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Training and Doctrine Command
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*TRADOC Regulation 350-50-3

19 April 2018

Training

MISSION COMMAND TRAINING PROGRAM

FOR THE COMMANDER:

OFFICIAL:

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History. This publication is a major revision, due to revisions to Army Regulation (AR) 350-50, 3 April 2013 and evolving techniques for exercise planning, preparation, and execution of Mission Command Training Program (MCTP) exercises. This regulation is directed in AR 350-50, paragraph 2-15p.

Summary. This regulation outlines the organization and procedures of the MCTP. It also prescribes policies, procedures, and responsibilities for headquarters and commands conducting training supported by the MCTP. This regulation also stipulates requirements for Army commands to support the training events of subordinate training audiences. The current operating environment compels joint training with other services and combined training with allied/coalition partners when available. While this document is directive for the MCTP, it is written with regard to cross-service and combined training where that participation is within the MCTP guidelines.

Applicability. This regulation applies to Army units (Active, U.S. Army Reserve, and Army National Guard) involved in training with the MCTP. When applicable, this regulation specifically addresses differences between these components.

Proponent and exception authority. The proponent of this regulation is the Deputy Commanding General, Combined Arms Center-Training. The proponent has the authority to approve exceptions or waivers to this regulation that are consistent with controlling law and

*This regulation supersedes TRADOC Regulation 350-50-3, 23 June 2014.

The proponent may delegate this approval authority in writing, to a division chief with the proponent agency or its direct reporting unit or field operating agency, in the grade of colonel or the civilian equivalent. Activities may request a waiver to this regulation by providing justification that includes a full analysis of the expected benefits and must include formal review by the activity's senior legal officer. All waiver requests will be endorsed by the commander or senior leader of the requesting activity and forwarded through their higher headquarters to the policy proponent.

Army management control process. This regulation does not contain management control provisions.

Supplementation. Supplementation of this regulation is prohibited without prior approval from the Training and Doctrine Command Headquarters, Combined Arms Center-Training, 633 McClellan Ave. (Attn: ATZL-CT); Fort Leavenworth, KS 66027.

Suggested improvements. Send comments and suggested improvements on Department of the Army Form 2028 (Recommended Changes to Publications and Blank Forms) directly to Combined Arms Center-Training Headquarters, 633 McClellan Ave. (Attn: ATZL-CT); Fort Leavenworth, KS 66027. Suggested improvements may also be submitted using Department of the Army Form 1045 (Army Ideas for Excellence Program Proposal).

Availability. This regulation is distributed electronically and is available on the TRADOC Administrative Publications homepage at: <http://adminpubs.tradoc.army.mil/>.

Summary of Changes

TRADOC Regulation 350-50-3 (U.S Army Training and Doctrine Command)

This major revision, dated 19 April 2018-

- o Aligns with the current Chief of Staff of the Army Warfighter Exercise guidance (throughout).
- o Updates the Mission Command Training Program mission, key tasks, organizational design, and capacity planning considerations (chap 1).
- o Updates support provided by the National Simulation Center (para 2-10).
- o Updates the Mission Command Training Program planning and execution framework to support the execution of a Warfighter exercise (chap 3).
- o Adds a new chapter to describe Mission Command Training Program support to Army Service Component Command training exercise coordination and execution (chap 4).
- o Updates the Mission Command Training Program Operations Group Charlie planning and execution framework to support the execution of a Brigade Warfighter exercise (chap 5).
- o Updates reflect implementation of Sustainable Readiness (throughout).

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Chapter 1

Introduction

1-1. Purpose

This regulation prescribes objectives, concepts of operation, responsibilities, policies, and planning guidance for the Mission Command Training Program (MCTP) in support of multi-echelon warfighter exercises (WFXs), Army Service Component Command (ASCC)/Combatant Commander Exercises, Brigade Warfighter Exercises (BWX), and pre-deployment exercises (when directed by United States Army Forces Command (FORSCOM)).

1-2. References

See Appendix A (p. 49) for references.

1-3. Explanation of Abbreviations and Terms

Appendix A (p.52) contains abbreviations and special terms used in this regulation.

1-4. The Mission Command Training Program (MCTP) Mission and Key Tasks

a. Mission. MCTP supports the collective training of Army units as directed by the Chief of Staff of the Army (CSA) and scheduled by FORSCOM to provide Commanders and Leaders the opportunity to train on Mission Command in Unified Land Operations. The MCTP supports the execution of six exercise variants, each focused on enhancing unit readiness and leader development.

b. WFX. The MCTP designs and executes multi-echelon, multi-component WFXs that provide expeditionary-focused, realistic, demanding training, and leader development opportunities, in decisive action scenarios, to commanders and their staffs on the unit's approved training objectives. The WFX program is the CSA's exercise program and a significant training event within the Sustainable Readiness process. The MCTP provides senior mentors and observer coach/trainers (OC/T) during a WFX exercise for the following formations' commanders and staff: Corps, Division, Theater Sustainment Command, Expeditionary Sustainment Command, Functional/Multi-Functional Support Brigades, Special Forces Groups, and Sustainment Brigades. MCTP OC/Ts facilitate mission command training through 24-hour coverage for unit command groups, staff, and key leaders in their respective command posts, as well as staff/warfighting function and integrating cells throughout the WFX. Additionally, each WFX training audience receives a Mission Command Training (MCT) seminar facilitated by their respective Operations Group (OPS GRP) and a senior mentor. Each facet of the WFX is designed to build and sustain unit readiness and enhance leader development. The MCTP WFX does not include MCTP support to unit ramp-up and/or command post exercises (CPX) that occur in preparation for participation as a training audience in an MCTP WFX.

c. ASCC Exercises. The MCTP, when directed, supports ASCCs, field armies, corps, or divisions designated as an Army Force command as part of an ASCC or geographic combatant command exercise. The MCTP can form the core of a Joint Staff, Operational Plans and Interoperability Directorate (J-7) supported or geographic combatant command augmented Joint

Observer Training Team (JOTT) for units designated as a Joint Force Land Component Command or Joint Task Force (JTF) as part of the exercise. The MCTP OC/T requirement for an ASCC exercise is defined as: ASCC designated training audience staff. MCTP OC/Ts and senior mentors facilitate mission command training through 24-hour coverage of: key leaders, command group, command posts, and staff/warfighting function and integrating cells throughout the ASCC exercises. The MCTP support package does not include exercise designers from MCTP OPS GRP X and MCT seminar(s). Synchronization and scheduling of MCTP support will be codified at each FORSCOM Army Synchronization and Resourcing Conference (ASRC) during the MCTP scheduling segment to include refinements and updates to the existing and future MCTP schedule.

d. Mission Readiness Exercise (MRX). MCTP supports the deploying Army unit's culminating training event(s) directed by Commanding General (CG), FORSCOM. In exercises for units designated to be a Joint Force Land Component Command or JTF headquarters, MCTP forms the core of a JOTT with support from the Joint Staff's (JS's) Joint Force Development Directorate (J-7) and augmentation from the supported geographic combatant command. MCTP OC/Ts facilitate mission command training during an MRX through 24-hour coverage of: designated training audience staff, key leaders, command group, command posts, and staff/warfighting function and integrating cells throughout the MRX.

e. Contingency Operations. The MCTP, when directed, provides staff assistance to Army units allocated in support of contingency operations. The MCTP OC/T requirement for a Contingency Operation will be based off the type unit covered and level of support requested by the unit and approved by FORSCOM.

f. BWFX. The MCTP designs and executes BWFXs that provide expeditionary-focused, realistic, and demanding training, as well as leader development opportunities in decisive action scenarios to National Guard brigade combat team (BCT) commanders and their staff based on the unit's approved training objectives. The BWFX program is the CSA's exercise program within the Sustainable Readiness process for National Guard BCTs. MCTP OC/Ts facilitate mission command training through 24-hour coverage for BCT command groups, staff, and key leaders in their respective command posts, and staff/warfighting function and integrating cells throughout the BWFX.

g. JTF-enabled WFX. The JTF-enabled WFX is a non-standard WFX that enables a designated Army headquarters to become formally certified as a JTF by the requesting Combatant Command. The JTF-enabled WFX is a nested, multi-echelon, multi-component exercise, scheduled during the FORSCOM ASRC, which includes additional joint context and Unified Action Partner participation. The training audience(s) in a JTF-enabled WFX are Corps and select Division HQs as a Joint Training Audience with functional and multi-functional support brigades as Army training audiences [The Decisive Action Training Environment (DATE) is the preferred base exercise scenario used during a WFX with adaptable operational variables (political, military, economic, social, information, infrastructure, physical environment, and time; known as PMESII-PT) and mission variables (mission, enemy, terrain, and weather, troops and support available, time available, and civil considerations; known as METT-TC) used to create the appropriate joint operational environment and context to meet the

training audience's training objectives]. The supported Combatant Command or ASCC publishes an exercise force requirement in the Joint Training Information Management System that specifically requests the Army to provide a mission command headquarters (i.e. division, corps, operational field army or combination) expressly for the purpose of subsequent JTF certification as the desired end state. The JTF-enabled WFX must be supported by the JS-J7 Deployable Training Team (DTT) or ASCC-provided equivalent working in coordination with MCTP to form the JOTT and the Combatant Command or ASCC provides the higher command (HICOM). This event relies upon the unified action partner participation identified in the training audience's joint manning document and MCTP's exercise support manning/equipping document to establish the training audience's boards, bureaus, centers, cells, and working groups and the higher, adjacent, and supporting mission command structure with which they interact. Also includes other government agencies and multinational partners. MCTP integrates support from the JS/J-7's Deployable Training Division or ASCC-provided equivalent to form the JTF-enabled WFX JOTT. Routinely, MCTP receives USMC, USN, United States Air Force (USAF), and US Special Operations Command (USSOCOM) augmentation to create the necessary response cells. Post-event, the supported ASCC works with its combatant command and with FORSCOM to coordinate the training audience's sustainment training and recertification as a JTF-capable headquarters.

1-5. Organizational Design

The MCTP consists of a headquarters and seven OC/T OPS GRPs, and an exercise design and support OPS GRP (OPS GRP-X). The organization consists of military, Army civilians, and support contractors enabling the design and execution of exercises. The MCTP's military OC/Ts are qualified officers, warrant officers, and non-commissioned officers who have successfully completed OC/T training and certification requirements within the standards established by United States Army Training and Doctrine Command (TRADOC). All elements, with the exception of the Highly Qualified Experts-Senior Mentors (HQE-SMs) with relevant operational experience in the area for which they are observing, are garrisoned at Fort Leavenworth, Kansas.

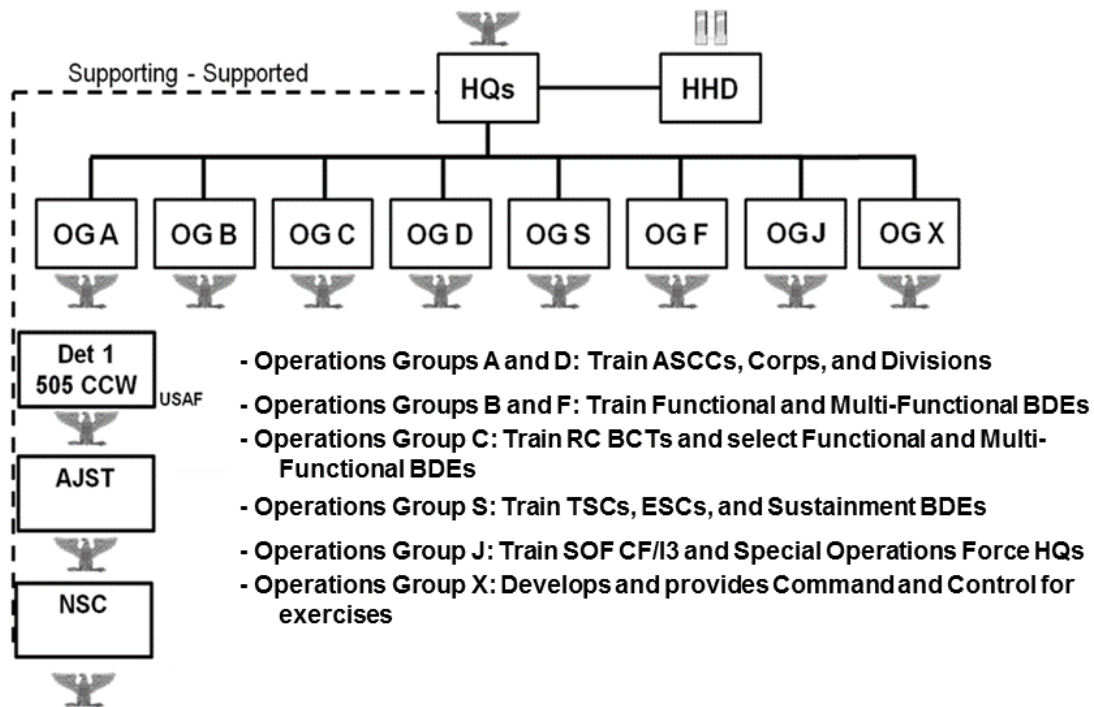


Figure 1-1. The MCTP Organization and Support Structure

a. MCTP Headquarters and Headquarters Detachment. The Headquarters provides mission command, administration, and resource management for the organization. Additionally, the Headquarters contains the Chief Information Officer and associated staff which is responsible for the integration of the communications systems of the MCTP and the simulation into the exercise. The Headquarters Detachment directs the administrative and Soldier training aspects of the MCTP and supports the primary staff by facilitating the environment in which they operate and in turn supports the MCTP commander in commanding the program.

b. OPS GRP A and D. OPS GRPs A and D observe, coach, and train division and corps commanders and staffs during WFXs. When directed, they support Joint and ASCC exercises in order to provide Joint Task Force-capable headquarters in support of unified action. OPS GRPs A and D can each observe, coach, and train one division or corps headquarters per exercise. Each OPS GRP is organized by warfighting functions with a Chief of OPS GRP (COG), Chief Observer Trainer, and a Chief of Operations. OPS GRP A, and D OC/Ts are military education level four branch-qualified officers, warrant officers, and NCOs who have successfully completed the MCTP OC/T training and certification program. These qualifications apply to all OC/Ts in the MCTP.

c. OPS GRP B and F. OPS GRPs B and F observe, coach, and train functional and multi-functional support brigade commanders and staffs during WFXs. The FORSCOM-established priorities of support are: maneuver enhancement brigades, combat and theater aviation brigades, field artillery brigades, division artillery headquarters, engineer brigades, military police brigades, explosive ordnance disposal groups, chemical brigades and then signal brigades. Each

OPS GRP can observe, coach, and train up to three different collocated brigades per WFX when manned at 100% of table of distribution and allowances (TDA) authorized OC/Ts.

d. OPS GRP C. OPS GRP C executes up to six stand-alone BWFXs per fiscal year (FY) each for a single National Guard BCT. OPS GRP C designs, observes, coaches, trains and provides an opposing force (OPFOR) and a replicated operating environment. Each of these BWFXs is a self-contained and standalone exercise conducted at one exercise location. Additionally, OPS GRP C can train up to two functional/multifunctional support brigades as part of a corps/division WFX. OPS GRP C observes, coaches, and trains functional and multi-functional support brigade commanders and staffs during WFXs. The FORSCOM-established priorities of support are: maneuver enhancement brigades, combat and theater aviation brigades, field artillery brigades, division artillery headquarters, engineer brigades, military police brigades, explosive ordnance disposal groups, chemical brigades and then signal brigades.

e. OPS GRP S. OPS GRP S observes, coaches, and trains theater and expeditionary sustainment commands and sustainment brigade commanders and staffs during embedded WFXs. Additionally, OPS GRP S incorporates the Operational Contracting Support division (OCS), operational control from OPS GRP X, into each WFX. OPS GRP S can observe, coach, and train two sustainment HQ formations during a WFX.

f. OPS GRP J. OPS GRP J observes, coaches, and trains Army special operations forces (SOF) operational level headquarters during WFXs. OPS GRP J also observes, coaches and trains Conventional Force (CF) commanders and staffs in SOF/CF integration, interoperability and interdependence during WFXs. OPS GRP J provides SOF scenario development and design, integrates SOF doctrine, concepts, and procedures, and serves as the SOF Response Cell / SOF HICOM during WFXs. OPS GRP J can observe, coach, and train one SOF operational level HQ per exercise. OPS GRP J OC/Ts are military education level four branch-qualified officers, warrant officers, and NCOs who have SOF background and experience (e.g., Civil Affairs, military information support operations, and Special Forces).

g. OPS GRP X. OPS GRP X provides direct support to exercise design, planning, exercise control, and management of corps/division WFXs, MRXs, but not BWFXs. OPS GRP X provides general support to OC/T OPS GRPs for other exercises based on requirements. OPS GRP X consists of the scenario design division, plans and operations division, exercise control (EXCON) division, and the World Class OPFOR (WCOPFOR) division. The Chief of OPS GRP X is also the chief exercise controller and the exercise control group chief of staff during WFX execution. OPS GRP X OC/Ts include those for cyber-electromagnetic activity, Operational Contracting, and Space Operations (supporting OPS GRPs A and/or D).

(1) The Scenario Design Division (SDD) is responsible for the creation of the complex operating environment under the doctrinal operational variables for WFXs. SDD also controls the irregular threat forces and role-players during the exercise. Additionally, SDD coordinates and integrates Unified Action Partner support to the exercise in order to meet operational training guidance and unit training objectives. They contain subject matter experts who produce Master Scenario Event List (MSEL) injects to the exercise such as media, cyber-electromagnetic activity, inform and influence activities, and military information support operations. SDD only supports WFXs.

(2) The Plans and Operations Division (Plans/Ops) simultaneously leads and synchronizes five WFX plan/prepare/execute cycles each fiscal year that integrate Joint/Interagency/Multi-National partners in support of Army senior leader training objectives in order to provide corps, division, and functional/multifunctional support brigade commanders and staffs the opportunity to train Mission Command in Unified Land Operations.

(3) The EXCON division synchronizes and manages the stimulation of training units during the execution of the WFX. EXCON ensures supporting elements that are not designated as primary training units (e.g., HICOM, response cells, work cells, etc.) are properly trained and rehearsed in preparation for the exercise. EXCON manages the synchronization and timing of exercise MSEL injects. EXCON ensures the training units have an opportunity to meet their stated training objectives and outcomes based on the guidance of the exercise director (EXDIR), chief controller, and OPS GRP chiefs. EXCON only supports WFXs.

(4) The WCOPFOR provides a “free thinking,” near-peer competitive, operational level hybrid threat that challenges the execution of collective tactical tasks by Army brigades, divisions, corps, and service components while stressing and challenging the ability of commanders and staffs to guide, integrate, and synchronize Army forces throughout the conduct of unified land operations. The WCOPFOR are certified by the TRADOC Deputy Chief of Staff for Intelligence (G-2) and operate under the doctrine outlined in Training Circular (TC) 7-100 series of manual describing the hybrid threat. The OPFOR threat characteristics conform to the guidance of the TRADOC G-2 in order to represent the most current threat capabilities outlined in the TRADOC World Wide Equipment Guide. The WCOPFOR has a coordinating relationship with the Army Cyber Command’s World Class Cyber OPFOR for WFX planning and execution. WCOPFOR only supports WFXs.

(5) The OCSD observes, coaches, and trains operational contracting support for joint, corps, division, and functional/multi-functional support brigade training audiences. OCSD enhances the operating environment by including, developing, coordinating, and executing contracting requirements and fiscal implications into exercises. OCSD coordinates with other organizations through the sustainment HICOM support cell, with strategic enablers and interagency partners having operational contract support authority on the battlefield. Additionally, OCSD coordinates with the Army Contracting Command and United States Army Finance Command to arrange for contracting augmentee observer, coach, trainers (AOC/Ts), resource management and comptroller subject matter experts to provide contract-funding oversight during exercises. OCSD supports WFXs, BWFXs, ASCC and JTF-enabled exercises.

h. 505TH Command and Control Wing, Detachment 1 (505TH CCW, DET 1). The 505TH CCW DET 1 is the MCTP USAF liaison to USAF elements participating in combat training, codified under the Chief of Staff of the Air Force, Joint Training Transformation Initiative, and Joint National Training Capability events. The 505TH CCW, DET 1 observes, coaches, and trains commanders, staffs, and their USAF airpower operations liaison elements in the integration of airpower and application of joint firepower. The 505TH CCW, DET 1 commander serves as the Deputy Exercise Director for Airpower, also known as the Chief of Airpower, during WFX and Mission Readiness Exercise events. Based on the MCTP priorities and 505TH CCW, DET 1

resources, each OPS GRP is supported by USAF OC/Ts, EXCON, and planning staff to ensure accurate USAF air and space capabilities and doctrine are represented. This relationship is based on AFI 10-251.

i. Army Joint Support Team (AJST). The AJST is the TRADOC and Combined Arms Center (CAC) lead for joint air-ground operations, education, and training, including both the mission command processes and the joint command and control processes associated with joint air operations (e.g., close air support, air interdiction, airspace control, joint targeting, common operational picture, and integrated air and missile defense). AJST educates and trains the MCTP personnel in support of joint air-ground operations requirements. AJST support is integral to the MCTP organization and function. They provide expertise, systems, OC/Ts, and coordinates for battlefield coordination detachment support to the MCTP events to provide a battlefield coordination detachment response cell (with augmentation) when a full battlefield coordination detachment is not required. During the execution and assessment phases of exercise training events, the AJST provides observations and other relevant input on all aspects of Joint Air-Ground Integration relevant to both operations and Mission Command Information System (MCIS) employment for the MCTP leadership and respective OC/Ts.

j. HQE-SMs. Also known as the Senior Mentor program. Managed by the US Army Civilian Senior Leader Management Office (CSLMO). Senior mentors are retired general officers appointed by the CSA and the Chief of Staff of the Air Force. MCTP senior mentors coach, teach, and mentor training audience commanders and their command groups through the operations process and execution of the exercise. Senior mentors also oversee doctrinal standardization within exercise training events, participate in the MCT seminars, and provide holistic feedback to the Army's senior leadership. The MCTP commander assigns each HQE-SM to every training event for each exercise training audience.

1-6. Planning, Programming, Budgeting, and Execution

The MCTP's exercises are scheduled with FORSCOM at the ASRC out to five years. The MCTP uses Combat Training Center (CTC) funds to resource MCTP costs associated with each exercise.

a. Capacity. The MCTP designs, coordinates, and executes five multi-echelon embedded WFXs and five ASCC exercises per fiscal year. An MRX is executed in lieu of a WFX as directed by FORSCOM. When manned at 100% of TDA authorized OC/Ts, the October, November, and February WFXs consist of up to a corps and division or two division HQ, two sustainment commands, up to eight functional/multifunctional support brigades, and a SOF HQ. In the April and June WFXs, capacity for functional/multifunctional support brigades is up to six per WFX.

(1) When manned at 100% of TDA authorized OC/Ts, the annual training capacity of the WFX program accommodates:

- (a) Up to two corps or other operational-level headquarters.
- (b) Up to eight RA/RC division headquarters.

(c) Thirty-six functional/multifunctional support brigades.

(d) Ten Sustainment commands and brigades.

(e) Up to two SOF operational level HQs.

(2) The annual training capacity for National Guard BCTs is up to six stand-alone BWFXs, as outlined in chapter 1-5, paragraph d.

(3) Up to five ASCC exercises (e.g., JUDICIOUS RESPONSE, ULCHI- FREEDOM GUARDIAN, TALISMAN SABRE, VIBRANT RESPONSE, LUCKY WARRIOR, and AUSTERE CHALLENGE) are distributed for execution among the MCTP OPS GRPs.

(4) The MCTP requires 100% of the TDA sourcing by TRADOC to execute MCTP exercises to standard. Reduction in the MCTP manning below the TDA reduces the throughput and number of training audiences per fiscal year. Additionally, manning below the TDA reduces capacity in planning and design of the multiple exercise event life cycles (ELCs) conducted annually and requires Augmentee OC/Ts (AOC/T) to be resourced to the MCTP. Reduction in the MCTP manning reduces capacity for exercise planning, because personnel involved in planning are also involved in the execution of exercises. TRADOC must ensure manning for all MCTP training OPS GRPs to 100% during planning and execution of all exercises to achieve required capacity based on demand signature. AOC/Ts must be on location and complete in-processing no later than three days prior to the start of the exercise to receive standard MCTP OC/T training and integration into the exercise.

(5) Other considerations in planning capacity are:

(a) MCTP conducts two weeks of OC/T training twice annually.

(b) MCTP requires equipment shipping time of up to 10 days for overseas shipments and up to five days for continental United States exercises.

(c) MCTP requires up to 14 days for WFX and ten days for BWFX equipment setup and work station controller training.

(d) There are five established WFX windows established by FORSCOM per fiscal year in the months of October, November, February, April, and June.

1. Program objective memorandum (POM) WFX Training Audience Capacity. At 100% of TDA authorized OC/Ts, MCTP training audience capacity for a WFX is as follows: OPS GRP A- up to one corps or division headquarters; OPS GRP D- up to one corps or division headquarters; OPS GRP S- up to two sustainment headquarters (e.g., expeditionary sustainment command, sustainment brigade); OPS GRPs B and F- up to three functional/multi-functional brigade headquarters each; OPS GRP C- up to two functional/multi-functional brigade headquarters in the October, November, and February WFX windows; OPS GRP J- up to one special operations forces headquarters.

2. Situational WFX Training Audience Capacity. Partial TDA OC/T manning results in fewer qualified and trained OC/Ts, requires additional AOC/Ts during each exercise, and reduces training audience capacity as follows: OPS GRP A- up to one corps or division headquarters; OPS GRP D- up to one corps or division headquarters; OPS GRP S- up to two sustainment headquarters (e.g., expeditionary sustainment command, sustainment brigade); OPS GRPs B and F- up to two functional/multi-functional brigade headquarters each; OPS GRP C- up to one functional/multi-functional brigade headquarters in the October, November, and February WFX windows; OPS GRP J- up to one special operations forces headquarters.

(e) MCTP OPS GRP C supports the execution of up to six stand-alone BWFXs conducted in a six month window established by FORSCOM per fiscal year in the months of April, May, June, July, August, and September.

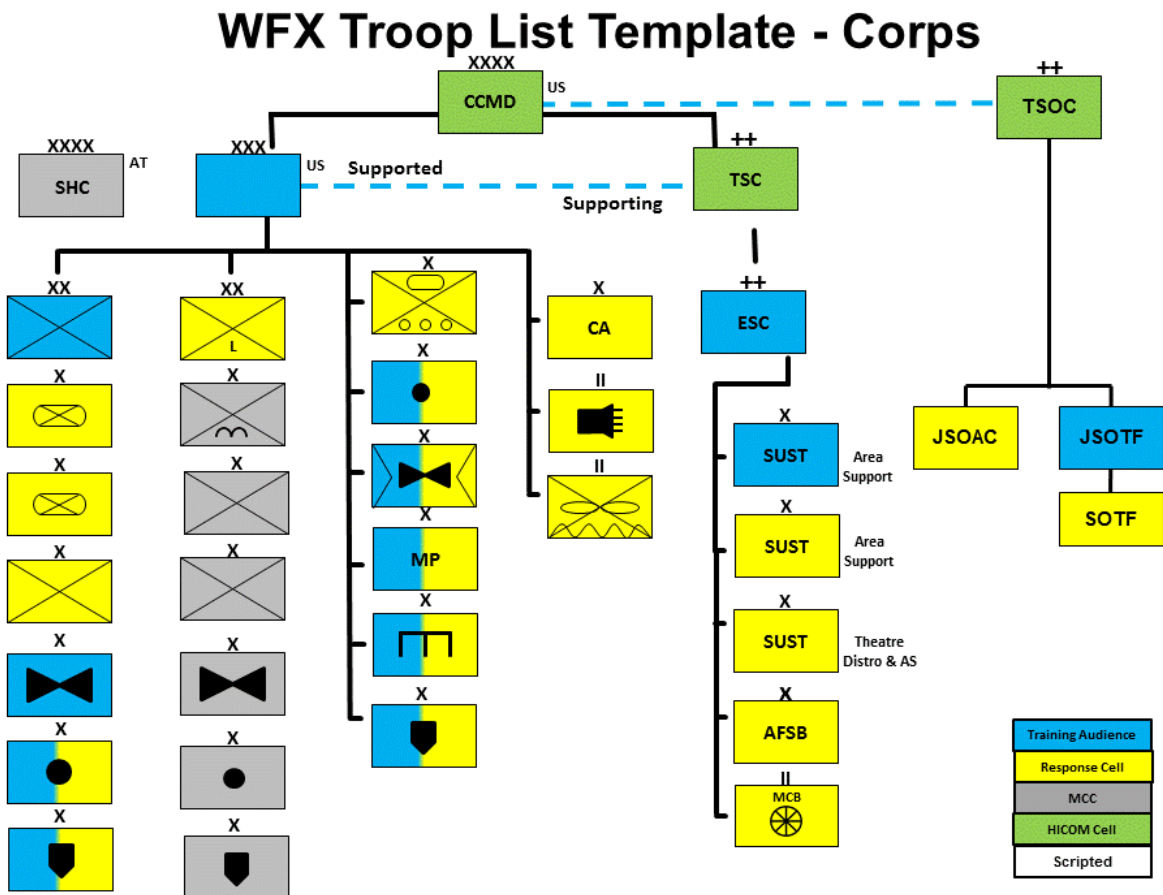


Figure 1-2. MCTP WFX Troop List Template (Corps)

WFX Troop List Template – Two Divisions

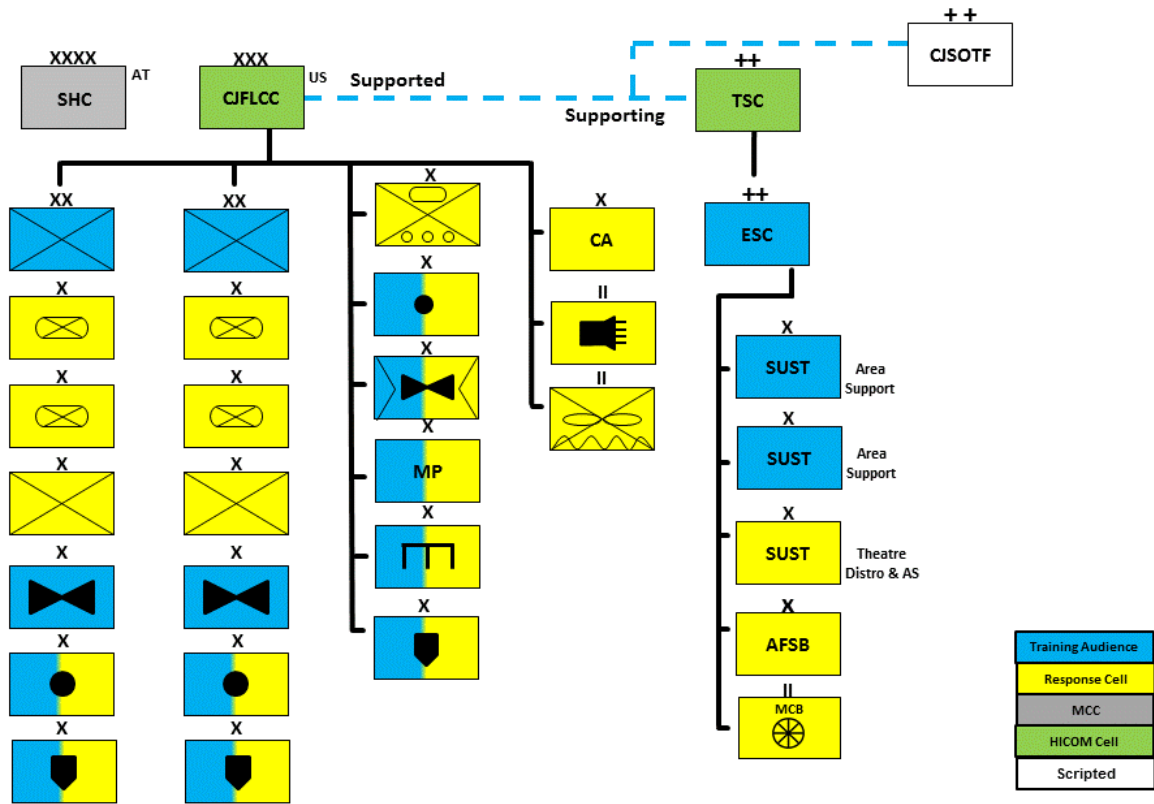


Figure 1-3. MCTP WFX Troop List Template (Two Divisions)

WFX Troop List Template – One Division

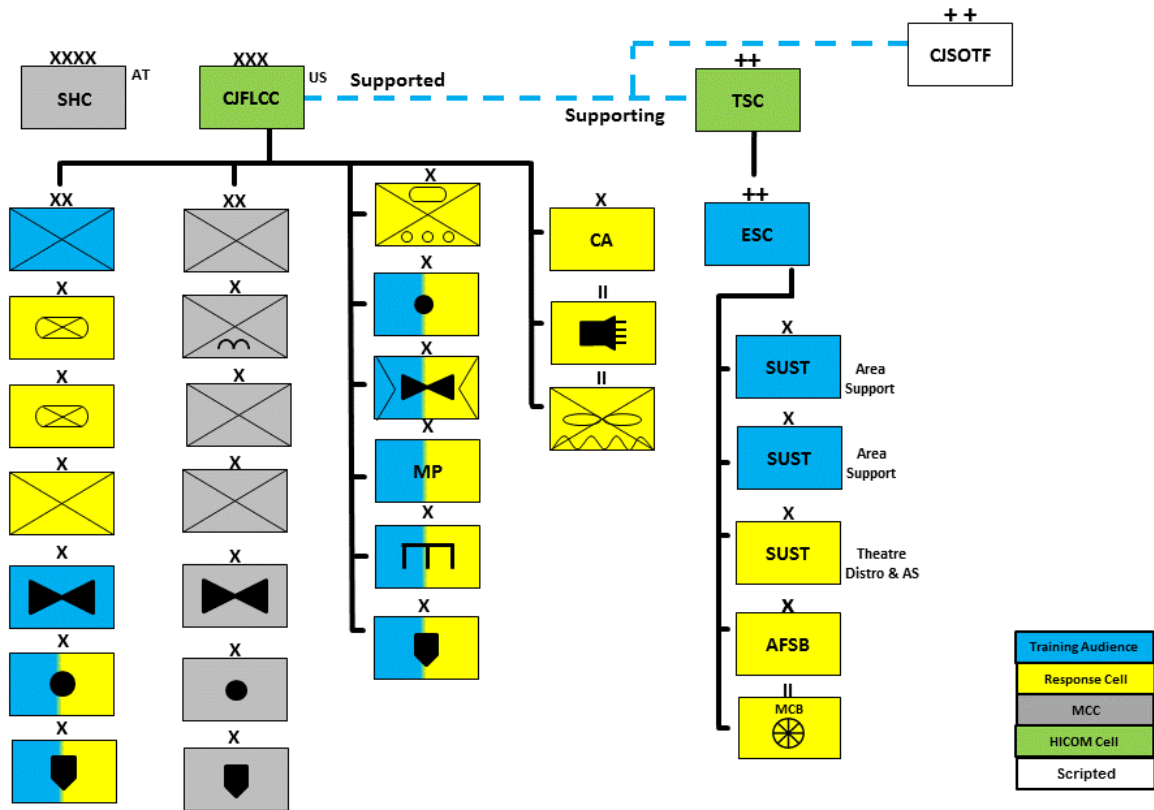


Figure 1-4. MCTP WFX Troop List Template (One Division)

(6) The MCTP conducts embedded exercises distributed over three permanent sites (Fort Leavenworth, KS for Warfighter Simulation (WARSIM), WARSIM Intelligence Module, and WCOPFOR; Fort Lee, VA for Logistics Federation (LOGFED)); and Hurlburt Field, FL for battlefield coordination detachment, air operations center, and air warfare simulation). MCTP routinely distributes the exercise network to two additional training unit garrison locations. Additional satellite locations with limited simulation capability may be accommodated for the unit replicating the maneuver, sustainment, and SOF HICOMs. Sites beyond this capacity incur significant risk in the ability of the MCTP to resource simulation equipment and execute exercise control to ensure desired training objectives are met.

(7) The MCTP does not support unit ramp-up training events and CPX that occur in preparation for participation as a training audience in an MCTP WFX. Simulation model support for unit ramp-up training events and CPXs is coordinated through, and provided by, the Global Simulation Capability of the National Simulation Center (NSC), Combined Arms Center-Training (CAC-T), Ft. Leavenworth, KS.

(8) MCTP directly coordinates for Defense Logistics Agency (DLA), Army Material Command, United States Army Special Operations Command, and other supporting commands as outlined in para. 2-14 for support to WFXs.

b. Scheduling Constraints. All the MCTP exercises and supported training events are scheduled at the ASRC by FORSCOM. The MCTP Commander, through deliberate planning, may elect to exceed the MCTP planned capacity if the situation provides additional flexibility for the MCTP to plan, resource, and execute around known constraints.

(1) Requests for non-standard, out-of-cycle, and un-programmed exercises must be submitted in writing by the training audience through the Army command (ACOM)/chain of command to the respective proponent (HQDA for ASCC or FORSCOM for WFX/BWFX) for approval at least 12 months prior to exercise execution. The training audience is responsible for all additional costs associated with the variance from a standard exercise.

(2) All Units requesting additional MCTP OPS GRP support for contingency operations and other unforeseen events must provide a fund cite/source at the time of request. This is necessary because contingency operations are not programmed as part of the normal MCTP POM cycle and are not funded by the CTC program. Funding includes exercise costs associated with travel, lodging, and per-diem as well as any other costs associated with MCTP support to planning events. Additional MCTP support funding applies to both MCTP personnel and MCTP support contractors.

(3) Approving Authorities. HQDA G-3/5/7 is the approval authority for all requests for MCTP non-standard support associated with ASCC exercises. CG, FORSCOM (ATTN: G-3/5/7) is the approval authority for all requests of MCTP non-standard support for non-ASCC exercises. Unforeseen requests include, but are not limited to, support of contingency operations and any other request not scheduled IAW chapter 1, paragraph 1-6, section b (Scheduling). Units will resolve funding for such requests prior to approval by HQDA. Major Army commands forward requests through FORSCOM; include OCONUS country clearance data if applicable. Requests will include a fund cite/source, and exact costing data, determined by MCTP and the requesting unit. FORSCOM provides a recommendation and forwards the request through HQDA (DAMO-TR) to the HQDA G-3/5/7.

c. Resourcing.

(1) HQDA provides funds to ACOMs and the National Guard Bureau for WFX, WFX MCT seminar, BWFX, and ASCC exercises. Costs associated with exercise planning event travel and per-diem is a unit bill and is funded with the unit's home station funding.

(2) HQDA provides TRADOC funding for the MCTP military, Army Civilian, Army Support Contractor support, and travel to support annual exercise training requirements to include the authorized ELC.

(3) MCTP uses the Joint Training Information Management System and the Joint Training Coordination Program, respectively, to request and to fund many of the capabilities enabling joint training. MCTP is eligible to participate in the Joint Training Coordination Program by maintaining its program accreditation and technical site certification through the Joint National Training

Capability. Joint Training Information Management System and Joint Training Coordination Program allow the MCTP to directly request other service and USSOCOM support along with the corresponding funding from Joint National Training Capability.

(4) Additional MCTP resourcing and required augmentation:

(a) The MCTP requires AOC/T support for all exercises if not manned to 100% or if training unit requirements exceed the rank and skill requirements of the MCTP TDA. In accordance with Army Regulation (AR) 350-50, TRADOC, as a goal, will fill 100% of the MCTP OPS GRP's personnel requirements through permanent party assignment. TRADOC will coordinate with the rotational unit's ACOM or ASCC to fill individual MCTP rotational OC/T shortfalls for 80 percent of authorized TDA positions within the approved troop list which TRADOC is unable to support. The training unit ACOM will source all AOC/T requirements above the MCTP TDA to meet approved training objectives. The MCTP will provide required AOC/Ts to ACOMs no later than the final event planning (FEP). AOC/T requirements will be resolved by ACOMs prior to the FEP.

(b) For Operational Capability Assessments and Joint exercises, the ACOM, directing or supporting, will resource or coordinate for joint augmentation required to form a JOTT. Specific request of augmentation will be provided to the ACOM no later than the unit MCT (on/about W-180).

(c) ACOMs will also source personnel to fulfill exercise control group (ECG) requirements, which include but are not limited to the EXDIR and staff, HICOM response cell, the maneuver and sustainment control cells, echelon above division or corps functional cells, subordinate response/work cell, and MTC exercise support personnel.

(5) Outside agencies requesting the MCTP assistance with data collection, information gathering, etc. will reimburse the MCTP for any additional costs directly resulting from this collection effort. The training unit must concur with requests for outside agency participation.

(6) Training or exercise participation of foreign government agencies will be in accordance with AR 350-50.

(7) The WFX senior headquarters training audience is responsible for consolidating the Field Budget Estimates for participating units and distributing funds provided by FORSCOM for each WFX accordingly.

Chapter 2

Responsibilities and Requirements to Supported Commands

2-1. The Chief of Staff of the Army

The sole approval authority for:

- a. WFX cancellation.

- b. Changes to operational training guidance used in the WFX design process.

2-2. The Department of the Army Deputy Chief of Staff, G-3/5/7

- a. Approves participation of foreign military units at MCTP exercises in accordance with AR 350-50.

- b. Approves changes to the MCTP staffing and manning.

- c. Requests Joint and Special Operations personnel required to meet training guidance and directives as outlined in the Exercise Support Manning and Equipping Document (ESMED) produced for each exercise.

- d. Approves all un-forecasted requests for MCTP support as explained in paragraph 1-6, (b) above.

2-3. Commanding General (CG), United States Army Training and Doctrine Command (TRADOC)

- a. Establishes priorities for the allocation of TRADOC resources identified to support the MCTP.

- b. Provides AOC/Ts to backfill the MCTP TDA shortfalls in support of standard exercises.

- c. The Director, CTC Directorate, on behalf of CG, TRADOC, plans and executes the CTC accreditation process in coordination with FORSCOM and USAREUR and develops an accreditation report every two years in accordance with AR 350-50.

2-4. CG, United States Army Forces Command (FORSCOM)

- a. Sources required training support, response cell, and work cell personnel, special skilled personnel, and AOC/Ts required above the MCTP TDA as outlined in the ESMED when modular subordinate units cannot fill those positions.

- b. Schedules WFXs within the MCTP capacity to meet Sustainable Readiness requirements.

- c. Approves exercise locations for major subordinate commands.

- d. Appoints EXDIR for major subordinate command's WFX at the ASRC and confirmed at the Concept Development conducted no earlier than W-370.

- e. Enforces training unit responsibilities and the MCTP planning guidance to training audiences.

- f. Approves WFX training objectives.

g. Serves as approval authority for changes in time or location of the ELC to include MCT and associated venue for training audiences.

2-5. Director, Army National Guard

a. Sources required training support, response cell, and work cell personnel as outlined in the ESMED when modular subordinate units cannot fill those positions.

b. Schedules major subordinate command's WFXs with FORSCOM at the ASRC.

c. Approves exercise locations which meet Department of Defense Risk Management Framework for Information Technology (IT) and authority to operate requirements for major subordinate commands.

d. Enforces training unit responsibilities and the MCTP planning guidance to rotational units. Responsible to backfill training audiences and/or response cell units that reclama an ASRC-directed WFX assignment unless otherwise relieved by FORSCOM.

2-6. CG, U.S. Army Combined Arms Center (CAC)

a. Executes oversight of the MCTP in accordance with CSA, HQDA, FORSCOM, and TRADOC directives.

b. Provides required Title 10 support to the MCTP.

c. Resources the MCTP personnel requirements.

d. Develops training and curriculum resources to support the MCTP mission and OC/T training based on emerging doctrine.

2-7. Deputy Chief of Staff for Intelligence (G-2), TRADOC

a. Researches, prepares, and updates the DATE and hybrid threat concept and doctrine to include products from the National Ground Intelligence Center.

b. Prepares the base OPFOR threat characteristics for the WCOPFOR to derive specific exercise threat characteristics in order to accomplish exercise objectives.

c. Conducts validation and assistance visits for the WCOPFOR in accordance with AR 350-50.

d. Provides intelligence support to WCOPFOR requests for information.

e. Assists the MCTP in developing workarounds and/or simulation requirements to integrate operating environment variables into exercises.

f. Provides relevant targeting databases based on the operating environment(s) developed in the common base scenario(s).

g. Coordinates the design of the operational environment and provides ISR support to MCTP exercises.

2-8. Deputy CG, U.S. Army Combined Arms Center-Training (CAC-T)

a. Manages overall MCTP program training and support requirements necessary to train Army units and leaders for decisive action.

b. Serves as approval authority for orientation visits to the MCTP exercise events (see paragraph 3-5, c.1.)

c. Oversees and approves the execution of the MCTP budget for exercises.

2-9. Commander, MCTP

a. Responsible for planning and execution of the MCTP exercises.

b. Applies the CTC concept of operations to all MCTP exercises (see AR 350-50, chap 1).

c. Supervises development of scenarios for use in WFXs.

d. Ensures WCOPFOR portrays accurate hybrid threat doctrine and threat characteristics.

e. Ensures proper conduct and coordination of the ELC.

f. Ensures simulation capability, to include hardware requirements, that supports training exercises.

g. Approves all ECG decisions regarding personnel, equipment, or facilities for each WFX.

h. Develops, publishes, and distributes rules, parameters, and workarounds that govern the MCTP operations using the associated simulation programs.

i. Assigns responsibility to OPS GRPs for planning, coordination, and execution of each exercise.

j. Ensures OPS GRPs conduct OC/T certification and AOC/T training.

k. Serves as the Deputy EXDIR for division/corps WFXs, responsible to the EXDIR for the command, control and supervision of MCT and exercise planning, preparation, and execution. During the execution of the WFX, in the absence of the MCTP Commander, the Chief of OPS GRP X is the Deputy EXDIR.

l. Exercises operational control of the Mission Training Complex(s) (MTC) facilities, equipment, and player/controller personnel throughout train up, execution, and termination.

m. Identifies and develops logistical requirements to support MCT and exercise operational needs. Requirements include equipment availability and transportation, technical and maintenance support, and personnel augmentee requirements.

n. Responsible for controlling, manning, equipping, and executing support contracts at the McHugh Training Center, Fort Leavenworth, KS.

o. Responsible for the collection of observation and trends. Conduct semi-annual reporting to the Center for Army Lessons Learned.

p. Assigns HQE-SMs to training audiences.

2-10. National Simulation Center (NSC)

The Global Simulation Capability of the NSC provides the following to MCTP:

(1) Gives priority for support to MCTP missions.

(2) Provides and operates Federation Control in conjunction with MCTP simulation support for MCTP WFXs.

(3) Provides communications and network support during MCTP WFXs.

(4) Provides space in the NSC facility for OPS GRP X in support of MCTP WFXs.

(5) Provides Battlefield Visualization full motion video to MCTP and the training audience from the simulation into training unit command posts.

(6) Provides software and hardware maintenance support for simulation systems used by MCTP.

(7) Stores and ships through the MCTP contract simulation hardware and hard drives in support of WFXs, as required.

(8) Annually reviews the memorandum of agreement (MOA) during the first quarter of each fiscal year which outlines responsibilities with MCTP. The MOA will be updated as required.

(9) Collaborates with MCTP in the attempt to resolve simulation problems either through defined processes, work arounds or requirements through TRADOC Capability Manager - Integrated Training Environment/TRADOC Capability Manager-Constructive to PEO-STRI to make changes to the simulation software.

(10) The Logistics Exercise Simulation Directorate (LESDD), a subordinate of the Global Simulation Capability and located at Ft. Lee, VA, provides the following:

- (a) Sustainment/Logistics simulation (LOGFED) and exercise design support.
- (b) Stimulation of designated sustainment mission command systems or processes.
- (c) Training and oversight of unit personnel serving as LOGFED workstation operators.
- (d) Training of selected MCTP personnel on the use of LOGFED.
- (e) Installation, configuration, maintenance, and assistance in the installation of LOGFED hardware/architecture at the exercise site/MTC.
- (f) LAN/WAN support.
- (g) Joint Deployment Logistics Model technical support at the exercise site/MTC.

2-11. TRADOC Capability Manager – Integrated Training Environment

The TRADOC Capability Manager – Constructive provides simulation model and help desk support to MCTP missions.

2-12. Exercise Director (EXDIR)

a. WFX EXDIR Defined. The EXDIR is a general officer appointed by the CG, FORSCOM and approved by the CSA. The EXDIR is the chief representative and delegated decision maker of Army senior leaders. The EXDIR will:

(1) Receive WFX planning updates during planning event out-briefs for information purposes only.

(2) Review WFX training objectives and commander's training end state for all participants.

(3) Assume control of WFX upon arrival to the WFX training location. Represent CG, FORSCOM and MCTP during the exercise.

(4) Approve start of exercise (STARTEX) conditions. STARTEX conditions are the training and OPFOR unit locations, strength, level of engineering effort, etc. at the start of the exercise.

(5) Ensure training audience's compliance to WFX Pre-STARTEX schedule.

(6) Provide exercise planning point of contact (POC) to MCTP upon notification of appointment.

(7) Chairs daily White Cell meetings during WFX execution in order to review and approve WCOPFOR future planning and execution, review and approve storylines and MSELs, dialogue with Senior Mentors and COGs, and approve changes in exercise conditions to stimulate training objectives.

(8) Participates in the CG, FORSCOM Commander-to-Commander dialogue sessions for Corps and Division (both AC and RC) WFX training audiences on/about W-270.

(9) Serves as WCOPFOR (Red Force) Supreme High Commander during the exercise.

(10) Serves as HICOM (Blue Force) Commander or delegates to a General Officer of the tasked HICOM unit.

(11) Approves date/time group for Change of Mission (i.e. end of WFX).

b. BWFX EXDIR Defined. The BWFX EXDIR will be of a grade equal to or higher than that of the BCT commander and a higher headquarters response cell (HHRC) provided by either the training audience aligned division or the training audience's state troop command, OPS GRP C serves as division headquarters for the brigade training audience. The EXDIR will:

(1) Review and comment on BWFX training objectives, task organization and assets available, as well as the exercise scenario.

(2) Act as the 52ID Commander, portray the actions and intent of adjacent and higher headquarters as appropriate, and attend and provide input during the OPS GRP C daily White Cell meetings and after action reviews (AARs).

c. ASCC EXDIR is appointed by the Combatant Commander based on the scenario and echelon of senior training audience.

2-13. Warfighter Exercise (WFX) Training Audience

a. General. A Training Audience is defined as a US Army headquarters formation determined by HQDA G-3/5/7 (in accordance with the ARSTRUC) as eligible for WFX participation in which FORSCOM allocates one OPS GRP and a HQE-SM to conduct a MCT seminar and provides dedicated OC/T coverage during the WFX resulting in receipt of a mid-exercise AAR (MAAR) and a final AAR (FAAR). In some cases, two units will be designated as a Combined Training Audience. Usually, this is a higher headquarters to subordinate headquarters relationship (e.g., division headquarters combined with the division artillery). All units participating in training with the MCTP will do the following:

(1) Provide a single POC upon notification of a scheduled exercise to assist MCTP with exercise planning and preparation.

(2) Comply with milestones specified in the memorandum of instruction.

(3) Provide approved training objectives at the FORSCOM Commander-to-Commander dialogue VTC (W-270). Following the FORSCOM Commander-to-Commander VTC, provide final version of training objectives to MCTP no later than 15 days prior to the initial event planning (IEP). Training objectives for each exercise training audience will be consolidated at the IEP and provided to the FORSCOM commander for review and approval.

(4) Provide guidance to the MCTP OPS GRP on desired end state and vision for MCT seminar no later than the IEP.

(5) The Commander, or his delegate, will sign a MOA for the MCT between the MCTP, the training unit, and the facility manager (facility manager is only required for MCTs not conducted at Fort Leavenworth, KS) detailing the responsibilities each has regarding the conduct and support to the MCT. This MOA is signed no later than one week prior to the departure of the training unit (or MCTP for approved exceptions) from home station.

(6) The Commander or his delegate will sign a MOA for the WFX between the training unit and the facility manager detailing the responsibilities each has regarding the conduct and support to the WFX. MCTP will facilitate the agreement during the ELC events as well as facilitating the discussion through the weekly Exercise Planning Team (EPT) meetings. This MOA is signed no later than the FEP.

(7) Employ organic command post equipment and tactical network architecture as would be employed in an austere environment. Shortages in required equipment should be addressed with the unit's higher headquarters or ACOM.

(8) Resource response cell/work cell personnel and equipment as directed by FORSCOM and outlined in the ESMED and the simulation control plan. In cases of modular unit HQ that lack subordinate elements, the unit is responsible for coordination with their higher HQ to the ACOM for resourcing. Units may coordinate with the supporting Installation Management Command MTC for equipment shortfalls.

b. Senior Headquarters. At each training location, one unit will be identified as the senior headquarters. The senior headquarters (typically a corps or division) will:

(1) Design, plan, integrate, and provide maintenance of tactical network used for the exercise. The senior headquarters at each location ensures that all training units at their location have complete resourcing and access for all services required for the WFX at that location. The planning for this is done during the command, control, communications, computers, and intelligence (C4I) working group led by the senior training unit headquarters at all ELC events. The MCTP will ensure that the simulation network is operational and integrated. The senior headquarters will provide a liaison officer from their G-6 or S-6 to the ECG during WFX preparation and execution. Additionally, the senior headquarters will establish a help desk within the MTC to integrate and maintain the tactical network in the ECG. The senior training unit at each location is responsible for coordinating appropriate Installation Management Command support as necessary.

(2) Schedule the supporting MTC facilities, personnel, and equipment according to the exercise timeline (28 days from setup to teardown) and within the scope of the respective MTC operating procedures.

(3) Host a site survey to allow the MCTP and other training units deploying to the training location to develop the exercise footprint and life support requirements. The MCTP will outline the support required of the senior headquarters in a MOA for the exercise. In conjunction with the site survey at the main training location (defined as location of the senior HQ within the exercise or where the EXDIR will locate during the exercise), the senior training unit will host the main-event planning (MEP) and, if required, a MSEL scripting effort.

(4) Establish a mayor's cell/exercise support cell and reception, staging, onward movement, and integration plan for training units and training support personnel at each training location. Responsible for manning the mayor cell/exercise support cell in accordance with the WFX ESMED unless otherwise relieved by FORSCOM.

(5) The senior headquarters at each exercise location is responsible for manning the adjacent maneuver division response cell support to the maneuver control cell (MCC) in accordance with the WFX ESMED unless otherwise relieved by FORSCOM. If a division headquarters is the senior training audience, this requirement will be tasked to the division's respective corps headquarters.

2-14. Other Supporting Commands

To properly meet training guidance and objectives directed to CTCs, the MCTP requires Unified Action Partner support.

a. 505TH Command and Control Wing. 505TH CCW coordinates for Air Combat Command and other USAF Major Command support through Detachment 1 in direct support to the MCTP at Ft. Leavenworth. 505TH CCW provides the necessary simulation feeds to USAF command and control systems used in support of the training units and their airpower elements. 505TH CCW can provide capabilities for an air operations center response cell and, when available, a Senior Mentor (SM) to coach and teach commanders and their command group on the integration of USAF assets and joint firepower.

b. Army Materiel Command. Army Materiel Command provides area support maintenance and technical experts on MCIS and tactical network. In order to ensure successful command post exercise training in the WFX, training units will coordinate and source Army Materiel Command field service representatives and logistics assistance representatives for MCIS and key command post equipment maintenance. Additionally, in order to properly train sustainment units, subject matter experts from Army Contracting Command, Surface Distribution and Deployment Command, and Army Field Support Brigades are required to augment the exercise.

c. Joint Personnel Recovery Agency. Joint Personnel Recovery Agency provides doctrinal experts to assist in scripting personnel recovery events within the exercise. With prior coordination and funding, provides subject matter experts to serve as AOC/Ts as well as personnel to represent the Joint Personnel Recovery Coordination Center.

d. Air Mobility Command. Air Mobility Command through the 34th Combat Training Squadron provides air mobility liaisons to the exercises to provide expertise to sustainment and maneuver HICOMs.

e. Joint Improvised-Threat Defeat Organization (JIDO). Directly supports priority training exercise support requirements and contingency operation surge requirements.

f. USSOCOM. USSOCOM provides exercise planners to integrate special operations into each exercise. For division WFXs, these personnel will fill the role of the Special Forces Liaison Element for the training unit and oversee the actions of the SOF cell, providing control and reporting from special operations units in the simulation.

g. National Ground Intelligence Center. National Ground Intelligence Center provides personnel to assist in scripting of intelligence and to ensure that intelligence products to the training units are relevant for training purposes.

h. U.S. Army Space and Missile Defense Command/Army Forces Strategic Command (USASMDC/ARSTRAT). Provides assistance for the conduct of space, theater missile warning/defense, and limited support to special technical operations with exercise design and exercise control support, space operations-focused OC/T support, and space forces augmentation (e.g., Army Space Support Team (ARSST), Army Space Coordination Element (ASCE), etc.) support to the division, corps, ASCC, and other training audiences.

i. Peace Keeping and Stability Operations Institute (PKSOI). PKSOI, as the Army's lead agent for Joint Proponency for Peacekeeping and Stability Operations, is available to assist MCTP's interagency training specialist, by coordinating Unified Action Partners to ensure that complex civil military issues are included in the training scenario. PKSOI is also available to advise MCTP scenario developers and MCTP cadre on current Joint and Army doctrine regarding Peacekeeping and Stability operations.

j. Army Cyber Command. Army Cyber Command provides exercise planners to support the incorporation of Cyberspace Operations. The World Class Cyber OPFOR closely coordinates with the WCOPFOR and the irregular forces to conduct cyber-electromagnetic activity against the training units. World Class Cyber OPFOR will operate under an approved ROE to ensure that exercise training objectives will be met.

Chapter 3

Warfighter Exercise Planning and Execution

3-1. General

a. WFX Defined. A WFX is defined as a distributed, simulation driven, multi-echelon, tactical command post exercise fought competitively against a live, free-thinking adversary designed to train and rehearse units in the Sustainable Readiness "mission" or "committed" modules as well as a Regionally Aligned Force as designated by FORSCOM. WFXs are directed by the CSA, scheduled by FORSCOM, and conducted by the MCTP. WFX control architecture includes an Exercise Director, Senior Mentors, Deputy Exercise Director, Chief Controller, HICOM, World Class OPFOR, OC/Ts, MCTP Operations, Chief of Air power, and a robust EXCON White Cell with Division and EAD Intel Work Cells, Scenario Design,

Maneuver Control (Adjacent Division and Corps enabler cells as required), Blue Air Cell, Rules/Work Arounds, and SOF/CA/military information support operations. Training audience units are responsible for providing personnel necessary to perform mayor cell functions including exercise security and guard force manning.

b. The standard Corps/Division WFX construct consists of:

(1) An approved TRADOC common base scenario, or approved exception to policy. [Proponent G-2, TRADOC]

(2) Up to three five-day planning events to conduct collaborative planning in preparation of the WFX. Planning events are conducted as outlined in Ch 3-3. [Proponent: CAC-T]

(3) Up to five days of MCT for continental United States based units conducted at Fort Leavenworth, KS. MCTs will be conducted at the unit's home station for outside the continental United States units. The FORSCOM G-3/5/7 is the approval authority for all exception to policy requests. [Proponent: FORSCOM]

(4) Execution of ten exercise days under a 4-1-4-1 model, consisting of four days of decisive action training, one day of formal MAARs and retraining, followed by an additional four days of decisive action training, and one day of formal FAARs. [Proponent HQDA G-3/5/7; however, the EXDIR may approve deviations to the 4-1-4-1 model with no more than 10 total exercise days.]

(5) All corps or other operational-level headquarters' WFXs are planned to include a Joint Special Operations Task Force or SOF training unit within the WFX. This enables conventional force/special operations forces integration, interoperability, and interdependence training (CF/SOF I3). Such exercises are authorized by HQDA for up to 12 days of execution in order to include Phase 0 through Phase II activities. [Proponent: CG, United States Army Special Operations Command]

c. ELC. The ELC describes the process of planning, preparing and execution of the exercise. The ELC for all division headquarters and above begins approximately 370 days from date identified as STARTEX (W-370), see figure 3-1. [Note: The date of STARTEX is denoted as W-day, days prior to the STARTEX are denoted with a "- ", days following STARTEX are denoted with a "+ "]. The ELC includes four planning events: the Concept Development (resulting in a Concept Development Brief); three coordinating events: the IEP, the MEP, and the FEP; a coordinating event: the site survey (will be conducted in conjunction with the MEP); and two training events: the MCT seminar and the WFX execution. All events, except for the MEP/site survey and execution of the WFX, are conducted at Fort Leavenworth, KS. Approved exceptions are for units permanently stationed outside the continental United States (CONUS).

WFX EVENT LIFECYCLE

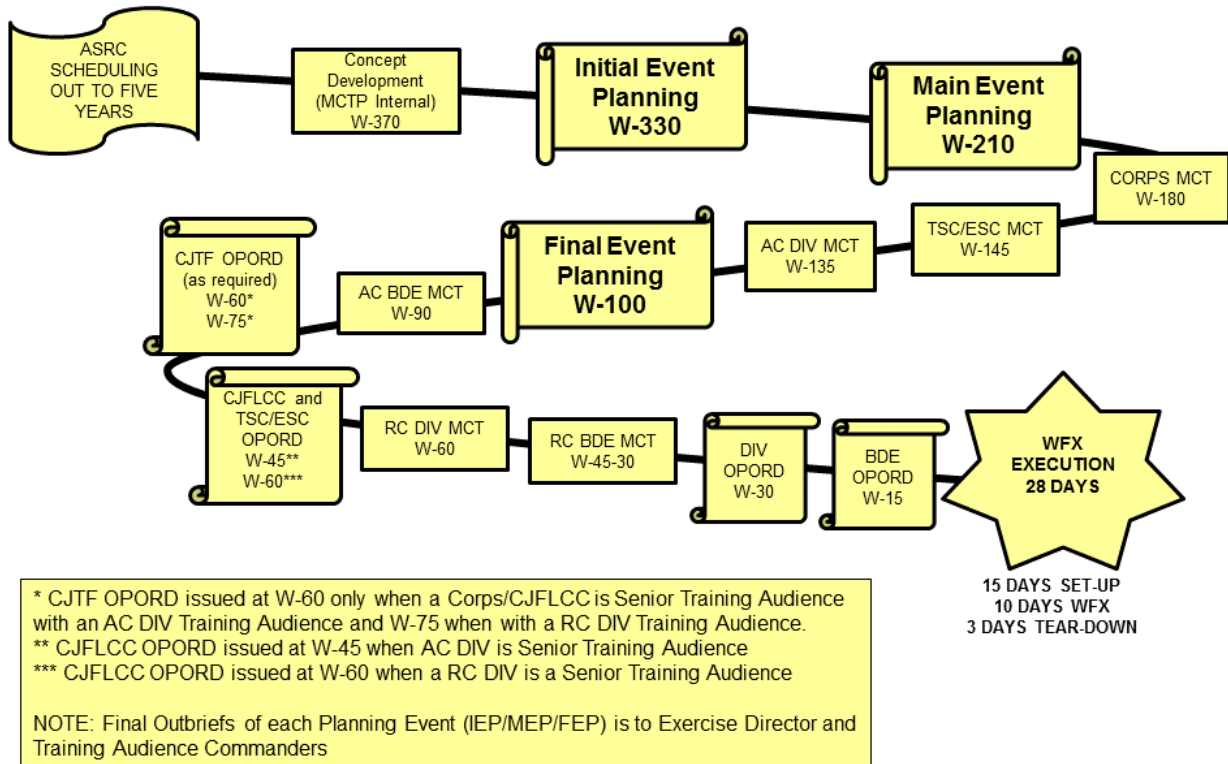


Figure 3-1. WFX event life cycle

3-2. Training Methodology

a. Directed Method. The MCTP uses CSA and CG, FORSCOM guidance and directives coupled with applicable regulations in order to:

(1) Create training experiences that enable the Army's senior mission commanders to develop current, relevant, and campaign-quality, and expeditionary mission command instincts and skills which develop leaders and increase unit readiness.

(2) Provide an environment in which unit commanders can train to standards established in accordance with the Chairman, Joint Chiefs of Staff high interest training items, the Army Training Strategy, the universal joint task list (UJTL), Combined Arms Training Strategy, Army Collective Task List, FORSCOM and ACOM training guidance, and the HQDA-approved mission essential tasks.

(3) Develop tactical and operational level of war scenarios where the outcome is not assured, the consequences of tactical decisions are fully played out, and that promote initiative-oriented warfighting skills for commanders.

(4) Conduct doctrinally based formal AARs focused on observed performance that enable Soldier and leader self-discovery of what happened, why it happened, and how to sustain strengths and overcome weaknesses.

(5) Stress all warfighting functions in decisive air-ground unified land operations where both lethal and non-lethal solutions could be employed.

(6) Provide a free-thinking, hybrid threat-based, OPFOR with an equal chance of success.

(7) Incorporate new doctrine into all exercises.

(8) Facilitate emergency deployment readiness exercise-like conditions and military decision making process (MDMP) in a time-constrained environment.

(9) Reinforce command post (CP) agility in field conditions. CPs in the field displace as simulation model conditions dictate; simulation CP displacement effected by displacement of the respective unit's field CP. The Headquarters and Headquarters Battalion/Company (HHBN/HHC) maintains, secures, and tactically emplaces/displaces the modified table of organization and equipment field CP multiple times during the exercise.

(10) Incorporate Lower Tactical Internet (T/I; i.e. radio networks) to enable tactical communication between response cells and training audiences throughout the duration of the exercise.

(11) Sustain chemical, biological, radiological, and nuclear (CBRN) readiness; simulation model CBRN threat conditions dictate exercise participants' mission-oriented protective posture level.

(12) Dedicate a portion of the exercise to retraining those tasks that the commander deems essential for their unit to increase proficiency. (Retraining is not an indication of failure.)

b. WFX Concept. WFX are training exercises. The MCTP develops the exercise scenario derived from the operating environment outlined in the TRADOC G-2 approved common base scenario (DATE). The exercise scenario derivative is adapted by the MCTP from the common base scenario to meet the training audience commanders' approved training objectives, desired end state, and incorporates CSA/FORSCOM/ACOM guidance. The MCTP uses a computer simulation to provide representative combat and battlefield effects during the exercise. The MCTP provides feedback to the commander in the form of detailed observations to allow for the commander's own training assessments. Retired general officers serve as Senior Mentors lending credence to the feedback process while mentoring and coaching the exercise unit's commanders and staffs.

c. Representing and Controlling Units. FORSCOM (USARPAC for assigned Army forces) will source an immediate higher headquarters for the senior training unit(s) referred to as the HICOM, to include appropriate and distinct HICOMs for sustainment, and theater brigades. FORSCOM (USARPAC for assigned Army forces) must also source training unit subordinate

brigades, general and direct support enabling units, and flank units so that training units can train staff processes out, across, and within.

d. Simulation. Simulation models are commander and staff process drivers, not predictors of tactical success. Units need to properly resource simulation system operators, or be prepared to accept less than desired results. The simulations do not accurately replicate all aspects of terrain or warfighting function effects. Due to the limitations of simulations, units should not construe that the results from the simulations can predict true battlefield results.

e. Scenario and Exercise Assets. The exercise unit's task organization, to include all additional enabling units, will be based on the modified table of organization and equipment throughout the effective Sustainable Readiness process and Army Synchronization and Resourcing Process cycle of the culminating training event. The unit may only use new (not yet fielded) equipment if it is scheduled for fielding during the current Sustainable Readiness process Army Synchronization and Resourcing Process cycle, and only the percentage of equipment that will be fielded by that point in time.

f. Realistic Training Environment. The exercise unit is required to use only doctrinal modified table of organization and equipment authorized communication links between field command posts and simulation workstations. Leaders and Soldiers need to train in wartime-like environment (that is, deployed command posts will displace- "jump"- in accordance with unit standing operating procedures and CG, FORSCOM guidance, consistent with the unit level of training, and employ proper mission oriented protective posture). The approval authority for use of non-doctrinal, or non-modified table of organization and equipment communication links is the ACOM commander.

g. Unit-Led WFX Preparation Events. The MCTP schedule is developed as a result of the Sustainable Readiness process and ASRC, and HQDA, CTC-D provides funding to the MCTP based on that schedule. The MCTP WFX does not include MCTP support to unit ramp-up and/or CPX that occur in preparation for participation as a training audience in an MCTP WFX.

3-3. Warfighter Exercise Planning

a. Concept. Exercise planning is an iterative process conducted throughout the ELC. Exercise planning events have established required inputs and outputs. Outputs require informed decisions by training unit representatives at all planning events. Designated decision makers must come with guidance from commanders to the planning events in order to deliver appropriate outputs upon completion of the event. The MCTP continues the planning and refinement of the outputs to prepare inputs or scenario products at established timelines to feed the training units' operations process. Embedded exercises use a parallel planning model for training units nested under other training units. For more details see the MCTP Exercise standing operating procedure at the CAC SharePoint website (common access card required): <https://combinedarmscenter.army.mil/orgs/cact/MCTP/s3/SOP/Forms/AllItems.aspx>

b. Concept Development [W-370]. The concept development initiates the ELC and the

exercise planning process. Informed by guidance from the Chief of Staff of the Army, and the Commanding General, FORSCOM, MCTP's OPS GRP X completes the concept development by applying outputs from the ASRC, input provided from other OPS GRPs, and any input provided from projected training audience commanders and/or staffs. The concept development process begins with developing exercise design products that display tentative troop list (showing training audiences and response/work cell requirements), ECG, exercise execution timeline, exercise training locations, and the exercise plan-to-plan (the ELC with tentative dates). The concept development process culminates with the creation of the Concept Development Brief (CDB). The CDB provides a read ahead to the EXDIR and training audience commanders. The CDB is primarily delivered via email to the EXDIR, and is stored on the respective MCTP exercise collaboration Sharepoint sites. The CDB contains additional coordination and guidance that prepare them for involvement in the IEP. All training audience commanders provide MCTP with initial training objectives (using FORSCOM approved format provided in CDB) no later than 14 days prior to the IEP. Units outside the senior training unit task organization are not required to nest training objectives, but failure to consider the WFX senior headquarters' objectives may result in a disjointed aspect of the exercise; opportunities to meet training objectives may not logically develop within the exercise.

c. IEP [W-330]. The IEP is a four day event conducted at Fort Leavenworth Kansas and hosted by the MCTP. The IEP establishes the framework of the exercise and marks the initiation of planning within the EPT working groups. The IEP initializes all exercise timelines and locations in preparation for the detailed planning and synchronization throughout the ELC. The senior training unit at each exercise location builds the communications architecture required to support the tactical communications and services needed for the WFX. The installation MTC director provides a facilities overview with available space to enable planning for the subsequent site survey. The IEP concludes with a back-brief of the exercise design. The EXDIR and training audience commanders are invited to receive this out-brief (via distributed digital means as required) and any impacts to continued planning are brought to their attention for decision and/or action. NOTE: the IEP Final Out-brief establishes the basis for the FORSCOM Commander-to-Commander Dialogue with Corps and Division training audience commanders. This FORSCOM sponsored event is normally conducted at W-270 and results in approval and/or additional exercise guidance from the FORSCOM Commander.

d. MEP and Site Survey [W-210]. The MEP is a four day planning event that may be hosted by the senior headquarters, or, if equal headquarters are participating, the location where the majority of the training units will be located for the exercise. This event may be combined with a site survey. The site survey of the training location(s) is conducted following the determination of the troop list and training units at each exercise site. The MCTP has a capacity for two training exercise sites. The MCTP's focus of the site survey is on the MTC space available, network capabilities, power, and life support. The senior training headquarters is responsible for allocation of command post sites to other training units. The site survey team gathers required information and compiles a briefing that is fed into the main event planning. The MEP is also a MSEL scripting event (if required). The MEP concludes with a back-brief of the exercise design. The EXDIR and training unit commanders are invited to receive this outbrief (via distributed digital means as required).

(1) Memorandum of instruction, initiated by MCTP during the WFX concept development

(W-370), covers the planning timeline and milestones for information and product delivery for the WFX.

(2) MOA is the administrative and logistical agreement between the MCTP, the senior training headquarters at each exercise location, and each exercise locations' MTC director. The MOA assigns responsibilities for support and identifies deliverables for each of the senior corps/division training audiences and each exercise locations' MTC. The MOA is signed by the MCTP Commander and the Chiefs of Staff of each senior training audience headquarters at each exercise location.

(3) ESMED is a compiled listing of all supporting personnel for the exercise, to include the MCTP and augmentees. This list does not include the training units, only the ECG requirements for response cells provided by those units (e.g., response cells, work cells, help desk, mayor cell, and security detail). The ESMED is based on the approved troop list and contains the duty position, rank, and occupational skill of each person required to effectively represent subordinate and flank units and their interactions with training units. The MCTP produces an ESMED that is used by FORSCOM as an annex to the FORSCOM-generated Execute Order for required tasking in support of the WFX.

(4) Simulation control plan (SCP) is a diagram of the MTC facilities and denotes the physical and digital support requirements of each room in the MTC to support the exercise. The SCP is based upon required space, chairs, and tables for the personnel on the ESMED and the required tactical and simulation C4I system requirements based on the required function of each cell. This document does not direct training audience networks or equipment setup. The final SCP is approved by the MCTP Commander 30 days prior to the exercise execution. Any subsequent changes to the SCP must also be approved by the MCTP Commander.

(5) After the conclusion of the MEP, the MCTP planners combine all information available to complete the drafts of the four source documents and develop the scenario into an operations order (OPORD) for issue to training audiences in accordance with the MCTP Exercise Planning SOP. Active component units associated with a WFX designed to replicate emergency deployment readiness exercise-like conditions will utilize a non-exercise OPORD to facilitate MDMP training during their respective MCTs. The MEP concludes with a back-brief of the results of the planning event. The EXDIR and training audience commanders are invited to receive this out-brief (via distributed digital means as required) since any impacts to continued planning are brought to their attention for decision and/or action.

e. FEP [W-100]. The FEP solidifies all concepts and finalizes draft source documents. This event is a four day event hosted by the MCTP at Fort Leavenworth, Kansas. This event uses working groups focused on defining how the exercise will be conducted and resourced. All timelines and events within the exercise are addressed with a training timeline prior to the STARTEX, the exercise battle rhythm, and the schedule for AARs. The MCTP reviews the milestones to ensure that the current planning progress has no impacts on STARTEX. This allows units to conduct planning for shaping operations and the effects fed into the STARTEX strengths of friendly and enemy units. The FEP concludes with a back-brief of the results of the planning event. The EXDIR and training audience commanders are invited to receive this out-

brief (via distributed digital means as required) and any impacts to continued planning are brought to their attention for decision and/or action.

f. EPT In-progress Reviews (IPRs). EPT IPRs are conducted weekly throughout the ELC and are hosted/led by the MCTP, OPS GRP X exercise lead planner. These events begin approximately one week prior to publication of the Concept Development Brief. These weekly synchronization meetings (schedule established in initial IEP calling message) are conducted via distributed digital means and include participants from MCTP, training audiences, and stakeholders at both exercise locations. Topics of discussion vary weekly and are focused on finalizing coordination and synchronization not accomplished during the main ELC events (IEP/MEP/FEP). These events occur at an established time on either Tuesdays or Thursdays.

g. MCT. MCT is a five day training event conducted at Fort Leavenworth, KS (see Ch.3-1,b,(3) for exceptions) which assists in developing the training unit's command and staff team. Each training audience receives an MCT hosted by the OPS GRP providing their OC/T coverage during the WFX. The MCT purpose is to provide the training audience with academic seminars and an opportunity to conduct detailed planning focused on the application of the Army's operations doctrine as well as command and staff processes.

(1) The MCT is built around the training audience commander's guidance and provides the commander with academic seminars to assist in achieving the following goals:

- (a) Understanding current doctrine and its application.
- (b) Improving command and staff teamwork.
- (c) Providing a model for further training.
- (d) Improving warfighting skills.

(2) For corps and divisions, the WFX uses the MCT as a team building event for subordinate training audiences. Participation by other training units at the higher headquarters training unit's MCT is encouraged as it allows for parallel planning and increased awareness of the subordinate units' capabilities. Corps and division MCTs are programmed by HQDA, Combat Training Center-Directorate (CTC-D) for 60 personnel (55 MCT attendees plus a five-person guard force) at Fort Leavenworth, Kansas, and other unit MCTs are programmed for 52 personnel (47 MCT attendees plus a five-person guard force). The units sending personnel to the MCTs must provide funding for any additional attendees above the aforementioned numbers.

(a) Recommended corps MCT attendees: Commanding general, Deputy commanding general, Chief of Staff, CSM, G-1, G-2, G-3, G-4, G-5, G-6, USAF ALO, Adjutant General, MI brigade commander, SJA, Chaplain, Division commanders with their G-2, G-3, fire support coordinator, and G-4, ESC commander, Aviation brigade commander, Corps artillery commander, Corps engineer, Air defense artillery (ADA) brigade commander, MP brigade commander, Transportation brigade commander, Signal brigade commander, Separate maneuver brigade commander, Medical brigade commander, Supporting CA and PSYOP commanders,

Public Affairs Officer (PAO), IO officer, Space Operations Officer, Electronic Warfare Officer, Special operations coordinator, Special operations command and control element commander and one NCO, Corps Transportation Officer (CTO), and Logistics Assistance Office.

(b) Recommended division MCT attendees: Commanding general, Assistant division commanders, Command Sergeant Major, Maneuver brigade commanders, DIVARTY commander, Aviation brigade commander, Division support command commander, Division engineer, Division chemical officer, a corps representative, Echelons above division field artillery brigade commanders, Surgeon, Division provost marshal, Chief of Staff, G-1, G-2, G-3, G-4, G-5, G-6, USAF ALO, Separate battalion commanders, SJA, Public Affairs Officer (PAO), Chaplain, Supporting CA and PSYOP commanders, Information operations coordinator/officer, Space Operations Officer, Electronic Warfare Officer, Division Transportation Officer, Logistics Assistance Office, G-1 plans officer, G-2 operations or plans officer, G-3 operations or plans officer, G-4, plans officer, Assistant division fire support coordinator, Assistant division engineer, Assistant division air defense officer, Assistant division aviation officer, Assistant division signal officer, Assistant division chemical officer, Senior staff NCO, Operations clerk, Operational law judge advocate, Division Transportation Officer/Corps Transportation Officer (CTO) and Installation Deployment Support Staff should attend.

(c) Recommended functional/multi-functional (F/MF) support brigade MCT attendees: Commander, Deputy Commander, Executive Officer, CSM, S-1, S-1 NCOIC, Chaplain, S-2, S-2 NCOIC, R&S Officer, Intel Specialist x 2, S-3, OPS SGM, A/S-3, S-3 Planner, BDE Aviation Officer, ADA Officer, CBRN Officer, Fire Support Officer, S-4, S-4 NCOIC, BDE Log Planner, BDE Surgeon, BDE Med Planner, S-5, S-6, S-6 Planner, IO Officer, BDE Engineer, BDE Eng NCOIC, MI Co CDR, Analysis and Control Element Chief, Analysis and Control Element NCOIC, ASAS Specialist, BDE PMO, BJA and Brigade Senior Paralegal NCO, S-9, Public Affairs Officer (PAO), SPO, SPO NCOIC, MED OPS, and MED Plans.

3-4. Warfighter Exercise Execution

a. Pre-STARTEX Set-up and Training. This period spans fifteen days and begins with the arrival of the MCTP and traveling units' torch and advance parties to receive equipment shipments. The MCTP and training units set up the simulation, exercise, and tactical networks simultaneously and end with integration and testing. Once networks are established, MCTP begins training subordinate response/work cells on the use of the simulation while training units complete final planning, preparations, and rehearsals. Once the simulation model and communication architectures are operational and manned with trained personnel, the EXDIR approves the pre-determined official time of STARTEX (normally W-Day at 0600 local time). See Figure 3-2 for an example Warfighter Exercise Timeline.

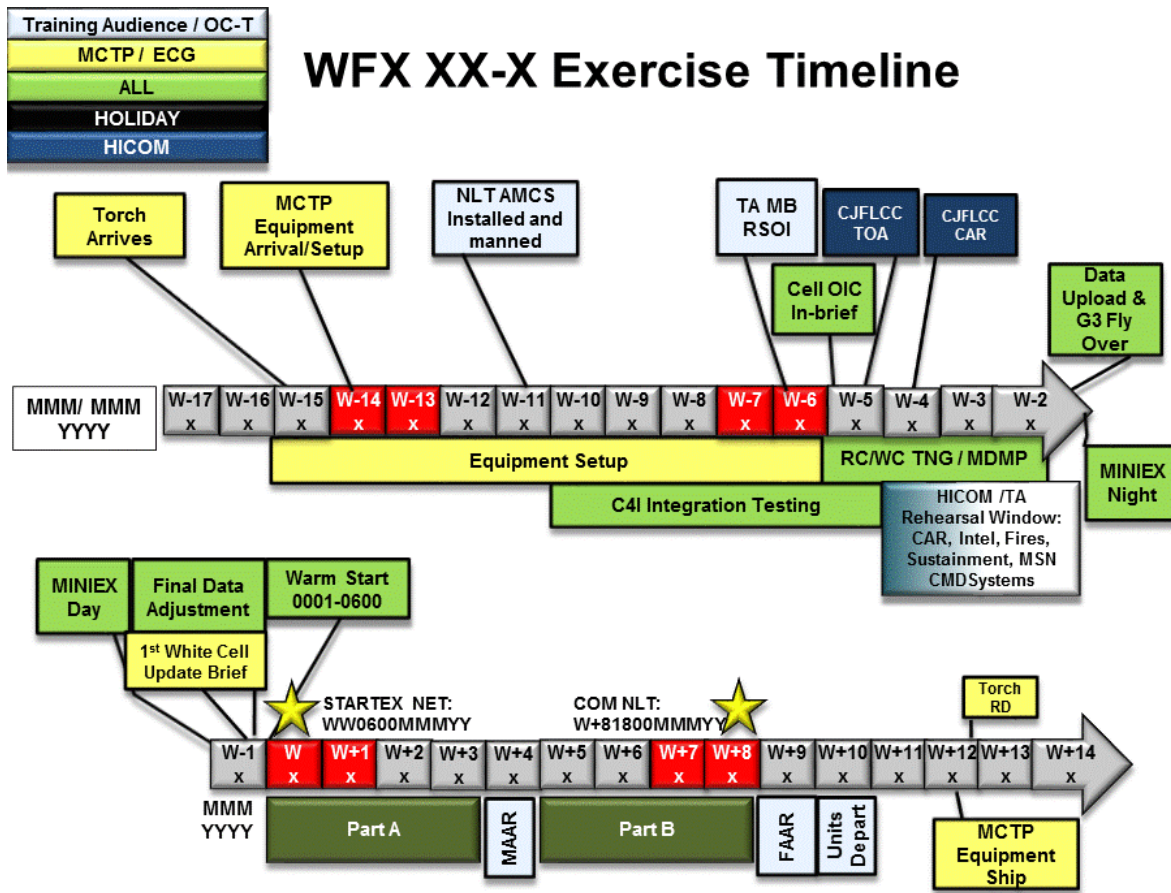


Figure 3-2. WFX Exercise Timeline

b. Establishing the Exercise. The MCTP arrives to the exercise on W-15 with an advance party to receive and distribute equipment shipments and begin set-up of the exercise control group network and the simulation systems. The senior training audience at each exercise site establishes the mayor’s cell with minimal manning no later than W-15. Concurrently with the MCTP setup, training units (includes training audiences, work cells, and response cells) establish their tactical communications networks. The MOA will specify the earliest date and time when the networks become operational and reporting requirements for guard forces and support personnel. The MCTP continues to phase force flow into the exercise at key points to continue improving the exercise footprint and conduct final coordination. An initial party of OC/Ts arrives at W-9 to begin interaction with training audiences and observation of the MDMP. No later than W-10, the National Simulation Center has functional simulation data feeds to the exercise and begin sending exercise feeds from the simulation to the tactical network. No later than W-6 the tactical and simulation networks are fully integrated in preparation for training of the support personnel in the exercise control group.

c. ECG Training. This training prepares response cells and work cells for their support during the WFX and provides time for MDMP and rehearsals by the subordinate, adjacent, and non-training audience response cells/work cells (Lower Commands and HICOMs). Subordinate response cells and work cells are collectively referred to as lower command cells. All exercise

support personnel are required to arrive and complete reception, staging, onward movement, and integration no later than W-6 in order to be prepared for training beginning on the morning of W-5 around 0900 local time. The MCTP provides a daily schedule of training events and required attendees to all exercise support personnel cell leaders. The training consist of briefings on: the exercise purpose, operating environment, and duties, responsibilities, and procedures for response/work cell staffs. Concurrently, simulation operators receive training on the systems they will operate during the exercise. At the conclusion of staff and simulation operator training, there is an exercise wide communications exercise to validate MCIS operability and communications systems. Also on W-3, the final data for task organization, unit locations, and air tasking order will be finalized. W-2 is dedicated to input of data and orders collected on W-3 into the simulation, known as STARTEX data load. These are locations of units when the exercise begins with mission and operational variables in effect. On W-1 the MCTP conducts a mini-exercise (MINIEX) for the response/work cells and the ECG to validate the training conducted and ensure the simulation is stimulating MCIS equipment. Each MCTP work station controller (an Army support contractor) executes key operations for the function of the cell and exercise control validates key coordination measures between cells. On W-1, the EXDIR receives a conditions check from the MCTP ECG covering the status of simulation, training unit communications, system, and ECG training. At the conclusion of this conditions check (i.e. White Cell Update Brief), the EXDIR approves STARTEX or the corrected conditions under which STARTEX can occur.

d. General ECG Structure. The MCTP is the core of the ECG augmented by supported agencies outlined in paragraph 2-13 (Other Supporting Commands).

WFX Exercise Control Group

Exercise Control Group (ECG) – Plans and controls the exercise based on Exercise Director Guidance

Exercise Control Group (ECG) Leadership		
Position	Rank	Description
Exercise Director	LTG/MG	Leads the exercise
Deputy Exercise Director	COL	MCTP CDR – Directs the ECG
Chief Controller	COL	COG OGX - Chief of Staff ECG
Chief of Air Power	Col	505 th DET 1 CDR – Replicates CFACC

Exercise Control Group (ECG) Organizations		
Organization	PAX	Description
Plans and Operations/OGX	40	Lead exercise planning and manage ECG battle rhythm
Scenario Design/OGX	40	Create and manage the exercise scenario; develops MSEL injects
Exercise Control/OGX	20	Stimulates the training audiences; Supervises cells and injects MSELs
World Class Opposing Force (WCOPFOR)/OGX	40	Free-thinking, near peer competitor in the simulation
Maneuver Control Cell/OGX	100	Replicates flank and supporting units
Higher Command (HICOM)	123	Replicates the Higher Headquarters
Response Cell (Based on Task Organization)	35	Replicate corps and division subordinate units
Work Cell (1 x BDE training Audience)	35	Replicates training audience subordinate units
Operations Group (OPS GRP)	~80	Train and mentor training audiences; ensures units attain training objectives

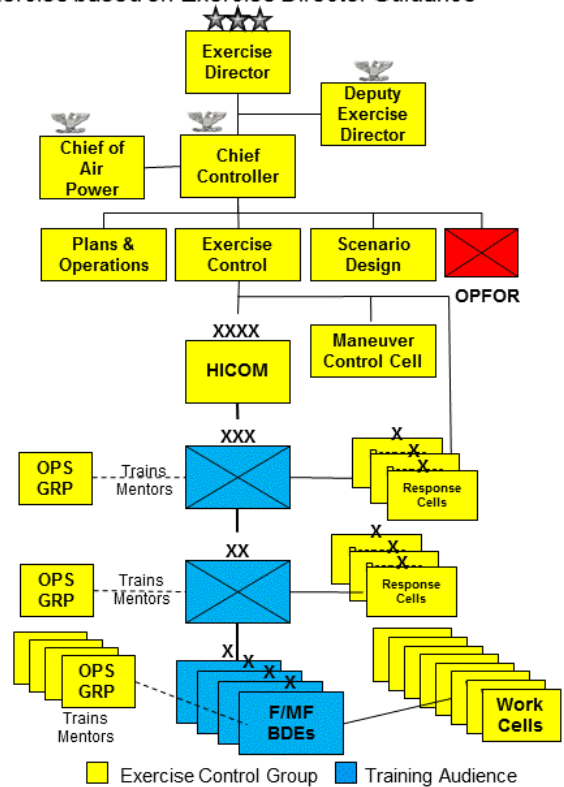


Figure 3-3. WFX exercise control group (ECG) structure

(1) ECG Leadership. The EXDIR, with advice from the senior mentors, leads the ECG. The MCTP Commander is the deputy EXDIR and exercises operational control over the ECG in support of the exercise. The Chief of OPS GRP X is the chief controller/chief of staff for the exercise. Chiefs of OPS GRPs aligned with training audiences are the primary advisors to the EXDIR regarding those units they are covering. The division chiefs of OPS GRP X provide their functional input and recommendations to the EXDIR.

(2) Maneuver HICOM Response Cell. The HICOM is a unit replicating the next higher headquarters of the senior training audience(s). During the planning and prior to the arrival of the exercise main body, the MCTP performs all HICOM functions. On an agreed upon date and time established no later than the final event planning, MCTP transfers authority to the HICOM. The transfer of authority date is established during the ELC planning and typically occurs on W-5. Following transfer of authority with MCTP, the HICOM is responsible for all battle rhythm events, development of fragmentary orders, Intelligence Summaries, Operation Summaries and prioritization of supporting units to the senior training audience(s) and contributions to the ECG. The HICOM is manned in accordance with the ESMED and resourced with MCIS and C4I systems in accordance with the simulation control plan. HICOM manning must represent all Warfighting Functions of a corps staff. The HICOM is typically sourced from a corps staff or a division staff when a corps is unavailable to support.

(3) Sustainment HICOM Response Cell. For sustainment units, FORSCOM designates an existing theater or expeditionary sustainment command as a sustainment HICOM. This allows OPS GRP S to focus their efforts on training a maximum of two sustainment training audiences per WFX.

(4) HICOM Support Cells. HICOM support cells are manned and equipped to represent the echelons above the division (EAD) or echelons above the corps (EAC) enabling units that are in a general support or supporting role to the respective training audiences. These HICOM cells participate in the WFX battle rhythm events and coordinate operations with key staff from the training audience(s) and are controlled by the ECG. For most exercises, there is a HICOM Blue Air cell representing Air Force assets, and a SOF cell (assisted by OPS GRP J) replicating all of the Joint Special Operations Task Force units, civil affairs, and military information support operations. An air defense artillery (ADA) HICOM cell may be established if there is an ADA Functional/Multifunctional (F/MF) brigade training unit. Additional HICOM cells may be established as required to support other atypical F/MF brigade training audiences.

(5) MCC. The MCC is an economy of force response cell manned by Army support contractors and augmented by tasked unit Soldiers that operates under the supervision of EXCON providing the stimulation required to achieve a realistic and holistic training operational environment during a WFX. The MCC accomplishes its purpose through the replication of US Army units, Joint Forces, Host Nation Security Forces, and allied forces at all three levels of war replicating units from battalion through Corps and JTF-level functional and multi-functional brigades performing mission tasks across the range of military operations. The MCC affords the exercise Chief Controller with a mechanism to stimulate the training audience across all warfighting functions and a means to inject inputs into the exercise that supports realization of the many varied training objectives of multi-echelon training audiences. The MCC most often performs functions to replicate adjacent and non-training audience units.

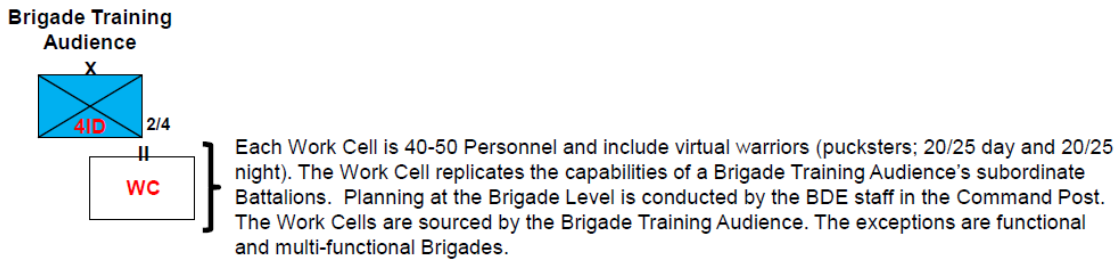
(a) The MCC operates as a competitive and non-competitive (scripted), scalable group of response cells replicating military forces in the WARSIM and providing orders, plans, running staff estimates, role-player commanders, and other inputs to the four elements of the Army Operations Process as required by the exercise design and/or as directed by the exercise Chief Controller.

(b) The MCC is also an economy of force group of response cells reducing the exercise footprint through Soldier augmentation and select MCIS eliminating the need for the tasking of additional US Army forces to replicate units during a WFX. MCIS are the means to provide the digital feeds, inputs, outputs, running staff estimates, and mission planning products to the training audience commanders, staffs, battle rhythm events, and tactical information networks. Based on the guidance from the OG-X COG, the EXCON chief, and the scenario, the MCC recommends the number of role-players to serve as replicated unit commanders, the number and MOS of Soldier augmentation required, and the type of select MCIS required in order to correctly replicate assigned units and functions for each WFX. Manning and equipping requirements will vary from exercise to exercise since each is a tailored event designed to meet the specific training objectives of each WFX. The MCC provides this information to the exercise planning teams at all three exercise planning events of the event lifecycle.

(6) Movement Control Battalion (MCB) Cell. The MCB cell supports the movement control requirements of all training units. When the exercise contains a sustainment command, the movement control battalion serves as a subordinate response cell.

(7) Work Cells. Work cells are typically battalion (-) staff sections that represent and control the subordinate commands of the training audience. Work cells contain a commander and staff that communicate directly with its training audience in order to stimulate and interact with the training audience commander and staff. The cell OIC and staff oversees the simulation system operators who fight the units in the simulation. Work cells perform all basic functions as required by the training audience, to include routine reporting and will typically replicate several subordinate units. Training audiences are allowed access to their work cells via their associated operations group(s).

Brigade Training Audience and Works Cells



	WORK CELLS
OIC Rank (Typical)	O-5
Unit	AD Hoc Organization, Military led, OPCON to MCTP
Personnel	Provided by Training Audience. Supported by contractors (Work Cell Controller – support contractor)
Nested TNG OBJs w/ TA	Possibly
Equipment	Mission Command Systems required to provide the capabilities of the replicated Battalion staff (e.g. AFATDS, CPOF, DCSGS-A, etc.)
Capabilities	Produce CONOPs, graphics, maintain COP, participate in BR events, reporting, operate BSWS

Figure 3-4. WFX Work Cells

(8) Response Cells. Response cells are similar to work cells however, they replicate division and corps subordinate formations that cross talk and plan with training audiences. The subordinate unit command post communicates directly with the training audience in order to stimulate and interact with the training audience's staff. Response cells are manned at a level, which allows effective staff analysis and product production based on that analysis. In addition, response cells input orders into the simulation and report to their respective higher headquarters. Generally, one response cell represents one subordinate unit.

(9) Response cells and work cells are collectively referred to as lower command cells.

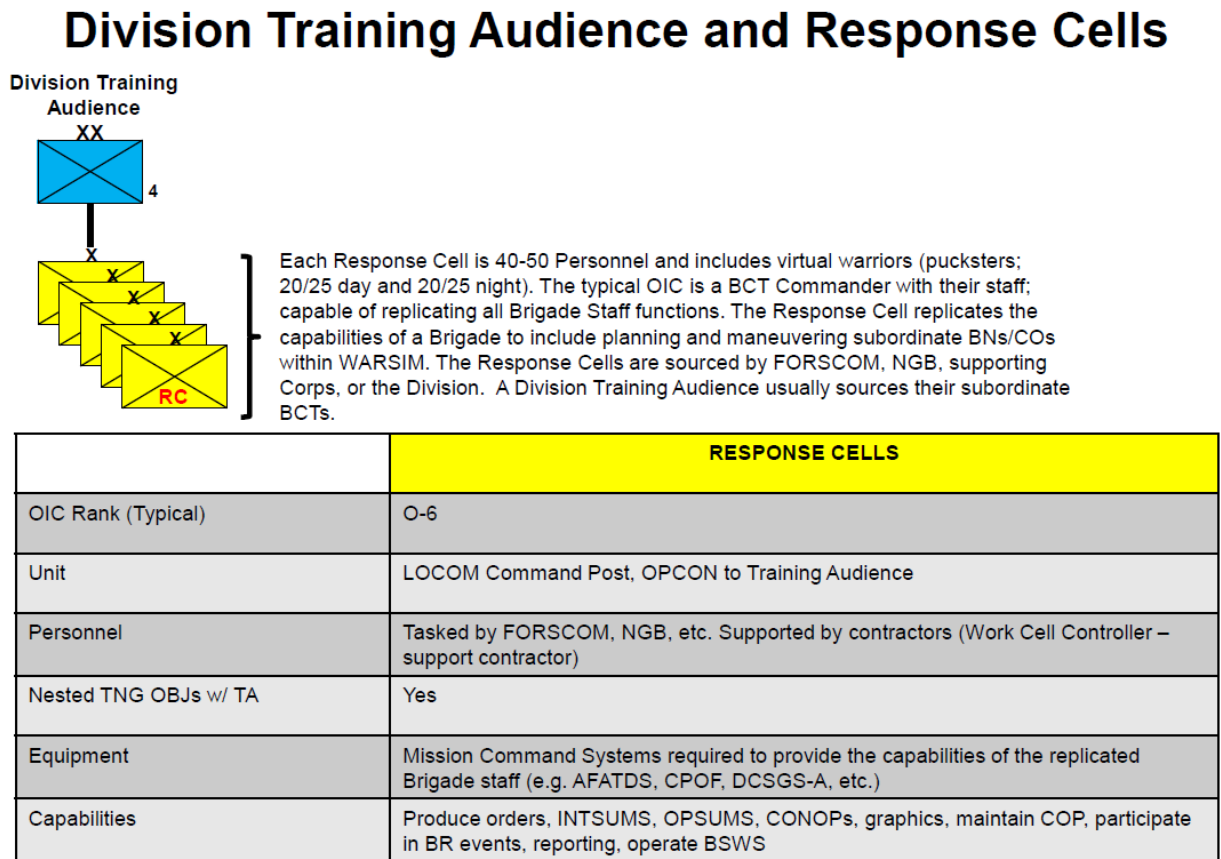


Figure 3-5. WFX Response Cells

(10) Functional Cells. Supporting units and agencies identified during the planning of a warfighter exercise as functional cells are structured cells that perform specific task(s). These units and/or agencies are typically theater assets. These cells may be represented by a small unit or individual representatives of an Army Agency or Command. These cells may be established as a separate unit (e.g., Movement Control Battalion), an agency to carry out specific management functions or coordination (e.g., Surface Deployment and Distribution Command). Functional cells may perform as augmentation to the training audience or exercise controllers in order to provide capabilities that are compatible and complementary within the operational environment of the exercise scenario.

e. WFX Execution. The MCTP WFX execution spans a 10-day period. During the 10 day exercise, there is a pause for a formal MAAR for each training audience. At the completion of the 10 days of training, the MCTP facilitates a FAAR for each training unit. After the FAAR, all equipment is prepared for shipment.

f. WFX Battle Rhythm. The WFX is executed in accordance with the 4-1-4-1 model consisting of four days of decisive action training, one day of formal MAARs and retraining,

followed by an additional four days of decisive action training, and one day of formal FAARs. The EXDIR in consultation with the training audience commanders declares change of mission. During the daily execution of the exercise the following events occur:

(1) HICOM Battle Rhythm. The HICOM cell(s) host various battle rhythm events to help stimulate training audience training objectives. At a minimum, the HICOM will host a daily Commander’s Update Brief and require subordinate training audiences to report current situation. Additional battle rhythm events are conducted in accordance with the HICOM Battle Rhythm Synchronization agreed upon during the ELC planning.

(2) ECG Battle Rhythm Events. The ECG conducts various events to ensure the exercise is effectively stimulating training objectives for every WFX training audience. These events synchronize the efforts of the WCOPFOR, SDD, and EXCON through the White Cell. White Cell meetings are the EXDIR’s venue for directing the flow and tempo of the WFX. A White Cell meeting provides the EXDIR with an update on all aspects of the exercise and provides a forum for the EXDIR to make decisions and provide guidance.

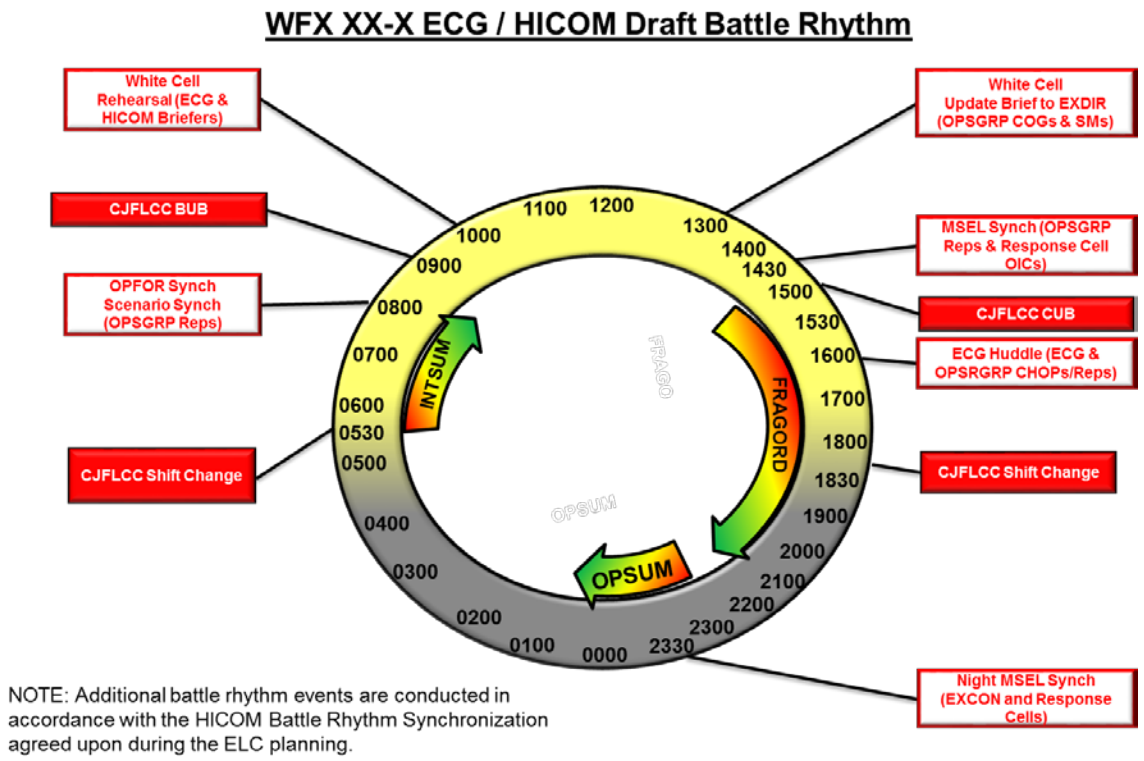


Figure 3-6. ECG/higher command (HICOM) battle rhythm

(3) OC/T Azimuth Check. Each OPS GRP conducts an azimuth check to inform the senior mentor and chiefs of OPS GRPs on the daily observations inside their respective command posts. This informs the senior mentor and chiefs of OPS GRPs and assesses the training progress for subsequent recommendations to the EXDIR on changes, if any are required, to the exercise. This event is not open to the training audiences’ LNO. This meeting is chaired by each COG.

(4) White Cell. This is the daily decision board for the ECG, conducted by OPS GRP X, attended by COGs and training audience senior mentors, and chaired by the EXDIR. The EXDIR is briefed on the last 24 hours of training and recommendations based on observations for the next 48 hours (i.e. last 24 hours and the next 48 hours). The EXDIR provides updated guidance to the ECG for the direction he wants the exercise to move toward. This event ends with the approval/disapproval of all EXDIR decision points.

(5) OPFOR and Scenario Synchronization. These are daily meetings hosted by the OPFOR and SDD cells. These meetings include all of the HICOMs, HICOM support cell, OPS GRP Chief of Operations/Chief Observer Trainer, and MCC. These meetings coordinate and synchronize the EXDIR guidance into actions of HICOM, OPFOR, and enabler and flank units to force the training units or the OPFOR to conform to the desired situation for the exercise. This ensures that the exercise remains free-play with as little artificiality as possible. This meeting is co-chaired by the WCOPFOR commander and the SDD chief.

(6) ECG Huddle. This is a daily meeting chaired by the Chief of OPS GRP X/Chief Controller. This meeting includes OPS GRP representatives, HICOM, Air Component Command, the ECG, and other stakeholders as required. This meeting coordinates and synchronizes further actions directed by the EXDIR or requested by Senior Mentors/OPS GRPs that have not been completed during the other working groups throughout the day. This meeting is the final daily opportunity for the ECG to make any administrative adjustments or coordinate operational and environmental variables required to stimulate the training audiences' training objectives.

(7) MSEL Synchronization. Exercise control conducts a conditions check twice daily for the exercise injects on the MSEL to determine if all aspects of the inject have been coordinated with the response cells, intelligence scripters, OC/Ts, and other stakeholders. This ensures injects are complete and synchronized to have the desired impact. This meeting is co-chaired by the EXCON chief and SDD chief. Attendees include response/work cell MSEL managers, OPS GRP representatives, and HICOM response cell representatives.

g. Change of mission. Upon notification of change of mission all exercise support units not needed will clear the facilities and account for property in accordance with a published Letter of Instruction (LOI) from the ECG. The MCTP releases all cleared personnel from the ECG back to the control of their parent unit or organization. Guard forces, details, and mayor's cell must still conduct close out operations and remain in place until specifically released by the Deputy Chief Controller from OPS GRP X. The day following the end of the exercise, each training unit receives a separate formal FAAR. Upon completion of the FAAR, the MCTP begins recovery and packing of its equipment, with completion three days after the end of exercise. The training audiences receive videos and the slides used in the AARs immediately following the FAAR. The slides and videos are the sole property of the training unit with final disposition instructions in accordance with unit commander's guidance. The MCTP will provide a copy of the slides to FORSCOM and Department of the Army for the CG, FORSCOM, or CSAs participation in the AAR.

h. MCTP Internal AAR. Within 14 calendar days of WFX end of exercise, the MCTP conducts an internal AAR covering the planning, coordinating, and training events, which capture lessons learned and increase organizational and exercise effectiveness.

i. ELC Termination. The ELC concludes 30 days after the exercise with the delivery of the Final Exercise Report (FER) to each training audience. The training audiences' take home package (consisting of DVDs containing training audience video products, a CD of slides from both formal AARs, selected briefings that occurred during the exercise, and a paper copy of the WCOPFOR portion of the training audience's AAR) is delivered to each training audience at the FAAR.

3-5. After Action Reviews (AAR) and Final Exercise Reports (FER)

a. All AAR and FER products become proprietary property of each respective training audience upon completion of all MCTP supported exercises in which an AAR and FER is created. MCTP will not release AAR and FER products to organizations requesting this information from MCTP. Requests for AAR and FER products shall be submitted by the requesting organization to the specific training audience commander(s).

b. MCTP provides AAR and FER products to the following Army commanders for historical purposes: CG, FORSCOM (ATTN: G-3/5/7); CG, TRADOC (ATTN: Commander, Center for Army Lessons Learned); and CG, First Army (ATTN: G-3/5/7).

3-6. Visits to Exercises and Events

a. General. Every effort is made to minimize the distractions that visitors cause; however, legitimate needs for visits exist. The training audience commander approves all visitors to their MCT seminar. Requests are required to be received by the training audience commander no later than six weeks prior to the first day of the MCT. The EXDIR and MCTP Commander approve visitors to the WFX. Requests are required to be received by the EXDIR's HQ no later than six weeks prior to the first day of the WFX (W-Day; STARTEX). The senior training audience and the MCTP must coordinate all visits during an exercise. Visits by foreign nationals are addressed in paragraph 3-6d below.

b. Visitors to the training audience.

(1) Personnel, military and civilian, desiring to visit an exercise unit, will coordinate with the senior training audience HQ at that site. The training audience is responsible for coordinating and providing transportation, billeting, mess, escorts, field equipment, etc., as required for the visitors. The MCTP does not provide any visitor services.

(2) The exercise training audience will notify the MCTP Operations Officer no later than 30 days prior to the start of the exercise of all planned or projected distinguished visitors.

c. Orientation Visits to the MCTP Exercise Events.

(1) Coordinate visit requests with Deputy Commanding General, Combined Arms Center-Training (CAC-T), ATTN: ATZL-CT, 633 McClellan Ave., Ft. Leavenworth, KS 66027-1314, and provide an information copy to Commander, MCTP, ATTN: ATZL-CTB (Operations Officer), 400 Kearny Avenue, Ft. Leavenworth, KS 66027-1306. Visitors deploying to the field should arrive at the exercise with all required equipment and in the uniform specified by the EXDIR.

(2) CAC-T must receive all requests to visit the MCTP exercise events no later than 60 days prior to the start of the proposed visit. Include identification of personnel, purpose of visit, and verification of visiting personnel security clearance (when scenarios are classified). Deputy Commanding General, CAC-T will provide a decision on the visit no later than 30 days prior to the proposed start date of the visit.

d. Multinational Partnerships. Foreign nationals must submit an official visit request through their embassy, to HQDA, ATTN: DAMI-PC, 400 Army Pentagon, Washington, DC 20310-0400, unless they are previously accredited as a liaison or exchange office.

Chapter 4

Army Service Component Command (ASCC) Training Exercise Coordination and Execution

4-1. Overview

a. Overview. The following describes MCTP Support to Divisions, Corps, Operational Field Army and ASCC Headquarters conducted in conjunction with Joint Training opportunities in a Combatant Command (CCMD) or ASCC sponsored exercise.

b. Scheduling MCTP support to Divisions, Corps, Operational Field Army and ASCC Headquarters for Joint Training opportunities in Combatant Command (CCMD) or ASCC Sponsored Exercises is conducted at each ASRC during the MCTP schedule review. Unless otherwise prioritized by HQDA or FORSCOM or the parent ASCC; Divisions, Corps and Operational Field Army will be scheduled based on their Sustainable Readiness posture. Absent a timely formal request (one to three years out) from an ASCC to DAMO-TRC, MCTP coverage to the ASCC Headquarters will be scheduled on a case by case basis as MCTP capacity permits and as approved by CG, FORSCOM.

c. Priority of execution is to the training of a Senior Army Mission Command Headquarters at Division, Corps and Operational Field Army level that are assigned, allocated or designated Service Retained Combatant Command Aligned (SRCA) to CCMD during Joint Exercise Program events also supported by the Joint Staff J-7 (JS J7). This priority of execution is intended to assist the CCMD and JS J-7 to training Army provided JTF-capable headquarters rather than the assigned ASCC Headquarters in that role.

d. All Mission Command Headquarters are part of the Army's Regionally Aligned Forces (RAF) and identified in the current HQDA-FORSCOM Mission Alignment Order (MAO) and subject to the provisions of the Global Force Management Implementation Guidance (GFMIG). These formations represent the potential JTF-capable force pool and have priority to MCTP support when it is a directed training event to become JTF-capable or JTF-certified.

e. Standard MCTP support to an ASCC headquarters event consists of up to one full OPS GRP with a HQE-SM to provide a formal AAR to the ASCC commander and primary staff as the training audience. Funding for this package is provided by the CTC program allocation from HQDA, CTC-D. This standard support package does not include exercise designers from MCTP OPS GRP X and MCT seminars. Standard MCTP support applies to the approved event execution dates only. Whenever possible, MCTP will send an event planner to select ASCC-hosted planning events (e.g., initial, mid-point, and final planning conferences) and up to two additional planning events as requested by the ASCC. MCTP will conduct an exercise site survey in conjunction with one of the planning events. MCTP does not support unit ramp-up training events and CPX that occur in preparation for participation as a training audience in an ASCC exercise.

f. Non-standard requests or requests for additional MCTP support/coverage must be made by the ASCC directly to HQDA, G-3/5/7 (ATTN: DAMO-TRC). Non-standard requests are subject to MCTP availability and will be considered on a case-by-case basis. Unless otherwise specified, funding for non-standard or additional MCTP coverage requests is the responsibility of the ASCC headquarters.

4-2. ASCC Event Scheduling

The FORSCOM-published CTC Execute Order, updated after each ASRC, will be the authoritative document and official MCTP support schedule. All MCTP support requests will be validated by HQDA G-3/5/7, DAMO-TRC and FORSCOM then forwarded to MCTP for action.

Chapter 5

Brigade Warfighter Exercise Planning and Execution

5-1. Brigade Warfighter Exercise (BWFEX)

The BWFEX is a five-day MCT seminar followed by a five-day continuous simulation-driven exercise utilizing the DATE. The DATE allows the BCT to filter relevant information in a complex operational environment. This enables the BCT to plan and conduct a mix of offense, defense, and stability operations to defeat an uncooperative, uncompromising hybrid threat composed of both regular and irregular forces who act within the context of their own internal objectives and who use tactics, doctrine, and equipment representative of a near-peer composite of forces that the BCT could encounter in future combat operations. The BWFEX program is designed for Army National Guard (ARNG) maneuver brigade combat teams (IBCT, ABCT, and SBCT) with the exercise training objectives determined by the BCT commander. BCTs are programmed by FORSCOM and the ARNG G-3 for a BWFEX once in every five fiscal years based on their respective five-year training readiness model and the effective POM. Beginning in FY 19 (POM 19-23), ARNG IBCTs will execute a BWFEX once in every five fiscal years;

ARNG ABCTs and SBCTs will execute a BWFX once in every four fiscal years. HQ, ARNG-ARO-C provides funding for one ADOS position assigned to the BCT for coordination and development. The MCTP does not support unit ramp-up training events and CPX that occur in preparation for participation as a training audience in an MCTP BWFX.

5-2. BWFX Location

It is the responsibility of the BCT commander to determine and reserve a training facility, which meets OPS GRP C’s requirements. Due to continuous simulation changes, OPS GRP C maintains the complete lists of BWFX requirements. The ARNG is not obligated to provide additional funding to support infrastructure upgrades to meet the BWFX training site. If the BCT cannot locate and reserve a facility sufficient to OPS GRP C requirements, the unit should take action to reserve a Regional MTC at an active component (AC) facility. If neither an in-state nor an active component MTC is available, the default solution is the ARNG MTC-Leavenworth, KS. Order of preference for BWFX exercise sites are as follows: an in state/home station facility; an ARNG MTC (e.g., Camp Atterbury, IN, Fort Indiantown Gap, PA, and Leavenworth, KS); or a regional AC MTC. The current simulation suite dictates the power, communications, and infrastructure requirements for exercise facilities.

5-3. BWFX event life cycle (ELC)

The BWFX ELC describes the process of planning, preparing and execution of the exercise. The ELC begins with OPS GRP C COG sending an introduction letter to the training audience BCT commander at approximately 370 days before Warfighter Day (W-Day) which is the planned STARTEX. The ELC includes three planning events: the IEP, the MEP, and the FEP; two coordinating events: the site survey (SS), and the final coordination teleconference; and two training events: the MCT seminar and the BWFX execution.

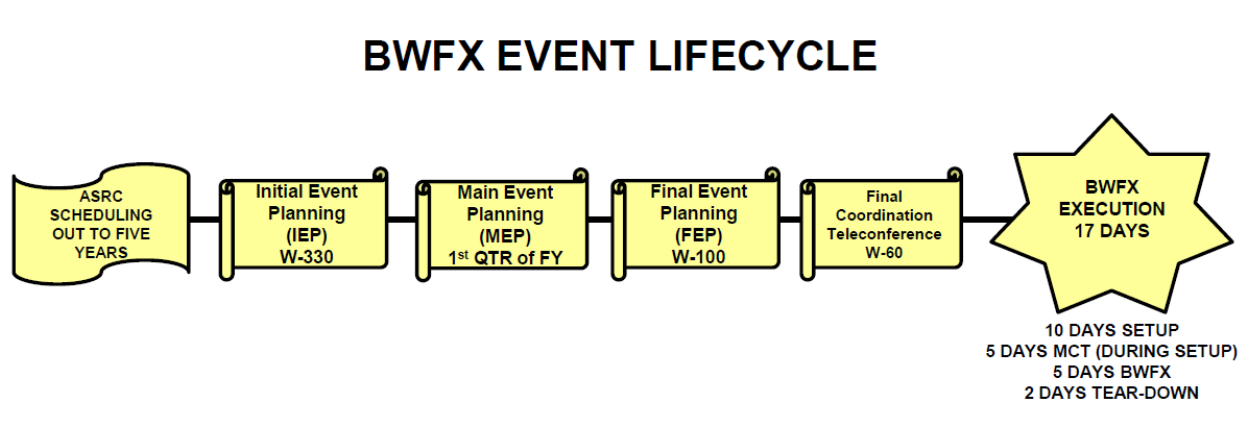


Figure 5-1. BWFX Event Lifecycle

a. The IEP is conducted at W-330 through Defense Collaboration Services-Online (DCS Connect) and attended by representatives of each OPS GRP C division, OPS GRP C contractors, MCTP technical control/C4I, the TA, state ARNG HQs, Division HQs (if participating in the BWFX), training facility manager and installation representatives. The following information is presented during the event: overview of the ELC, exercise calendar, exercise design, scenario

design, and training methods oriented on development of unit training objectives for submission prior to the MEP. The TA provides a unit brief to include mission-essential task list, key leaders, modified table of organization and equipment effective date, C4I, and the CDR's vision and end-state for the BWFX. The installation MTC director provides a facilities overview to the planning event including an orientation to available work spaces. Additionally, the exercise contact list is created and distributed to ensure detailed planning and synchronization can occur throughout the remainder of the ELC. The IEP sets the stage for the MEP.

b. The BWFX MEP. Executed in the first quarter of each fiscal year (usually in the month of October) as a consolidated event with OPS GRP C and each of the scheduled ARNG BCTs. The BWFX MEP is a five-day planning/coordination event conducted at the ARNG Mission Training Complex-Leavenworth in Leavenworth, KS. The BWFX MEP is attended by representatives from each of the OPS GRP C divisions and associated support contractors, MCTP technical control/C4I representatives, Distributed Common Ground System-Army integrators, each BCT training audience, each BCT's respective state ARNG HQs, ARNG division HQs participating as HICOM response cells, and facility/installation exercise location representatives. The following topics are discussed during the MEP: exercise calendar, unit training objectives, MCT schedule, ESMED, MOA, SCP, and the exercise network architecture. An MOA is prepared for each BCT training audience that delineates responsibility for BWFX execution and is signed by OPS GRP C, the training audience, state headquarters, and each exercise location/facility manager. The MEP concludes with an out brief of all relevant information and provides the BCT Commander and COG, OPS GRP C with highlights and any issues that require continued planning, decision, and/or action. Each BCT training audience commander will brief their training objectives, unit train-up plan, and any issues that may affect the conduct of their respective BWFX. OPS GRP C conducts a separate site survey to each BWFX exercise location to confirm the SCP and validates usable space available in the training facility and/or adjacent CP sites, as well as network, power and life support capacity for the exercise.

c. The FEP is conducted at W-100 through Defense Collaboration Services-Online (DCS Connect) and is attended by representatives from each OPS GRP C division, OPS GRP C contractors, MCTP technical control/C4I, the training audience, state ARNG HQs, Division HQs (if participating in the BWFX), training facility manager, and installation representatives. The FEP precisely defines how the exercise will be conducted and resourced and addresses all timelines and events within the exercise, to include the exercise calendar, the schedule for AARs and any outstanding outputs from previous ELC events. The MOA is finalized following this event for signatures.

d. The final coordinating event is the final coordination teleconference conducted at W-60. The final coordination teleconference is conducted to resolve any outstanding issues that will affect the start of the exercise or cannot be resolved when OPS GRP C arrives at the exercise location.

5-4. BWFX Execution

OPS GRP C personnel and equipment begin to arrive five days prior to exercise (W-5). BCTs and subordinate battalions establish command posts, with organic equipment, NLT W-1. Each unit will operate from their modified table of organization and equipment command posts. Hard

stand facilities are only to be used by exception. The general scheme of the exercise includes: immersion in a tactical environment, receipt of a division mission and OPORD, MCT seminar with embedded BCT MDMP, execution of offense, defense, and stability operations. OPS GRP C enables the execution of a BWFX with self-contained EXCON, WCOPFOR, and scenario design capabilities.

5-5. BWFX Brigade Combat Team (BCT) Participants

It is up to the BCT commander to determine the optimum number of personnel to deploy to the BWFX. The expectation is that the BCT and subordinate battalions deploy with all staff sections and separate company representatives in order to conduct mission planning, command post operations, and execution in a 24 hour tactical environment. The requirement is to conduct 24-hour operations for the duration of the BWFX.

5-6. BWFX Personnel Support Requirements

The following direct support personnel are operational control to OPS GRP C during the BWFX. Although the personnel listed may conduct additional duties before and after the BWFX, they are not BCT assets during the exercise. The responsibility for fill is that of the BCT, state ARNG HQs, and its training readiness authority division.

a. HHRC. The HHRC replicates the BCT's division headquarters' G-staff which provides guidance, answers requests for information and conducts the division-level Commander's Update Brief. The HHRC integrates Joint fires and echelons above brigade assets to support the BCT. The intent of the requirement is to establish a minimum division level staff for BCT engagement and coordination throughout the exercise. The responsible entity to provide the HHRC is the state ARNG HQs or training readiness authority division.

b. EXDIR. The EXDIR is a general officer from the training audience's training readiness authority division or state ARNG HQs.

c. Echelons above brigade Cell and EXCON Cell. The EAB cell replicates reinforcing aviation and field artillery not organic to the BCT. EXCON's primary areas of concern are the replication of the division analysis and control element, division Unmanned Aerial System capabilities, and Joint fires capabilities.

d. Virtual warriors. Virtual warriors are members of the BCT and subordinate battalions. The intent of the Virtual warriors are to replicate the BCT's separate companies and battalion-level companies. To reinforce the philosophy of Mission Command, company commanders and executive officers, as well as ISGs and PSGs, are recommended to represent the individual company response cells.

Chapter 6 Simulations, Models, and Army Mission Command Systems

6-1. Overview

The MCTP employs a number of approved models and simulations to drive exercises.

Simulations assist in providing realistic, stressful training of leaders and staffs at brigade, division, and corps levels. Orders and instructions from commanders and staffs are transferred to simulations and can be further enhanced through role players, augmentees, and response/work cell staff, operators, and controllers located in the MTC. These orders produce battlefield outcomes which are either electronically, via MCIS, or manually transmitted to commanders and staffs operating in a tactical environment. The MCTP collects all information inputted through the simulation or model and archives it for use by analysts to support AAR themes for feedback to the training audience.

6-2. Models and Simulations

Models and simulations used by the MCTP consist of certified and accredited systems used for training unit commanders, staffs, command posts and HQ in command post exercises and leader development training events. These proven models and simulations provide robustness, rigor, stability, and fidelity. They are adaptable and flexible to sustain a prolonged exercise. The MCTP Commander has final authority concerning models and simulations used to support an exercise. He reviews and approves model and simulation configuration, architecture, and databases used during the exercise.

6-3. Simulation Operations

The MCTP Chief Information Officer is responsible for delivering the stimulation/simulation to the exercise and is the final authority for controlling the simulation and/or federation of simulations used in exercises. The MCTP Commander, or his designated representative, is the approval authority for all changes associated with configuration control.

6-4. Rules and workarounds

The MCTP utilizes rules and workarounds that are updated periodically. Rules are directives that govern the conduct of an MCTP training exercise. Workarounds are a functionality or military operation not modeled, or not adequately modeled, in the simulation(s). This document is universal and applies equally to Blue Force, OPFOR and EXCON personnel. The intent of this document is to provide standard rules and workarounds to ensure a “level playing field” during simulation driven exercises. Simply stated, both the Blue Force and OPFOR have equal opportunity to gain advantage over one another by application of doctrine, tactics and force levels. The rules and workarounds apply equally, as appropriate, to both forces as they attempt to defeat one another in a competitive, free play environment. The MCTP recommends that all US Army simulation centers using the MCTP Aggregate Constructive exercise models (i.e. WARSIM, etc.), federated or non-federated, use this publication to enhance exercises, standardize rules and workarounds, and increase the level of Soldier understanding and confidence for MCTP exercises.

6-5. Command, control, computers, communication, and intelligence (C4I) systems

The MCTP connects to and monitors tactical systems during execution of an exercise. Units will grant the MCTP access to their systems, enabling collection and monitoring of exercise information.

6-6. MCTP information management

a. The MCTP conducts information management for exercise planning and execution. OPS GRP X controls information management through an exercise planning portal. Documents germane to exercise design and planning are made available to training audiences and exercise support elements following each planning event. In addition, OPS GRP X will manage a simulated tactical web portal providing HICOM reference documents, operations plans, and fragmentary orders used in operational and tactical planning of the training units. Additionally, each exercise will have a site within the HICOM portal to manage requests for information.

b. Unit Responsibilities. Each training unit is responsible for its own information management process internal to its staff and subordinate units, both in the classified and unclassified domains, during the planning and execution phases of the WFX. Units without organic information management architecture and equipment should coordinate with the senior training audience at their exercise location to extend information management portals for the subordinates to use.

c. Portal Access. The MCTP's information management portal is available for common access card users at: <https://combinedarmscenter.army.mil/orgs/cact/MCTP/default.aspx>. For problems with access, click in the upper right hand corner where the user name is displayed, and click to request site access.

Appendix A References

Section I Required Publications

AR 350-50
Combat Training Center Program

AR 525-29
Army Force Generation

Army Directive 2011-13
Highly Qualified Experts and Senior Mentors

Chairman of the Joint Chiefs of Staff Notice 3500.01
Joint Training Guidance

Army Training Strategy

FORSCOM Campaign Plan 2011-2015

Memorandum, TRADOC G-2, Common Scenario Framework, 21 Dec 09

Decisive Action Training Environment (DATE) version 2.2, Apr 15

FORSCOM Command Training Guidance (CTG) – FY 2018, 24 Mar 17

CSA Army Readiness Guidance, Calendar Year 2016-17, 20 Jan 16

Section II Related Publications

Air Force Instruction 10-251
AF Participation in Joint Training Transformation Initiative and Joint National Training Capability (JNTC) Events

Memorandum of Understanding Between Commander, United States Air Force Warfare Center and Commanding General, Combined Arms Center, 11 Aug 11

National Simulation Center and the MCTP Memorandum of Agreement for Support

United States Army Mission Command Training Program Table of Distribution and Allowances, TCW4YVAA, 01 Oct 16

Section III Referenced Publications

This section contains no entries

Glossary

Section I Abbreviations

AAR	After Action Review
ACOM	Army Command
AJST	Army Joint Support Team
AMDWS	Army Missile Defense Warning System
AOC/T	Augmentee Observer, Coach, Trainer
AR	Army Regulation
ARNG	Army National Guard
ASCC	Army Service Component Command
ASRC	Army Synchronization and Resourcing Conference
BCT	Brigade Combat Team
BWFX	Brigade Warfighter Exercise
C4I	Command, Control, Communications, Computers, and Intelligence
CAC	Combined Arms Center
CAC-T	Combined Arms Center – Training

CBRN	chemical, biological, radiological, and nuclear
CDB	Concept Development Brief
CG	Commanding General
COG	Chief of Operations Group
CP	Command Post
CPX	Command Post Exercise
CSA	Chief of Staff, US Army
CTC	Combat Training Center
DATE	Decisive Action Training Environment
ECG	Exercise Control Group
ELC	Event Life Cycle
EPT	Exercise Planning Team
ESMED	Exercise Support Manning and Equipping Document
EXCON	Exercise Control
EXDIR	Exercise Director
EW	Electronic Warfare
FAAR	Final After Action Review
FEP	Final Event Planning
FER	Final Exercise Report
FORSCOM	United States Army Forces Command
FY	fiscal year
HHRC	Higher Headquarters Response Cell
HICOM	higher command
HQE-SM	Highly Qualified Expert-Senior Mentor
IEP	Initial Event Planning
J-7	Operational Plans and Interoperability Directorate (Joint Staff)
JTF	Joint Task Force
JOTT	Joint Observer Training Team
JS	Joint Staff
LOGFED	Logistics Federation
MAAR	Mid-Exercise After Action Review
MCC	Maneuver Control Cell
MCT	Mission Command Training
MCIS	Mission Command Information System
MCTP	Mission Command Training Program
MDMP	Military Decision Making Process
MEP	Main-Event Planning
MOA	Memorandum of Agreement
MRX	Mission Readiness Exercise
MSEL	Master Scenario Event List
MTC	Mission Training Complex
NSC	National Simulations Center
OCSD	Operational Contracting Support Division
OC/T	Observer, Coach, Trainer
OPFOR	Opposing Force
OPS GRP	Operations Group

PKSOI	Peace Keeping and Stability Operations Institute
POM	Program Objective Memorandum
SCP	simulation control plan
SDD	Scenario Design Division
STARTEX	Start of Exercise
TDA	table of distribution and allowances
TRADOC	United States Army Training and Doctrine Command
USAF	United States Air Force
USSOCOM	United States Special Operations Command
WARSIM	Warfighter's Simulation
WCOPFOR	World Class Opposing Force
WFX	Warfighter Exercise

Section II

Terms

This section contains no entries.