aim of the IDWS is to enable scripting by agreeing and drafting the key storylines that will be used during exercise execution.
- (2) **Timing.** The workshop should take place after the TA have conducted crisis response planning, including release of initial OPLANs.
- (3) **Attendance.** In addition to those for the Strategy Workshop: SMEs, further Exercise Analysts (one per event), and selected trainer who have observed CRP and analysed the TA OPLANs.
- (4) **Key Inputs.**
 - (a) Training Audience OPLANs/orders and initial force lay-down information.
 - (b) Starting conditions from the ENDEX situation from corresponding exercises (if linked).
 - (c) Operational level OPFOR plans for training block E execution from Chief OPFOR.
- (5) **Key Outputs.**

¹⁴¹ For internal use only, an event structure will be prepared to identify and manage events and sub-events.

¹⁴² A concrete narrative of the ODs is essential for the same common understanding.

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- (a) Main Incidents List consisting of:
 - 1/ Confirmed event structure (usually thematic).
 - 2/ Framework of co-ordinated incidents that will ensure all training objectives can be met within a steady and appropriate flow of TA activity during the exercise.
 - 3/ Draft events for each incident describing the material to be presented to the TA during training block E activities.
 - 4/ Representation of all EOs and TOs as appropriate.
- (b) Synchronisation between CAX databases and MEL/MIL.
- (c) Detailed OPFOR plan including all lines of operation.
- (d) Direction and guidance for Scripting Workshop.

c. **Scripting Workshop.**

- (1) **Aim.** Production (scripting) of all exercise material to be presented to the training audience during exercise execution, as well as the ratification of STARTEX conditions.
- (2) **Timing.** At least four weeks prior to training block E activities to allow time to review and refinement, update STARTEX documentation and validation/synchronisation of any CAX database.
- (3) **Attendance.** As for Incident Development Workshop plus:
 - (a) Subject matter experts from the TA and external sources.
 - (b) Representatives from the response cells that will deliver exercise material during execution.
 - (c) Supplementary CAX personnel.
- (4) **Key Inputs.**
 - (a) Validated framework from Incident Development Workshop.
 - (b) Friendly and opposing force dispositions at STARTEX.
- (5) **Key Outputs.**
 - (a) Script database (JEMM) with fully populated storylines and complete injections and associated materials.
 - (b) Key OPFOR actions synchronised with the simulation system.
 - (c) Draft Collection Management Plan.

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- (d) Final refinements to STARTEX documentation as necessary.
- (e) Final out brief to OCE/TA COM to ensure original exercise expectations are met.

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SETTING AND SCENARIO RELEASE PROCESS

1. **Settings and Scenarios.** Settings and scenarios are generally not released prior to their first use in an exercise to any unit other than the PTA. In the event that a setting or scenario is authorised for release to other entities while scenario production is ongoing, the following conditions apply:

- a. There will be no modification of content other than what is negotiated between JWC/JFTC and the PTA.
- b. There will be no acceleration in the publication other than what is negotiated between JWC/JFTC and the PTA.
- c. Entities requiring early access to new setting and scenario materials should attempt to link the exercises in the EXSPEC.

2. **Procedure for development and release.** Scenario development follows the following procedure:

- a. **List of Products.** Identify what products and formats are required for release e.g. scenario documents¹⁴³, content products¹⁴⁴, geospatial data¹⁴⁵, and C2 simulation databases.
- b. **List of Units.** Understand all units participating in the event who may require access to data, with an indication if they will receive the information or just view it. The difference is as follows:
 - (1) **Received.** A unit physically receives all/some data. Compressed data sets are up to 1TB in size.
 - (2) **Viewed.** A unit does not physically receive any data; they just use it during the exercise at the exercise area and cannot take it back to their home unit.
- c. **Review.** The releasing authority must review all requested information and apply the appropriate classification and release criteria to each.
- d. **Conditions of Release.** The following criteria apply to the release of all scenario data and must be understood by all receiving units:

¹⁴³ Some Scenario Documents are classified NATO RESTRICTED.

¹⁴⁴ Content products may include storyline storyboards/storybooks or JEMM data.

¹⁴⁵ Geospatial data is classified NATO UNCLASSIFIED with release/view permission according to relevant 'Scenario Material Release Conditions' which will be provided once approval is given. JWC Scenario Geospatial data is classified as Controlled Unclassified Information (CU) and requires approval by SHAPE on a case by case basis for all non-NATO Command Structure (NCS) organizations attending an exercise (See "Rules and Restrictions (Geospatial)" Document for more details). This approval process is completed by JWC.

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- (1) The geospatial data can only be used on secure networks.
 - (2) The geospatial data must be used in accordance with extant NATO geospatial policy.
 - (3) The data cannot be passed on to others for other purposes/events without JWC/JFTC permission.
 - (4) Geospatial data should be deleted after use (not applicable to NCS).
 - (5) It is prohibited for maps generated from exercise geospatial data to appear in media items viewable by the general public.
 - (6) If products are modified then references to JWC/JFTC and Exercise Name/exercise series must be removed.
- e. **Format for Requests for Data.** Any request must clearly state:
- (1) Exercise/Activity name, type and dates.
 - (2) Implications statement if your request is not approved.
 - (3) Permission for setting, scenario and geospatial data release is required from JWC/JFTC.
 - (4) For geospatial data, a download service is the preferred means for dissemination due to the size of these data sets. Alternatively, the requesting unit will be tasked to send a NATO UNCLASSIFIED external hard drive of the appropriate size to JWC/JFTC (following approval of data release). Copying takes 48-120hrs and return timelines will be at the behest of the courier company used and are outside the control of JWC/JFTC.

ROLES AND RESPONSIBILITIES OF THE EXERCISE CONTROL STAFF

1. **Purpose.** The purpose of this annex is to identify the roles and responsibilities of key functions in the EXCON organisation as employed for NATO collective training and military exercise mainly by JWC and JFTC. ACO HQs conducting their own exercises are encouraged to use the terms, roles and responsibilities in this annex in so far as practicable for purposes of standardisation within NATO. This annex is less descriptive on training block C (CRP) activities and does not cover training block D (DEPLOYEX) activities, therefore the planner must do a thorough analysis to prepare the EXCON requirements. The ODE, EXDIR and DIREVAL are described in respective annexes or other chapters of Bi-SCD 075-003 main body, and are not included in this annex.

2. **Overview.** EXCON staff members are drawn from a number of backgrounds and units including: JWC and JFTC staff; NATO Component Commands; TA Headquarters; Centres of Excellence; National Structures and agencies; Partner Nations; Contractors and other “reinforcement providing” positions/entities. This pertains particularly to training block E. As for training block C activities, a scaled-down EXCON is required. As exercises are unique, the EXCON organisation will be adjusted in order to facilitate the differences between exercises or following D&G by the EXDIR. While other agencies could provide SMEs, the ODE staff, supported by OCE/TA staff, needs to provide key personnel who can lead the EXCON processes. The anticipated requirements and scale for EXCON resources pertaining to different training blocks should be laid down already in the EXSPEC. The generic EXCON C2 structures, as described in the following paragraphs and in Annex F to Bi-SCD 075-003, do not diminish other options to design EXCON/scaled-down EXCON requirements¹⁴⁶ and models tailored to the specific exercise. Bi-SCD 075-003 provides examples and a handrail for exercise planners. Finally, it is the obligation of the EG to define the requirements tailored to each exercise alongside with available resources.

3. **General Principles.** EXCON is a cross-divisional, task organised structure supporting training blocks C, D. and E. Depending on the scale and scope of the exercise, an EXCON structure may be required for a strategic level focussed training block C. The core source of EXCON members are from the ODE/OCE internal staff, but external support is required for functional reasons. Generic EXCON C2 structures for type C training blocks and training blocks D and E are depicted at Appendix 1, in figures Z-1-1 and Z-1-2 and used to describe the various functions within this annex (other generic EXCON C2 models are depicted at figure Z-1-3. The EXCON has both direction and control functions which allow it to establish the conditions needed by the TA to achieve the EAs and TOs. As the head of EXCON, the EXDIR may steer the exercise play both in direction and tempo – as deemed necessary to enhance learning opportunities, reinforce key lessons and achieve training/evaluation objectives. In the event that the TA is established in dispersed locations, it may also be necessary for EXCON to disperse personnel to provide the most suitable coverage, assistance and control. These elements normally consist of, at minimum, a Liaison Officer (LO) but may also include training teams, senior mentors, role players, administrative support and umpires. Reliable communication means between EXCON elements is critical for their effectiveness and these may include

¹⁴⁶ This requirements may include to uplift only dedicated RCs for dedicated subjects already for training block C activities, even if the entire C block will be supported with a “scaled-down EXCON” only.

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telephones, radios, email and video-teleconferences. EXCON synchronisation is key to achieving the objective and the main elements of the structure therefore should be co-located. EXCON structure is designed to function utilising the EXCON BR. The aim of the EXCON BR is to set the conditions for exercise delivery and provide the EXDIR with situational awareness on the progress of the TA performance against the EAs and TOs. Should the EXDIR need to adjust the exercise design in order to achieve the EAs this can be achieved through the exercise BR meeting schedule. The generic EXCON BR is described in more detail in JWC SOP 800 and associated SOIs.

4. **EXCON Preparation.** Before activation, the ODE team should conduct a work-up phase to synchronise their efforts. While a lot of the practical work-up is done internal to each section (typically training team or grey-cell), the OPR should synchronise a joint work-up on common themes to maximise the effect of briefings, as well as to ensure the various sections are briefed as a common entity. This can include a “wargame” session, where all sections brief their part of the exercise for the benefit of cross-divisional understanding of the exercise. The purpose of EXCON is to set conditions for achieving EAs and EOs. This applies to both CRP and training blocks D and E. Other than for D and E block activities, one of the EXCON roles during C block (CRP) activities is to synchronise the ODE activity spread at several locations: such as at SHAPE (playing HICON); support to operational planning at the TA location and conduct of OLRT, normally at a training facility such as JWC or JFTC. There might be more requirements to coordinate additional (tailored to the exercise training block specifics) RCs in order to replicate the exercises’ operational environment for the TA by dedicated RCs, such as LOCON, SIDECON, Grey Cell functionalities, wherever those cells are located during the training block activities. Pending the availability/utility of pre scripted political/military or strategic level documents¹⁴⁷ it could be necessary to coordinate and prepare for the imitation of a NATO HQ construct/RC and not only to replicate a strategic level HQ (such as SHAPE). The EXCON BR for CRP is not as rigid as for training blocks D or E. However, a simple BR allows for regular updates to the ODE command group when they are less engaged in in this block. The rest of this annex will now focus on EXCON for training block E.

5. **EXCON during Training Block E.** Although exercises are different, the generic training block E EXCON structure provided at Appendix 1, will generally cover the requirements. Its main task is to ensure that the TA is given a realistic, coherent, seamless and transparent presentation of the exercise play. This requires full familiarisation with the exercise scenario, the MEL/MIL and any simulation utilised for execution. Furthermore, EXCON must establish clear lines of communication with deployed EXCON entities in order to adapt the exercise play.

- a. **EXDIR.** The EXDIR for the execution is located with the PTA COM.
- b. **Dep EXDIR.** The Dep EXDIR oversees EXCON when the EXDIR is deployed.
- c. **Chief EXCON.** Chief EXCON (Ch EXCON) is responsible for EXCON during EXCON training as well as training block E. Prior to execution Ch EXCON approves structure, BR, work-up programs, staffing, as well as any other structural or functional outline required for the execution. During execution, Ch EXCON manages the central control facility within EXCON, which may include an Operations Centre (OPSCEN), RCs, functional area cells, CAX technical team and LO. The main purpose is to review, approve

¹⁴⁷ Higher political/military level documents such as from North Atlantic Council or Military Committee (such as NAC Initiation Directive (NID), or NAC approved target sets) that would be required for a strategic level CRP.

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and control scripted or impromptu (i.e. 'dynamic') play, input information and activity (i.e. 'injects') to the TA with a view to provoking a desired reaction or 'play', maintaining situational awareness about exercise activity and coordination of the simulation systems.

d. **SENIOR MENTOR.** Through the NATO SM program, Exercise OPRs may access designated retired Flag Officers/General Officers (FOGO) with extensive combined and/or joint operational command experience to act as a SM. These SMs are employed in a dual role to provide support to both the EXDIR and the Comprehensive Crisis and Operations management Centre (CCOMC) or TA Commander(s). Working in close cooperation with the Training Team, the SM advises EXDIR on key major issues pertaining to exercise play and the performance of the TA. The SM provides personal support advising on best operational practices, presenting a strategic perspective and facilitating dialogue among the Command Group and between Commanders across the TAs. The SM programme is managed by SHAPE J7 who also acts as Contracting Authority.

e. **EXCON Advisor.** The EXDIR may appoint an EXCON Advisor (EA) to assist Ch EXCON in delivering the EAs and EOs. The EXCON Advisor is usually a retired Flag Officer with recent NATO operational experience from the strategic to the tactical level. The EXCON Advisor works in close cooperation with the SM and the Trusted Agents and has direct access to the EXDIR.

f. **Operations Centre.** The OPSCEN is essentially the Joint Operations Centre for the EXCON. Chief OPSCEN (Ch OPSCEN) coordinates OPSCEN activities on behalf of Ch EXCON. As previously stated the MEL/MIL structure is normally located in OPSCEN as well as one analyst, providing analysis and feedback from the Advisory Teams (AT) and deployed analysts as applicable. Regular EXCON updates and many of the EXCON coordination meetings in the BR take place in or around the OPSCEN. Ch OPSCEN facilitates the controls and management of the exercise play by dynamically adjusting the BR when required, to ensure maximum EXCON coordination can occur to maximise the training opportunity for the TA.

(1) **Information Management Team.** IM is a key facilitator for all the work done not only within the OPSCEN, but throughout EXCON. The IM team is responsible for implementing effective IM architectures and processes, including tailored exercise pages, to ensure clear, efficient and targeted access to the large amount of exercise information. The IM team members work mainly with CIS personnel to ensure the set-up, verification, and day-to-day functionality of EXCON IM facilities, workstations, accounts, equipment and supplies. The IM team must also interact closely with RLS.

(2) **Lessons Learned Team.** The responsibility of this team is to conduct the first order analysis of observations collected during the exercise for EXCON improvement. This consists of encouraging all individuals to submit observations, conducting initial analysis and developing LI. These are then added in the NLLP as well as inclusion in the external LIL and internal Lessons Reports.

(3) **Capability Integration Coordination Cell.** The CICC coordinates all Capability Integration activities during the conduct of an exercise under the guidance and direction of the CICC Chief and as specified in the EXSPEC and EXPLAN.

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(4) **Response Cell Facilitators.** RC facilitators are provided by the EXCON organisation to the different external response cells. RC facilitators help RCs to quickly adapt to the EXCON and exercise environment, support and guides them in RLS issues, familiarizations and organises RCs in systems training as JEMM, simulation systems, JWC Geo-Portal, etc. Additionally the RC facilitators assist the RC Chiefs in their duties, liaise with OPSCEN and other RCs to ensure that all of the RC exercise play is timely, accurate, realistic consistent and synchronised within EXCON.

(5) **Visitor Office and Protocol.** This section is responsible to the OPSCEN/EXDIR for scheduling, coordinating and conducting all visits to the exercise. This may include the conduct of a DV Day which will likely require close coordination with the OSE and the HN.

(6) **External Liaison Officers.** Normally the TA senior trusted representative, the OCE and OSE OPRs will be located in OPSCEN during the duration of the training block E providing situational awareness or a conduit for the TA to raise enquiries or correspond to the EXDIR.

(7) **ADMIN.** The shared admin team provides necessary support to EXCON and coordinates inter alia VTCs to ensure smooth functioning.

g. **Content.** Chief MEL/MIL (Ch MEL/MIL) coordinates and manages exercise play during the execution. The focus is on presenting the TAs with realistic and challenging situations which enable them to achieve the agreed EOs and TOs. During training block E, Ch MEL/MIL is the lead functional actor in EXCON. Ch MEL/MIL synchronises all EXCON entities providing input to content, like LOCON RCs, HICON, scenario, CAX Support, training teams, media etc. Ch MEL/MIL will through Ch EXCON instigate dynamic scripting if required to adjust the exercise. The main tasks are to review, approve and control scripted or impromptu (i.e., 'dynamic') play, input information and activity (i.e., 'injects') to the TAs with a view to provoking a desired reaction or 'play', maintaining situational awareness about exercise activity and coordination of the M&S simulation systems. The content team is crucial to the daily update of EXDIR about the status of the achievement of the TO in coordination with analysts and may suggest adjustments in the exercise play to EXDIR. The following sections (with the exception of the training teams and analysts¹⁴⁸) are subordinate to Ch MELMIL during training block E:

(1) **Scenario.** The scenario team ensures that exercise play is consistent with scenario information and documentation provided throughout the exercise development phases. During training block E this section supports Ch MEL/MIL by ensuring the TAs and EXCON have access to all relevant, updated exercise documentation, including country books, geospatial (GEO) information, METOC information, STARTEX situation, ORBAT, histological and other data relevant to the exercise. RFI management is conducted in close coordination with the MEL/MIL event managers. Additionally, the scenario team provides quality control for MEL/MIL injects (pre-scripted and dynamic) and simulation actions to ensure

¹⁴⁸ While Training Teams and Analysts are not subordinate to Chief MEL/MIL, they are in direct support in delivering content to the Training Audience and witnessing and reporting on their status.

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consistency and relevancy with the scenario.

(2) **Intel.** This team ensures that response cell intelligence reporting is consistent across the exercise and provides a coherent portrayal of TA collection. Chief Intel (Ch Intel) should participate in MEL/MIL incident development and scripting workshops to be familiar with the EXCON intelligence architecture and the exercise play.

(3) **Targeting.** This team ensures that response cell targeting is consistent across the exercise and provides a coherent portrayal of TA capabilities. Chief Targeting (Ch Targeting) should participate in MEL/MIL incident development and scripting workshops to be familiar with the EXCON intelligence architecture and the exercise play.

(4) **Grey Cell.** Chief Grey Cell (Ch Grey Cell) and his team of role-players act as RC representing agencies, organisations, institutions and individuals outside of the NATO military structure and outside of the Opposing Forces/Situation Forces structure. The Grey Cell design depends on the scenario; therefore, the composition of this cell must be tailored for each exercise, but typically may include local governments (HNs) at national, provincial and municipal levels, local police force, IOs, INGOs/NGOs and local civilians. Local, regional and international media are also portrayed within the Grey Cell.

(5) **Higher Control.** This is a RC representing higher units, formations and headquarters. For exercises with TAs at the operational level (such as a JFC HQ), HICON will have to portray organisations such as SHAPE, NAC, MC, and so forth. HICON may have to provide role players for key individuals such as SACEUR, SHAPE COS, NMRs, etc.

(6) **Lower Control.** This is a RC representing the highest subordinate HQ that receives guidance from and reports back to the TAs. The term also encompasses flanking units. LOCON RCs generally monitor the same C2 systems as the TAs to whom they report and control the synthetic forces they represent within the simulation. LOCON members interact with the TAs by providing reports of various means and types that are representative of those the TAs would receive in a real operation as well as answers to RFIs from the TA. LOCON RCs receive orders, instructions, D&G from the TAs. Much of these can be translated and directed into actions to take place within the simulation. LOCON RCs must be familiar with their higher HQ C2 systems prior to arriving at training block C (as required) and training block E venues. Because LOCON RCs are normally external teams provided by the TAs, Appendix 2 provides examples of further considerations and expectations. Note that if the TA wishes to play a subject area such as CYBER or J8, which is not covered, then it must be added to the respective RC(s).

(7) **CAX.** CAX operators support all LOCON RCs and OPFOR/SITFOR teams who have computer generated forces in the simulation systems. Specific M&S functions, planning, and products are addressed in Annex X.

(8) **Media.** The media team supports/simulates the open- source environment portrayed to the TAs. The team produces all media content foreseen in the

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MEL/MIL, whether for OPFOR/SITFOR or any other RC.

(9) **Opposing Forces/Situation Forces.** The OPFOR/SITFOR team work is in parallel with the MEL/MIL team to prepare the exercise. OPFOR/SITFOR represents all instruments of power of opposing/situation forces, whether military, para-military, rebel factions media, diplomacy, economical actions or otherwise. The OPFOR/SITFOR design depends on the scenario as well as the exercise design, as developed to achieve the desired effects. Such forces are portrayed within the simulation, thus interacting with and impacting upon friendly forces. The OPFOR/SITFOR RC team monitors, directs and controls these forces. While a certain amount of “free play” may be allowed within the simulation, OPFOR/SITFOR personnel must be careful to ensure the actions of their synthetic entities are synchronised with the MEL/MIL, targeted at setting the conditions for the TAs to achieve their training objectives, and are within the guidelines, limitations, mind-sets and intentions of the various OPFOR/SITFOR factions, as developed during the scenario and MEL/MIL development.

(10) **Advisory Teams.** The AT is an important element of EXCON acting as both trainer and/or as SMEs. The team(s) deploy to the TAs location. The trainer or SME reports findings and status to the deployed analyst, who in turn report status on TO achievement.

(11) **Analysts.** Analysts deploy as part of the TT to execute the analysis plan. They provide observation tasks and guidance, collect and analyse observations, develop reports on TA progress and report to the EXDIR on TO achievement. One analyst typically serves as the OPSCEN analyst and TT LO. The OPSCEN analyst/TT LO represents the TT in content-related meetings and collects observations from RCs and other OPSCEN and content elements.

(12) **Support.** Support team consists of RLS, CIS, Security and Protocol providing no-play support to the exercise. CIS provides connectivity within EXCON through a wide cooperation with all other CIS entities to include NCIA. Specifics on CIS planning, responsibilities and products are addressed in Annex O.

(13) **Adjudication.** Adjudication during CPXs, is an essential factor in providing a feedback loop to the TAs. Correctly adjudicated outcomes are critical to providing the TA with the situational awareness to continue with their ongoing warfighting processes, but must also protect the credibility of the exercise environment. Guidelines to the conduct of both routine and escalated adjudication should be provided before the execution starts.

APPENDICES

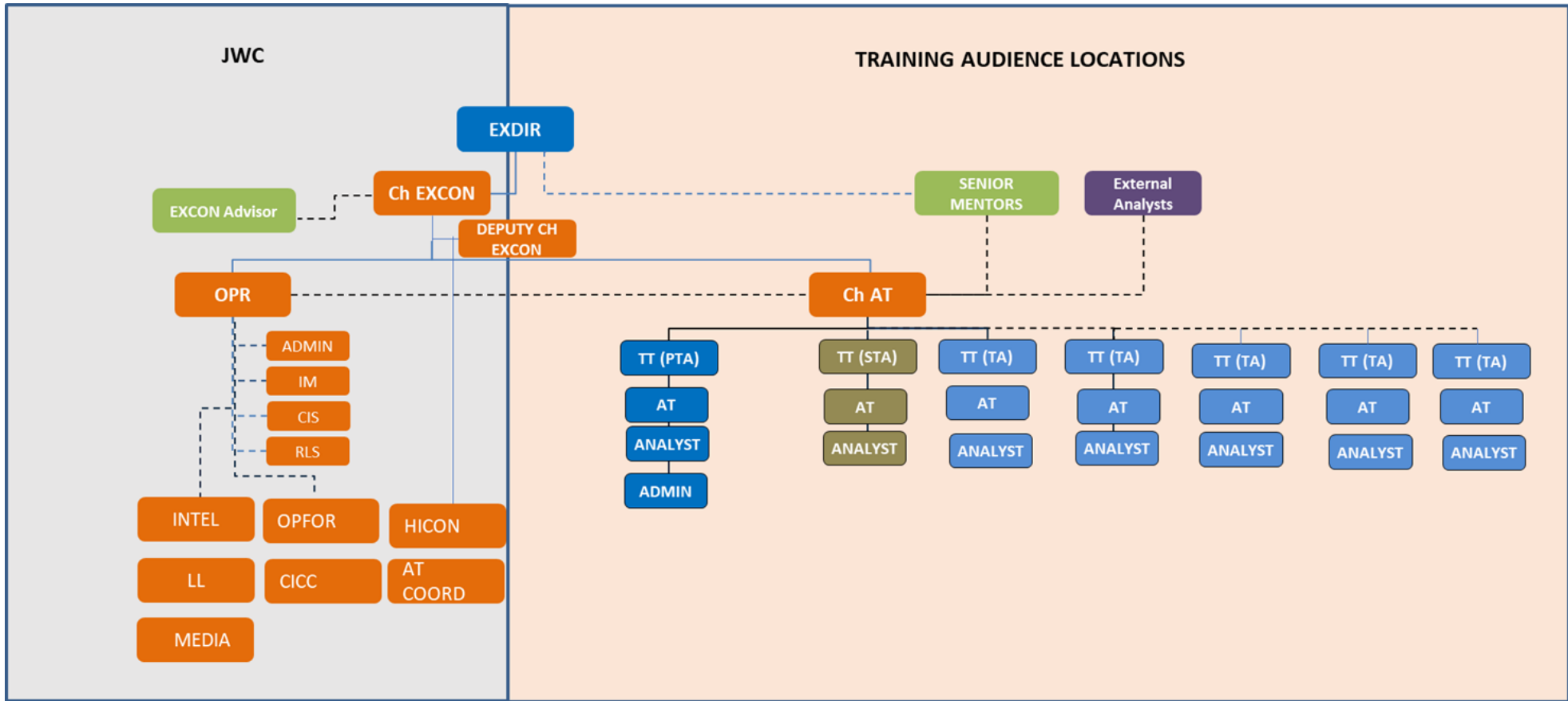
1. Generic Exercise Control and Response Cell Structures
2. Personnel requirements for Response Cells

GENERIC EXERCISE CONTROL AND RESPONSE CELL STRUCTURES

The purpose of this appendix is to provide examples of EXCON structures as well as considerations for RC structures and workforce requirements. The following diagrams are provided:

- Figure Z-1-1: Generic EXCON organisation for CRP.
- Figure Z-1-2: Generic EXCON organisation for training block E (Example 1).
- Figure Z-1-3: Generic EXCON organisation for training block E (Example 2).

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Remark: Final EXCON requirements and design for C block activities may deviate from this generic example as necessary. There may be additional needs to provide specific RCs, such as a Grey Cell or LOCON or SIDECON functionalities or cells or no need for an OPFOR cell. Refer also to Annex F to Bi-SCD 075-003 pertaining description of Stage 3 roles and responsibilities.

Figure Z-1-1 - Generic EXCON organisation for CRP

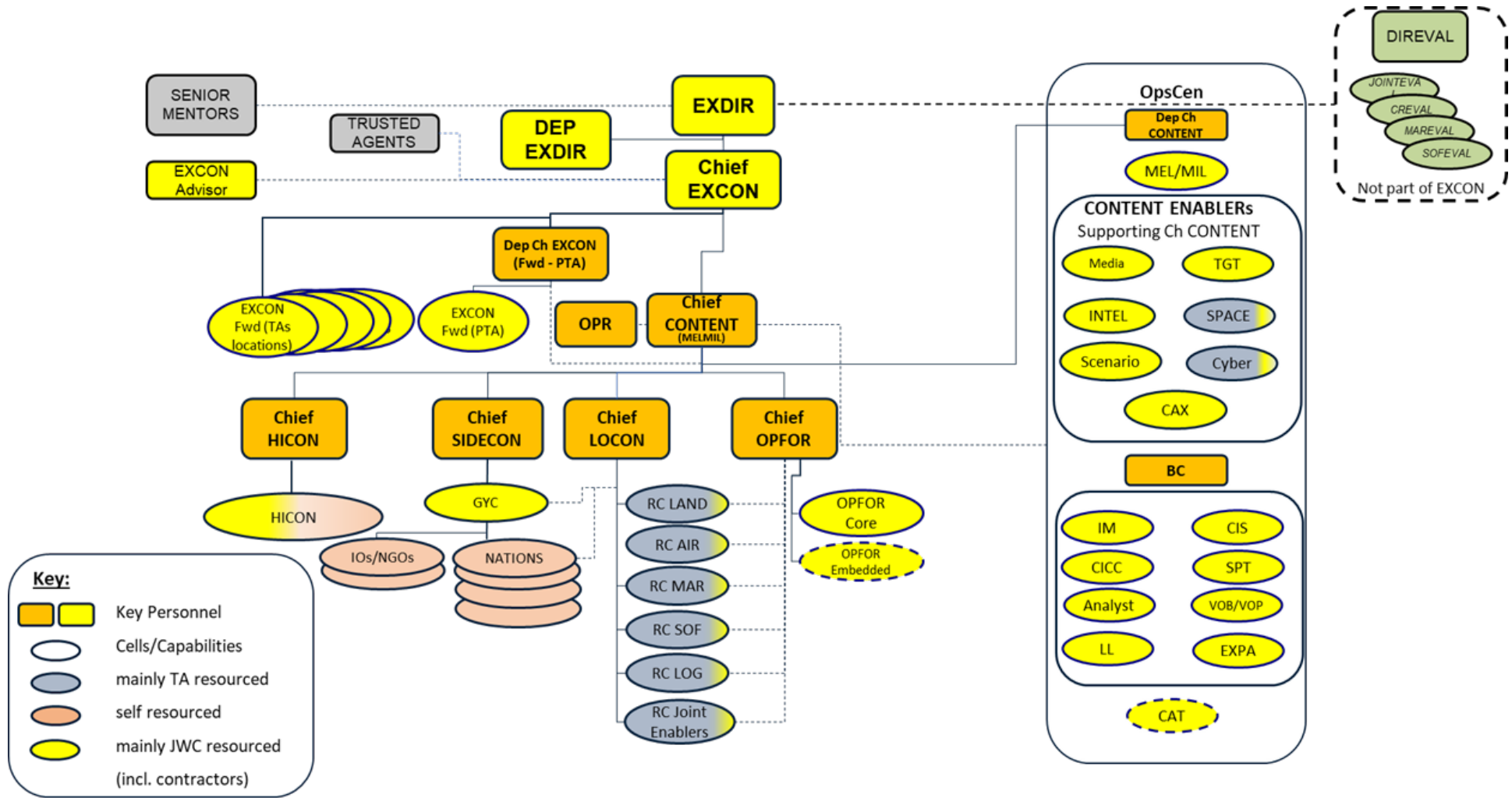


Figure Z-1-2 - Generic EXCON organisation for training block E (Example 1)

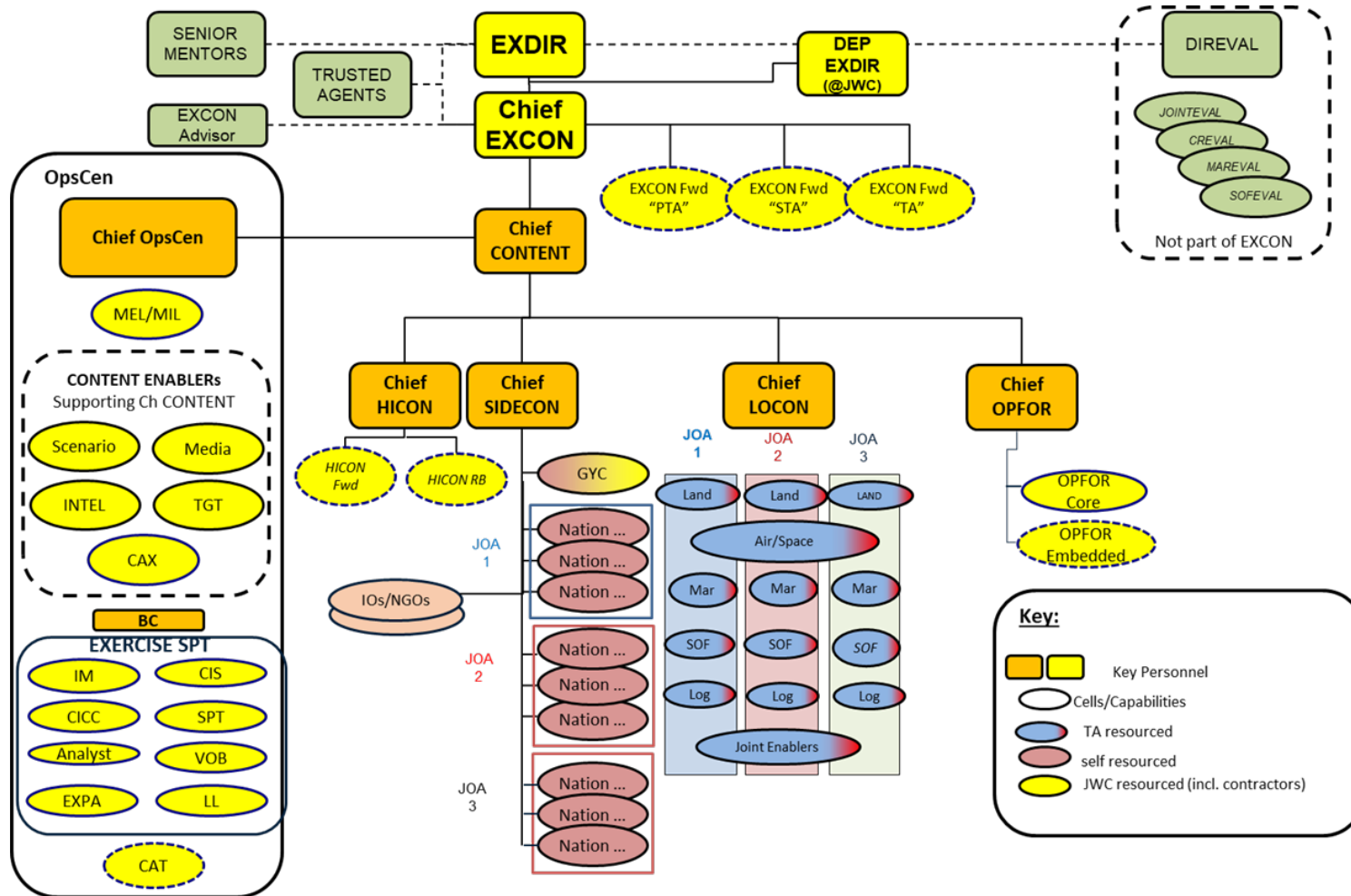


Figure Z-1-3 - Generic EXCON organisation for training block E (Example 2)

PERSONNEL REQUIREMENTS FOR RESPONSE CELLS

1. Response Cells

a. A RC represents all subordinated HQ receiving guidance from, and interacts with the TA. A RC is subordinate to the ODE who organises and operates EXCON. A RC may represent all subordinate units that are actively conducting operations during the exercise. The RC personnel actively take part in and support EXCON & TA BR events. Its efficiency and effectiveness are dependent on close interaction and synchronization with all other parts of EXCON. A robust, prioritized Col Service integration containing redundancy and reliability is required, based on TAs communication exchange and training requirements. The specific RC personnel requirement is determined by SME availability, infrastructure capacity, TOs, and the TA requirements. RCs are typically centrally located with the ODE. A RC can consist of HICON, LOCON, OPFOR, SIDECON, Nations, NNEs (IOs/GOs/NGOs/ICRC) and Partners. RCs remain under ODE OPCOM.

b. The RCs assist in simulating the battlefield environment through the movement of military equipment such as: vessels, aircrafts, ground equipment and troops, and stimulating the TA through the submission of reports and returns. The quality of the exercise is dependent on the RC's comprehensive knowledge of the exercise situation and TA's TOs. This knowledge is gained through their attendance and contribution at the MEL/MIL workshops. To ensure delivery of maximum training value, it is highly desirable that there is continuity of personnel from the MEL/MIL workshop to exercise execution in training blocks D/E, particularly in key positions, such as RC Chief, RC Battle Captain or RC MEL/MIL Coordinator.

c. To ensure the various RCs replicate the functions of the subordinate forces of the Component Commands and/or the represented nations/organisations/entities, the configuration of the workforce structure must be carefully considered. The following tables provide a general outline of the personnel/staffing requirement for and RC in a MDX. However, the final requirement may vary greatly depending on exercise scope, EOs, TOs, as well as the number and composition of the TAs. Final RC composition will be determined as a result of the exercise workforce process, starting at the IPC, in coordination with the ODE staffing/workforce officer.

d. Leadership of the RC is provided by the RC Chief, assisted by the Battle Captain acting as the Deputy. The RC Chief must ensure that the core functions highlighted in the tables in **BOLD**, identifying the minimum personnel requirements, are filled with suitably qualified personnel. TOs and TA expectations will also identify possible additional positions; some are identified in the tables in italics. There is flexibility to reduce personnel with staff having dual expertise and thus able to cover two functions simultaneously, but analysis of the MEL/MIL script will identify the relative work load expected for each function to see if this approach is feasible and sustainable over the full duration of the exercise.

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2. Side Control Response Cells

- a. SIDECON represents those organisations and agencies that are not in the NATO chain of command, but contribute to the operating environment. SIDECON will form part of EXCON, and will be led by permanent GYC staff. The exact size and structure of SIDECON will be tailored to reflect the exercise aims and objectives.
- b. SIDECON will comprise of RCs of the participating NATO Nations, Host Nation (both military and civilian/governmental entities), GYC civilian SMEs who form the POL/GOV/MIL representation of the fictitious country/countries (if required and agreed), and representatives of real-world non-military actors/NNEs as invited by HQ SHAPE through MC and subject to be endorsed by NAC.
- c. SIDECON may include representation of non-NATO nations and NNEs participating in the exercise. The representation of NNEs/Partner Nations will be incorporated by the ODE into SIDECON if instructed by SHAPE to do so.
- d. The different SIDECON RCs will assist in creating the comprehensiveness in NATO's comprehensive approach by simulating the non-NATO and non-OPFOR part of the battle space or Joint Operations Areas (JOAs); i.e. by simulating/depicting the political, governmental and military area of the NATO Nations and in the GYC of the fictitious nations.
- e. To ensure the various RCs replicate the functions of the NATO and affected fictitious Nations and/or the represented organisations, the workforce of each SIDECON RC must be carefully considered. While the following tables provide a general outline of RC composition, the final requirement may vary, depending on Nations' willingness to assign personnel to EXCON and on JWC's exercise budget to fill the positions in SIDECON. Final RC composition will be determined as a result of the exercise workforce process, starting at the IPC, in coordination with the ODE staffing/workforce officer.
- f. Leadership of each Nation's RC should consist of a Nation's lead, assisted by the Battle Captain/Deputy RC Lead. The RC Chief will need to ensure that the core functions highlighted in the tables in **BOLD**, identifying the minimum requirements for the RC. TOs and TA expectations will also identify possible additional positions. There is flexibility to reduce personnel with staff having dual expertise and thus able to cover two functions simultaneously, but analysis of the MEL/MIL script will identify the relative work load expected for each function to see if this approach is feasible and sustainable over the full duration of the exercise.

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3. NATO Nation (Level 1 of participation*) - RC “Nation’s name” (RC size: 20-25 PAX)

Core functions	Leadership	Political level	Government	Military	Other
# PAX	2	3	Minimum of 2	Minimum of 5	Minimum of 1 (TBD at IPC)
ROLE RANK CAPABILITIES EXPERIENCE	<p>RC Lead (OF-5 or equivalent CIV) Experienced planner COPD</p> <p>RC Deputy (OF-4) Acting as XO of RC and MEL/MIL Coordinator Experienced planner</p>	<p>POLAD LEGAD STRATCOM</p> <p>National STRATCOM background</p> <p>SME in National Resilience Plans</p>	<p>Rep Ministry of Interior</p> <p>National Crisis Response background</p> <p>Rep of Min of Defence*</p> <p>Territorial Defence specialist</p>	<p>J2 J5 (OF-4) J3/5 (OF-4) J3 Land J3 Maritime* J3 Air* J3 SOF* J4, JMED* JENG J9 CIMIC* NFIU Rep**</p> <p>Experts at Joint Operational Level</p>	<p>CYBER Expert*</p> <p>CAX Operator(s)</p> <p>IM/JEMM-manager*</p>
Assumptions	<p>This structure replicates the basic functionalities of a Nation’s representation when cooperating and engaging with NATO Military Commands. Other functionalities could be considered essential for EOs and TOs (Art V conflict, MDO in multi-JOAs).</p> <p>* in reference to Scenario and TOs</p> <p>** pending an agreed decision at IPC, NFIU Rep subject to LOG RC (see LOG RC Model)</p>				
Workforce Requirement					
MEL/MIL Inc Dev WS (IDWS)	1	TBD	TBD	TBD	TBD

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Core functions	Leadership	Political level	Government	Military	Other
MEL/MIL Scripting WS	1	POLAD LEGAD	Minimum Rep Min of Interior	J5 Lead (others as reach back)	CYBER (TBD)
Training Block D/E(including EXCON TRNG)	ALL				

**Participating L1” (Nation with HNDF not TOA to NATO in the exercise)

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4. NATO Nation (Level 2 of participation*) - RC “Nation’s name” (RC size: 10-15 PAX)

Core functions	Leadership	Political level	Government	Military	Other
# PAX	2	1	1	Minimum of 4	Minimum of 1 (TBD at IPC)
ROLE RANK CAPABILITIES EXPERIENCE	<p>RC Lead (OF-4 or equivalent CIV) Experienced planner COPD</p> <p>RC Deputy (OF-4/3) Acting as XO of RC and MEL/MIL Coordinator Experienced planner</p>	SME in National Resilience Plans	Rep Ministry of Interior	Experts at Joint Operational Level NFIU Rep**	CAX Operator(s) IM/JEMM-manager*
Assumptions	<p>This structure replicates the basic functionalities of a Nation’s representation when cooperating and engaging with NATO Military Commands. Other functionalities could be considered essential for EOs and TOs (Art V conflict, MDO in multi-JOAs).</p> <p>* in reference to Scenario and TOs</p> <p>** pending an agreed decision at IPC, NFIU Rep subject to LOG RC (see LOG RC Model)</p>				
Workforce Requirement					
MEL/MIL Inc Dev WS (IDWS)	1	TBD	TBD	TBD	TBD
MEL/MIL Scripting WS	1	TBD	TBD	Plans (others as reach back)	CYBER (TBD)

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Core functions	Leadership	Political level	Government	Military	Other
Training Block D/E(including EXCON TRNG)	ALL				

*"Participating L2" (Host Nation/Affected Nation, Troop contributing nation)

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5. NATO Nation (Level 3 of participation*) - RC "Nation's name" (RC size: 2-5 PAX)

Core functions	Leadership	Political level	Government	Military	Other
# PAX	1	0	1	1	
ROLE RANK CAPABILITIES EXPERIENCE	Lead can be doubled with 1 of the other functions		Rep Ministry of Interior	Experts at Joint Operational Level	
Assumptions	This structure replicates the basic functionalities of a NATO NATION, mainly regarding acting as a transit nation for NATO forces.				
Workforce Requirement					
MEL/MIL Inc Dev WS (IDWS)	1	TBD	TBD	TBD	TBD
MEL/MIL Scripting WS	1	TBD	TBD	TBD	TBD
Training Block D/E (including EXCON TRNG)	ALL				

*"Participating L3" (Troop contributing nation, Transit nation)

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6. **GREY CELL (GYC) - Representation of NNEs (RC size: 2-3 PAX)**

Core functions	Coordinators	Fictitious Organisations (TBD)	IO/NGO
# PAX	1	1	1+ Variable
ROLE	IO/NGO Coordinator	Representative of Gender promoting Organisation	EU Special Rep*/ [▲] All NNEs invited by SHAPE, through MC after NAC endorsement.
Assumptions	<p>This structure provides the GYC within SIDECON with the Coordination specialist (from JWC) and required Fictitious organisations (TBD) to meet the defined EOs and TOs.</p> <p>Involvement of real world non-military actors is heavily depending on OCE's proposals for desired NNE involvement, followed by SHAPE's proposal to MC and NAC's approval.</p>		
Workforce Requirement			
MEL/MIL Inc Dev WS	TBD		
MEL/MIL Scripting WS (2-3 days)	1		
Training Block D/E (including EXCON TRNG)	ALL		

* Contracted SME; therefore heavily depending on prioritising of SME expenditures within Exercise budget.

/ Replacing a real IO that strives for regional stability (e.g. OSCE) if such an IO is not endorsed by NAC or not attending.

[▲] Due to personnel shortages within EU's EEAS, representation of EU is often drafted from JWC's STOC Contract.

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7. JTF HQ Model* RC - (RC size: 50+ PAX) – SJO+

Core functions	Leadership	SAG	Intel	Operations Plans	Logistics	Specialized Functions	LIAISON
# PAX	2-3	2-4	6-8	12-15	8-10	8-10	TBD
ROLE CAPABILITIES EXPERIENCE RANK	RC Chief (OF6) Role-player as JTF COM Experienced planner COPD RC Deputy acts as COS JTF (OF5) acts as EXCON REP MEL/MIL COORD (OF4) IM/JEMM- manager	LEGAD GENAD STRATCOM <i>SOFAD</i> <i>POLAD</i>	J2 LEAD RFI Mngr J2 TGT TGT SPT (JTS DB Mngr) <i>IS (HUMINT, CI,</i> <i>INFORSEC)</i> <i>Intel Plans</i> <i>Current Intel</i> JAS (Land/Mar/Air)	JOC J3/3 J3/5 J5 Plans Air Missile DEF Joint Fires AD – ASC INFOOPS	LOG JENG JMED J4 Ops&Plans J4 M&T LOGFAS Operating experience required	<i>PSYOPS</i> <i>MPA</i> <i>ME</i> CYBER <i>PAO</i> J6 CIS <i>CIS SPT</i> J9 CIMIC Admin SPT <i>FP</i>	CCs LNOs

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Core functions	Leadership	SAG	Intel	Operations Plans	Logistics	Specialized Functions	LIAISON
Assumptions	<p>*This structure replicates a JTF HQ acting as a RC. Requires an experienced leadership, OF6 level, for coordinating a JTF BR Cycle. A strong reach back element is recommended for additional D&G in specific areas and domains.</p> <p>This model should include enough SMEs for a JTF BR Cycle (boards, WG) in order to support a Commander's Decision Cycle (SA) and to provide D&G to subordinate CCs.</p> <p>This model incorporate CCs, comprising of SOF and JLSG SMEs and is applicable for JOA SE (JFCNP).</p> <p>JFCNF RC should be less staffed (10-15 PAX, TBD) due to reduced subordinate units under its command.</p> <p>Specialized functions in <i>italic</i> are SCENARIO/TOs dependent.</p>						
Workforce Requirement							
MEL/MIL Scripting WS	2	1-2	TBD				-
Training Block D/E (including EXCON Trng)	ALL						

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8. JTF HQ Model* RC - (RC size: 20-35 PAX) – SJO

Core functions	Leadership	SAG	Intel	Operations Plans	Logistics	Specialized Functions	LIAISON
# PAX	2-3	2-4	4-6	5-10	4-6	2-5	TBD
ROLE CAPABILITIES EXPERIENCE RANK	RC Chief (OF6) Role-player as JTF COM RC Deputy acts as COS JTF (OF5) acts as EXCON REP MEL/MIL COORD (OF4) IM/JEMM-manager	LEGAD STRATCOM SOFAD POLAD	J2 LEAD RFI Mngr J2 TGT IS (HUMINT, CI, INFORSEC) Intel Plans Current Intel	JOC J3/5 J5	J4 JENG JMED J4 M&T LOGFAS Operating experience required	CYBER J9 CIMIC	
Assumptions	*This structure replicates a JTF HQ acting as a RC. Requires an experienced leadership, OF6 level, for coordinating a JTF BR Cycle.						

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Core functions	Leadership	SAG	Intel	Operations Plans	Logistics	Specialized Functions	LIAISON
	This model should include enough SMEs for a JTF BR Cycle (boards, WG) in order to support a Commander's Decision Cycle (SA) and to provide D&G to subordinate CCs. Specialized functions in <i>italic</i> are SCENARIO/TOs dependent.						
Workforce Requirement							
MEL/MIL Scripting WS	2	1-2	TBD			-	
Training Block D/E (including EXCON Trng)	ALL						

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9. Corps Model - LAND RC (RC size: 20+ PAX/Corps)

Core functions	Leadership	Intel	Operations Plans	Logistics	Specialized Functions	LIAISON
# PAX	2-3	4	6-7	3-4	TBC	1
ROLE CAPABILITIES EXPERIENCE RANK	RC Chief (OF4/5) Role-player as Corp COM Experienced planner COPD RC Deputy acts as EXCON REP	TGT (FSO) IRM&CM ISR HUMINT CI (Counterintelligence) Analyst/INTSUM production	BWC G3 Ops G35 G5 Plans FIRES AAVN AD – ASC INFOOPS	LOG GENG GMED LOGFAS Operating experience required	<i>ARTY</i> <i>ISTAR</i> <i>EW</i> <i>C-IED</i> <i>CIMIC</i> <i>CBRN</i> <i>PSYOPS</i> <i>INFOOPS/KLE</i> <i>MP</i> <i>CSS</i> <i>FA</i> <i>MPA</i> <i>CYBER</i>	LNO to LCC
Assumptions	This structure replicates a Corp (including Divisions) as a subordinate unit to LCC. Specialized functions in <i>italic</i> are SCENARIO/TOs dependent or depict Corps Specific Capacities (Theatre Troops).					
Workforce Requirement						

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Core functions	Leadership	Intel	Operations Plans	Logistics	Specialized Functions	LIAISON
MEL/MIL Scripting WS (TBD Days)	2	TBD				-
Training Block D/E (including EXCON Trng)	ALL					1

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10. Division Model - LAND RC 1/3 (RC size: 12+4 PAX/BDEs)

Core functions	Leadership	Intel	Operations Plans	Logistics	Specialized Functions	LIAISON
# PAX	2	2-3	5	3	4/BDES	TBD at IPC
ROLE RANK CAPABILITIES EXPERIENCE	RC Chief OF4 Role-player as Division COM Experienced planner COPD RC Deputy acts as EXCON REP	TGT (FSO) IRM&CM ISR HUMINT CI (Counterintelligence) Analyst/INTSUM production	G3 Ops G35 G5 Plans FIRES AAVN AD – ASC INFOOPS	LOG ENG MED LOGFAS Operating experience required	BRIGADES 4 PAX per BDEs: Chief/ OPS, INTEL, LOG C-IED CIMIC CBRN PSYOPS INFOOPS/KLE MPA CYBER	LNO to LCC
Assumptions	This structure replicates a Division (including Brigades) as a subordinate unit to LCC.					

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Core functions	Leadership	Intel	Operations Plans	Logistics	Specialized Functions	LIAISON
	Brigades can be replicated with a minimum format of 4 PAX per BDES (Chief, Ops, Intel, Log). BDE RC Chief could be dual hatted (Chief and Ops). Specialized functions in <i>italic</i> are SCENARIO/TOs dependent.					
Workforce Requirement						
MEL/MIL Scripting WS (TBD Days)	1	TBD	TBD	TBD	TBD	
Training Block D/E (including EXCON TRNG)	ALL					

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11. **Brigades Model, LAND RC 2/3 (RC size: 10-12 PAX/BDEs)**

Core functions	Leadership	Intel	Operations Plans	Logistics	Specialized Functions	LIAISON
# PAX	2	2	4	2	0	TBD at IPC
ROLE CAPABILITIES EXPERIENCE RANK	RC Chief (OF4) Experienced planner COPD RC Deputy acts as EXCON Rep/ Battle Captain	ISR TGT Analyst/INTSUM production	G3 Ops G35 Plans FIRES AAVN AD-ASC INFOOPS	LOG ENG MED LOGFAS Operating experience required	<i>CIMIC</i> <i>C-IED</i> <i>CBRN</i> <i>Cyber</i>	LNO to LCC
Assumptions	This structure replicates a Brigade subordinated to a LCC when not included in a Division (NRF BDE model). Functions in <i>italic</i> are SCENARIO/TOs dependent.					
Workforce Requirement						

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Core functions	Leadership	Intel	Operations Plans	Logistics	Specialized Functions	LIAISON
MEL/MIL Scripting WS (TBD Days)	1	TBD	TBD	TBD	TBD	
Training Block D/E (including. EXCON TRNG)	ALL					

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12. Theatre Troops - LAND RC 3/3 (RC size: 3-4 PAX/Unit)

Core functions	Leadership	Intel	Operations Plans	Logistics	Specialized Functions	LIAISON
# PAX	1	1	1	0 (1)	0	-
ROLE CAPABILITIES EXPERIENCE RANK	RC Chief Experienced Planner	INTEL	OPS	<i>LOG</i>	Specific expertise lays within Intel- OPS-LOG staff	
NOTES	Theatre units are: AD, ARTY, ENG, ISTAR, POTF, CIMIC, CBRN, EW. Composed units as Joint Fires and Influence regiment (ARTY, EW, POTF, ISTAR) have a different structure but will require approximatively the same workforce as each functional unit would have required.					
Workforce Requirement						
MEL/MIL Scripting WS (TBD Days)	1	TBD	TBD	TBD		

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Core functions	Leadership	Intel	Operations Plans	Logistics	Specialized Functions	LIAISON
Training block D/E (including EXCON TRNG)	1	TBD	TBD	TBD	TBD	TBD

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13. AIR Response Cell (RC size: 50-60 PAX)

Core functions	Leadership	Intel	Operations Plans	Logistics	Specialized Functions	LIAISON
# PAX	3	5-10	15-25	3-5	2-3	TBD at IPC
ROLE CAPABILITIES EXPERIENCE RANK	RC Chief OF5 Responsible of EXCON integration MEL/MIL COORD (JEMM, JTLS – M&S integration) Battle Captain will act as RC Chief Deputy	ISR TGT ISR and, BDA/skills required Subordinate unit INTREP production will be an RC responsibility. Component Level reporting (INTSUM etc.) will be component responsibility	OFFENSIVE AIR DEFENSIVE AIR BASE and WING OPS AIRSPACE (CRC) TBMD/GBAD ICC Skills required within these functions	2 LOG 1 MED ALCC LOGFAS Operating experience required	ICC Db Manager <i>Possible area of extra expertise:</i> EW, SP AIR OPS, MPA, AAR, ISR, AWACs, ELIMT, IMINT, JPR, SAR, MED, CYBER	LNO to NCS/JFAC

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Core functions	Leadership	Intel	Operations Plans	Logistics	Specialized Functions	LIAISON
Assumptions	The AIR RC replicates AIR assets and subordinate units to JFAC. Functions in italic are SCENARIO/TOs dependent.					
Workforce Requirement						
MEL/MIL Scripting	2	TBD	TBD	TBD	TBD	
Training block D/E (including EXCON TRNG)	ALL					

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14. MARITIME Response Cell (RC size: approx. 25-30 PAX + LNOs -TBD) – MJO (SJO+)

Core functions	Leadership	Intel	Operations Plans	Logistics	Specialized Functions	LIAISON
# PAX	3-4	5-7	10-25	4-5	2-3	5
ROLE CAPABILITIES EXPERIENCE RANK	<p>COM MCC (OF5) acting as COM MCC</p> <p>RC Chief (OF4) Experienced planner Responsible of EXCON integration MEL/MIL-Simulation System</p> <p>Battle Captain</p>	<p>CHIEF INTEL (OF3/4) Experienced intel Officer</p> <p>METOC (OF2/3)</p> <p>INTEL ANALYSTS (OF2 or OR4/6)</p> <p>INFO OPS/EW/SIGINT (OF2 or OR4/6)</p> <p>IRM & CM JISR (OR4/6)</p>	<p>CHIEF OPERATION (OF4) Experienced planner</p> <p>STAFF OFFICER OF-2/3 with different expertise to cover the following roles: CYBER/AMPH PLAN; AAW/IAMD/BMD; SWO/ASUW/FP/CBRN; ASW /NASW; MCM OPS/C-ED; TGT/PSYOPS; INFO OPS; ASSESSMENT; FOPS; COPS; EWCC LitM OPS; AIR OPS; AIR FW; HEC SEC/SAT; NCAGS TF CHIEF (OF4)</p>	<p>CHIEF LOGISTIC OF-4 Experienced LOG Officer</p> <p>LOGFAS SME OR6-9</p> <p>MED PLAN OF2/3 MED Planner</p> <p>CIS SME (OR4/6)</p>	<p>Personnel with expertise to replicate positions such as:</p> <p>STRATCOM (OF2/3); CIMIC (OF3/OR4); LEGAD (OF2/3); SOF (OF-2/3); 2 CAX OP (OR4-6); AIR MPA (OF2/3); SUB OPS (OF2/3); POLAD (OF2/3); SPACE (OF2/3)</p>	<p>LNOs to MCC OF2/3 planners</p>

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Core functions	Leadership	Intel	Operations Plans	Logistics	Specialized Functions	LIAISON
	<p>(OF3/4) personnel acting as RC Chief Deputy</p> <p>MEL/MIL Manager</p> <p>(OF3/4)</p> <p>Responsible of MEL/MIL-Coordination</p>	<p>INTEL SUPPORT TARGETING</p> <p>(OR-4/6)</p>	<p>Experienced Staff Officer</p> <p>CSG TG CDR (OF3/4)</p> <p>Experienced planner</p> <p>TG 01 OPS LEAD (OF3/4)</p> <p>Experienced planner</p> <p>Other roles (as required):</p> <p>TG OPS ASST (OF2);TG OPS LEAD (OF3); HNDF 2 (OF3); CSG ASS (OF3); CSG AIR OPS (OF3); ATG OPS (OF3/4); ATG OPS ASS (OF3); CLF OPS (OF3/4); CLF ASS (OF3); MCM OPS (OF3)</p>	<p>MED ASS</p> <p>(OF2/OR6)</p> <p>LOG ASS</p> <p>(OF2/OR6)</p>		
Assumptions	MARITIME RC replicating the MCC functions and his subordinate units (Task Groups, e.g. Carrier TG, SNMGs). In order to cover all scenario function the RC will require additional support from NATO personnel reinforcement.					
Workforce Requirement						
MEL/MIL Scripting WS	2	1	2	1	1	0

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Core functions	Leadership	Intel	Operations Plans	Logistics	Specialized Functions	LIAISON
Training Block D/E (including EXCON TRNG)	ALL					

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15. **MARITIME Response Cell (RC size: approx. 10-15 PAX + LNOs -TBD) – SJO**

Core functions	Leadership	Intel	Operations Plans	Logistics	Specialized Functions	LIAISON
# PAX	1-2	2-3	4-6	1-2	1-2	TBD at IPC
ROLE CAPABILITIES EXPERIENCE RANK	COM MCC (OF4/5) acting as COM MCC RC Chief (OF4) Experienced planner Responsible of EXCON integration Battle Captain/MEL-MIL Mngr OF3/4 personnel acting as RC Chief Deputy	CHIEF INTEL (OF3/4) Experienced intel Officer METOC (OF2/3) INTEL ANALYSTS Intel OF-2 or OR-4/6; INFO OPS OF2 or OR4/6	CHIEF OPERATION (OF4) Experienced planner STAFF OFFICER (OF2/3) with expertise to cover different roles such as: CYBER/AMPH PLAN; AAW/IAMD/BMD; SWO/ASUW/FP/CBRN; ASW /NASW; MCM OPS/C-ED; TGT/PSYOPS; INFO OPS; FOPS; COPS; EWCC LitM OPS; AIR OPS; AIR FW; HEC SEC/SAT; NCAGS TF CHIEF (OF4) Experienced Staff Officer	CHIEF LOGISTIC (OF4) Experienced LOG Officer LOGFAS SME (OR6-9) MED PLAN (OF 2/3) MED Planner CIS SME (OR4/6) LOG ASS	Personnel with expertise to replicate positions such as: 1 CAX OP (OR4-6); SOF (OF2/3);AIR MPA (OF2/3); SUB OPS (OF2/3); SPACE (OF2/3)	LNOs to MCC OF2/3 planners

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Core functions	Leadership	Intel	Operations Plans	Logistics	Specialized Functions	LIAISON
			<p align="center">CSG TG CDR (OF3/4) Experienced planner</p> <p align="center">TG 01 OPS LEAD (OF-3/4) Experienced planner</p> <p align="center">Other roles (as required): TG OPS LEAD (OF3); CSG AIR OPS (OF3); ATG OPS (OF3/4); CLF OPS (OF3/4); CLF ASS (OF3); MCM OPS (OF3)</p>	OF2/OR6		
Assumptions	MARITIME RC replicating the MCC functions and his subordinate units (Task Groups, e.g. Carrier TG, SNMGs) in JOA SE. In order to cover all scenario function the RC will require additional support from NATO personnel reinforcement.					
Workforce Requirement						
MEL/MIL Scripting WS	1	1	1	1	0	0
Training block D/E (including EXCON TRNG)	ALL					

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16. SOF Response Cell (RC size: 25 pax. + LNOs - TBD) – MJO (SJO+)

Remark: For SJO, SOCC personnel (SMEs) will be embedded in JTF RC Model*

Core functions	Leadership	Intel	Operations/Plans	Logistics	Specialized Functions	LIAISON
# PAX	2	2	12	4	4	TBD
ROLE CAPABILITIES EXPERIENCE RANK	RC Chief OF4/5 Responsible of EXCON INTEGRATION RC Deputy OF4/5 Responsible of MEL/MIL- Simulation System	INTEL Produce SOTGs INTEL INTEL SME Theatre wide	Battle Captain Provide J33/35 outputs JEMM manager Monitors and actions JEMM injects SOTGs OPS Land/Air/Maritime Produce reports, assessments, orders and contingency planning	SOTGs J4, MED/JOA Produce reports, assessments, orders and contingency planning LOG SMEs Theatre wide	J6 CIS RL BICES support J6 CIS ASS Support interoperability with national systems AIR/MAR SMEs Theatre wide <i>CYBER SME</i> Theatre wide	LNOs to CCs

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Core functions	Leadership	Intel	Operations/Plans	Logistics	Specialized Functions	LIAISON
			OPS SMEs Theatre wide			
Assumptions	* SOCC personnel (SOF J35/J5 SMEs) will support both JTFs level coordination processes without any tactical play and will be collocated with JFC RCs (in JOA SE and NW). 1. SOFCOM will coordinate the provision of external support and reinforcement. 2. SOF RC replicates SOTGs (AIR, LAND, MARITIME). 3. OPFOR SOF SMEs are not included in the SOF RC personnel.					
Workforce Requirement						
MEL/MIL Scripting	2	TBD	1	TBD	TBD	TBD
Training Block D/E (including EXCON TRNG)	ALL					

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17. LOGISTIC RC – JLSG MODEL (RC size: from 5 to 25 PAX) – MJO (SJO+)

Core functions	Leadership	Model applicable for JOA Centre	NFIUs*	LIAISON
# PAX	2-3	10-12	1/NFIU	TBD at IPC
ROLE CAPABILITIES EXPERIENCE RANK	RC Chief (OF4/5) Responsible of EXCON Integration RC Deputy (OF3/4) Responsible for MEL/MIL COORD Battle Captain (OF2/3) Responsible for R&R SA	LOG SMEs (OF3/4): SOs specialized functions such as <i>S&S, RSOM, M&T, LOGFAS Operators, FP, CSO, MILENG, Med, Medevac, NSEs, CIMIC, FLS, CBRN</i> <i>Other specialized functions determined and required by LOG operations in JOA iaw Scenario and TOs.</i>	1xSO/NFIU involved in RSOM	LNO to CCs
Assumptions	LOG personnel (LOG SMEs from JFCNP and JFCNF) will support both JTFs level coordination processes and will be collocated with JFC RCs (in JOA SE and NW), following JTF RC Model. *NFIU representative in the LOG RC is subject to be included in the “Nation” RC (pending a decision at IPC)			
MEL/MIL Scripting WS	2	3-5	TBD	TBD

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Core functions	Leadership	Model applicable for JOA Centre	NFIUs*	LIAISON
Training Block D/E (including. EXCON TRNG)	ALL			

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18. **CJ-CBRND-TF Response Cell (RC size: 10 PAX) – CBRN (Joint Enablers)**

Core functions	Leadership	Intel	Operations-Plans	Logistics	Specialized Functions	LIAISON
# PAX	2	0	2-3	0	3	TBD at IPC
ROLE CAPABILITIES EXPERIENCE RANK	RC Chief OF-4/5 COM CJ-CBRND-TF RC Leader OF-4 Deputy COM CBRND-TF acting as MEL-MIL COORD		Battle Captain OF-2/3 SME CBRN officers OF2 – OF4		CBRN Warning and Reporting Operators OR-7 – OF-2 CAX Operators OR-7 – OF-2 <i>CYBER SME</i>	LNOs to SOCC, MCC, LCC, ACC
Workforce Requirement						

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Core functions	Leadership	Intel	Operations-Plans	Logistics	Specialized Functions	LIAISON
MEL/MIL Scripting WS (TBD Days)	1	-	2	-	-	
Training block D/E (including EXCON TRNG)	ALL					TBC

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19. **CIMIC Response Cell (RC size: 10-12 PAX – Joint Enablers)**

Function	Command	Operations-Plans	LNO
# PAX	2	8-10	TBD at IPC
ROLE CAPABILITIES EXPERIENCE RANK	- RC Chief (OF-3) -Battle captain (MEL/MIL COORD)	- <i>Team Leaders</i> - SMEs (Joint Level expertise)	<i>LNOs to CCs</i>
Workforce Requirement			
MEL/MIL Scripting WS (TBD Days)	2	1	
Training block D/E (including. EXCON TRNG)	ALL		
Assumptions	The MNCG RC replicates CIMIC assets and subordinate structure at joint level. Functions in italic are SCENARIO/TOs dependent and will be determined at IPC.		

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20. **CJPOTF Response Cell (RC size: 4 PAX) – Joint Enablers**

Function	Command	Operations-Plans	LNO
# PAX	1	3	0
ROLE CAPABILITIES EXPERIENCE RANK	- RC Chief (OF-3) and BC (MEL/MIL COORD)	- SMEs (Joint Level expertise, experienced planners)	0
Workforce Requirement			
MEL/MIL Scripting WS (TBD Days)	1	TBD	
Training Block D/E (including EXCON TRNG)	ALL		
Assumptions	The CJPOTF RC replicates its assets acting as Joint Enablers at joint level. Functions in <i>italics</i> are SCENARIO/TOs dependent and will be determined at IPC.		

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DEVELOPMENT AND USE OF A TRAINING AUDIENCE TRAINING PLAN

1. Background

a. The operational cycle for high-level staffs lasts at least two years (one year for preparation-certification, one year in standby) and can be extended to an even longer period in the case of a HQs in perpetual Standby. Moreover, the mission spectrum and the potential Area of Operations are so vast that several years are needed to practice all of them.

b. Similarly, exercise programming is based on a multi-year cycle because it is neither desirable nor feasible to train all Operations and Procedures in depth each year. Consequently, staffs should be able to record what has been achieved and to programme later in the training cycle what was not or insufficiently exercised.

2. **Definition of a Training Plan.** NCS and NFS FEs designated for NATO OPCON and assigned for NATO Operational Standby tasks or deployment are required to develop and maintain a multi-year Training Plan describing how the Commander intends to develop and improve Operational art and Procedures through exercises that lead to a particular HQ's certification and standby period. A Training Plan is at least composed of an Operational Training Roadmap (OTR), a PTR, a 3-Year Training Roadmap (3YTR).

a. The OTR (see the example in Figure AA-1). The OTR sets the operational context for a multi-year training programme. It projects the geographical, environmental, and seasonal conditions, the operating domains and the set of missions to be exercised within a tailored training progression and in accordance with the operational priorities.

(1) The OTR apportions various operational situations to future Exercises in order to expose, train and demonstrate NCS/NFS FE understanding and application of operational principles as laid down in AJPs, Allied Directives, and other supporting publications and manuals.

(2) The OTR should be balanced between the most likely and the most challenging operational situations.

b. The PTR (see the example in Figure AA-2). The PTR defines the overall procedural training progression projected by a FE over a multi-year training programme.

(1) The PTR prioritises procedural Tasks between a series of exercises in order to expose, train and demonstrate NCS/NFS FE understanding and application of NATO Techniques and Procedures as laid down in ACO Forces Standards (AFS). The PTR should be progressive and repetitive.

c. The 3-Year Training Roadmap serves as a baseline to forecast the activities in which the HQ will train and exercise. The Roadmap will be refined, depending on the strategic situation and the outcomes of the exercises. 3YTR is composed of:

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(1) HQs' Yearly Training Cycle providing generic and basic information¹⁴⁹ on the reoccurring Collective Training and Exercise (CT&E) activities.

(2) HQs' CT&E Programme for the 3 next years. This should describe the annual training progression with Collective Training activities leading to the major annual Exercise as well as the key preparation milestones supporting it. Year + 1 should be very detailed as opposed to Years 2 and 3 progression provided for planning and orientation purposes.

d. Flexibility versus Consistency. Whilst flexibility is one of the key pillars of a training plan, the need to ensure a training continuum based on consistency across exercise iterations and series in the way identified processes are run and exercised is also of paramount importance. To track progress it is important to analyse comparable elements. Moreover, continuous changes to the way processes are defined and exercised – and thus to the conditions linked to them - may impact NATO's ability to allocate appropriate resources, including CIS, budget, divisional contribution, and create uncertainties in the involvement of NNEs, Host Nations and Partners. A Training Plan is thus set to represent an element of continuity, whilst still allowing for flexibility. That is why leadership and early ownership of training challenges is of paramount importance.

¹⁴⁹ Name of the Activity, Abbreviated Name, OSE/OCE/ODE Roles, Description, HQ's expected participation, frequency, and other relevant information

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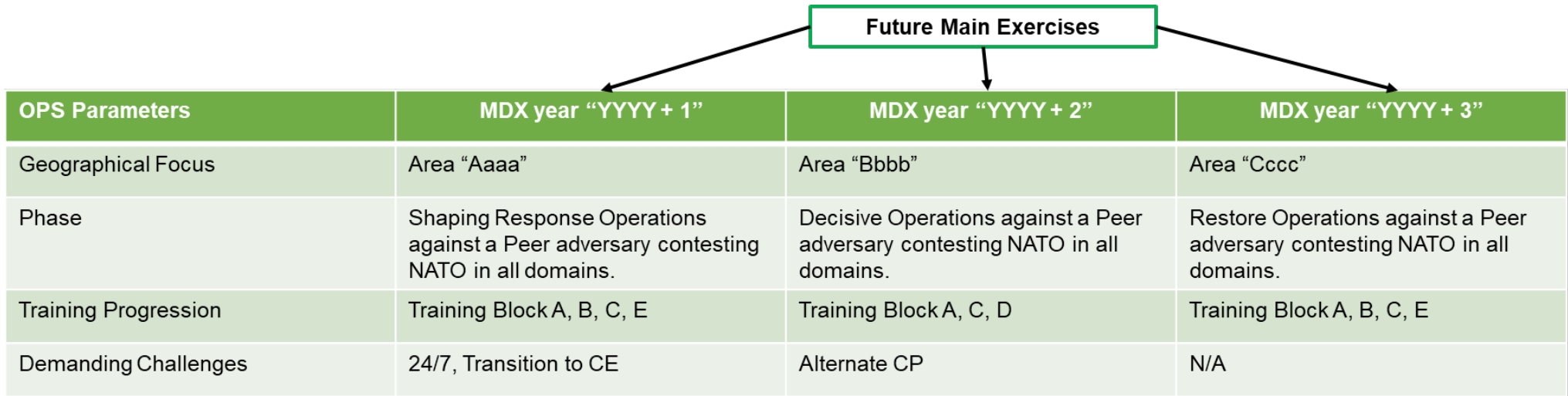


Figure AA-1 – Example of Joint Task Force (JTF) HQ level Operational Training Roadmap

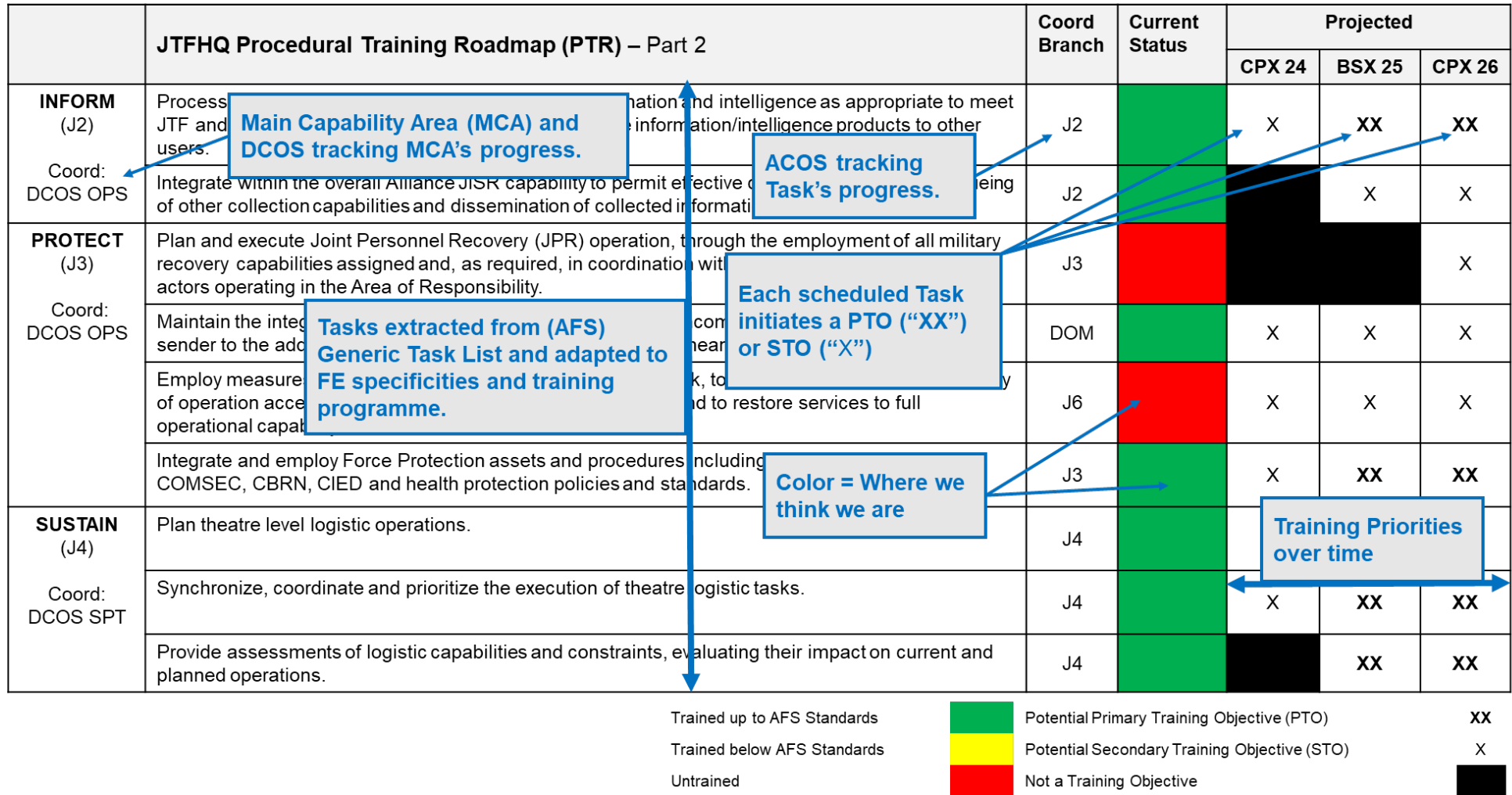


Figure AA-2 – Example of Joint Task Force HQ level Procedural Training Roadmap

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3. **Development of a Training Plan.** FE develop their Training Plan through the following steps:

a. FE staff analysis of mission related training requirements. Each time the FE is assigned to a new mission (e.g. ARF LCC, Tier 2 Division), the staff conducts a mission analysis review with the reference documents in order to identify the operational¹⁵⁰ and procedural¹⁵¹ requirements to be exercised in preparation of the mission. Most of these documents are depicted in footnotes and Figure AA-3. Training requirements apportioned to future exercises constitute Operational and Procedural Training Roadmaps (OTR and PTR).

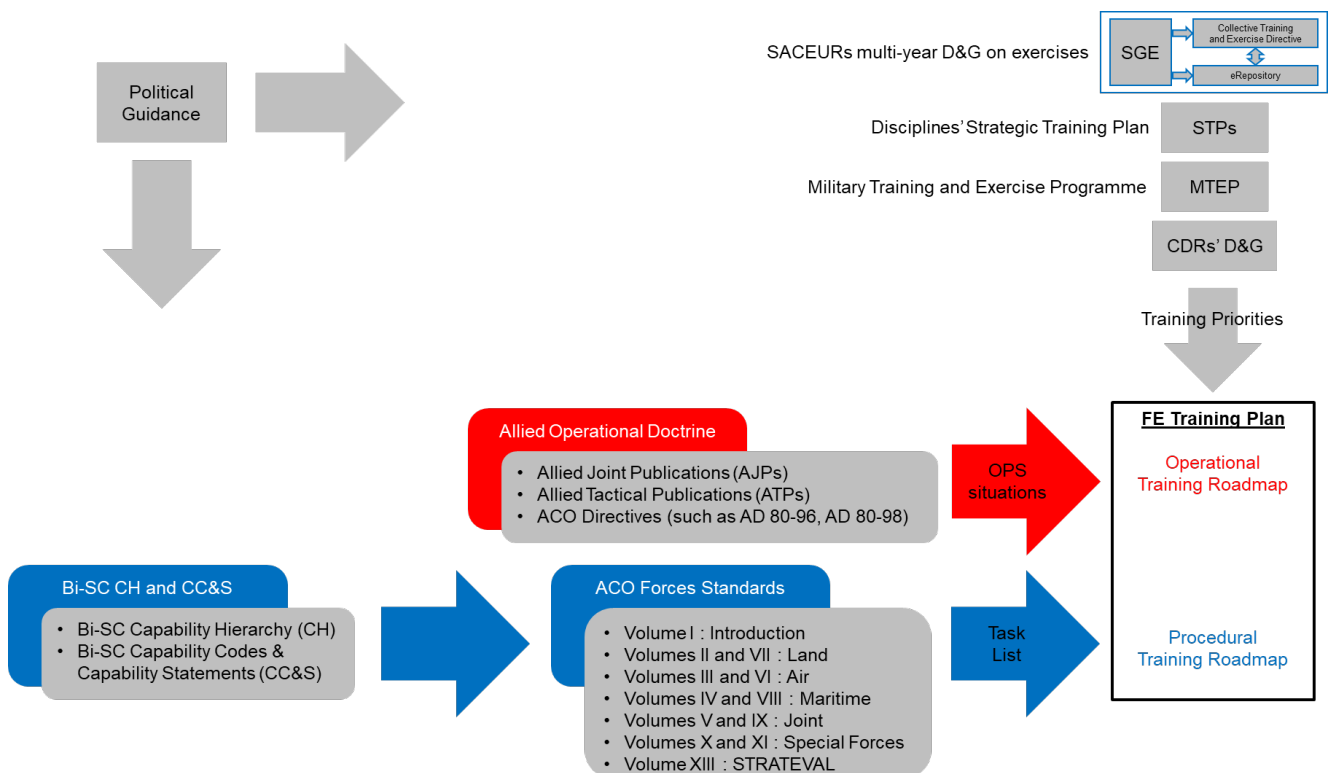


Figure AA-3 – Reference Documentation to build and maintain an FE Training Plan

b. Exercise Branch generates draft OTR and PTR.

(1) OTR. Exercise Branch fills OTR template¹⁵² firstly with already known OPS parameters as directed in SACEURs multi-year D&G for exercises (pertaining to NATO MDX) and secondly as directed by OSEs in line with MTEP development/promulgation (for NATO-lower scale or National exercises). Exercise Branch recommends OPS parameters for the periods when FE has no external constraint. FE “free space” that is usually situated before and after NATO evaluation

¹⁵⁰ Operational requirements are set in SACEUR's annual Collective Training & Exercise Directive, the ARF Directive/Concept of Employment, the NATO Family of Plans, Allied Joint Publications (AJPs), and Allied Tactical Publications (ATPs).

¹⁵¹ Procedural requirements are set in Allied Force Standards (AFS) Volumes setting the Capability Areas and their associated Standards and Criteria for each NATO Force Model HQs.

¹⁵² An example is depicted at Figure J-3-4.

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periods may be used either to explore new operational situations or to deepen the understanding of selected ones.

(2) PTR (See the example in Figure AA-4). Exercise Branch fills PTR template lines with the generic task¹⁵³ list corresponding to the FE role. The generic task list is to be found in the applicable AFS (for higher-level Headquarters) or directly in Bi-SC CC&S (units). Exercise Branch recommends a staff coordinating Division and Branch for each MCA¹⁵⁴ and Task. Afterwards, Exercise Branch expands the table with one column per Exercise¹⁵⁵ imposed by SACEUR or OSEs. Finally, Exercise Branch tentatively cross-references Tasks and Training Activities.

MCA	NFS JTFHQ Tasks (Cross-functional Tasks to be exercises)	Coord Div	National CPX 23	NATO CPX 24	NATO CPX 25
INFORM (Coord: DCOS OPS)	Process, fuse and exploit received imagery, data, information and intelligence as appropriate to meet JTF and SHAPE information requirements; disseminate information/intelligence products to other users.	J2	X	X	X
	Integrate within the overall Alliance JISR capability to permit effective collection tasking, cross-cueing of other collection capabilities and dissemination of collected information to users.	J2		X	X
PROTECT (Coord: DCOS OPS)	Plan and execute Joint Personnel Recovery (JPR) operation, through the employment of all military recovery capabilities assigned and, as required, in coordination with external civilian and military actors operating in the Area of Responsibility.	J3			X
	Maintain the integrity of information, ensuring that it remains uncompromised all the way from the sender to the addressee, either by technological and/or other means including training.	DOM	X	X	X
	Employ measures to minimize the vulnerability to a cyber-attack, to maintain the degree of continuity of operation acceptable to the Commander during an attack, and to restore services to full operational capability after an attack.	J6	X	X	X
	Integrate and employ Force Protection assets and procedures including OPSEC, INFOSEC, COMSEC, CBRN, CIED and health protection policies and standards.	J3	X	X	X
SUSTAIN (Coord: DCOS SPT)	Plan theatre level logistic operations.	J4	X	X	X
	Synchronize, coordinate and prioritize the execution of theatre logistic tasks.	J4	X	X	X
	Provide assessments of logistic capabilities and constraints, evaluating their impact on current and planned operations.	J4		X	X

Figure AA-4 – Part of draft JTFHQ level PTR generated by Exercise Branch

c. MCA Coordinators¹⁵⁶ and supporting Divisions/Branches further develop OTR and PTR. Once Exercise Branch has generated draft OTR-PTR and COS has assigned MCAs and Tasks to DCOS¹⁵⁷ and ACOS', the designated MCA Coordinators convene syndicate work IOT review their OTR-PTR part with Exercise and relevant Division/Branch representatives.

(1) OTR. Syndicates vet and accept Draft OTR.

¹⁵³ The updated AFS will speak about "Capability Areas" corresponding to the "Task" from the current Bi-SC 075-003 verbiage.

¹⁵⁴ "Inform" is about intelligence and information management. "Protect" deals with Force Protection. "Project" and "Sustain" heavily involve logistics. "C3" is mainly about long-term planning and C3 arrangements. "Engage" deals with the use of Force (physical and cognitive) in the short and mid-term.

¹⁵⁵ The main Exercise of the year

¹⁵⁶ MCA Coordinators contribute to the development of Exercise Objectives (EO).

¹⁵⁷ DCOS' responsible for a MCA appoint a MCA Coordinator (OF-5 or OF-4).

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(2) PTR. Syndicates further develop Draft PTR.

(a) Where needed, the generic task list is adapted to FE specificities and training programme as in the following examples:

1/ In order to reflect the training programme, “C3” syndicate recommends replacing the generic (AFS) sentence “Plan joint operations to set the conditions and generate the strategic effects required to successfully accomplish Alliance missions” by “Plan joint operations (produce an OPLAN during Training block C activities and Branch/Sequels during Training block E activities).”

2/ In order to reflect FE specificities, “C3” syndicate recommends replacing the generic (AFS) sentence “Execute and manage a plan (up to 72 hours in advance) for the execution of joint operations” by “Support the mid and short-term Decision Making Processes via the Joint Coordination Board (JCB)”.

(b) Assessment. Syndicates assess the current staff’s proficiency in each Task within the MCA. They highlight in green the Tasks that are sufficiently trained¹⁵⁸, in yellow those requiring additional practice and in red those that are untrained. Finally, they recommend a training progression relying on PTR training activities¹⁵⁹. See Figure AA-5 for a graphical example and explanations in subsequent sub paragraphs.

	TO Title (Cross-functional Task to be exercised)	Coord Branch	Current Status	Projected		
				CPX 24	BSX 25	CPX 26
CONSULT, COMMAND & CONTROL (Coord: DCOS OPS)	Plan joint operations [produce an OPLAN (Training Block C) and Branch/Sequels (Training Block E)].	J5		XX		XX
	Conduct the Operational Assessment Process, integrating where necessary those being developed at superior and subordinate headquarters and relevant non-military actors.	JAS				XX
	Support the mid and short term Decision Making process via the Joint Coordination Board.	J3/5			X	XX
	Conduct the Daily Effects coordination activities and Synchronization cycles.	JOC				X
	Achieve the level of situational awareness necessary to command and control joint operations, continually monitoring the Recognized Ground Picture (RGP), Recognized Air Picture (RAP), Recognized Maritime Picture (RMP), Recognized Electromagnetic Picture (REMP), and the Recognized Logistics and Environmental Picture (RLEP), and fusing these to create and disseminate the Common Operational Picture (COP).	JOC			X	XX
	Provide effective and efficient information management, enabling decision-making by the sharing of information within JTF and between JTF and NATO, the Nations and their respective Communities of Interest.	DOM			X	X

Trained up to AFS Standards		Potential Primary Training Objective (PTO)	XX
Trained below AFS Standards		Potential Secondary Training Objective (STO)	X
Untrained		Not a Training Objective	

Figure AA-5 – Example of MCA level PTR

1/ “Trained up to Standards” (boxes displayed in green): The staff is trained and has demonstrated proficiency in accomplishing the task

¹⁵⁸ According to procedural criteria of performance set within AFS evaluation volumes STRATEVAL (AFS Vol XIII), JOINTEVAL (AFS Vol V), CREVAL (AFS Vol VII), MAREVAL (AFS Vol VI), TACEVAL (AFS Vol VIII), SOFEVAL (AFS Vol XI).

¹⁵⁹ All MCA Tasks cannot be permanently maintained at the highest level of proficiency (green). The training progression should be adapted for each Task to the type/focus of the various training activities and to the training/evaluation requirements.

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to the AFSs. The staff judges task performance to be free of significant shortcomings. Training on “Trained” tasks is designed to sustain proficiency.

2/ “Trained below Standards” (boxes displayed in yellow): The staff has performed the task with some shortcomings. Performance has demonstrated that the staff does not achieve the full AFS without some difficulty or has failed to perform some supporting task to standard. The shortcomings are not severe enough to require complete retraining. Only refresher training is required.

3/ “Untrained” (boxes displayed in red): The staff has not demonstrated an ability to achieve wartime proficiency. The staff needs to prepare a comprehensive plan to train the Task in depth up to AFSs.

4/ “No TO” (boxes displayed in black): The Task was not supposed to be significantly trained during the corresponding training phase. For instance, a NFS HQ cannot train in the use of TOPFAS during a national exercise because small strategic level and CCs’ Response Cells are unable to interact with the TA through TOPFAS.

(3) While conducting the assessment, MCA coordinators identify these functional area training activities that should be scheduled by their Division in support of the PTR staff-level progression.

d. Finalise OTR and PTR. Having received the contributions from all MCA coordinators, Exercise Branch finalizes FE OTR and PTR. Exercise Branch verifies PTR as follows:

(1) The Tasks identified as the Commander’s priorities because they are essential¹⁶⁰, untrained¹⁶¹, or they need more practice¹⁶², are scheduled in priority order in PTR training activities.

(2) Each training activity does not contain more than fifteen¹⁶³ priority Tasks (all MCA included). By the contrary, staff-level prioritisation is required.

(3) The training progression is balanced. When this is not the case, Exercise Branch may recommend combining or adding internal or external training activities in order to mitigate risks on OTR-PTR.

(4) FE overall training progression is commensurate with the staff’s level of proficiency and compatible with the expected level of resources. This needs confirmation from OSE/OCE for external exercises.

¹⁶⁰ Example: ETEE focus areas depicted in SGE.

¹⁶¹ Example: New capabilities to be acquired by the staff.

¹⁶² Example: Own lessons and lessons identified by predecessors preparing for the same mission

¹⁶³ Ten to fifteen tasks are usually needed to cover HQ level priorities during an exercise’s execution phase and are manageable by an OCE. Three or four priority tasks may be sufficient for a CRP phase.

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(5) Remarks

(a) Some operational situations or tasks may be scheduled for a series of exercises because the staff will need a lot of practice to reach the required standard (e.g. Joint synchronisation cycle) or because this particular operational/procedural skill should be maintained at the highest degree of proficiency (e.g. most likely operational situation). Sometimes, an operational situation or a task is selected not because it is a top priority, but because a training activity offers excellent training conditions in a particular domain.

(b) HQ Divisions and Branches should understand that the training will not be limited to the few tasks selected in the PTR. With or without a PTR, the staff will run the full set of procedures anyway. A PTR is here to ensure that staff processes that were selected because of their importance or their difficulty will be trained within optimum conditions and observed in order to orient future training.

(c) Divisions/Branches may develop their own task list in support of the Commander's approved staff-level task list. However, the training of these specialised tasks should essentially be scheduled ahead of a MDX, as part of X-FAT, BST or a dedicated Division/Branch level training venue.

4. Maintain the Force Elements Training Plan and contribute to NATO Defence Planning Process/Doctrinal and AFS reviews.

a. The Training Plan is maintained by a designated cell within the HQ (Potentially LL Cell). The plan is updated by MCA Coordinators after each Validation Meeting 3¹⁶⁴, when there is a common understanding of exercise achievements. Operational situations and staff processes that are insufficiently trained and constitute new staff priorities will be (re)scheduled over future exercises.

b. PTA's PTR should be enclosed to the associated EXSPEC (mentioning "PTR as of..." because the Training Plan is a living document) in order to further inform exercise planning (expectations and resources) and opportunities for exercise analysis and evaluation.

c. While maintaining an AFS based PTR, FE will be able to contribute to NATO Defence Planning Process (NDPP) and AFS review process, recommending updates to the generic task list. Similarly, FE maintaining an AJP/ATP based OTR may be able to suggest amendments to some NATO operational documents.

5. Synchronisation of existing Training Plan with Exercise Concept and Exercise Objectives

a. When the FE is the unique TA of an exercise, the FE training plan will directly inform its design: OTR provides most of the information needed in the exercise concept (2 years ahead of exercise's execution); OTR and PTR inform the development of Exercise

¹⁶⁴ Former Post Exercise Discussion

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Objectives (12-18 Months ahead of exercise’s execution); and Tasks selected in PTR trigger the development of TOs (12-10 months ahead of exercise’s execution).

b. When an exercise is shared between several TAs, training plans need to be synchronised, based on SACEUR/OSE priorities.

Remark: PTA’s PTR provides the baseline for selecting most of the PTOs.

c. EO development is described at Annex I to Bi-SCD 075-003. For Development and use of TOs, see above-mentioned paragraphs (main body of Annex J) and appendices 1 to 2 to Annex J to Bi-SCD 075-003.

d. Transition from PTR to Training Objectives. This transition is illustrated in Figure AA-6.

NFS JTFHQ’s Procedural Training Roadmap (PTR)

NFS JTFHQ Task List	Now	DEPLOYEX	CRP	CPX
PROJECT				
-Deploy to theatre (ashore or afloat) for operations covering the entire spectrum of Alliance missions, including high intensity combat operations, in any environmental conditions.			X	
-Mount an Operation Liaison and Recce Team (OLRT) to perform reconnaissance of the prospective operational area.		X	XX	
-Provide a graduated build of mission tailored headquarter			↓	

“OLRT” TRAINING OBJECTIVE FOR CRP

TASK	SUPPORTING TASKS (Ref. AJP/SOP/SOI)	CONDITIONS (Ref. EXSPEC)	STANDARDS
Mount an Operation Liaison and Recce Team (OLRT) to perform reconnaissance of the prospective operational area during CRP. (Ref. Task from PTR)	<ol style="list-style-type: none"> Preparation (16 Aug-2 Sep). OLRT held at correct readiness state - ie Manned, Equipped, Trained and Sustainable. Activation (5 Sep). J5 issued activation authority to initiate Recall and J35 production of OLRT FRAGO. Recall (6 Sep). Recall authority issued by COS and Recall conducted by Duty Officer. Mounting (7-9 Sep). Preparation for deployment: a. J35 Presentation of FRAGO b. J1 conduct pre-deployment checks and admin and deliver presentation to OLRT. c. OLRT Estimate conducted Deployment (11-18 Sep). a. Conduct in-theatre liaison, and (limited) recce of key sites and infra. b. Establish secure communications with Home Base. c. Respond to JOPG requests for information. d. Support CRP by providing in theatre information and assessment. e. Establish level of HNS available. f. Manage information within OLRT. Sustainment (11-18 Sep). LOG Platoon sustains own forces and capabilities throughout deployment. Re-integration (19 Sep). Recover OLRT on orders from COS. 	C1-Response Cells and Preparation Armland (ARN) Govt - Min FA, Dep PM, PS to MoD, PS to Dept of Tpt and Infra, Prin Adv to Min Justice Arm Mil - CJO, Com Land Forces, ACOS J3/5, ACOS J4 IO - Sen Rep for Euro Ext Action Service HN (Denmark) - POLAD, J35 lead, J4 lead C2-CP Augmentation and Preparation SO Air - OF4 SO Maritime - OF 4 CC Rep Maritime - OF 4 CC Rep Air OF - OF4 CC Rep Land - OF4 C3-Observer Trainer : OLRT expert from JWC C4-Scenario Documentation 1. Country book(s) 2. ARN Govt guide and Key personality handbook 3. ARN MOD tel directory and synopsis 4. NGO guidebook/directory 5. ARN Armed Forces Structure, Capabilities and Assessment handbook 6. List of approved contractors and suppliers 7. Critical infrastructure list and assessment 8. SACEUR SPD C5-Expected MEL/MIL outcome : NSTR (CRP phase) C6-C2IS OLRT requires deployable (i.e. manpackable and transportable by civ air) secure communications (tel, email and VTC). Ideally, but not critically, linked direct to NS network. Should meet the requirements of the deployable CIS concept, once agreed by the HQ. C7-CAX/LIVEX : NSTR (CRP phase) C8-Battle Rhythm OLRT BR to be carried out as per SOP/SOI. To be synchronized with JTF HQ DMP/BR to provide most value i.e. MAB should be timed to occur part way through deployment phase.	S1. Reference Doc: a. ACO Dir 80-96 b. COPD V3.0 c. SHAPE JLJSG HQ Implementation Instruction Ver 1 dated Jul 13 d. JTF HQ SOP 001 - OLRT dated Jul 13 e. JFC SOI 001.01 - OLRT dated 26 Apr 16. f. Unreferenced JWC Paper - Key Observations from High Performing OLRT (Ref. AJP...) S2. Criteria of Performance: a. Annex Q to AFS Vol IX dated 29 Jul 13. Para 2d OLRT. (Ref. AFS IX)

Figure AA-6 – Each “X” results in a TO (Task, Supporting Task, Conditions, Standards)¹⁶⁵

(1) MCA Tasks scheduled across several exercises will generate similar TOs since the Supporting Tasks (the way the HQ runs the staff process) and Standards (reference documentation and AFS criteria of performance) rarely evolve from one year to the other. Main differences will be found in TO Conditions because Training conditions will vary from one exercise to the other and depends on resources availability.

¹⁶⁵ The updated AFS will speak about “Capability Areas”, “Standards”, and “Criteria” corresponding to the “Task”, “Supporting Tasks”, and “Standards” from the current Bi-SC 075-003 verbiage.

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6. **Conclusion.** Developing and maintaining a multi-year training plan is essential to inform FE effective Decision-Making Process, enable deliberate and comprehensive training, streamline the Exercise Process, optimise the use of training resources, support FE assessment and accountability. Training plans bring consistency between FE Capability Development, Training, and Evaluation. Finally, Training Plans provide the necessary interface between long-term FE specific training progressions and Exercise Design as illustrated in Figure AA-7.

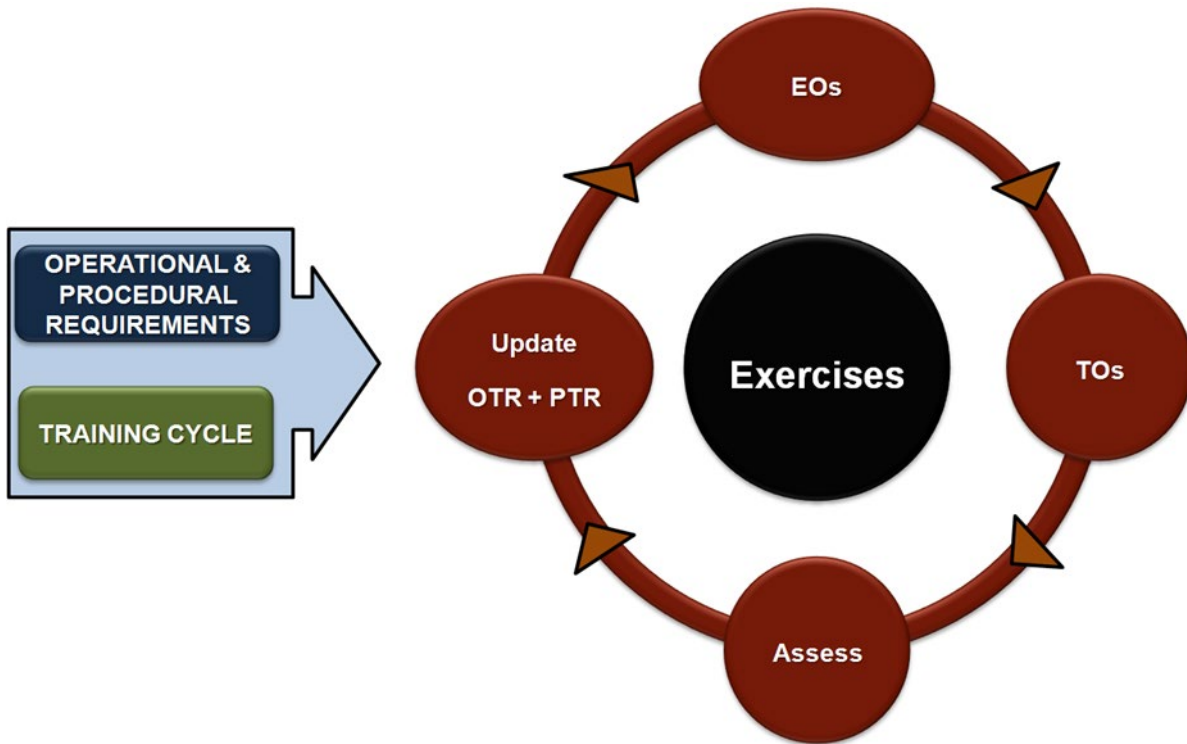


Figure AA-7 – FE training plan and exercise design

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