BY ORDER OF THE SECRETARY
OF THE AIR FORCE

AIR FORCE INSTRUCTION 10-204

6 SEPTEMBER 2023

Operations

AIR FORCE SERVICE EXERCISE
PROGRAM AND SUPPORT TO JOINT
AND NATIONAL EXERCISE PROGRAM

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

This instruction implements Department of the Air Force Policy Directive (DAFPD) 10-2, *Readiness*. It provides guidance and procedures for exercise oversight, management, prioritization, participation, resourcing, and execution. Furthermore, it provides guidance and procedures for United States Air Force (USAF) participation in service, joint service, and combatant commander (CCDR) exercises, to include those under the Joint Training Exercise Evaluation Program (JTEEP). It establishes the Exercise Coordination Working Group (ECWG) as the lead entity responsible for collating, coordinating, adjudicating and prioritizing Secretary of the Air Force (SecAF) force participation in service and joint exercises and maintaining visibility on exercise participation of combatant command (CCMD) assigned forces. This publication applies to all civilian employees and uniformed members of the Regular Air Force, the Air Force Reserve (AFR), the Air National Guard (ANG), and those who are contractually obligated to comply with Department of the Air Force publications. This publication does not apply to the United States Space Force (USSF) and AFR and ANG units and personnel performing space missions. USSF and applicable AFR and ANG units performing space missions should reference Space Force Instruction (SPFI) 10-204, *Exercise Program* for applicable information regarding the USSF Exercise Program. The authorities to waive wing/unit level requirements in this publication are identified with a **Tier (T-0, T-1, T-2, T-3)** number following the compliance statement. See Department of the Air Force Manual (DAFMAN) 90-161*, Publishing Processes and Procedures,* for a description of the authorities associated with the tier numbers. Submit requests for waivers through the chain of command to the appropriate tier waiver approval authority, or alternately, to the requestor's commander for non-tier compliance items. This publication may be supplemented at any level, but all supplements must be routed through the office of primary responsibility (OPR)

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SUMMARY OF CHANGES

This document has been revised and should be completely reviewed. The revision standardizes "USAF" to denote the Air Force service in accordance with DAFMAN 90-161. It reflects the establishment of USSF as a service and removes the space mission from the USAF. Included are updates to office symbols and titles in accordance with current organizations. This version reflects changes in exercise management through the ECWG and the Master Exercise Calendar (MEC) and removes the requirement for the MEC Memorandum of Agreement (MOA). It updates terminology and exercise oversight objectives from Chief of Staff of the Air Force's (CSAF) Operational Training and Test Infrastructure 2035 Flight Plan. This document expands the scope to add USAF service exercises, in addition to Joint Exercise Program (JEP) and National Exercise Program (NEP), policy and guidance. This revision also removes Attachment 3, Individual Joint Training.

Chapter 1

GENERAL INFORMATION

1.1. Purpose. This instruction provides guidance and procedures for the planning, execution, and assessment of the United States Air Force (USAF) exercise program. Exercises validate USAF aviation, cyber, informational warfare, electronic warfare, logistics, tactical and operational command and control, and intelligence, surveillance and reconnaissance (ISR) forces' ability to execute presidentially ordered CCDR Unified Command Plan (UCP) missions. As directed by the CSAF's Operational Training and Test Infrastructure Flight Plan 2035, exercises prepare USAF forces for deployments and combat operations when allocated by the Secretary of Defense (SecDef) as approved in the Secretary of Defense Orders Book (SDOB) and ordered in the Global Force Management Allocation Plan (GFMAP). Exercises are a critical component of readiness training and assessment. Exercises are culminating events used to stress and evaluate USAF forces to ensure they are ready to perform designated core tactical and operational level of war functions. Furthermore, exercises help USAF commanders evaluate the readiness of their units.

1.2. USAF Exercise Enterprise.

1.2.1. Chairman's, Joint, and National Exercises. The Chairman's Exercise Program (CEP) is designed to improve capability and the readiness of U.S. Forces to perform joint operations through the conduct of regularly scheduled strategic, national-level exercises that examine plans, policies, and procedures under various simulated crisis situations. The Joint Exercise Program (JEP) is a principal means for CCDRs to maintain trained and ready forces, exercise their contingency plans, and support their theater campaign plan engagement activities. The National Exercise Program (NEP) is a top-down driven exercise framework under the leadership of the President of the United States that is the basis for coordination of federal exercises across all departments and agencies of the federal government. The DoD participates in the NEP through the CEP.

1.2.1.1. USAF units participate in CEP and JEP exercises to hone and refine execution of mission essential and supporting tasks, improve response capabilities, and enhance and evaluate readiness. The Air Force goal is to optimize the benefits of participating in these exercises, but not at the expense of service core functions and readiness. Exercise objectives should test CSAF focus areas and drive towards refining USAF doctrine, tactics, techniques and procedures (TTP) in joint and coalition combat operations.

1.2.1.2. SecAF forces and CCDR assigned USAF forces will support and participate in CEP/JEP/NEP exercises when requested by the organization conducting event (OCE) if scenarios are appropriate to their mission and units have capacity to support. **(T-1)** Air National Guard (ANG) units will participate in exercises based on their wings' training plan**. (T-1)**

1.2.1.3. The JTEEP program is the primary source of joint training funding. See **Chapter 5** for details on this program.

1.2.1.4. Assigned and unassigned USAF forces may participate in sister service exercises to meet joint or service core function readiness requirements.

1.2.2. SecAF Exercises. SecAF exercises are defined as any exercise owned, conducted, and designated by Headquarters Air Force (HAF), major command (MAJCOM)/component MAJCOM (C-MAJCOM), numbered Air Force (NAF)/component NAF (C-NAF) or National Guard Bureau (NGB) that fulfills SecAF's mandate. SecAF exercises are service-level events designed to accomplish USAF and USSF readiness requirements for air, space, information, and cyberspace forces and to train these forces for CCDR UCP missions. CCDR UCP missions are outlined in Commander, Air Force Forces Campaign Support Plan (CSP) and USAF CSP.

1.3. Exercise Domains and Training Environments. USAF forces exercise in the air, space, land, maritime, information, and cyberspace domains using live, synthetic (virtual and/or constructive) or blended (live-synthetic) training environments. There are many types or modes of exercises appropriate to accomplish and support joint training. Examples include field training exercises (FTX) and command post exercises (CPX). Joint Knowledge Online (JKO) is a source of academics for planners and participants.

1.4. Doctrine for Exercises. Doctrine is critical to unify the actions of the Armed Forces of the United States in war. It is through doctrine that the joint Force operates successfully to defeat US adversaries.

1.4.1. Joint doctrine can be found at **http://www.jcs.mil/Doctrine**. Air Force basic and operational doctrine is available at the doctrine website: **http://doctrine.af.mil**.

1.4.2. Air Land Sea Application Center (ALSA) serves as the definitive source for multi-service tactical level solutions to multi-service interoperability issues consistent with joint and service doctrine, leveraging multi-service TTPs. ALSA publications are available at **http://www.alsa.mil**.

1.5. Exercise Authorities. USAF forces are either CCDR assigned (aligned under C- MAJCOM, C-NAF) or SecAF unassigned/service retained. Assigned forces are ordered by the SecDef via assignment tables directed in the Global Force Management Implementation Guidance (GFMIG) annually in the Forces for Unified Commands Memorandum ("Forces For"). For the purposes of this AFI, SecAF forces are synonymous with SecAF unassigned/service retained forces. SecAF forces are allocated (transferred/attached) to CCDRs per the GFMAP which is authorized by SecDef via the SDOB. CCDR assigned forces can also be allocated to other CCDRs using the same process used for allocation of SecAF forces.

1.5.1. SecDef rarely allocates CCDR assigned or SecAF forces for exercises. If SecDef does order an exercise, it will be in the GFMAP and ordered in the SDOB. Pre-deployment preparation exercises can be ordered in existing exercise orders (EXORD) but typically require coordination between the supported CCDR and service secretary if the exercise starts before the transfer/deployment of forces latest arrival date.

1.5.2. If not ordered by SecDef, SecAF forces participating in exercises do so under SecAF's Administrative Control (ADCON) authority as outlined in Joint Publication (JP) 1, Volume 2, *The Joint Force*. However, a CCDR has tactical control for exercise purposes whenever forces not assigned to that CCDR undertake exercises in that CCDR's area of responsibility (AOR). Tactical control when these forces enter the AOR. Assigned forces participating in exercises typically do so under operational control authority delegated by the CCDR to their commander,

Air Forces (C-MAJCOM, C-NAF). Unit commanders should confirm with their chain of command the source of the exercise tasking and ascertain intent with regards to exercise participation. Refer to JP 1, Volume 2 and GFMIG for additional caveats to command authority for units participating in CCDR exercises.

1.5.3. Movement of forces to meet training, readiness, or exercise requirements are not considered deployments and, therefore, are not subject to deployment-to-dwell and mobilization-to-dwell limits and specified goals. Guidance on the integration of international personnel to an exercise is provided in AFI 16-115, *Managing International Participation in Flying Exercises*, and AFMAN 16-101, *Security Cooperation (SC) and Security Assistance (SA) Management*. International personnel are most commonly integrated to Level 1 Exercises (see **Figure 1.1**), and their assignment is considered similar to the TDY assignment of SecAF-retained forces. When a significant international contingent is incorporated to an exercise (aircraft and personnel), the hosting MAJCOM's international affairs component will ensure their participation is compliant with guidance in the Arms Export Control Act.

1.6. Prioritization of Exercises and Support Resources.

1.6.1. According to JP 1, Volume 2, CCDRs have combatant command (COCOM) authority over assigned forces and are directly responsible to the President of the United States and SecDef for the performance of assigned missions and the preparedness of their commands. As directed in JP 1, Volume 2, CCDRs exercise COCOM authority to task and prioritize assigned and attached forces to conduct joint exercises and training. SecAF prioritizes Air Force exercises and support as they pertain to forces under SecAF ADCON to organize, train, and equip. For the purposes of this AFI, USAF service-level exercises will be referred to as SecAF exercises as distinct from CCDR and joint exercises.

1.6.2. The prioritization of SecAF exercises for unassigned/service retained forces is regulated by the readiness of the force as established by requirements defined in Department of Defense Directive (DoDD) 5100.01, *Functions of the Department of Defense and Its Major Components*. **Figure 1.1** provides a visual representation of force readiness requirements as they relate to SecAF exercises. The matrix should be read left to right then top to bottom to establish a 3-Category division each with three sub-levels. SecAF and CCDR exercise planners may use this matrix as a reference in order to establish requirements and priorities.

Figure 1.1. SecAF Exercise Decision Matrix.

	Cat 1 Pre-Deployment SecDef EXORDS/DEPORDS High-End Readiness	Cat 2 Joint Training CEP/JEP/NEP	Cat 3 UCP/BP/USAF CSP
LEVEL 1 **SecAF** **Exercises**	RED FLAG (STO) CHECKERED FLAG RED FLAG-RESCUE VIRTUAL FLAG RED FLAG – Alaska AGILE FLAG BLUE FLAG	GREEN FLAG SABER STRIKE RESOLUTE HUNTER	RED FLAG (Coalition) GREEN FLAG (Coalition) RED FLAG – Alaska (BP) VIRTUAL FLAG (Coalition)
LEVEL 2 **Joint** **Service** **Exercises**	WARFIGHTER (JTF)	WARFIGHTER (DIV) MAGTF – TC FLEET SYNTHETIC TRAINING	JOINT WARFIGHTER ASSESSMENT
LEVEL 3 **CCDR** **Exercises**	NORTHERN EDGE JADED THUNDER	GLOBAL Series EMERALD WARRIOR TALISMAN SABER AUSTERE CHALLENGE	ULCHI FREEDOM SHIELD
*Note:* This matrix is notional for demonstration purposes only and will be updated eachexercise planning cycle to reflect SecAF, CSAF and AF/A3 priorities.

1.7. Exercise Scheduling and Management.

1.7.1. Joint Training Information Management System (JTIMS). JTIMS is the chairman's authoritative information management system supporting planning and execution of the Joint Training System (JTS). JTIMS is the enterprise solution available for use by all DoD components to identify and validate joint training requirements and assess mission essential tasks (METs) exercised during a prescribed event. This assessment of METs can then inform the Defense Readiness Reporting System (DRRS) to report readiness. JTIMS supports all readiness priorities through scheduling and coordination and enables all DoD components to identify challenges. In addition, lessons learned (L2) can be entered into JTIMS and pushed into the Joint Lessons Learned Information System (JLLIS).

1.7.2. In accordance with Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 3500.01J *Joint Training Policy for the Armed Forces of the Unites States*, CCMDs, Components, the joint force, or military departments requesting USAF forces will input exercise data into JTIMS per their higher headquarters guidance when requiring personnel to participate in non-unit hosted exercises (including those in, synthetic, live or blended (live-synthetic) environments). **(T-0)** JTIMS supports the coordination and efficient use of resources to participate in exercises. Forces participating in large force employment (LFE) exercises at

home station are not required to be input into JTIMS; however, major named synthetic exercises (i.e., VIRTUAL FLAG) will be entered in JTIMS. This stipulation does not restrict those exercises from being entered if the unit would like to use JTIMS as a scheduling tool or in preparation for expanding the size and scope of a home station LFE exercise. Units should use JTIMS to request forces if a home station LFE exercise expansion includes joint or other assigned or unassigned USAF forces. **(T-0)**

1.7.2.1. JTIMS is the data source to capture the exercise demand signal leveraged on USAF forces from CCDR, CJCS, JEP, NEP, and USAF exercises. In addition, JTIMS is a resource for informing USAF senior leadership decisions when it comes to prioritizing SecAF forces support to CCDR and joint service exercises. Exercise inputs in JTIMS do not constitute orders or delegate authority. JTIMS will sunset in fiscal year (FY) 24 and be replaced by Joint Training Tool (JTT). Units will follow normal protocols and chain of command to participate or support an exercise.

1.7.2.2. USAF force capability support to CCDR or joint service exercises requires a JTIMS force request (FR). OCEs and exercise planners will reference the JTIMS submission timelines directed by Chairman of the Joint Chiefs of Staff Manual (CJCSM) 3500.03E, *Joint Training Manual for the Armed Forces of the United States*, for standard and emergent force requests. Emergent requests for SecAF forces or assigned forces from another CCMD inside of 12 months before exercise execution require additional coordination with the ECWG and Director of Training and Readiness (AF/A3T) to determine force availability.

1.7.2.3. Consolidated Planning Schedule (CPS). MAJCOMs/C-MAJCOMs, NAFs/C-NAFs and NGB will use the CPS for the unit level detail of each exercise to augment the service component requirements in JTIMS. **(T-0)** Since the transition to CPS from JTIMS may take some time, current MAJCOM/C-MAJCOM scheduling tools may be used after coordination with AF/A3T to validate compatibility with the MEC. The MEC is an enterprise approach to operational training information management. It provides a single source view of assigned and unassigned USAF forces participation in SecAF, CCDR and CEP/JEP/NEP exercises. To aid the ECWG, the MEC will include exercise information from JTIMS, Magellan, CPS and other MAJCOM scheduling tools. The ECWG's review and refinement of the MEC allows all MAJCOMs/C-MAJCOMS, NAFs/C-NAFs and NGB to have a common picture of the USAF exercise enterprise to synchronize events and prioritize resources.

1.7.2.4. The combination of JTIMS and CPS data allows senior leader visibility of the entire USAF exercise enterprise and the associated weight-of-effort of each exercise included in the MEC. The MEC also provides a mechanism for operational units to assess the level- of-effort over time, view overlapping/conflicting exercises, and seek opportunities to link or combine events. Finally, the MEC will provide data related to USAF readiness metrics and objectives. MAJCOMS/C-MAJCOMs, NAFs/C-NAFs and NGB will ensure any additional readiness exercises scheduled after the ECWG are loaded in JTIMS and CPS to facilitate upload in the MEC.

Chapter 2

ROLES AND RESPONSIBILITIES

2.1. Secretary of the Air Force (SecAF). Responsible for Department of the Air Force training per Title 10 USC Section 9013(b)(5), *Training*. DoDD 5100.01 defines USAF functions and directs that the USAF shall develop concepts, doctrine, TTPs, and organize, train, equip, and provide forces to perform specific functions. Responsible for the ADCON, training, and readiness of SecAF forces not assigned to CCDRs as defined in the GFMIG. Therefore, the commanders of SecAF forces are responsible to the SecAF through the CSAF for the administration, training, and readiness of their units. The Chief, NGB maintains ADCON of ANG forces for Title 32 training and readiness.

2.2. Deputy Undersecretary of the Air Force, International Affairs (SAF/IA). Provide support by coordinating with international partners interested in USAF exercises, vetting and inviting foreign participants, supporting disclosure-based concerns over foreign integration, and providing Deputy Chief of Staff, Operations (AF/A3) a political-military assessment of integrating selected foreign teams.

2.3. Deputy Chief of Staff, Operations (AF/A3). Provide policy and guidance for USAF exercises and SecAF forces in joint service and CCDR exercises. Develop and publish CSAF exercise policy letter annually (or as required) to direct USAF exercise enterprise planning and execution. This guidance may include themes such as specific CCMD AOR of interest, priority of CEP/JEP/NEP and SecAF exercises, joint all-domain command and control (JADC2) initiatives, or other USAF readiness goals and objectives.

2.4. Director of Training and Readiness (AF/A3T). Manage policy for USAF exercises and SecAF forces in USAF, CCDR, CJCS and joint service exercises. AF/A3T will:

2.4.1. Provide policy guidance to MAJCOMs on exercise and operational training infrastructure (OTI) related matters and monitor the planning and execution of the USAF readiness enterprise.

2.4.2. Coordinate the production, update, and maintenance of the MEC (**see para 2.13.3.2.**).

2.4.3. Interface with appropriate agencies during exercise planning and coordination, to establish awareness of exercise objectives and mission areas. This interface is normally accomplished during the exercise Joint Event Life Cycle (JELC) event.

2.4.4. Advocate for and administer the USAF allocation of combatant commanders exercise engagement (CE2) funds to meet service incremental funds (SIF) requirements in support of those CCDR exercises authorized funding, per the Office of the Secretary of Defense/Joint Staff (JS) JTEEP Fiscal Year Program Execution Plan.

2.4.5. Through the ECWG and exercise JELC events, monitor the planning, execution, and evaluation of SecAF forces participation in USAF service, joint service, CJCS, and CCDR exercises which involve Air Staff support and participation.

2.4.6. Monitor SecAF forces participation in joint service, CEP/JEP/NEP, and CCMD exercises.

2.5. Director, Air Force Operations Group (AF/AFOG). Monitor USAF participation in Homeland Defense and Defense Support of Civil Authorities related exercises.

2.6. Air Staff Directors and Functional Area Managers.

2.6.1. Monitor USAF forces participation activities within functional area.

2.6.2. Assist MAJCOMs/C-MAJCOMs and NAFs/C-NAFs with the planning and execution of exercises requiring Air Staff support and participation.

2.6.3. Coordinate exercise requests for supportability to include, but not limited to, funding, basing requirements, environmental issues and airspace and land implications.

2.7. Lead Commands/Service Components.

2.7.1. Air Combat Command (ACC)

2.7.1.1. Lead MAJCOM for exercise coordination and scheduling. Through Operations Division (ACC/A3O), chair the ECWG.

2.7.1.2. Lead MAJCOM to represent SecAF forces' equities at JS/J7's Joint Training Information Management System (JTIMS) sourcing and users groups.

2.7.1.3. Lead MAJCOM for individual joint training. Through Fifteenth Air Force (15AF) coordinate with CCMDs for Air Force positions on the joint manning document; maintain CCDR **Tier 1 and Tier 2** exercise calendar and assign Airmen to USAF assigned joint manning document positions.

2.7.1.4. Designate Sixteenth Air Force (16AF) as an ISR and Cyber supporting agency for the tasking of capabilities participation related to exercises.

2.7.1.5. Provide prioritized list of exercises requiring intelligence, cryptological, space, and cyberspace support.

2.7.1.6. Coordinate exercise and/or unit-specific issues between assigned exercise lead and supporting agencies.

2.7.1.7. Through Directorate of Intelligence (ACC/A2) provide focal point for all ISR assets and ISR training objectives as relates to intelligence support to exercise.

2.7.1.8. Through ACC/A2 provide focal point for coordination between designated exercise leads within United States Air Force Warfare Center (USAFWC) and 16AF for the tasking of ISR and cyber support functions to exercise

2.7.2. Air Mobility Command (AMC).

2.7.2.1. AMC shall coordinate with US Transportation Command (USTRANSCOM), AFRC and NGB for tanker/airlift support for USAF exercises. All tanker and airlift forces are assigned to USTRANSCOM, and support is prioritized by CJCSI 4120.02E*, List of Priorities – DoD Transportation Movement Priority System*.

2.7.2.2. AMC will identify airlift and air-refueling capacity and shortfalls during the ECWG. NGB exercises may use the ANG Mission Ready Airlift program for exercises and support. The use of special airlift assignment mission for exercises does not infer a higher lift priority over other missions. Requester must also include the appropriate transportation account code (TAC) for reporting.

2.7.2.3. AMC must finalize available support to include cancellations 15 working days prior to scheduled movement date in order to allow support requesters time to procure alternate logistical support and prevent detrimental shortfalls in exercise execution due to late arrival by key players in the case of cancellations. It also prevents the waste of government resources to book redundant commercial travel regarding tentative airlift or tanker support.

2.8. MAJCOMs/C-MAJCOMs, NAFs/C-NAFs and NGB will:

2.8.1. Maintain exercise responsibility, programming, authority, and resource allocation over their respective SecAF tactical, operational and strategic level exercises, and those CCDR exercises for which they are the OCE. Identify planned AFR and ANG requirements to AF/A3 for incorporation into the Air Reserve Component (ARC) Utilization Cycle in accordance with AFI 10-301, *Managing Operational Utilization Requirements of the Air Reserve Component Forces*. In addition, provide ARC man-day requirements IAW Department of the Air Force Instruction (DAFI) 36-2619, *Active Duty Operational Support (ADOS) – Active Component (AC) Man-Day Program*.

2.8.2. Provide supplemental guidance, as needed, to clarify SecAF exercise planning, controlling, executing, and evaluating functions and responsibilities.

2.8.3. Ensure SecAF exercise activities help command and subordinate units achieve and maintain their designed operational capability and are able to fulfill operation plan (OPLAN) taskings and appropriately respond to contingencies, such as natural disasters or terrorist incidents.

2.8.4. Conduct a safety review and risk management review with all affected agencies.

2.8.5. Establish a headquarters-level OPR to implement their SecAF and joint exercise participation programs and oversee and monitor the exercise activities of subordinate units.

2.8.6. Establish a command interface POC with AF/A3T for overall SecAF and joint exercise planning and coordination.

2.8.7. Attend SecAF and joint exercise planning conferences, as required and ensure unit weapons systems/force element objectives are included in exercise scenarios.

2.8.8. Coordinate SIF, commercial ticket program (CTP), and port handling/inland transportation (PH/IT) JEP requirements with AF/A3T.

2.8.9. Manage allocated CE2 SIF budget.

2.8.10. Support ECWG requirements and activities for SecAF and CEP/JEP scheduling.

2.8.11. Coordinate with AF/A3T and Lead MAJCOM (ACC) for updates and maintenance of the MEC for SecAF and joint exercises.

2.8.12. Coordinate with SAF/IA and SAF/FM to plan/program/budget infrastructure requirements to enable international participation in exercises.

2.8.13. Conduct readiness exercises per AFI 90-201, *The Air Force Inspection System*.

2.9. MAJCOMs and NGB will:

2.9.1. Program, manage, and execute funds for SecAF exercises for which they are OCE.

2.9.2. Plan, program, and execute activities for CCDR and other unassigned joint service forces participating in their respective USAF exercises.

2.9.3. Provide ARC man-day requirements to Air Staff IAW DAFI 36-2619.

2.10. C-MAJCOMs and C-NAFs will:

2.10.1. Program, manage and execute funds for both their SecAF and CCDR exercises.

2.10.2. Plan, program, and execute activities for SecAF forces participating in their respective CCDR service component exercises for which they are OCE.

2.10.3. Facilitate planning and execution of CE2 funded exercises sponsored by their respective CCDR.

2.10.4. Provide ARC man-day requirements for all applicable exercise participants to Air Staff IAW DAFI 36-2619.

2.10.5. Assist supported commands in the planning and execution of CEP, JEP and NEP exercises.

2.10.6. Ensure DRRS reflects readiness assessment garnered from exercise participation.

2.10.7. Follow the JTEEP funding process outlined in CJCSM 3511.01A, *Joint Training Resources for the Armed Forces of the United States* (see Chapter 5).

2.11. MAJCOM/C-MAJCOM, NAF/C-NAF and NGB exercise program managers will:

2.11.1. Follow the JTS methodology to establish requirements as outlined in **Chapter 3**.

2.11.2. Enter SecAF exercise and JEP/NEP requirements into JTIMS for visibility on exercise demand, joint and SecAF FRs, and requests for support from resources with limited force structure (i.e., tankers/airlift). Enter unit level details in the CPS or other approved schedule management system.

2.11.3. Identify resource and unit/weapon system/force element requirements for the exercises they plan, program, manage and execute.

2.11.4. Identify and coordinate with the appropriate parent C-MAJCOM, C-NAF or NGB to request these resources and weapon systems prior to the ECWG (see **paragraph 2.13**.).

2.11.5. Ensure scenarios meet objectives of all weapon systems participating in and/or supporting exercises to include supporting forces (e.g., airlift and air refueling).

2.11.6. Coordinate with operational training managers to ensure exercise objectives meet deployment spin-up, Ready Aircrew Program (or weapon system equivalent), or other realistic training requirements.

2.11.7. Coordinate on events that require USAF participation and, when appropriate, create or change events to meet USAF readiness requirements.

2.11.8. Identify OTI requirements needed to develop realistic, relevant, and rigorous live and synthetic exercise scenarios.

2.11.9. Adhere to CSAF and AF/A3 guidance on JADC2, coalition, and joint interoperability training and readiness.

2.11.10. Ensure SecAF and CCMD assigned USAF organizations that participate in CEP/JEP/NEP exercises accomplish the following:

2.11.10.1. Fully support exercise planning, execution, and evaluation. Include joint and multi-national partners as required to cover their exercise objectives and to ensure full integration with the exercise.

2.11.10.2. Provide trusted agents, as needed, to design and control the exercise.

2.12. Unit Commanders will:

2.12.1. Ensure the exercises in which they participate contribute to unit readiness and meet the training requirements and standards described in the following:

2.12.1.1. Designed operational capability and service mission essential task list (METL) for all USAF forces and associated OPLANs and joint METLs for CCDR assigned forces as specified in DRRS.

2.12.1.2. Service and CCMD exercise plans, directives and reporting instructions.

2.12.2. Develop and execute training plans to prepare participants for exercises. Exercises are a training program adjunct and provide an opportunity to practice TTPs in a controlled environment. Commanders and exercise participants must determine the live and/or synthetic training they require to properly prepare them for a particular exercise and ensure that training is accomplished before the event.

2.13. Exercise Coordination Working Group (ECWG).

2.13.1. ACC as Lead MAJCOM (delegable to ACC/A3O) shall chair the ECWG and is responsible to AF/A3 for scheduling and executing the annual exercise guidance. The ECWG shall synchronize the USAF exercise requirements planning with the JTS process outlined in **Chapter 3**.

2.13.2. The ECWG is an action officer-level working group and will be attended by all MAJCOM/C-MAJCOM, NAF/C-NAF and NGB exercise planning, operational training, and scheduling offices (unit funded). See **Attachment 2** for the list of attendees. The ECWG is chartered to capture both SecAF and CCDR air component (USAF air, and cyberspace) exercise demand, while coordinating and prioritizing exercise enablers and support. The ECWG is not a scheduling entity but rather a body charged with identifying, synchronizing, and prioritizing exercise requirements.

2.13.3. ECWG roles and responsibilities.

2.13.3.1. Build the MAJCOM's/C-MAJCOM's, NAF's/C-NAF's and NGB's awareness of the USAF exercise enterprise including USAF forces' participation in SecAF, and CCDR or joint service exercises. The ECWG is the forum that allows representatives to identify readiness training gaps and to establish the optimal number of exercises based on available USAF force structure. The ECWG also recommends options to consolidate and synchronize resources in order to prevent waste due to exercise overlap or duplication with a goal of eliminating redundancies. Any additions or deletions must be approved in accordance with guidelines established by the ECWG prior to the start of the FY of execution.

2.13.3.2. Oversee Exercise Scheduling and Management. Maintaining a USAF exercise enterprise schedule is a crucial component of exercise oversight. USAF senior leaders and commanders at all levels need a common and easily accessible MEC to aid in training and readiness assessments. The ECWG is the forum for MAJCOMs/C-MAJCOMs, NAF/C-NAF and NGB to codify readiness training requirements and ensure the most accurate data is available to populate the MEC. The MEC contains data from several sources to include JTIMS, Magellan, Consolidated Planning Schedule (CPS) and other MAJCOM scheduling tools.

2.13.3.3. While the ECWG will make recommendations based on asset availability and readiness requirements, the authority to prioritize exercise participation remains with the MAJCOM/C-MAJCOM, NAF/C-NAF and NGB commanders for their respective assigned and unassigned/service retained forces.

2.13.4. The ECWG will:

2.13.4.1. Query JTIMS, CPS and other schedule management tools for the USAF exercise demand requirements and assess resource availability.

2.13.4.2. Coordinate SecAF forces' participation in CEP/JEP/NEP, CCDR and SecAF exercises as defined in paragraphs **1.2.1 and 1.2.2**. Reference **Attachment 2** for additional guidance.

2.13.4.3. Balance exercise participation based on USAF forces' readiness requirements and CCDR and USAF CSP mission training and preparation.

2.13.4.4. Look holistically at the various live and synthetic exercise requirements, assess ability to source, and make recommendations to combine or link exercises to meet readiness requirements while not over-stressing warfighting units.

2.13.4.5. Identify exercises best suited to incorporate joint, multi-national, and multi-domain interoperability training.

2.13.4.6. Assess requests for USAF forces to augment sister service exercises, and nominate units as required based on readiness training requirements.

2.13.4.7. Validate the MEC.

2.13.5. The ECWG chair will establish the timing of events and deliverables based on synchronization with MAJCOM/C-MAJCOM, NAF/C-NAF and NGB exercise build timelines. **Figure 2.1** provides an overview of the ECWG inputs, outputs, and approval process.

Figure 2.1. Exercise Coordination Working Group.

Chapter 3

EXERCISE LIFE CYCLE PROCESS OVERVIEW

3.1. Joint Event Life Cycle (JELC). To standardize the life cycle of the USAF exercise enterprise, exercise program managers at all echelons will design exercises from the planned requirements and assess exercise results using those same requirements. **(T-2)** Exercise planners will utilize CJCSM 3500.03E and reference the JELC as a model for managing USAF exercises. **(T-2)** The programming cycle of USAF exercises should take 12-18 months from the design stage to the evaluation, analysis, and reports stage. The ECWG's process should also reflect the JELC's methodology and timeline.

Figure 3.1. JTS Four Phase Process and the Joint Event Life Cycle.

3.1.1. Use the most current CJCSM 3500.03E processes as a model to the maximum extent possible. USAF exercises are part of the JTS as **Tier 3** events. The tiers outlined in CJCSM 3500.03E do not reflect the relative importance of an exercise, rather the level of effort required to plan and execute within the joint training program. Therefore, **Tier 3** does not denote third priority since USAF exercises fulfill SecAF mandate for training which would make it first priority from a USAF service readiness perspective. Matching the joint processes is not intended to prioritize joint training or joint training events; rather, it simply provides a common language across the military for the purpose of synergy in planning, executing, and assessing training events.

3.1.2. Tailor exercise reporting instructions to meet exercise requirements. These might include specialized personal equipment for the purposes of exercise objectives, country requirements IAW the Foreign Clearance Guide found on the web address **https://www.defense.gov/Resources/Forms-Directives-Instructions/**, additional security requirements, or other information or instructions for the purpose of executing the exercise. The reporting instructions should not be an attempt to match deployment requirements as they are most likely outside of the realm of the exercise and not required for participation.

3.1.3. Exercise reporting instructions and/or exercise directive (EXDIR) should be posted on Air Force Force Generation (AFFORGEN) located at the following web address **https://tmis.us.af.mil/afforgenconnect**.

3.2. Exercise Requirements. To aid in initial requirements assessment, reference and use the joint planning process found in JP 5-0, *Joint Planning*. The joint planning process begins when an appropriate authority recognizes potential for military capability to be employed in response to a potential or actual crisis. Exercise planners may tailor the 7-step process for their use; however, the following steps cover the majority of items necessary to develop exercise requirements: Step 1 – Planning Initiation, Step 2 – Mission Analysis, and Step 7 – Plan or Order Development (i.e., EXDIR).

3.2.1. Exercise Directives (EXDIR). EXDIRs should typically follow the standard joint exercise directive format found in CJCSM 3500.03E. When appropriate, participating USAF organizations (Air Staff, MAJCOM, etc.) will assist the exercise sponsor with EXDIR development. Depending on exercise complexity, duration and level of participation, USAF organizations may, at their discretion, create an organizational EXDIR to clarify exercise requirements and responsibilities during the exercise requirements development.

3.2.2. Several resources are available for MAJCOM/C-MAJCOM, NAF/C-NAF and NGB exercise planners to reference to ensure events are realistic, relevant and meet unit readiness and/or CCDR mission requirements.

3.2.2.1. Joint Mission Essential Task List (JMETL). Reference JMETLs to exercise CCDR METs that also match USAF core functions.

3.2.2.2. The Universal Joint Task List (UJTL) should be used in developing joint mission essential task lists (JMETL). The UJTL Task Development Tool and the UJTL can be found at the following web address: **https://jdeis.js.mil/jdeis/index.jsp?pindex=43**.

3.2.2.3. Reference AF/A3's exercise guidance per **paragraph 2.3**.

3.2.2.4. Review DRRS for readiness requirements and gaps to help inform exercise requirements, objectives, and joint, multi-national, and JADC2 participants.

3.2.2.5. Review operational, logistical, support, and force protection requirements, applicable plans, after action reports (AARs), L2 databases, corrective action reports, observation reports, and guidance from higher headquarters to determine appropriate venue, exercise objectives, and to ensure the exercise design supports desired objectives.

3.2.3. Master Scenario Event List (MSEL). The MSEL is a chronological database in JTIMS of planned events and expected player actions that exercise controllers use to manage and guide the exercise to achieve exercise objectives. MSEL development and/or synchronization conferences allow exercise planners to oversee scenario development and execution coordination. Exercise planners will only release the MSEL to trusted agents and cannot release to exercise participants. **(T-2)** MSELs should stress exercise participants to perform complex wartime missions. Exercises provide commanders an opportunity to assess the ability of their units to perform their missions under "no-fault" conditions. Exercise participants should have the "freedom to fail" within the bounds of safe operations and the need to meet exercise objectives.

3.2.4. To articulate exercise requirements, exercise planners should send appropriate representatives to the ECWG (unit funded) or provide applicable higher headquarters details on exercise requirements and additional MAJCOM or weapon systems participation to enhance JADC2 and multi-functional interoperability training.

3.2.5. C-MAJCOMs/C-NAFs should provide operational-level air component exercise requirements to the Operational Command and Control Working Group (OC2WG). The OC2WG is held twice per year to feed this information to the ECWG.

3.3. USAF Modeling and Simulation (M&S) Support. For level 1, 2, and 3 exercises requiring USAF M&S support, USAF M&S support performance metrics/objectives will be defined and communicated to the MAJCOMs and the Chief Modeling and Simulation Office. **(T-2)**

3.4. Exercise Planning and Sourcing. During the planning cycle, each MAJCOM/C-MAJCOM, NAF/C-NAF or NGB will request sourcing for their respective exercises. As noted in **paragraph 2.13.3.1**, the ECWG serves as a forum for exercise planners to advocate for support, prioritize requirements, and maximize the use of the USAF force structure. The NGB may establish events for ANG unit readiness; however, any exercise that requires SecAF forces or CCMD assigned USAF forces must be coordinated with the ECWG. **(T-1)**

3.4.1. C-MAJCOMs and C-NAFs will source their CCDR exercises from their parent CCDR's assigned forces first. C-MAJCOMs and C-NAFs coordinate with Air Force Personnel Center, Force Generation Operations and Readiness Division(AFPC/DPMW) for contingency sourcing of service retained/conventional combat support forces from other MAJCOMs and NGB. Force requests should be coordinated, vetted, and processed in JTIMS prior to submission to AFPC/DPMW. C-MAJCOMs and C-NAFs should notify AFPC/DPMW of approved and vetted force requests for respective exercise support and/or CCDR training events. Force requirements should be component processed through all aspects of assigned asset ownership (from unit to MAJCOM level) and submitted via respective force module(s) to AFPC/DPMW. These requirements should be processed 120 days prior to Required Delivery Date (RDD) or exercise start date, but not later than 30 days. This does not apply to by name requests and C-MAJCOM/C-NAF shortfalls as these are not submitted in JTIMS. C-MAJCOMs and C-NAFs shall not solicit support directly for service Retained forces or ANG units below MAJCOM level without receiving coordination authority from that unit's parent MAJCOM or NGB.

3.4.2. MAJCOMs source for their USAF exercises from their respective SecAF units first. MAJCOMs will coordinate with other MAJCOMs/C-MAJCOMs, NAFs/C-NAFs and NGB for assigned and/or allocated volunteers. **(T-1)** MAJCOMs will not solicit support directly with C- MAJCOMs and C-NAFs assigned and/or allocated or ANG units below MAJCOM level without receiving coordination authority from that unit's parent C-MAJCOM, C-NAF or NGB.

3.4.3. JADC2 and multi-functional exercises require a number of combat support/combat service support, demand force teams and force multiplier resources to include, but not limited to: cyber operations forces, ISR, tactical and operational C2, electronic warfare, and a host of joint and multi-national capabilities. Since many of these resources are considered high demand/low density, early sourcing requests and engagement with the ECWG is critical to secure these assets. ISR platforms execute their mission using distributed forces with a combination of aircraft, crew and distributed common ground system or other reach-back mission crew. Therefore, when soliciting support for ISR platforms, exercise planners should request not only the individual platforms, but also the distributed force's support accordingly. Forces flying the ISR platform shall not commit distributed forces support or vice versa without coordinating with their parent MAJCOM. **(T-2)**

3.4.4. Sourcing should be modeled after the global force management process outlined in CJCSM 3130.06C, *Global Force Management Allocation Policies and Procedures* and JP 3-35, *Deployment and Redeployment Operations*. Use of these processes as a model does not infer actual authorities are being exercised. The purpose, rather, is to use established processes for accountability, transportation, and logistics. This AFI gives commanders providing forces and/or exercise planners the option to exercise some, part, or all of the deployment or redeployment processes found in JP 3-35. Joint Operational Planning and Execution System (JOPES) is an integrated joint command and control system used to support military operation monitoring, planning, and execution activities. Additionally, sourcing should also be modeled after the AFFORGEN model to ensure combat readiness for the total force to support global contingencies as per **paragraph 3.7**.

3.4.4.1. When required, a deployment requirements manning document (DRMD) will be entered into Deliberate and Crisis Action Planning and Execution Segments (DCAPES) no later than 30 days prior to the start of exercise (STARTEX). **(T-2)** DCAPES is a sourcing and management tool for USAF forces and is the apparatus by which USAF force movements occur. DCAPES taskings for SecAF forces must be properly coordinated and supported by the appropriate authority IAW DAFI 10-401, Operations Planning and Execution and AFI 10-403, Deployment Planning and Execution. **(T-2)** Per **paragraph 2.13.4.2** above, the ECWG will review, assess, and prioritize these taskings to support SecAF, JEP, CEP, NEP events before officially tasked in DCAPES to ensure force availability.

3.4.4.2. ANG forces will use DCAPES when required for OCONUS or OCONUS CCMD exercises when contingency, exercise, and deployment (CED) orders are required. For CONUS or any other Title 32 NGB exercise, DCAPES may be required for ANG force participation.

3.4.5. A Time-Phased Force and Deployment Data (TPFDD) is required for JEP/CEP events per CJCSM 3122.02F, *Joint Operation Planning and Execution System (JOPES) Volume III, Time Phased Force and Deployment Data Development and Deployment Execution* for accountability, transportation, and logistics. **(T-0)** The resulting exercise TPFDD and CED orders are then used to manage funding and transportation. All funding and transportation using Headquarters, AFRC reserve personnel appropriation (RPA) funding will be obligated and managed on the AF Form 938, *Request and Authorization for Active Duty Training/Active Tour* using Air Force Reserve Orders Writing System-Reserve and voucher processing under the Defense Travel System (DTS)/Reserve Travel System(RTS). A statement will be typed on the CED order noting, "Funding is provided on the AF Form 938." Although CED orders are required any time a TPFDD is generated and placed in execution, this stipulation does not prevent a unit commander from proceeding under DTS authorization or verbal orders of commanding officer (VOCO) and ensuring the completion of the CED orders after the fact. SecAF exercises that support a CCMD OPLAN and operation order may be required to be entered into JOPES for funding/validation by the supported CCMD and USTRANSCOM. MAJCOMS will serve as the decision authority as to whether a specific SecAF or CCMD service component exercise will be entered in JOPES for TPFDD generation and use. When CED orders are not required, exercise participants may travel via DTS authorization.

3.4.6. CCMD, service component, and joint exercise planners and/or the exercise execution authority will submit an FR via JTIMS per CJCSM 3130.06C. **(T-1)** An exercise execution authority is anyone within the CCMD, service component, joint force, or military department with the authority to validate and obligate funds for the exercise requesting forces. FR validation is accomplished by the exercise planners and/or exercise execution authority through the JOPES process by having the service component and/or CCMD validate the TPFDD. Last minute additions to the DRMD may be validated by the exercise planners and/or an exercise execution authority via memo, e-mail, or as a last resort, verbally. All last-minute additions will be added to the TPFDD as soon as possible but not later than 10 working days after FR validation or STARTEX, whichever is later. **(T-1)**

3.4.7. Synthetic and Blended Exercises. Exercises conducted in the synthetic or blended operational training environment require extensive network setup and testing that may require considerable time. In addition, networks will require an authority to operate at the appropriate classification level.

3.4.8. Status of Forces Agreement (SOFA) for Combined Exercises. Whenever USAF forces participate with foreign countries in an exercise, the United States may or may not have a SOFA or similar arrangement with the host nation to cover the protection of US forces while deployed for the exercise. Exercise planners will check on the status of agreements for all nations where USAF forces will participate. If a SOFA does not exist, the Foreign Clearance Guide provides some guidance on what laws/agreements US forces are subject to while in the host country. To help clarify the status of exercise participants, an Exercise Support Agreement, MOU, MOA or similar agreement should be negotiated and concluded with host nations in advance of the exercise. Guidance on writing the agreement is provided in DoD Instruction (DoDI) 5530.03, *International Agreements*, Air Force Instruction (AFI) 51-403, *International Agreements*, and Air Force Joint Instruction (AFJI) 51-706, *Status of Forces Policies*, *Procedures, and Information*. Coordinate with your servicing staff judge advocate's office to determine the existence of such an agreement regarding a particular country or for assistance in preparing an agreement. Air Staff may coordinate, to determine the existence of such an agreement, with SAF/IA, the Office of the Secretary of the Air Force, Office of the General Counsel, Deputy General Counsel for Intelligence, International & Military Affairs (SAF/GCI)and Headquarter Air Force, Office of the Judge Advocate General, Operations and International Law (AF/JAO). These Directorates can provide details about existing agreements concluded by Secretariat and Air Staff organizations and MAJCOMs/DRUs/FOAs within their agreement repositories. If a new agreement is required, contact AF/JAO about drafting an agreement within their realm of responsibility.

3.4.9. War Reserve Materiel (WRM). WRM may be used to provide indirect mission support for CJCS and USAF exercises with proper approval/authorization and funding, as outlined in AFI 25-101, Air Force War Reserve Materiel (WRM). Commanders and Inspectors will not use WRM assets for exercises without appropriate release authority. **(T-1)**

3.4.10. Environmental Considerations. MAJCOM/C-MAJCOM, NAF/C-NAF and NGB exercise managers will ensure exercises receive the appropriate degree of environmental impact analysis before execution. **(T-0)** Exercise managers will ensure environmental analysis and planning is reflected in the JOPES and documentation is captured in an annex to the exercise plan or operation order. Exercise planners will ensure exercises conducted in the United States, comply with applicable Federal, State, and local environmental requirements**. (T-0)** Exercise planners will ensure exercises conducted outside the United States comply with applicable federal law, international agreements, **Chapter 2**, AFI 32-7001, *Environmental Management* and **Chapter 3**, AFI 32-7091, *Environmental Management Outside the United States*. **(T-0**)

3.4.11. Orders for Individual and Unit Exercise Participation.

3.4.11.1. If a unit commander authorizes/issues a DTS authorization, written or VOCO, the force requirement and funds must be validated by the CCMD, service component, joint, or military department exercise planners and/or the exercise execution authority. Commanders will also ensure applicable exercise funds have been obligated by the appropriate MAJCOM/C-MAJCOM, NAF/C-NAF or NGB for their unit's participation. **(T-2)** If the force requirement is not validated and/or funds not authorized, the unit approving the travel authorization shall be liable for the TDY costs without reimbursement.

3.4.11.2. If the TPFDD is locked and cannot be opened before STARTEX and there is a CCMD, service component, or joint force validated force requirement, unit commanders may send forces on DTS authorization. The exercise managers should ensure the individual's information is entered into the TPFDD for accountability after the fact. The force coordinator, typically ACC/A3O for USAF forces or C-MAJCOM/C-NAF for assigned/allocated forces, will be notified of any last-minute changes to ensure individual has access to funding organizations line of accounting and appropriately cross-org in DTS. **(T-3)** Obtaining a line of accounting/DTS label mitigates unit commanders from being liable for TDY costs without reimbursement. This course of action will be for last minute, mission essential additions to the DRMD and will not be used as a work around for failing to plan appropriately. **(T-2)** Force requirement and funding validation stipulations still apply.

3.4.11.3. CED orders should be the primary orders method for CCDR/CJCS exercise participation, however, DTS authorizations may be issued in extenuating circumstances or for late/emerging requirements.

3.4.12. Exercise DCAPES taskings and CED Orders. CED orders are required for contingencies and CJCS exercises. **(T-0)** The MAJCOM exercise planner may decide to utilize CED orders for SecAF or C-MAJCOM/C-NAF sponsored CCMD service component exercises on a case-by-case basis. Refer to DAFI 36-3802, Force Support Readiness Programs and AFI 65-103, *Temporary Duty/Special Orders*, for further guidance.

3.4.12.1. DCAPES is the system principally used for SecDef ordered deploying forces which often creates ambiguity with taskings for non-SDOB directed exercises. Unit commanders and deployment managers should determine if DCAPES taskings are operational, ordered, or merely a request for volunteers.

3.4.12.2. Certain exercises, though rare, are ordered by the SecDef for unassigned/service retained forces to participate with CCDR assigned forces and require full global force management allocation for the length of the exercise. During such exercises, forces are allocated to a CCDR, and operational control and tactical control authority is exercised over those forces. The SecDef will specify the command relationship that the gaining commander will exercise (and the losing commander will relinquish). During SecDef ordered exercises, CED orders are legal orders from SecDef. These types of taskings are compulsory.

3.4.12.3. Unit commanders should assess whether to participate in an exercise based on unit readiness and shall elevate non-participation requests through their chain of command to their parent MAJCOM/C-MAJCOM and NAF/C-NAF for coordination. **(T- 2)** A decision to participate in a CCDR or service component exercise that reduces or does not enhance unit readiness should be made only in specific circumstances. These circumstances include CCMD assigned forces meeting priority CCDR objectives such as building partnership capacity to secure access, basing and overflight, and multi-national interoperability training to maintain readiness for regional contingencies.

3.5. Exercise Execution. The formal execution phase begins with deployment of exercise participants and continues until end of exercise (ENDEX).

3.5.1. Communication and Testing for Exercise Execution. Communication setup and testing are important exercise preparation steps prior to the start of execution and should include validation of all certifications, accreditations, and authority to operate. End-to-end communications checks, and systems interoperability verification are critical to ensure connectivity for all live and synthetic exercise entities.

3.5.2. OTI Requirements. Exercises require most, if not all, of the elements of OTI that must be coordinated, scheduled, and optimized for realistic and relevant operational training. The elements of OTI include training systems/simulators, ranges, airspace, aggressors, threat generators, embedded training capability, pods/instrumentation, secure networks, and enterprise support.

3.5.3. Exercise Participant Materials. One of the goals of the exercise program is to practice, validate, and reinforce established systems, processes and TTPs. To help support this goal, whenever possible, exercise information should be communicated using established systems and procedures. Exercise-specific participant materials should only be created when normal communication tools or TTPs do not exist to provide required exercise information. Exercise participant material should not include trusted agent information or divulge any event information before the scheduled time of the event.

3.5.4. Exercise Control. Exercise execution is managed by controllers who are knowledgeable in the timing and content of exercise events. Controllers manage the direction, pace, and intensity of exercise play in accordance with the exercise control plan established by the exercise sponsoring organization. USAF planners should determine the number and location of control elements and the exercise control procedures needed to provide overall exercise management and support the accomplishment of USAF objectives. Planners should prepare and provide exercise controllers the support materials needed to manage exercise execution.

When required, a joint exercise control group (JECG) will oversee and manage the exercise activity of participants. The JECG will not include exercise players, will be tailored to support the size and scope of the exercise, and meet the exercise needs of participating USAF organizations.

3.5.5. JECG Cell. Since all organizations do not participate in every exercise, JECG, or "White Cell," personnel will replicate the actions or inputs of non-participating organizations that are needed to keep exercise activities on track. JECG personnel will not be exercise players but will be trusted agents. JECG personnel may also perform controller functions as required.

3.5.6. Trusted Agents. Trusted agents are subject matter experts who are given advance knowledge of exercise scenario details for the purpose of assisting with all phases of the exercise from requirements development to execution.

3.5.6.1. To maintain the integrity of exercise information, organizations should limit the number of trusted agents to the absolute minimum required to support proper planning.

3.5.6.2. To maintain exercise planning continuity, trusted agents should be capable of serving from the start of exercise planning through execution.

3.5.6.3. Trusted agents should not be principal players during exercise execution since advance knowledge of exercise events can significantly decrease the benefit players receive from an exercise.

3.5.6.4. As a minimum, trusted agent information is Need-to-Know/Controlled Unclassified Information and should remain close-hold within the exercise planning community. Exercise information should not be released outside the planning community without the approval of the primary planning staff of the sponsoring organization for an exercise.

3.5.6.5. Trusted agents from participating USAF organizations will review the MSEL and ensure planned events support USAF objectives. **(T-3)**

3.5.7. Observers. Observers are a vital link in the exercise process. They ensure exercise objectives are met, provide on-the-spot instruction and capture observations and/or best practices for the after-action report and inclusion in the JLLIS. They can also recommend and coordinate event changes when required during exercise execution. All observers, to include USAF, joint and coalition/multi-national partners, shall have appropriate security clearance and need to know before being authorized to participate in an exercise. **(T-1)**

3.5.8. Exercise Reporting. Exercises provide an opportunity to practice procedures and evaluate their effectiveness. All exercise participants, to include observers and controllers, should note strengths and weaknesses encountered in any area during exercise planning or execution and identify these using the prescribed L2 and after actions processes.

3.6. Exercise Assessment. An exercise/training assessment is the analytical process used by commanders to determine an organizations proficiency to accomplish the capability requirements defined in the METs. The assessment phase provides the commander a clear structure to identify strengths and weaknesses, review issues, and lessons learned, and assess the ability of an organizations training program, provide guidance, mitigate risks, and reprioritize resources.

3.6.1. AARs. Participating USAF organizations should develop an AAR that summarizes exercise activities, evaluates actions, identifies strengths and weaknesses, and makes recommendations.

3.6.2. Participating USAF organizations will follow the guidance in AFI 10-1302, Air Force Lessons Learned Program, for posting and forwarding AARs. **(T-3)**

3.6.3. Commanders at all levels will ensure exercise readiness outcomes are accurately reflected in DRRS. **(T-2)**

3.6.4. MAJCOMs/C-MAJCOMs, NAFs/C-NAFs, NGB and the ECWG will review DRRS exercise readiness assessments, OTI metrics, performance-based measures, L2 and AARs to inform the next FY's exercise priorities. Additionally, to drive future Warfighter requirements, identified gaps should inform applicable offices and/or forums (requirements office, WEPTAC, JROC, etc.)

3.6.5. Lessons Learned (L2). The Air Force Office of Lessons Learned (LeMay Center) is the OPR for the Air Force Lessons Learned Process. JLLIS (**https://www.jllis.mil/apps/**) is the USAF system of record for the management of all Air Force observations, L2, and AARs.

3.7. AFFORGEN. Air Force Force Generation (AFFORGEN) is the Air Force's sustainable, capacity-driven model for presenting forces to joint force commanders. AFFORGEN's intent is to enable operational preparedness and readiness recovery to compete with peer competitors, while clearly focusing USAF efforts on a predictable and sustainable force offering. **Figure 3.2** depicts the AFFORGEN model. AFFORGEN provides leadership with improved visibility into force readiness, which results in faster, smarter, and more accurate decision making.

3.7.1. AFFORGEN Phases. Active duty AFFORGEN establishes a 24-month rotational cycle with 6-month phases. There are four rotational phases of readiness in the AFFORGEN cycle: RESET (for reintegration and reconstitution), PREPARE (for training towards peak readiness), CERTIFY (for certification), and AVAILABLE (for deployment).

3.7.2. AFFORGEN Implementation. All MAJCOMs will align their forces into the AFFORGEN model. USAF will present, generate, and employ airpower in the AFFORGEN model, as well as critical implementation dates, and employment scenarios. Exercise planners will comply with AFFORGEN implementation orders for designated events. **(T-1)**

3.7.3. AFFORGEN Alignment. Force elements in the RESET and PREPARE phases should focus on development and validation of competencies at the force element-and-below level, while those in the CERTIFY phase center on integration with other force elements and joint/coalition partners.

3.7.4. RESET Phase. Unit and individual level training is the primary focus during the RESET phase. Home station squadrons are responsible for resourcing and coordinating assigned unit type code (UTC) and individual training events necessary to build toward higher level, multi-unit training.

3.7.5. PREPARE Phase. Multi-unit, full-spectrum level training is the primary focus during the prepare phase. Home station wings are responsible for resourcing and coordinating assigned UTCs to provide mutually supportive training of multidisciplinary elements to achieve necessary task skillsets. This level of training inherently involves elements and skillsets found among multiple UTCs from associated force elements, but beyond a squadron's capacity to resource. Wings should attempt to match UTCs associated to the same AFFORGEN force elements to support training events. PREPARE phase activities may integrate continued basic unit and upgrade training activities as required to meet MAJCOM requirements.

3.7.6. CERTIFY Phase. Expeditionary air bases and corresponding forces elements (mission generation/demand force teams) conducting high-fidelity joint training are the primary focus during the CERTIFY phase. MAJCOMs will be responsible for resourcing and coordinating assigned force elements to provide agile combat employment (ACE)-capable force packages. MAJCOMs must resource necessary training events to achieve force element certification standards. Force providers should coordinate with C-MAJCOMs to provide appropriate training opportunities to achieve applicable force element certification standards. To achieve theater- or mission-specific requirements, C-MAJCOMs should source force elements that are most likely to be allocated to their supported CCMDs. CERTIFY phase activities may integrate continued basic unit, upgrade, and full-spectrum training as required to meet MAJCOM requirements.

3.7.7. AVAILABLE TO COMMIT Phase. Unit is deployed, or ready to go at a moment's notice for things such as short-notice task force or dynamic force employment deployments.

3.7.8. AFFORGEN Responsibility. Alignment of units to exercises based on AFFORGEN model posture is the responsibility of the MAJCOMs and will be reviewed during the ECWG. MAJCOMs will refer to AFFORGEN policy documents as the primary guidance when aligning units to exercises found at **https://tmis.us.af.mil/afforgenconnect**.

Figure 3.2. AFFORGEN Model.
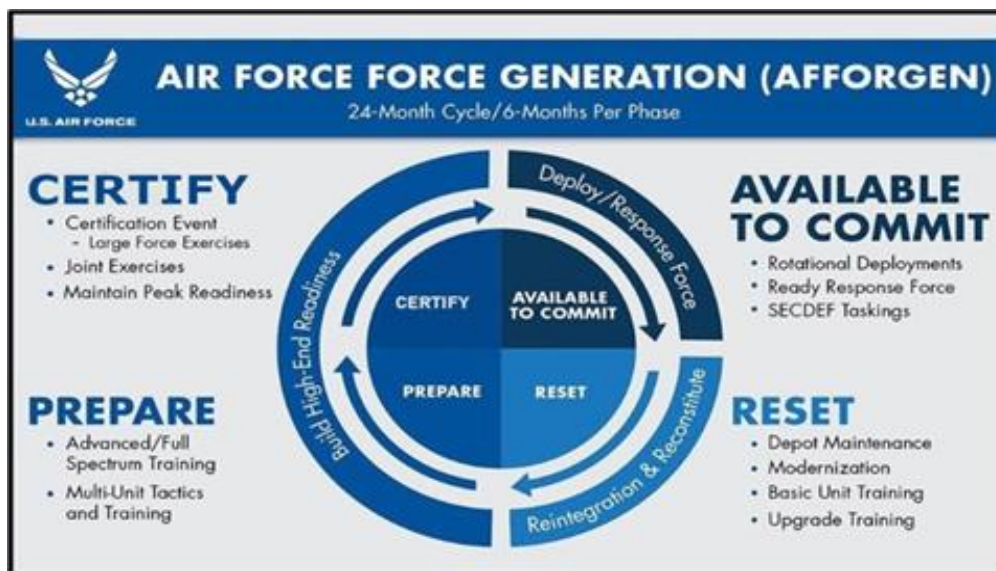
Chapter 4

USAF EXERCISE PARTICIPATION GUIDELINES

4.1. CEP/JEP Exercises.

4.1.1. Concept. Exercises should embody a "train the way we fight" philosophy and should exercise actual command relationships as much as possible. Exercises should provide opportunities to assess real-world capabilities consistent with safety, security, and the exercise objectives. When appropriate, exercises should also incorporate other requirements, such as logistics, support, force protection, and the ability to operate in a degraded/contaminated environment, including chemical, biological, radiological, and nuclear environments. Whenever possible, exercises should seek to employ and evaluate current or proposed plans, policies, procedures, processes, and doctrine.

4.1.2. Per CJCSI 3500.01J, units will record assessments for CE2 exercise in JTIMS. **(T-0)** The Inspector General and inspecting organizations will only officially grade inspected units during exercises, provided graded events are clearly identified to all exercise participants. **(T- 0)**

4.1.3. To take advantage of the synergy that exists when exercises require similar skill sets and have common venues, scenarios, and objectives, MAJCOMs/C-MAJCOMs, NAFs/C-NAFs, and NGB should consider linking their sponsored exercises with CJCS, CCDR or service exercises whenever possible. The ECWG should look for these opportunities to link exercises in an effort to maximize joint training opportunities with finite resources.

4.1.4. Scheduling. Participating in CEP and JEP exercises and also supporting USAF-conducted exercises places considerable stress on USAF units and often strains available assets. Unit commanders shall reference DRRS to determine their ability to support all exercise requirements as they develop their exercise schedules and make exercise commitments. **(T- 3)**

4.2. NEP Exercises.

4.2.1. The NEP is managed by the Department of Homeland Security and provides a framework for prioritizing and focusing federal exercise activities.

4.2.1.1. The Department of the Air Force, as a DoD Component, will support the NEP in accordance with DoDI 3020.47, *DoD Participation in the National Exercise Program (NEP)*. **(T-0)**

4.2.1.2. National Exercise Program Capstone Event. The National Exercise Program capstone event is the single biennial operations-based NEP exercise (occurring on even years) and requires the participation of all appropriate department and agency principals.

4.2.1.3. The CJCS serves as the DoD POC to the NEP and orchestrates overall DoD NEP execution.

4.2.2. Joint National Training Capability (JNTC) accredited service and U.S. Special Operations Command (USSOCOM) events are included in the service portion of JTEEP program.

4.3. Nuclear Exercises.

4.3.1. MAJCOM commanders are responsible to ensure MAJCOM nuclear exercises are conducted properly IAW AFI 13-550, *Air Force Nuclear Command, Control, and Communications (NC3)*. **(T-1)** MAJCOM commanders are the waiver approval authority, unless delegated to the deputy commander, for movement/cancellation of scheduled nuclear exercises which are MAJCOM directed.

4.3.2. NAF commanders are responsible to ensure NAF nuclear exercises are conducted properly IAW AFI 13-550. **(T-2)** NAF commanders are the waiver approval authority, unless delegated to the Deputy NAF commanders, for movement/cancellation of scheduled nuclear exercises which are MAJCOM directed or higher.

Chapter 5

EXERCISE FUNDING

5.1. General Information. MAJCOMs/C-MAJCOMs, NAFs/C-NAFs and NGB fund the respective exercises they program, manage, and execute. International participation in USAF hosted exercises is funded through a Foreign Military Sales (FMS) case reimbursing the USAF for all goods and services consumed during the exercise period.

5.1.1. As noted in **Chapter 2**, MAJCOMs/C-MAJCOMs, NAFs/C-NAFs and NGB exercise program managers will sync their funding process timelines with the JTEEP funding process timelines outlined in CJCSM 3511.01A. **(T-1)** The intent is to base funding decisions educated by outputs from the JTS Four Phase Process and sync up with the joint training planning cycle.

5.1.2. The primary sourcing for joint training is the JTEEP program. As such, the JTEEP account funds USAF participation in JEP exercises. The CE2 account is programmed and managed by the JS/J7 with oversight by the Office of the Under Secretary of Defense for Personnel & Readiness (OUSD (P&R)).

5.1.3. Exercise funding and programming actions occur within the DoD Planning, Programming, Budgeting, and Execution (PPBE) process.

5.1.4. In addition to Air Staff PPBE policy and guidance, USAF organizations will comply with the JEP provisions in CJCSM 3511.01A and published JTEEP Program Goals & Objectives.

5.1.5. All level 1,2, and 3 exercises requiring M&S support are designated as USAF M&S efforts and the Chief Modeling and Simulation Office will work with the MAJCOMs to ensure adequate funding where applicable.

5.2. JTEEP Program Account.

5.2.1. The JTEEP account provides funds for the following types of exercise activities:

5.2.1.1. Incremental Expenses. JTEEP provides SIF to pay for the incremental operations and maintenance activities incurred solely for, or as a direct result of, planning for or taking part in a CE2-funded exercise. Information on use of SIF and valid incremental activities is outlined in CJCSM 3511.01A.

5.2.1.2. Transportation. The CE2 Joint Exercise Transportation Program (JETP) includes funding for airlift, sealift, port handling (PH), inland transportation (IT), and the CTP. Active Component, AFR and ANG forces can receive CE2 JETP funds. Follow direction and guidance in CJCSM 3511.01A for use of JETP and PH, IT and CTP funding.

5.2.2. Operational Training and Infrastructure Division (AF/A3TI) is responsible for managing the disbursement of CE2 funds associated with USAF participation in JEP exercises.

5.2.2.1. Funding for JEP exercises is based on requirements identified in JTIMS. Exercise sponsors and planners should ensure the accurate and timely entry of required JTIMS data. Funding may be denied if the requirements are not entered and processed through JTIMS.

5.2.2.2. AF/A3T will use Defense Agencies Initiative (DAI) hierarchy codes to track CE2 expenditures by exercise. To facilitate exercise expenditure accounting, USAF organizations will ensure that all exercise lines of accounting contain the proper DAI project/task code. **(T-1)**

5.3. CE2 Funds Management.

5.3.1. PH/IT Funds.

5.3.1.1. MAJCOMs/C-MAJCOMs, NAF/C-NAFs, and NGB will manage the obligation and distribution of PH/IT funds. **(T-1)**

5.3.1.2. Transportation Account Codes (TAC). MAJCOMs/C-MAJCOMs, NAFs/C-NAFs and NGB should use TACs to fund PH/IT requirements whenever possible. When a TAC is not viable, MAJCOMs/C-MAJCOMs and NAFs/C-NAFs will receive PH/IT funding per **paragraph 5.2.1.2**. **(T-1)**

5.3.1.3. JS/J7 Program Management Activities (PMA) distributes PH/IT funds in accordance with CCMD Spend Plans. MAJCOMs/C-MAJCOMs and NAFs/C-NAFs are still responsible for getting funds to the appropriate units and for tracking PH/IT obligations by exercise name and DAI code.

5.3.2. CTP Funds.

5.3.2.1. MAJCOMs/C-MAJCOMs manage the obligation and distribution of CTP funds.

5.3.2.2. Funding Request. MAJCOMs/C-MAJCOMs and NAFs/C-NAFs need to submit their CTP requests in accordance with JS/J7 Joint Exercise Transportation Program, Commercial Ticket Program Implementation Guidance. JS/J7 processes CTP requests and distributes CTP funds in accordance with JS/J7 Joint Exercise Transportation Program, Commercial Ticket Program Implementation Guidance.

5.3.3. SIF Funds.

5.3.3.1. AF/A3TI oversees the distribution of SIF funds and MAJCOMs/C-MAJCOMs manage the obligation of SIF funds.

5.3.3.2. Funding Request. MAJCOMs/C-MAJCOMs will follow SIF Business Rules. **(T-1)**

5.3.4. CE2 funds are authorized to support specific approved exercise expenses and may not be redirected to fund any other activities. MAJCOMs/C-MAJCOMs and NAFs/C-NAFs must track PH/IT, CTP, and SIF obligations separately. **(T-1)**

5.4. Exercise Funding Process.

5.4.1. JEP exercises.

5.4.1.1. AF/A3T is the USAF OPR for managing CE2-supplied funding.

5.4.1.2. All USAF organizations will comply with CJCS exercise funding guidance in Enclosure B, CJCSM3511.01A and **Chapter 1**, DAFI 65-601, Volume 1, Budget Guidance and Procedures. **(T-1)**

5.4.2. Non-JEP exercises. USAF organizations conducting unilateral or other joint exercises not within the approved JEP fund these exercises from their own operations and maintenance accounts. For USAF- conducted non-JEP exercises, the MAJCOM or USAF organization sponsoring an exercise is generally responsible for funding the exercise.

5.4.3. Combined exercises. Combined exercises should have a written arrangement with the foreign participant(s) that includes the scope of the exercise, status of U.S. personnel (**paragraph 3.4.8**), and funding procedures, as appropriate. Any U.S. training, supplies, or other services provided to participating countries should be provided pursuant to the relevant legal authority, such as a Foreign Military Sales (FMS) case or cross-servicing agreement under Acquisition and Cross-Servicing Agreement (ACSA) authority.

5.5. Air Staff PPBE Process for Service Incremental Funding (SIF).

5.5.1. During the Program Objective Memorandum (POM) development process, MAJCOMs/C-MAJCOMs and NAFs/C-NAFs submit their Future Years Defense Plan SIF requirements for JEP exercises to AF/A3T.

5.5.1.1. AF/A3TI consolidates USAF requirements and submits the USAF SIF request to JS/J7.

5.5.1.2. JS/J7 incorporates USAF SIF requirements into the overall DoD-wide CE2 request as part of the President's Budget.

5.5.2. The Department of Defense Appropriations Act establishes the amount of CE2 funds that are appropriated for the upcoming execution year. Once Congress enacts, and the President signs the annual DoD Appropriations Act, funds are available for execution. If the annual DoD Appropriations Act is not signed before the beginning of the execution year, Congress may provide funding under a continuing resolution.

5.5.3. JS/J7 determines USAF SIF funding for the current execution year and publishes this information as part of the CE2 Program Execution Plan (PEP). Once the USAF SIF allocation is known, AF/A3TI will provide execution year fiscal guidance to USAF MAJCOMs/C-MAJCOMs and NAFs/C-NAFs.

5.5.3.1. If a MAJCOM/C-MAJCOM, NAF/C-NAF and NGB encounters an unanticipated SIF requirement during the current fiscal year, notify AF/A3TI of the requirement. The notification should include sufficient explanation to justify a request for additional funds. If AF/A3TI cannot fund the requirement from existing USAF SIF resources, when deemed appropriate, they will submit an unfunded requirement to the JS for additional funds from the CE2 Program.

5.5.3.2. AF/A3TI will only authorize USAF SIF to fund valid JEP exercise activities. MAJCOMs/C-MAJCOMs and NAFs/C-NAFs should notify appropriate CCMD staff in addition to AF/A3TI when they have excess SIF funds. Ultimately, SIF funds not needed to support USAF requirements revert back to JS/J7 control for reallocation against other CE2 program requirements.

5.6. Tracking and Reporting.

5.6.1. PH/IT and CTP funds are distributed per the procedures in paragraphs **5.3.1.3 and 5.3.2.2** respectively. SIF funds are distributed per AF/A3TI-issued fiscal guidance. MAJCOMs/C-MAJCOMs and NAFs/C-NAFs will track all JEP expenditures using assigned emergency and special program codes. Questions concerning the use of DAI Task Number should be addressed to AF/A3TI.

5.6.2. MAJCOMs/C-MAJCOMs and NAFs/C-NAFs will submit monthly SIF obligation reports to AF/A3TI by the third working day of the following month. AF/A3TI will submit a consolidated obligation report to JS/J7 within the first week of the month following the report month.

5.7. Funding and Operations for Aerial Refueling of Foreign Aircraft and use of Foreign Tankers during Combined Exercises.

5.7.1. USAF tankers flying aerial refueling missions to exclusively support USAF aircraft during combined exercises can also refuel foreign aircraft on the same mission. Guidance on refueling missions is provided in AFI 16-115, Managing International Participation in Flying Exercises, and AFI 25-301, Acquisition and Cross-Servicing Agreements, if an ACSA exists. Foreign governments are billed for off-loaded fuel if the refueling occurs during the scheduled exercise period. If the refueling mission occurs outside the scheduled exercise period, the foreign government may be billed for the extended flying hours. This provision only applies to planned combined exercises and not daily training or FMS refueling requests from foreign partners.

5.7.2. International receiver pilots and commercial and international tanker crews participating in aerial refueling operations during exercise missions involving USAF tankers or receivers must be qualified in and use USAF aerial refueling terminology and procedures as specified in North Atlantic Treaty Organization (NATO) Allied Tactical Publication (ATP)-56(B), Air-to-Air Refueling. **(T-0)**

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Deputy Chief of Staff for Operations

Attachment 1

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Abbreviations and Acronyms

AAR—After-Action Report

ACC—Air Combat Command

ADCON—Administrative Control

AF—Air Force

AFAMS—Air Force Agency for Modeling and Simulation

AFFORGEN—Air Force Force Generation

AFI—Air Force Instruction

AFPD—Air Force Policy Directive

AFR—Air Force Reserve

AFRC—Air Force Reserve Command

AMC—Air Mobility Command

ANG—Air National Guard

AOR—Area of Responsibility

ARC—Air Reserve Component

ATP—Allied Tactical Publication

BP—Building Partnership

CCDR—Combatant Commander

CCMD—Combatant Command

CE2—Combatant Commander Exercise Engagement

CED—Contingency, Exercise, Deployment

CEP—Chairman's Exercise Program

CJCS—Chairman of the Joint Chiefs of Staff

CJCSI—Chairman of the Joint Chiefs of Staff Instruction

CJCSM—Chairman of the Joint Chiefs of Staff Manual

C-MAJCOM—Component MAJCOM

C-NAF—Component Numbered Air Force

COCOM—Combatant Command (authority)

CPS—Consolidated Planning Schedule

CSAF—Chief of Staff of the Air Force

CSP—Campaign Support Plan

CTP—Commercial Ticket Program

DAFI—Department of the Air Force Instruction

DAFMAN—Department of the Air Force Manual

DAI—Defense Agencies Initiative

DCAPES—Deliberate and Crisis Action Planning and Execution Segments

DEPORD—Deployment Order

DoD—Department of Defense

DoDD—Department of Defense Directive

DoDI—Department of Defense Instruction

DRMD—Deployment Requirements Manning Document

DRRS—Defense Readiness Reporting System

DTS—Defense Travel System

ECWG—Exercise Coordination Working Group

ENDEX—End of Exercise

EXDIR—Exercise Directive

EXORD—Exercise Order

FMS—Foreign Military Sales

FR—Force Request

FY—Fiscal Year

GFMAP—Global Force Management Allocation Plan

GFMIG—Global Force Management Implementation Guidance

GOSG—General Officer Steering Group

HAF—Headquarters Air Force (includes the Secretariat, Air Staff, and Space Staff)

IAW—In Accordance With

ISR—Intelligence, Surveillance, and Reconnaissance

IT—Inland Transportation

JADC2—- Joint All-Domain Command and Control

JECG—Joint Exercise Control Group

JELC—Joint Event Life Cycle

JEP—Joint Exercises Program

JETP—Joint Exercise Transportation Program

JLLIS—Joint Lessons Learned Information System

JMETL—Joint Mission Essential Task List

JOPES—Joint Operation Planning and Execution System

JS—Joint Staff

JTEEP—Joint Training Exercise Evaluation Program

JTF—Joint Task Force

JTIMS—Joint Training Information Management System

JTS—Joint Training System

L2—Lessons Learned

LFE—Large Force Employment

MAJCOM—Major Command

M&S—Modeling and Simulation

MEC—Master Exercise Calendar

MET—Mission Essential Task

METL—Mission Essential Task List

MOA—Memorandum of Agreement

MSEL—Master Scenario Event List

NAF—Numbered Air Force

NATO—North Atlantic Treaty Organization

NEP—National Exercise Program

NGB—National Guard Bureau

OCE—Organization Conducting Event

OPLAN—Operation Plan

OPR—Office of Primary Responsibility

OTI—Operational Training Infrastructure

PEP—Program Execution Plan

PH—Port Handling

PMA—Program Management Activities

POC—Point of Contact

POM—Program Objective Memorandum

PPBE—Planning, Programming, Budgeting, and Execution

RTS—Reserve Travel System

SDOB—Secretary of Defense Orders Book

SecAF—Secretary of the Air Force

SecDef—Secretary of Defense

SIF—Service Incremental Funds

SOFA—Status of Forces Agreement

STARTEX—Start of Exercise

STO—Special Technical Operations

TAC—Transportation Account Code

TDY—Temporary Duty

TPFDD—Time-Phased Force and Deployment Data

TTP—Tactic, Technique, and Procedure

UCP—Unified Campaign Plan

UJTL—Universal Joint Task List

USAF—United States Air Force

USSF—United States Space Force

USTRANSCOM—United States Transportation Command

UTC—Unit Type Code

VOCO—Verbal Orders of the Commanding Officer

WRM—War Reserve Materiel

XAB—Expeditionary Airbase

Office Symbols

ACC—Air Combat Command

ACC/A3—Directorate of Operations

ACC/A3C—Command and Control Intelligence Surveillance Reconnaissance (C2ISR) Division

ACC/A3O—Operations Division

ACC/A2—Directorate of Intelligence

AF/A2/6C/A3C—Director of Cyberspace Operations and Warfighter Communications

AF/A3—Deputy Chief of Staff, Operations

AF/A3T—Director of Training and Readiness

AF/A3TI—Operational Training and Infrastructure Division

AF/A3TR—Readiness Division

AF/JAO—Directorate of Operations and International Law

AFAMS—Air Force Agency for Modeling and Simulation

AFMRA—Air Force Medical Readiness Agency

AFPC/DPMW—Air Force Personnel Center, Force Generation Operations and Readiness Division

JS/J7—Joint Staff Directorate for Joint Force Development

OUSD (P&R)—Office of the Under Secretary of Defense for Personnel & Readiness

SAF/IA—Deputy Undersecretary of the Air Force, International Affairs

Terms

Deployment-to-Dwell—The ratio of time a unit, detachment, or individual is deployed to the time the unit, detachment, or individual is in dwell.

High Demand/Low Density—A combat, combat support or service support capability, unit, system, or occupational specialty that the Secretary of Defense determines has funding, equipment, or personnel levels that are substantially below the levels required to fully meet or sustain actual or expected operational requirements set by regional commanders.

Master Exercise Calendar (MEC)—USAF exercise enterprise schedule compiled from JTIMS, CPS and other schedule management tools. The MEC provides USAF senior leaders, commanders and exercise planners a single source calendar of operational exercise events and participants.

Mobilization-to-Dwell—The ratio between the mobilization period and dwell.

Operational Training Infrastructure (OTI)—The framework and resources essential to accomplish Air Force air, and cyber operational training and exercise objectives. OTI includes such elements as embedded training capability, training systems, airspace, ranges and off- range lands, scoring and feedback systems, targets, pods/instrumentation, aggressors, threat environment generators, networks, distributed training centers, workforce, and cybersecurity.

SecAF Forces—Service retained Air Force forces unassigned to a CCDR.

Topline Coordination—Formal staffing process at the MAJCOM Deputy Commander and/or HAF Staff 2-Letter level.

Trusted Agent—Subject matter experts who are given advance knowledge of exercise scenario details for the purpose of assisting with all phases of the exercise from requirements development to execution.

White Cell Personnel—Personnel employed during an exercise to replicate the actions or inputs of non-participating organizations that are needed to keep exercise activities on track.

Attachment 2

EXERCISE COORDINATION WORKING GROUP (ECWG)

A2.1. Overview. This attachment outlines the organization and functions of the ECWG. The ACC/A3O Division Chief chairs the ECWG with the authority to coordinate USAF forces support for CCMD, CJCS, SecAF and joint service exercises.

A2.2. Objective. The ECWG is an action officer-level working group that meets at the start of the MAJCOMs' exercise scheduling build timeline approximately 8 months prior to the start of the next FY. The ECWG is the capstone forum for MAJCOM exercise POCs to discuss topics of interest pertaining to exercise support for SecAF, CCDR, CJCS, and joint service training events. Its primary purpose is to review and prioritize the annual USAF MEC. The MEC is derived from JTIMS, CPS and other MAJCOM scheduling tools. Working group members will identify scheduling conflicts which could potentially lead to sourcing and funding shortfalls for major events and develop plans of action to mitigate the issue. The working group will also identify exercises that can meet JADC2 objectives and exercises with similar objectives that can be combined or SecAF exercises that can be linked to JEP, CCMD, or other service events to maximize joint interoperability training.

A2.3. Organization and Function.

A2.3.1. The ECWG is comprised of exercise planners, schedulers and support staff from the member organizations listed in **paragraph A2.3.4**. Participation in the ECWG is unit funded; therefore, organizations should account for travel expenses during respective POM and execution year planning.

A2.3.2. The ECWG provides a forum in which exercise planners/schedulers across the USAF can gather to discuss exercise related issues. The ECWG provides an opportunity to share the latest developments in the exercise enterprise and the status of exercise funding, both current and future forecasts. In addition, it gives stakeholders an opportunity to discuss organization specific problems or concerns that affect the working group.

A2.3.3. The ECWG follows an input to output model. The input is the USAF exercise demand from all stakeholders per JTIMS inputs along with readiness gaps and request for exercise support and asset participation. The output is a prioritized list of exercises USAF forces may support based on the force structure available in accordance with the AFFFORGEN model, after accounting for mandated tasks such as SecDef ordered deployments, and CCMD CSP missions. The ECWG will review C-MAJCOM and C-NAF CCDR exercise obligations, MAJCOM commander readiness objectives, SecAF Exercise Decision Matrix in **Figure 1.1** and AF/A3 guidance to develop priorities. The force structure available is a forecasted capacity for the FY of execution after removing mandated tasks such as deployments in response to SecDef allocation/transfer, and CCDR CSP missions.

A2.3.4. Membership. The following organizations will have representatives on the ECWG.

A2.3.4.1. ACC

A2.3.4.2. Pacific Air Forces (PACAF) United States Indo-Pacific Command (USINDOPACOM)

A2.3.4.3. United States Air Force Europe-Air Forces Africa (USAFE – AFAFRICA) United States European Command and United States Africa Command (USEUCOM/USAFRICOM)

A2.3.4.4. Space Operations Command (SPOC) United States Space Command (USSPACECOM)

A2.3.4.5. Air Force Materiel Command (AFMC)

A2.3.4.6. Air Education and Training Command (AETC)

A2.3.4.7. Air Mobility Command (AMC) United States Transportation Command (USTRANSCOM)

A2.3.4.8. Air Force Special Operations Command (AFSOC) United States Special Operations Command (USSOCOM)

A2.3.4.9. Air Force Global Strike (AFGSC) United States Strategic Command (USSTRATCOM)

A2.3.4.10. National Guard Bureau (NGB)

A2.3.4.11. Air Force Reserve Command (AFRC)

A2.3.4.12. First Air Force (1AF)/Air Forces Northern (AFNORTH) United States Northern Command (USNORTHCOM)

A2.3.4.13. Air Force Medical Readiness Agency (AFMRA)

A2.3.4.14. Ninth Air Force(9AF) Air Forces Central (AFCENT) United States Central Command (USCENTCOM)

A2.3.4.15. Twelfth Air Force (12AF)/ Air Forces Southern (AFSOUTH) United States Southern Command (USSOUTHCOM)

A2.3.4.16. Sixteenth Air Force (16AF) Air Forces Cyber (AFCYBER) (USCYBERCOM)

A2.3.4.17. Air Force Agency for Modeling and Simulation (AFAMS)

A2.3.4.18. Fifteenth Air Force (15AF) (ACC)

A2.3.4.19. Command and Control Intelligence Surveillance Reconnaissance (C2ISR) Division (ACC/A3C)

A2.3.4.20. 505th Command and Control Wing (505 CCW)

A2.3.4.21. Operational Training and Infrastructure Division (AF/A3TI)

A2.3.4.22. Readiness Division (AF/A3TR)

A2.3.4.23. AF/A2/6C/A3C

A2.3.4.24. Representatives from other organizations will attend and participate with prior approval from the ECWG chair. **(T-1)**

A2.4. Master Exercise Calendar (MEC) Development Process.

A2.4.1. Maintaining a USAF exercise enterprise schedule is a crucial component of exercise oversight. USAF senior leaders and commanders at all levels need a common and easily accessible MEC to aid in training and readiness assessments. The ECWG is the forum for MAJCOMs/C-MAJCOMs, NAFs/C-NAFs and NGB to codify readiness training requirements and ensure the most accurate data is available to populate the MEC. The MEC contains data from several sources to include JTIMS, Magellan, Consolidated Planning Schedule (CPS) and other scheduling tools.

A2.4.2. The development of an USAF MEC begins approximately 12-14 months from FY execution. The following describes the steps and approximate timeline for completion; exact timing and battle rhythm will be established by the ECWG chair:

A2.4.3. 12-14 months (prior to FY execution): "Call for Requirements" memo released. Stakeholders will enter all their exercises requiring external resources (e.g., Personnel, aircraft, funds, man-days etc.) into JTIMS in order to be prioritized.

A2.4.4. 10-12 months: Exercise submission window closes, AF/A3TI consolidates inputs and updates the MEC using source data from JTIMS, Magellan, CPS, and other MAJCOM scheduling tools. Using the Exercise Decision Matrix discussed in paragraphs **1.6.1 and 1.6.2**, a prioritized list of service and CCMD exercises is developed. Potential date conflicts between major events requiring resources will be identified, to be discussed during the ECWG meeting.

A2.4.5. 10 months: ECWG meeting commences. Stakeholders review the calendar and formulate courses of action to mitigate scheduling and resource conflicts/shortfalls. The ultimate goal is to reach consensus among the ECWG members regarding the accuracy of the prioritized MEC, in preparation for MAJCOM, C-MAJCOM and NGB A3 coordination and approval. Once the ECWG reaches consensus on the exercise schedule, the MEC will be updated to include the specific USAF units that are participating.

A2.4.6. 9-10 months: The ECWG-approved calendar is staffed by AF/A3T for topline coordination and signature by MAJCOM, C-MAJCOM and NGB deputy commanders. AF/A3 is the final approval authority once coordination is completed among the stakeholders.

A2.4.7. The MEC will provide a common operating picture for both senior leaders and operational units. An accurate calendar will enable:

A2.4.7.1. Senior leader visibility on the USAF exercise enterprise.

A2.4.7.2. MAJCOM exercise planners to quickly assess the level of effort across multiple unit levels and time periods.

A2.4.7.3. MAJCOM exercise planners to align exercise participation to readiness goals.

A2.4.7.4. An agreed upon prioritization of exercises to optimize the use of airlift and air-refueling assets and other high demand/low density assets.

A2.4.7.5. ECWG to visualize the USAF and joint exercise demand to seek opportunities to link or combine events while still meeting specific weapon systems and JADC2 readiness requirements.