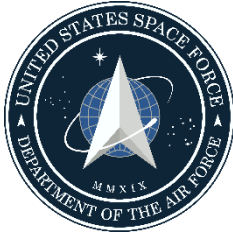


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Operations

EXERCISE PROGRAM

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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 Space Force (USSF) participation in service, joint service, and combatant command (CCMD) exercises, to include those under the Joint Training Exercise Evaluation Program (JTEEP). It establishes the Exercise Coordination Team (ECT) as the lead entity responsible for translating service guidance into a prioritized Secretary of the Air Force (SecAF) force participation in service and joint exercises.

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SUMMARY OF CHANGES

This document has been revised and should be completely reviewed. Changes include updates to the documents overall title, office symbols, and unit titles in accordance with current organization; changes in exercise management products to include removing the USSF Exercise Prioritization table (table will be published in the Chief Operations Officer (SF/COO) Exercise Guidance Memorandum); funding responsibilities; update waiver authorities; definitions of USSF exercise tier structure; and mission of the Joint National Training Capability (JNTC) program.

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Chapter 1

GENERAL INFORMATION

1.1. Purpose. This instruction provides guidance and procedures for the planning, execution, and assessment of the USSF exercise program. Joint publications define exercises as military maneuvers, simulated wartime operations, or training events that involve planning, preparation, execution, and evaluation, that is carried out for the purpose of maintaining trained and ready forces. In line with joint guidance, USSF uses exercises to validate space, cyber, tactical, operational command and control, and intelligence, surveillance, and reconnaissance forces' ability to execute presidentially ordered combatant commander (CCDR) Unified Command Plan (UCP) missions. As directed by the Chief of Space Operations' (CSO) Line of Effort #1: *Field Combat-ready Forces* by focusing on building resilient, ready, and combat-credible Guardians. Exercises prepare USSF forces to conduct offensive and defensive operations against an adversary.

1.1.1. Exercises are culminating events used to stress and evaluate USSF forces to ensure they are ready to perform Mission Essential Tasks (METs) and supporting tasks at all levels of war. METs are specified or implied tasks USSF organizations must perform to accomplish their mission. Exercises provide a controlled environment for units to test these METs in wartime conditions. Exercises planners leverage range capacity, simulators, and representative training devices to prepare Guardians to engage a thinking adversary in a realistic threat environment. Exercises allow commanders to evaluate the readiness of their units, assess the effectiveness of crew member training, and is the primary means to allow personnel to practice fighting against a dynamic opposing force while performing mission tasks in a demanding environment.

1.1.2. Exercises differ from wargames and experiments. Wargames are future epochs (routinely 10+ years in the future) with force structures that include future versions of existing systems mixed with future systems based on concepts under consideration. Chief Strategy and Resources Office Deputy Director of Futures and Integration(CSRO/S5B) manages wargames. Experiments utilize systems or concepts in development (e.g., developmental testing [DT]/operational testing [OT], prototypes, or concepts for repurposed capabilities and usually supported by modeling and simulations [M&S]). Experiments are managed by CSRO/S5B and may be assisted by the Chief Operations Office Deputy Director of Force Generation (COO/S7O), depending on the purpose, epoch, and goals.

1.2. USSF Exercise Enterprise.

1.2.1. National, Chairman's, and Joint Exercises. The National Exercise Program (NEP) is a top-down driven exercise framework under the leadership of the President of the United States (POTUS) 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 Chairman's Exercise Program (CEP). The CEP is designed to improve the capability and readiness of United States (US) 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.

1.2.1.1. USSF 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 USSF goal is to optimize the benefits of participating in these exercises, but not at the expense of service core functions and readiness. Exercise objectives test CSO focus areas and drive towards refining USSF doctrine, and tactics, techniques, and procedures (TTP) in joint and coalition operations.

1.2.1.2. SecAF forces and CCDR-assigned USSF forces will support and participate in CEP/JEP/NEP exercises when requested by the organization conducting the event if scenarios are appropriate to the SecAF forces and CCDR-assigned USSF forces mission, units have capacity to support, and the event addresses unit mission-essential tasks. (T-1)

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

1.2.1.4. USSF forces may participate in sister-service exercises to meet joint or service core function readiness requirements.

1.2.2. SecAF exercises are defined as any exercise that is owned, conducted, and designated by the DAF, including the Office of the Chief of Space Operations (OCSO or Space Staff), that fulfills SecAF's mandate as defined in Title 10 United States Code (USC) § 9013(b)(5), *Training*. SecAF exercises are service-level events designed to accomplish USAF and USSF readiness requirements for air, space, and cyberspace forces and to train these forces for CCDR UCP missions.

1.3. Exercise Training Environments. The USSF conducts exercises using three different training environments, referred to as live, virtual, and constructive (LVC). *Live* exercises are conducted with real people, procedures, and systems in the live domain. *Virtual* exercises require real people in a synthetic simulated environment, ideally coupled with modeling and simulation systems to enhance realism. Exercises conducted in a virtual training environment require extensive network setup and testing that may require considerable time. (T-0) *Constructive* exercises are done utilizing simulated people operating simulated systems, which involves use of non-normal systems and/or presenting exercise injects via alternate verbal or written means, often referred to as "white carding."

1.4. Doctrine for Exercises. Doctrine is critical to unify the actions of the Armed Forces of the United States in all stages of conflict. It is through doctrine that the joint force operates successfully to defeat potential US adversaries.

1.4.1. Joint doctrine can be found at: <https://jdeis.js.mil>. USSF doctrine is available at: <https://www.starcom.spaceforce.mil/About-Us/STARCOM-Deltas/Space-Delta-10-Docctrine-Wargaming/>.

1.4.2. Air Land Sea Space Application Center (ALSSA) 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. Publications are available at <http://www.alsa.mil>.

1.4.3. The USSF Distributed Mission Operations Center-Space (DMOC-S), is a certified Joint National Training Capability (JNTC) training environment within the 392d Combat Training Squadron (392 CTS). DMOC-S provides virtual and constructive space system data and effects to a broad array of CCMD, joint, and service training programs. The DMOC-S is the central facility for an integrated virtual and global battlefield in which space forces fully integrate with other US and allied forces to train, exercise, and rehearse missions to support national defense. 392 CTS is the central focal point for the development, scheduling, and execution of all DMOC-S advanced training, exercise, and mission rehearsal activities.

1.5. Exercise Authorities. USSF forces are either CCDR-assigned or attached (with some aligned under FLDCOMs or component FLDCOMs) or SecAF-unassigned/service-retained. Assigned forces are ordered by the SecDef via assignment tables directed in the Global Force Management Implementation Guidance (GFMIG) in even years and the Forces for Unified Commands Memorandum (“Forces For”) in odd years. For the purposes of this instruction, SecAF forces are synonymous with SecAF-unassigned/service-retained forces. SecAF forces are allocated (transferred or attached) to CCDRs per the Global Force Management Allocation Plan (GFMAP) which is authorized by SecDef via the SecDef Orders Book (SDOB). CCDR-assigned forces can also be allocated to other CCDRs using the same process used for allocation of SecAF forces.

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

1.5.2. If not ordered by the SecDef, SecAF forces participating in exercises do so under SecAF’s administrative control (ADCON) authority in accordance with Joint Publication (JP) 1, Vol 2, *The Joint Force*. Unless otherwise specified by SecDef, and with the exception of the USNORTHCOM area of responsibility (AOR), a CCMD with an AOR has tactical control (TACON) for exercise purposes whenever forces not assigned to that CCDR undertake exercises in that CCDR’s AOR. TACON begins when the forces enter the AOR. TACON provides directive authority over exercising forces for purposes relating to force protection and to that exercise only; it does not authorize operational employment of those forces. Assigned or otherwise attached forces participating in exercises typically do so under operational control (OPCON) authority delegated by the CCDR to their respective service component commander. Unit commanders will confirm with their chain of command the source of the exercise tasking and ascertain intent with regards to exercise participation. **(T-1)** Refer to JP 1, Vol 2, *The Joint Force* and the GFMIG for additional caveats to command authority for units participating in CCDR exercises.

1.5.3. SecAF forces participating in exercises away from home station are considered on temporary duty (TDY) rather than deployed, even if the forces are overseas and participating in a CCDR or joint service exercise. Contingency, Exercise, and Deployment (CED) orders are required for SecAF forces participating in exercises overseas. **(T-0)** This status also applies to CCDR-assigned or attached forces participating in other CCDR, SecAF or joint service exercises. TDYs do not count as deployments and therefore offer no protections under the SecDef’s deployment-to-dwell policy. Reference [paragraph 3.3.4](#) for information regarding the Status of Forces Agreement (SOFA) for Combined Exercises.

1.6. Prioritization of Exercises and Support Resources.

1.6.1. According to JP 1, Vol 2, CCDRs have combatant command authority (COCOM) over assigned forces and are directly responsible to the POTUS and SecDef for the performance of assigned missions and the preparedness of their commands. As directed in JP 1, Vol 2, CCDRs exercise COCOM over assigned forces to conduct joint exercises and training to achieve effective employment of the forces in accordance with established training policies for joint operations. The SecAF prioritizes USSF exercises and support as it pertains to forces in order to organize, train, and equip. For the purposes of this Space Force instruction, USSF service-level exercises will be referred to as SecAF exercises as distinct from CCDR and joint exercises.

1.6.2. USSF Exercise Prioritization. The Deputy Chief of Space Operations for Operations (Chief Operations Officer or SF/COO) publishes an Exercise Guidance Memorandum for each fiscal year that includes the SF/COO's Tier 1 exercise priorities and exercise intent to help planners ensure exercises are relevant and meet Higher Headquarters' (HHQ's) guidance and objectives. SF/COO prioritizes exercises in accordance with the SecDef's National Defense Strategy (NDS), and SecAF and CSO guidance. The Exercise Guidance Memorandum may also include specific CCMD AORs of interest, multi-domain command and control initiatives, or other USSF readiness goals and objectives. COO will prioritize SecDef, SecAF, and/or CSO directed exercises above all other exercises. For the prioritization of other service, CCMD, coalition, and/or agency exercises, reference the current Exercise Guidance Memorandum. 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*.

1.7. Exercise Scheduling and Management.

1.7.1. Joint Training Information Management System (JTIMS), and its follow-on system, the Joint Training Tool (JTT), is the CJCS' 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 METs exercised during a prescribed event. This assessment of METs can then inform 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, as well as into the Joint Lessons Learned Information System (JLLIS). Space Training and Readiness Command (STARCOM) Delta 10 (DEL 10) is the USSF OPR for lessons learned and JLLIS interface. DEL 10 will establish USSF procedures for capturing lessons learned, to include their entry into JLLIS, lesson tracking, senior leader status updates, and lesson completion/closure.

1.7.2. In accordance with (IAW) Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 3500.01J, *Joint Training Policy for the Armed Forces of the United States*, CCMDs, components, the joint force, or military departments requesting USSF forces will input exercise data into JTIMS per their HHQ guidance when requiring personnel to participate in non-unit-hosted exercises. **(T-0)** JTIMS supports coordination and the efficient use of resources to enable participation in exercises. Home station large force employment exercises that do not require forces to go TDY to attend are not required to be input into 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 large force employment exercise. Major named virtual exercises (i.e., VIRTUAL FLAG) will be entered in JTIMS. Units will use JTIMS to request forces if a home station large force employment exercise expansion includes joint or other assigned or unassigned USSF forces. USSF exercises not entered into JTIMS due to JTIMS transition to its follow-on system or access limitations are considered valid requirements as long as the exercise is on the Service Exercise Plan (SEP). **(T-0)**

1.7.2.1. JTIMS and the USSF SEP are the primary data sources to capture exercise demand signals leveraged on USSF forces from CCDR, CJCS, JEP, NEP, and USSF exercises. In addition, JTIMS and the USSF SEP are resources for informing USSF 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. However, the USSF SEP is authoritative and articulates the Delta Commander's (CC), Space Operations Command (SpOC)/CC, and STARCOM/CC intent for participating in, or providing support to an exercise.

1.7.2.2. USSF force capability support to CCDR, joint, or non-USSF service exercises requires a JTIMS Force Request. **(T-0)** Organizations conducting an event 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. **(T-0)** Emergent requests for SecAF forces or assigned or attached forces from another CCMD inside of 12 months before exercise execution require additional coordination with the ECT, COO/S7O, and respective CCMD to determine force availability.

Chapter 2

ROLES AND RESPONSIBILITIES

2.1. Secretary of the Air Force (SecAF). Responsible for DAF training per 10 USC § 9013(b)(5), *Training*. DoDD 5100.01 defines USSF functions and directs that the USSF shall develop concepts, doctrine, TTPs, and organize, train, equip, and provide forces to perform specific functions. The USSF is responsible for monitoring and assessing operational readiness and capabilities of forces for assignment to CCMDs. Therefore, USSF commanders are responsible to the SecAF through the CSO for the administration, training, and readiness of their units.

2.2. Deputy Undersecretary of the Air Force for International Affairs (SAF/IA). Provides support by coordinating with international partners interested in USSF exercises, vetting, and inviting foreign participants, supporting disclosure-based concerns over foreign integration, and providing SF/COO a political-military assessment of integrating selected foreign teams.

2.3. Deputy Chief of Space Operations for Strategy and Resources (SF/S5/8 or CSRO). Principal authority on the development of relevant strategies, guidance, and resources to achieve service objectives in security cooperation activities with allies and partners. Conducts detailed, robust, and regular Space Engagement Talks (SET) that encompass space policies, strategies, areas of investment, combined space operations, exercises, and wargames, and co-development and/or interoperability opportunities.

2.4. Chief Operations Officer (SF/COO). Provides oversight for USSF exercises and SecAF forces in Joint, Service and CCDR exercises.

2.4.1. Approves use of SecAF exercises to fulfill USSF readiness requirements.

2.4.2. Approves the Exercise Guidance Memorandum annually (or more often as required) to direct USSF exercise enterprise planning and execution. This guidance should include a minimum of the priorities and SF/COO's exercise intent; but may include themes such as specific CCMD AORs of interest, multi-domain command and control initiatives, or other USSF readiness goals and objectives.

2.4.3. On behalf of the CSO, approves the annual SEP.

2.5. Chief Operations Officer Deputy Director of Force Generation (COO/S7O). COO/S7O manages the USSF exercise process on behalf of the SF/COO. COO/S7O oversees and accomplishes the following:

2.5.1. Provides guidance to FLDCOMs on exercises, training-related matters, and monitors the planning and execution of the USSF readiness enterprise.

2.5.2. Develops and coordinates the Exercise Guidance Memorandum for approval by the SF/COO.

2.5.3. Coordinates the production, update, maintenance, and approval of the SEP.

2.5.4. Coordinates USSF exercise requirements with the Joint Staff (JS), Office of the Secretary of Defense (OSD), Defense agencies/field activities, sister-services, and other United States Government (USG) and non-USG exercise partners, as necessary. Represents the service in joint exercise meetings, unless delegated to STARCOM.

2.5.5. Coordinates with FLDCOMs, Air Force Reserve Command (AFRC) and National Guard Bureau (NGB) to identify and gather planned AFR and NGB-Space Operations (SO) requirements 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*.

2.5.6. Interfaces with appropriate agencies for overall exercise planning and coordination, and to identify mission area exercise shortfalls and ensure exercises are meeting guidelines set forth in the SF/COO Exercise Guidance Memorandum.

2.5.7. Approves requests for foreign country participation in SecAF exercises and vice versa, in coordination with SAF/IA.

2.5.8. Monitors USSF participation in CEP/JEP/NEP exercises.

2.5.9. Coordinates the planning, execution, and evaluation of SecAF forces participation in USSF Service, joint service, CJCS, and CCMD exercises which involve Space Staff support and participation.

2.5.10. Serves as the USSF interface with Joint Staff, Directorate of Joint Force Development (JS/J7) for Joint Exercise Transportation Program (JETP) requirements.

2.5.11. Serves as the Space Staff point of contact (POC) for SecAF forces participation in joint service, CEP/JEP/NEP, and CCMD exercise activities.

2.5.12. Provides oversight to ensure the USSF service exercise program has a positive impact on readiness by assisting in the identification, prioritization, and focus of SecAF exercises.

2.5.13. Monitors assigned and attached forces' participation in joint service, CEP/JEP/NEP, and CCMD exercises and review the impact on overall readiness.

2.5.14. With support from STARCOM, coordinates the draft SEP for SF/COO approval. This approval consists of an out-brief of the ECT which provides an overview of how the ECT-prioritized participation to meet readiness concerns. It also identifies any shortfalls that cannot be addressed with existing resources as well as any significant exercises that the USSF will not participate in which may be of concern to the SF/COO.

2.5.15. Advocates for and administers the USSF allocation of Combatant Commanders Exercise Engagement (CE2) funds to meet Service Incremental Funding (SIF) requirements in support of those CCMD exercises authorized funding, per the Office of the Secretary of Defense and Joint Staff (OSD/JS) JTEEP Fiscal Year (FY) Program Execution Plan.

2.6. Space Training and Readiness Command (STARCOM).

2.6.1. Serves as the lead FLDCOM for exercise coordination, scheduling, and chairs the ECT.

2.6.2. Represents SecAF USSF equities at JS/J7's JTIMS Sourcing and User Groups.

2.6.3. Maintains 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 organization conducting the event. Identifies planned AFR and NGB-SO requirements to SF/COO for incorporation into the ARC Utilization Cycle in accordance with AFI 10-301. In addition, provides ARC man-day requirements in accordance with DAFI 36-2619, *Active Duty Operational Support (ADOS) – Active Component (AC) Man-Day Program*.

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

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

2.6.6. Conducts a safety review of the exercise plan.

2.6.7. Establishes a headquarters-level OPR to implement their SecAF and joint exercise participation programs and oversees and monitors the exercise activities of subordinate units.

2.6.8. Establishes a command interface POC with Space Staff for overall SecAF and joint exercise planning and coordination.

2.6.9. Attends SecAF and joint exercise planning conferences, as required, and ensures SpOC weapon system objectives are included in exercise scenarios.

2.6.10. Serves as the JNTC Corporate Board representative on behalf of the USSF.

2.6.11. Manages the distribution, obligation, and expenditure of their allocated SIF funds. Other USSF FLDCOMs will manage the distribution, obligation, and expenditure of their allocated SIF funds.

2.6.12. Assists COO/S7O with identifying mission area SecAF exercise shortfalls and advocating for additional exercise opportunities or resources, as appropriate.

2.6.13. Chairs the ECT, responsible for building, updating, maintaining, and executing the SEP in coordination with COO/S7O for SecAF and joint exercises.

2.6.14. Manages JTIMs requests, requirements, and resourcing (including time-phased force and deployment data (TPFDD)) for STARCOM units IAW CJCSI 3500.01J.

2.7. Space Operations Command (SpOC).

2.7.1. Participates in the ECT, ensures exercise participation improves readiness or meets emerging unit requirements and standards described in the following:

2.7.1.1. Operational Capability and Service Mission Essential Task List (METL) for all USSF forces and associated OPLANs and Joint Mission Essential Task List (JMETL) for CCDR-assigned forces as specified in DRRS. **(T-2)**

2.7.1.2. Service and CCMD exercise plans, directives, and reporting instructions. **(T-2)**

2.7.2. Directs the development and execution of training plans to prepare participants for exercises. Exercises are culminating events used to stress and evaluate USSF forces to ensure they are ready to perform their METs, supporting tasks, as well as provide an opportunity to practices TTPs in a controlled environment.

2.7.3. Manages JTIMS requests, requirements, and resourcing (including TPFDDs) for SpOC units IAW CJCSI 3500.01J.

2.7.4. Attends SecAF and joint exercise planning conferences, if STARCOM does not have availability and/or, as required, and ensures SpOC and STARCOM objectives are included in the exercises.

2.7.5. Manages the distribution, obligation, and expenditure of their allocated SIF funds. Other USSF FLDCOMs will manage the distribution, obligation, and expenditure of their allocated SIF funds.

2.8. Exercise Coordination Team (ECT).

2.8.1. The ECT is the forum that allows representatives from across the exercise community to identify readiness training gaps and to establish the optimal number of exercises based on available resources. Utilizing the SF/COO Exercise Guidance Memorandum, the ECT recommends options to consolidate and synchronize resources in order to prevent waste due to exercise overlap or duplication.

2.8.2. STARCOM will chair the ECT on behalf of the SF/COO and is responsible for building and executing the annual SEP in coordination with COO/S7O. The ECT will synchronize the USSF exercise requirements planning with the JTS process outlined in **Chapter 3. (T-2)**

2.8.3. The ECT is an action officer (AO)-level working group chartered to capture SecAF, USSF, CCMD, and sister-service exercise requirements. The ECT has representatives from STARCOM, SpOC, AFRC, Commander of Space Forces (COMSPACEFOR), Directors of Space Forces (DS4), Space Component Staff, and NGB-SO. Unit representatives may attend ECT conferences, as required, with STARCOM concurrence. Delta 11 will send representatives from the National Space Test and Training Complex (NSTTC) to attend ECT conferences and provide input on feasibility of supporting each exercise discussed due to competing demands from the test community. ECT conference participation is unit funded.

2.8.4. The output of the ECT is the draft SEP which details USSF participation for the upcoming fiscal year. In addition, the draft SEP will also determine which resources and Deltas are participating. Emergent requests inside of 12 months before exercise execution require additional coordination with the ECT, COO/S7O, and respective CCMD to determine force availability. If USSF participation is limited to response cells, this will be clearly identified as well. Following the development of the draft SEP, coordination will be made through COO/S7O, CCDR's with equities, FLDCOMs, and applicable Delta's to review and deconflict the final SEP.

2.8.5. The ECT will:

2.8.5.1. Query JTIMS, Consolidated Planning Schedule (CPS) and other schedule management tools for the USSF exercise demand requirements and assess resource availability.

2.8.5.2. Coordinate SecAF forces' participation in CEP/JEP/NEP, CCDR, and SecAF exercises as defined in paragraphs 1.2.1 and 1.2.2.

2.8.5.3. Balance exercise participation based on USSF forces' readiness requirements and CCDR and USSF CPS mission training and preparation.

2.8.5.4. Look holistically at the various live and virtual exercise requirements, assess ability to source, and make recommendations to combine or link exercises to meet readiness requirements while not over-stressing units that support the joint warfighting effort.

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

2.8.5.6. Assess requests for USSF forces to augment Sister-Service exercises, and nominate units as required based on readiness training requirements.

2.8.5.7. Validate the SEP. The SEP is an enterprise approach to operational training information management. It provides a single source view of assigned and unassigned USSF forces' participation in SecAF, CCDR and CEP/JEP/NEP exercises. The ECT's review, refinement and validation of the SEP allow FLDCOMs to have a common picture of the USSF exercise enterprise to synchronize events and prioritize resources before the SEP is signed by SF/COO.

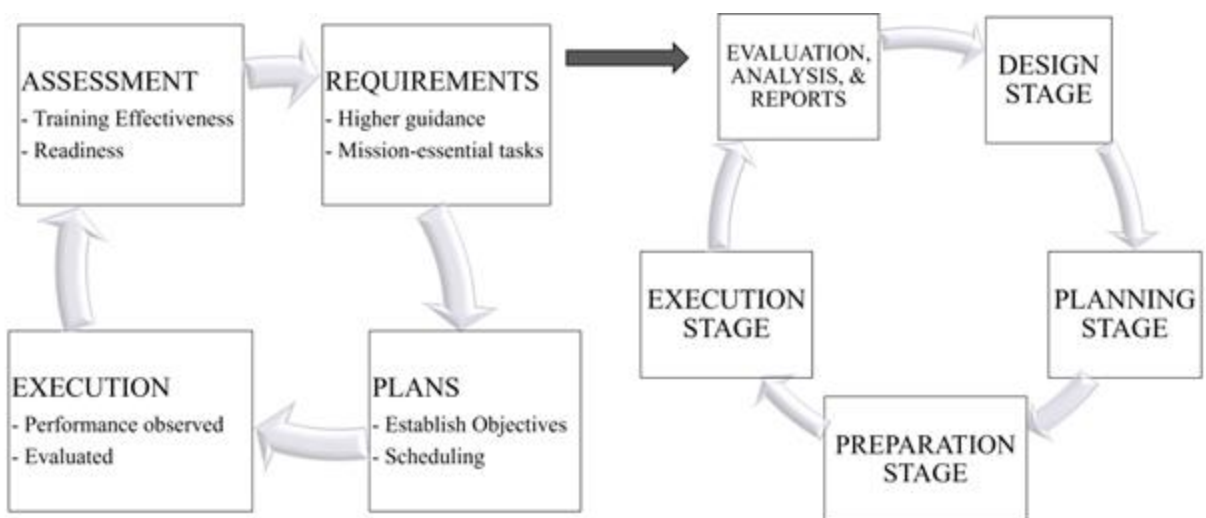
2.8.5.8. Create a draft SEP for the upcoming FY's USSF exercise enterprise; coordinate the draft SEP with COO/S7O for approval.

Chapter 3

EXERCISE LIFE CYCLE PROCESS OVERVIEW

3.1. Joint Event Life Cycle (JELC). To standardize the life cycle of the USSF exercise enterprise, exercise program managers at all echelons will design exercises from planned requirements and assess exercise results using those same requirements. **(T-2)** Exercise planners will utilize CJCSM 3500.03E, *Joint Training Manual for the Armed Forces of the United States and* reference the JELC as a model for managing USSF exercises. **(T-2)** The programming cycle of USSF exercises should take 12-18 months from the design stage to the Evaluation, Analysis and Reports Stage, as shown in **Figure 3.1**. The ECT's process also reflects the JELC's methodology and timeline.

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



3.1.1. Joint Training Tiers. Joint training events are the most visible tools of the JTS and are categorized based upon their intended training audience within four tiers. These tiers range from US Service core competency training to interagency and intergovernmental joint training. USSF exercises, as well as other service exercises, are part of the JTS as *Tier 3: Functional and Service Component Training 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 USSF exercises fulfill the SecAF's mandate for training which would make it first priority from a USSF 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.

3.1.1.1. USSF Tiers. The ECT will use a three-tier structure to reflect the levels of effort required to plan and execute exercises within the USSF.

3.1.1.2. USSF Tier 1 Exercise Events. Large scale exercises that serve as a culminating training event and involve the integration of one or more USSF missions; these exercises may be joint or coalition in nature and are led by STARCOM. The exercise enterprise uses LVC simulation distributed across networks (or combinations thereof) to replicate the complex operational environment and realistic threats in the training battlespace to enable Guardians to prepare for joint/coalition operations. The USSF/COO approves Tier 1 exercise Lessons Learned and AARs before sharing finalized reports with stakeholders.

3.1.1.3. USSF Tier 2 Exercise Events. These exercises involve more than one SpOC Delta or space unit (USSF, USAF, NGB, USAFR, or coalition) and are led by STARCOM. A Tier 2 exercise may nest under a Tier 1 exercise; additionally, these exercises may meet specialized or Advanced Training objectives for one or more missions or small sets of multiple players. These exercises may be joint or coalition in nature. STARCOM HQ approves Tier 2 exercise Lessons Learned and AARs before sharing finalized reports with stakeholders.

3.1.1.4. USSF Tier 3 Exercise Event. Small force training event of any type where a single service component or SpOC Delta practices procedures to meet individual USSF unit or mission training objectives. This exercise may be assessed by a unit commander or their designee to ascertain the effectiveness of the unit during the rehearsal of METs. At this tier level, the applicable Delta Commander will finalize and approve exercise Lessons Learned and AARs reports before sharing with stakeholders.

3.1.2. Tailor exercise reporting instructions to meet exercise requirements. These requirements may include specialized personal equipment for the purposes of exercise objectives, foreign country restrictions in accordance with the Foreign Clearance Guide (FCG), additional security requirements, 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.

3.2. Exercise Requirements. To aid in initial requirements assessment, reference and use the Joint Planning Process found in JP 5-0, *Joint Planning*. **(T-0)** 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., exercise directives).

3.2.1. Exercise Directives (EXDIR). EXDIRs should typically follow the standard Joint EXDIR format found in CJCSM 3500.03E. When appropriate, participating USSF organizations (Space Staff, FLDCOM, etc.) will assist the exercise sponsor with EXDIR development. **(T-1)** Depending on exercise complexity, duration, and level of participation, USSF 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, listed in the following sub-paragraphs, are available for 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). The JMETL is a joint force commander's list of priority tasks, derived from plans and orders, along with associated conditions and measurable standards, that constitute the joint force commander's warfighting requirements. Reference JMETLs to exercise CCDR mission essential tasks that also match USSF core functions.

3.2.2.2. CJCS Guide 3500.01, *Chairman's Guidance for Training and Exercise Support to Global Integration*. Reference the latest guidance for essential characteristics and required joint training elements and JTIMS for high-interest training requirements that can be incorporated into exercises.

3.2.2.3. Reference SF/COO's Exercise Guidance Memorandum per paragraphs 1.6.2 and 2.4.2. The Exercise Guidance Memorandum includes SF/COO's Priorities and COO's Exercise Intent to help planners ensure the exercise is relevant and meets HHQ's guidance and objectives. The Exercise Guidance Memorandum may also include specific CCMD AORs of interest, multi-domain command and control initiatives, or other USSF readiness goals and objectives.

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

3.2.2.5. Review operational, logistical, support, 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 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 that will not place blame or criticism on participants for failures or mistakes. 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 ECT conferences (unit funded). Alternatively, planners not able to participate will provide ECT leads with details on exercise requirements along with requested FLDCOM or weapon system participation. These details should show how weapon system participation would enhance multi-domain and multi-functional interoperability training.

3.3. Exercise Planning and Sourcing. During the planning cycle, each FLDCOM will source the exercise in accordance with JTIMS or as directed by COO. As noted in [paragraph 2.8.3](#), the ECT serves as a forum for exercise planners to advocate for support, prioritize requirements, and maximize the use of the USSF force structure. NGB may establish Title-32 training events and exercises for ANG space units mission readiness and training requirements. NGB will coordinate with the ECT on Title-32 training events and exercises requiring USSF range, logistical, or manning support. In addition, any ANG space unit exercise that requires SecAF forces or CCMD-assigned USSF forces must be coordinated through the ECT. **(T-1)** When satisfying unit mission readiness and training requirements, ANG space units may, if approved by USSF exercise or event sponsor, participate in USSF exercises and events in Title-32 or Title-10 duty status.

3.3.1. Sourcing should be modeled after the Global Force Management (GFM) 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 Space Force instruction 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. When required, 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-0)** DCAPES is a sourcing and management tool for DAF forces and is the apparatus by which force movements occur. DCAPES' taskings for SecAF forces must be properly coordinated and supported by the appropriate authority. Further guidance is provided in DAFI 10-401, *Operations Planning and Execution*, and AFI 10-403, *Deployment Planning and Execution*. Per [paragraph 2.8.1](#) above, the ECT will review, assess, and prioritize these taskings to support SecAF, JEP, CEP, and NEP events before they are officially tasked in DCAPES. **(T-1)** This ECT review process is established to ensure force availability.

3.3.2. 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*, 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 (HQ) AFRC Reserve Personnel Appropriation (RPA) funding will be obligated and managed on the Air Force Form 938, *Request and Authorization for Active Duty Training/Active Tour*, using Air Force Reserve Orders Writing System (AROWS-R) and voucher processing under the Defense Travel System (DTS)/Reserve Travel System. **(T-0)** A statement will be typed on the CED 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 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 and validation by the supported CCMD and US Transportation Command. FLDCOMs 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.

3.3.3. CCMD, service component, and joint exercise planners and/or the exercise execution authority will submit a force request via JTIMS per CJCSM 3130.06C. **(T-0)** 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. Force request 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 should be added to the TPFDD as soon as possible but not later than 10 working days after Force Request validation or STARTEX, whichever is later. **(T-2)**

3.3.4. Status of Forces Agreement (SOFA) for Combined Exercises. Whenever USSF forces participate with foreign countries in any combined exercise, the US may have a SOFA or similar arrangement with all participating countries to cover the protection of US Forces while deployed for the exercise. If a SOFA does not exist, the FCG specifies what laws and/or agreements US forces are subject to while in the host country. To help clarify the status of exercise participants, an exercise support agreement, memorandum of understanding (MOU), memorandum of agreement (MOA), or similar agreement should be negotiated and concluded with host nations in advance of the exercise in accordance with DoDI 5530.03, *International Agreements*; DAFI 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. The Space Staff may coordinate to determine the existence of an agreement with SAF/IA, the Office of the Secretary of the Air Force, Office of the Deputy General Counsel, Deputy General Counsel for Intelligence, International & Military Affairs (SAF/GCI) and Headquarters Air Force, Office of the Judge Advocate General, Operations, and International Law (AF/JAO). These directorates can provide details about existing agreements concluded by DAF organizations and major commands (MAJCOMs)/FLDCOMs/direct reporting units (DRUs)/field operating agencies (FOAs) within their agreement repositories. If a new agreement is required, contact SAF/GCI and AF/JAO about drafting an agreement.

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

3.3.6. Environmental Compliance. Exercise managers and planners will ensure exercises conducted in the United States, its territories, and possessions comply with applicable federal, state, interstate, and local environmental requirements for all USSF-conducted exercises. Guidance on environmental compliance is provided in AFI 32-7001, *Environmental Management*, AFPD 32-70, *Environmental Considerations in Air Force Programs and Activities*, and Title 32, Code of Federal Regulations, Part 989, (32 CFR Part 989), *Environmental Impact Analysis Process*, current edition. Guidance applicable to exercises conducted at DoD installations in foreign countries is provided in AFI 32-7001.

3.3.7. Orders for Individual and Unit Exercise Participation.

3.3.7.1. If a unit commander authorizes/issues a DTS authorization, written or verbal orders of commanding officer, 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. **(T-0)** Commanders will also ensure applicable exercise funds have been obligated by the appropriate FLDCOM for their unit's participation. If the force requirement is not validated and/or funds not authorized, the unit approving the authorization will be liable for the TDY costs without reimbursement. **(T-2)**

3.3.7.2. 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 then input the individual into the TPFDD for accountability after the fact. The force coordinator, typically Space Operations Command, Director of Training, Plans, and Readiness (SpOC/S3/5) or equivalent for service-retained SecAF forces, will be notified of any last-minute changes in order to appropriately cross-organize the individual DTS authorization. **(T-2)** Cross-organization of the DTS authorization is required for funding accountability/obligation and mitigates unit commanders from being liable for TDY costs without reimbursement. This course of action will only be used 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.

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

3.3.8. Exercise DCAPEs taskings and CED Orders. CED orders are required for contingencies and CJCS exercises. **(T-0)** The FLDCOM exercise planner may decide to utilize CED orders for SecAF-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.

3.3.8.1. DCAPEs is the system primarily used for SecDef-ordered deploying forces which often creates ambiguity with taskings for non-SDOB-directed exercises. Unit commanders and deployment managers will determine if DCAPEs taskings are operational, ordered, or merely a request for volunteers. **(T-0)**

3.3.8.2. In general, taskings for SecAF forces to participate in CCDR exercises are voluntary unless listed in the GFMAP as a modification which is then authorized by SecDef in the SDOB. It is up to the unit commander, unit deployment manager or Logistics Readiness Squadron subject matter expert to determine if the DCAPEs tasking is voluntary or compulsory.

3.3.8.3. Certain exercises, though rare, are ordered by the SecDef for unassigned/service-retained forces to participate with CCDR-assigned or attached forces and require full GFMAP allocation for the length of the exercise. During such exercises, forces are allocated to a CCDR and OPCON and TACON authority is exercised over those forces. In accordance with JP 1, Vol 2, “The command relationship the gaining commander will exercise (and the losing commander will relinquish) will be specified by SecDef...” (T-0) During such SecDef-ordered exercises, CED orders are legal orders from SecDef. These types of taskings are compulsory.

3.3.8.4. Unit commanders will assess whether to participate in an exercise based on unit readiness and will elevate non-participation requests through their chain of command to their parent FLDCOM for coordination. (T-2) A decision to participate in a CCDR or service component exercise that reduces or does not enhance unit readiness will be made only in specific circumstances. (T-2) These circumstances include CCMD-assigned or attached 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. Unit commanders will obtain FLDCOM approval prior to removing themselves from SEP requirements, if not previously approved by the ECT. (T-2)

3.3.8.5. NGB-SO exercise participation will be funded via Military Personnel Appropriation man-days and will be included in the ECT process. Participation will be identified by the specific unit, along with the level of participation (i.e., number of officer/enlisted man-days required). NGB-SO field unit participation must be submitted via the Planning, Programming, Budgeting, and Execution (PPBE) process to ensure MPA and fund citation allocation (FCA) is coordinated and approved by the USSF Corporate Structure.

3.4. Exercise Execution. The formal execution phase begins with deployment of exercise participants and continues until end of exercise.

3.4.1. Communication and Testing for Exercise Execution. Communications setup and testing are important exercise preparation steps prior to the start of execution and will include validation of all certifications, accreditations, and ATO. (T-0) End-to-end communication checks, and systems interoperability verification are critical to ensure connectivity for all live and virtual exercise entities.

3.4.2. Operational Test and Training Infrastructure (OTTI) Requirements. Exercises require many elements of OTTI that must be coordinated, scheduled, and optimized for realistic and relevant operational training. The five elements of OTTI include the following: 1) Live Ranges: spanning the space, ground, and link segments; 2) Devices and Trainers: full-mission trainers; 3) Opposing Forces (OPFOR): local and professional threat replication/opposing forces; 4) Synthetic Test and Training Environments (STTE); and 5) Secure Facilities and Assured Networks.

3.4.3. Exercise Participant Materials. One of the goals of the exercise program is to practice, validate, and reinforce established systems, processes and TTPs. To support this goal, whenever possible, communicate exercise information 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.

3.4.4. 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. USSF 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 USSF objectives. Planners should prepare and provide exercise controllers the support materials needed to manage exercise execution.

3.4.5. Joint Exercise Control Group (JECG). When required, a JECG, or “White Cell”, will oversee and manage the exercise activity of participants. The JECG are trusted agents and will not be exercise players. **(T-0)** The JECG will be tailored to support the size and scope of the exercise, as well as meeting the exercise needs of participating USSF units. **(T-0)**

3.4.6. Trusted Agents. Trusted agents are subject matter experts (SME) 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.

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

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

3.4.6.3. 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.

3.4.6.4. As a minimum, trusted agent information is need-to-know and should remain close-hold within the exercise planning community. **(T-2)** 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. **(T-2)**

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

3.4.7. Observers. Observers are a vital link in the exercise process. They ensure exercise objectives are met, provide on-the-spot instruction and capture L2 and/or best practices for after action reports (AARs) and inclusion in the JLLIS. They can also recommend and coordinate event changes when required during exercise execution. All observers, to include USSF, joint and coalition/multi-national partners, will have appropriate security clearance and “need-to-know” before being authorized to participate in an exercise. **(T-0)**

3.4.8. 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.

3.5. Exercise Assessment. The assessment phase is a critical part of the exercise process and enables participants to evaluate and assess exercise actions, propose changes, and share this information with other stakeholders. Actions taken during the exercise are evaluated and assessed by Space Delta 10 – *Space Doctrine, Tactics, Lessons Learned, and Wargaming* to determine whether training objectives are met and to provide a readiness assessment. Identifying L2 and completing AARs are key elements of this phase.

3.5.1. After Action Reports and Lessons Learned. Participating USSF organizations will develop AARs and Lessons Learned that summarizes exercise activities, evaluates actions, identifies strengths and weaknesses, and makes recommendations. **(T-3)** The USSF/COO approves Lessons Learned and AARs for USSF Tier 1 and Tier 2 exercises before reports are released to stakeholders. For USSF Tier 3 exercises, the applicable Delta Commander will finalize and approve exercise Lessons Learned and AARs. Additional guidance on Lessons Learned and AARs is contained in AFI 10-1302, *Air Force Lessons Learned Program*. JLLIS (www.jllis.mil/USAF) is the DAF system of record for the management of all DAF observations, L2, and AARs.

3.5.2. Commanders at all levels will ensure exercise readiness outcomes are accurately reflected in DRRS. **(T-0)**

3.5.3. FLDCOMs and the ECT will review DRRS exercise readiness assessments, OTTI metrics, performance-based measures, L2 and AARs to inform the next FY's exercise priorities and SEP. **(T-1)**

Chapter 4

USSF 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 (CBRN) 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 exercises in JTIMS. **(T-0)** The 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, FLDCOMs should consider linking their sponsored exercises with CJCS, CCDR or service exercises whenever possible. The ECT should look for these opportunities to link exercises to maximize joint training opportunities with finite resources.

4.1.4. Scheduling. Participating in CEP and JEP exercises, as well as supporting USSF-conducted exercises places considerable stress on USSF units and often strains available assets. Unit commanders will 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. The CJCS serves as the DoD point of contact to the NEP and orchestrates overall DoD NEP execution. The USSF, as a DoD component, will support the NEP in accordance with DoDI 3020.47, *DoD Participation in the National Exercise Program (NEP)*. **(T-0)**

4.2.2. National Exercise Program Capstone Event. This is a single biennial operations-based NEP exercise and requires the participation of all appropriate department and agency principals.

Chapter 5

EXERCISE FUNDING

5.1. General Information. The FLDCOMs are responsible for the distribution of their respective USSF SIF funds. USSF FLDCOM Deltas will manage the obligation and expenditure of SIF funds.

5.1.1. As noted in **Chapter 2**, exercise program managers will sync their funding process timelines with the JTEEP funding process timelines outlined in CJCSM 3511.01A, *Joint Training Resources for the Armed Forces of the United States*. **(T-0)** The intent is to base funding decisions informed by outputs from the JTS Four Phase Process and sync up with the JTP Cycle.

5.1.2. The primary sourcing for joint training is the JTEEP program. As such, the JTEEP account funds USSF 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 PPBE process. Space Force conducts an annual Future Years Defense Program (FYDP) budget review for all Service-related programs, training, exercises, and support activities to fund outyear mission requirements. The approved Space Force mission requirements to be funded will be incorporated in the Service's 5-year FYDP Program Objective Memorandum (POM) and Budget Estimate Submission (BES) to OSD, CAPE, and the Office of Management and Budget (OMB) for POM budget reviews to be included in the annual President's Budget (PB) to Congress. Congress will first authorize the PB and then appropriate the PB for Space Force budget authority distribution.

5.1.4. In addition to PPBE policy and guidance, USSF organizations will comply with the JEP provisions in CJCSM 3511.01A and published JTEEP Program Goals & Objectives. **(T-0)**

5.2. Joint Training Exercise Evaluation Program (JTEEP) 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 (O&M) 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 Commercial Ticket Program (CTP). Regular component, AFR and NGB-SO 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. COO/S7O is responsible for overseeing the disbursement and management of CE2 funds associated with USSF participation in JEP exercises.

5.2.2.1. Funding for JEP exercises is based on requirements identified in JTIMS. Exercise sponsors and planners will ensure the accurate and timely entry of required JTIMS data. **(T-1)** Funding may be denied if the requirements are not entered and processed through JTIMS.

5.2.2.2. FLDCOMs will use Emergency and Special Program (ESP) codes to track CE2 expenditures by exercise. **(T-1)** To facilitate exercise expenditure accounting, USSF FLDCOMs will ensure that all exercise fund cites contain the proper ESP code for tracking purposes. **(T-1)**

5.3. CE2 Funds Management.

5.3.1. Port Handling/Inland Transportation Funds (PH/IT).

5.3.1.1. FLDCOMs will manage the obligation and distribution of PH/IT funds. **(T-1)**

5.3.1.2. Transportation Account Codes. FLDCOMs will use transportation account codes to fund PH/IT requirements whenever possible. **(T-1)**

5.3.1.3. JS/J7 Program Management Activities distributes PH/IT funds in accordance with CCMD spend plans. FLDCOMs are still responsible for getting funds to the appropriate units and for tracking PH/IT obligations by exercise name and ESP code.

5.3.2. Commercial Ticket Program (CTP) Funds.

5.3.2.1. FLDCOMs manage the obligation and distribution of CTP funds.

5.3.2.2. Funding Request. FLDCOMs need to submit their CTP requests in accordance with JS/J7 Joint Exercise Transportation Program, Commercial Ticket Program Implementation Guidance. **(T-0)** 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. Service Incremental Funding (SIF) Funds.

5.3.3.1. JS/J7 distributes SIF to the CCMDs; CCMDs allocate SIF funds to COO/S7O who will distribute SIF funds to the respective FLDCOM (i.e., STARCOM, SpOC, or SSC) as required based on which personnel or units will be participating in CCMD exercises. FLDCOMs will assign points of contact (POCs) responsible for overseeing the distribution and management of SIF funds to the FLDCOM Deltas. COO recommends each FLDCOM appoint a SIF Resource Advisor (RA) and a SIF Manager to administer and have responsibility over the lines of accounting, cross-orgs, DTS processing, applicable SIF contracts, exercise support costs, and metrics reporting. Deltas will likewise be responsible for assigning SIF POCs to manage the obligation and expenditure of SIF funds and report metrics to their respective FLDCOM POCs and COO/S7O. SIF POCs should have experience with resource management and/or financial management.

5.3.3.2. Funding Request. FLDCOMs will comply with SIF Business Rules. Guidance pertaining to Joint Staff funding requests is referenced in CJCSM 3511.01a, *Joint Training Resources for the Armed Forces of the United States*.

5.3.4. CE2 funds are authorized to support specific approved exercise expenses and may not be redirected to fund any other activities. FLDCOMs 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. COO/S7O is the USSF OPR for managing CE2-supplied funding.

5.4.1.2. All USSF organizations will comply with CJCS exercise funding guidance. Guidance pertaining to the funding process is provided in Department of the Air Force Manual (DAFMAN) 65-605, Volume 1, *Budget Guidance and Technical Procedures*.

5.4.2. Non-JEP exercises. USSF organizations conducting unilateral or other joint exercises not within the approved JEP fund these exercises from their own O&M accounts. For USSF-conducted non-JEP exercises, the FLDCOM or USSF organization sponsoring an exercise is generally responsible for funding and managing the exercise.

5.4.3. Combined exercises. Combined exercises will have a written arrangement with the foreign participant(s) that includes the scope of the exercise, status of US personnel, and funding procedures, as appropriate. **(T-0)** Any US training, supplies, or other services provided to participating countries will be provided pursuant to the relevant legal authority, such as a Foreign Military Sales case or cross-servicing agreement under Acquisition and Cross-Servicing Agreement authority. **(T-0)**

5.4.4. The mission of the JNTC is to advance joint capabilities and interoperability by concentrating on emerging joint training requirements through collective training experiences using a managed set of globally distributed capabilities and activities. The program resources Service, and US Special Operations Command (USSOCOM) exercises improve interoperability and realism of tactical and operational joint training between the Services and USSOCOM. JNTC enables joint collective training for the services by developing relevant joint training content and ensuring global distributed access. Currently the USSF has two JNTC programs that are resourced by the Joint Staff; SPACE FLAG as an accredited exercise and the DMOC-S as a certified site. Both of these programs reside within the 392 CTS, which is a DEL 1 unit under STARCOM. STARCOM serves as the JNTC Corporate Board representative on behalf of the USSF.

5.4.5. Joint Training Capabilities Program (JTCP) mitigates the lack of other Service/USSOCOM participation in Service/USSOCOM accredited and certified training programs. The lack of other service participation, identified in the JNTC accreditation and certification process, is the number one chronic and recurring problem facing Service joint training. The program brings together Services and USSOCOM event planners, identifying annual opportunities for mutually beneficial joint training and provides incentive funding for the movement of personnel and material to and from training planning and execution events. The identified training opportunities directly aide in the Risk Reduction Areas called out in the CJCS Guide 3500.01. Funding distributions are determined by Service/USSOCOM requirements and the ability of other Services and USSOCOM to provide needed support. The Office of Program Management Activities (OPMA) compiles requirements in an annual process and the program recommendations for funding distribution are approved by the JNTC Corporate Board stakeholders. The JTCP includes O&M funding to support USSF JNTC programs.

5.5. Space Staff PPBE Process for SIF.

5.5.1. During the Program Objective Memorandum (POM) development process, FLDCOMs submit their SIF Future Years Defense Plan (FYDP) requirements for JEP exercises to COO/S7O.

5.5.1.1. COO/S7O consolidates the FLDCOM JEP exercise requirements and submits to the COMSPACEFOR or DS4s. COMSPACEFOR/DS4s will review and submit the USSF SIF exercise listing to the respective CCMDs for inclusion into their POM submissions to JS/J7.

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

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

5.5.3. JS/J7 determines USSF SIF funding for the current execution year and publishes this information as part of the CE2 Program Execution Plan. Once the USSF SIF allocation is known, COO/S7O will provide execution year fiscal guidance to USSF FLDCOMs. **(T-0)**

5.5.3.1. If a FLDCOM encounters an unanticipated SIF requirement during the current fiscal year, notify the respective CCMD of the requirement. The notification should include a detailed explanation to justify a request for additional funds. If the CCMD cannot fund the requirement from existing USSF SIF resources, when deemed appropriate, the CCMD at their discretion can submit an unfunded requirement to the JS/J7 Joint Investment Database (JIDB) requesting additional funds from the CE2 Program.

5.5.3.2. JS/J7 will only authorize USSF SIF to fund valid JEP exercise activities. **(T-0)** FLDCOMs should notify COO/S7O when they have excess SIF funds. **(T-0)** Ultimately, SIF funds not needed to support USSF JEP requirements are returned to COO/S7O and then released 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 JS/J7-issued fiscal guidance. FLDCOMs will track all JEP expenditures using assigned ESP codes. **(T-1)**

5.6.2. FLDCOMs will submit monthly SIF obligation and expenditure reports to COO/S7O by the third working day of the following month. **(T-1)** COO/S7O will submit a consolidated obligation report to JS/J7 within the first week of the month following the report month. **(T-0)**

DEANNA M. BURT
Lieutenant General, USSF
Chief Operations Officer

Attachment 1**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

10 USC § 9013(b)(5), *Training*

32 CFR Part 989, *Environmental Impact Analysis Process*, current edition

JP 1, Vol 2, *The Joint Force*, 19 June 2020

JP 3-35, *Deployment and Redeployment Operations*, 31 March 2022

JP 5-0, *Joint Planning*, 1 December 2020

Joint Training, Exercise, and Program (JTEEP) Program Execution Plan (PEP)

DoDD 5100.01, *Functions of the Department of Defense and Its Major Components*, 21 December 2010

DoDI 3020.47, *DoD Participation in the National Exercise Program (NEP)*, 29 January 2019

DoDI 5400.11, *DoD Privacy and Civil Liberties Program*, 29 January 2019

DoDI 5530.03, *International Agreements*, 4 December 2019

CJCSI 3500.01J, *Joint Training Policy for the Armed Forces of the United States*, 13 January 2020

CJCSM 3122.02F, *Joint Operation Planning and Execution System (JOPES): Volume III*, 7 May 2021

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CJCSM 3500.03E, *Joint Training Manual for the Armed Forces of the United States*, 20 April 2015

CJCSM 3511.01A, *Joint Training Resources for the Armed Forces of the United States*, 30 August 2019

CJCS Guide 3500.01, *Chairman's Guidance for Training and Exercise Support to Global Integration*, 20 December 2021

DAFI 36-2619, *Active Duty Operational Support (ADOS) – Active Component (AC) Man-Day Program*, 25 November 2019

DAFI 36-3802, *Force Support Readiness Programs*, 9 January 2019

DAFI 10-401, *Operations Planning and Execution*, 13 January 2021

DAFI 90-160 *Publications and Management*, 14 April 2022

DAFMAN 65-605, Volume 1, *Budget Guidance and Technical Procedures*, 31 March 2021

DAFMAN 90-161, *Publishing Processes and Procedures*, 14 April 2022

DAFPD 10-2, *Readiness*, 20 May 2021

AFJI 51-706, *Status of Forces Policies, Procedures, and Information*, 15 December 1989
AFPD 32-70, *Environmental Considerations in Air Force Programs and Activities*, 30 July 2018
AFI 10-301, *Managing Operational Utilization Requirements of the Air Reserve Component Forces*, 20 December 2017
AFI 10-403, *Deployment Planning and Execution*, 17 April 2020
AFI 10-1302, *Air Force Lessons Learned Program*, 30 July 2019
AFI 25-101, *War Reserve Materiel (WRM)*, 27 August 2019
AFI 32-7001, *Environmental Management*, 23 August 2019
AFI 33-322, *Records Management and Information Governance Program*, 23 March 2020
AFI 51-403, *International Agreements*, 8 February 2019
AFI 65-103, *Temporary Duty/Special Orders*, 15 August 2019

Adopted Forms

DAF Form 847, *Recommendation for Change of Publication*
AF Form 938, *Request and Authorization for Active Duty Training/Active Tour*

Abbreviations and Acronyms

AARs—after action reports
AC—active component
ADCON—administrative control
ADOS—active duty operational support
AFI—Air Force instruction
AFJI—Air Force joint instruction
AFPD—Air Force policy directive
AFR—Air Force Reserve
AFRC—Air Force Reserve Command
ALSSA—Air Land Sea Space Application Center
AO—action officer
AOR—area of responsibility
ARC—Air Reserve Component
AROWS-R—Air Force Reserve Orders Writing System
ATO—authority to operate
CBRN—chemical, biological, radiological, and nuclear
CC—commander

CCDR—combatant commander
CCMD—combatant command
CE2—Combatant Commanders Exercise Engagement
CED—contingency, exercise, and deployment
CEP—Chairman’s Exercise Program
CFETP—career field education and training plan
CFR—Code of Federal Regulations
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
COCOM—combatant command (command authority)
COMSPACEFOR—Commander of Space Forces
CPS—consolidated planning schedule
CSO—Chief of Space Operations
CTP—commercial ticket program
CTS—Combat Training Squadron
DAF—Department of the Air Force
DAFI—Department of the Air Force instruction
DAFMAN—Department of the Air Force manual
DAFPD—Department of the Air Force policy directive
DCAPES—Deliberate and Crisis Action Planning and Execution Segments
DEL—Delta
DMOC-S—Distributed Mission Operations Center-Space
DoD—Department of Defense
DoDAA—Department of Defense Appropriations Act
DoDD—Department of Defense directive
DODI—Department of Defense instruction
DRMD—deployment requirements manning document
DRRS—Defense Readiness Reporting System
DRU—direct reporting unit
DS4—Director of Space Forces
DT—developmental testing

DTS—Defense Travel System
ECT—exercise coordination team
ESP—Emergency and Special Program
EXDIR—exercise directives
EXORD—execute order
FCA—fund citation allocation
FCG—Foreign Clearance Guide
FLDCOM—field command
FOA—field operating agency
FY—fiscal year
FYDP—future years defense program
GFMAP—Global Force Management Allocation Plan
GFM—global force management
GFMIG—Global Force Management Implementation Guidance
HAF—Headquarter Air Force
HHQ—higher headquarters
HQ—Headquarters
IAW—in accordance with
IT—inland transportation
JECG—Joint Exercise Control Group
JELC—joint event life cycle
JEP—Joint Exercise Program
JETP—Joint Exercise Transportation Program
JIDB—Joint Investment Database
JLLIS—Joint Lessons Learned Information System
JMETL—Joint Mission Essential Task List
JNTC—Joint National Training Capability
JOPEs—Joint Operation Planning and Execution System
JP—joint publication
JS—Joint Staff
JTCP—Joint Training Capabilities Program
JTEEP—Joint Training Exercise Evaluation Program

JTIMS—Joint Training Information Management System
JTS—Joint Training System
JTT—Joint Training Tool
L2—lessons learned
LVC—live, virtual, and constructive
MAJCOM—major command
MET—mission essential task
METL—mission essential task list
MPA—military personnel appropriation
MOA—memorandum of agreement
MOU—memorandum of understanding
MSEL—Master Scenario Event List
M&S—modeling and simulation
NEP—National Exercise Program
NGB—National Guard Bureau
NGB-SO—National Guard Bureau Space Operations
NSTTC—National Space Test and Training Complex
O&M—operations and maintenance
OPCON—operational control
OPLAN—operation plan
OPR—office of primary responsibility
OT—operational testing
OTTI—operational test and training infrastructure
PB—President’s Budget
PH—port handling
POC—point of contact
POM—program objective memorandum
POTUS—President of the United States
PPBE—planning, programming, budgeting, and execution
RPA—Reserve Personnel Appropriation
SDOB—Secretary of Defense Orders Book
SecAF—Secretary of the Air Force

SecDef—Secretary of Defense
SEP—Service Exercise Plan
SET—Space Engagement Talks
SF—Space Force
SIF—Service Incremental Funding
SOFA—Status of Forces Agreement
SPFI—Space Force Instruction
SpOC—Space Operations Command
SSC—Space Systems Command
STARCOM—Space Training and Readiness Command
STARTEX—start of exercise
TACON—tactical control
TDY—temporary duty
TPFDD—time-phased force and deployment data
TTP—tactics, techniques, and procedures
UCP—Unified Command Plan
US—United States
USAF—United States Air Force
USC—United States Code
USG—United States Government
USSF—United States Space Force
USSOCOM—United States Special Operations Command
WRM—War Reserve Materiel

Office Symbols

AF/JAO—Headquarters Air Force, Office of The Judge Advocate General, Operations and International Law Directorate
COO/S7O—Chief Operations Office Deputy Director of Force Generation
CSRO/S5B—Chief Strategy and Resources Office Deputy Director of Futures and Integrations
JS/J7—Joint Staff Directorate of Joint Staff Development
OCSO—Office of the Chief of Space Operations
OPMA—Office of Program Management Activities
OSD—Office of the Secretary of Defense

OSD/JS—Office of the Secretary of Defense and Joint Staff

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

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

SAF/GCI—Office of the Deputy General Counsel, Deputy General Counsel for Intelligence, International & Military Affairs

SF/COO—Deputy Chief of Space Operations for Operations or Chief Operations Officer

SF/S5/8 and CSRO—Deputy Chief of Space Operations for Strategy and Resources

SpOC/S3/5—Space Operations Command, Director of Training, Plans, and Readiness