
**Sustainment Brigade, Date Phase III
Command Post Exercise – Functional (CPX-F)**

MARCH 2017

DISTRIBUTION RESTRICTION: Approved for public release; distribution is unlimited.

Headquarters, Department of the Army

This publication is available at the Army Publishing
Directorate site (<http://www.apd.army.mil>),
and the Central Army Registry site
(<https://atiam.train.army.mil/catalog/dashboard>)

Sustainment Brigade, Date Phase III Command Post Exercise - Functional

Contents

	Page
Preface	iii
Chapter 1 Event Overview	1-1
1-1. Event Description	1-1
1-2. Event Difficulty	1-2
1-3. Training Objectives	1-3
1-4. Warfighter Training Support Package (WTSP)	1-5
1-5. Collective Tasks Trained.....	1-5
1-6. Event Life Cycle (ELC).....	1-6
1-7. Concept Development Workshop (CDW).....	1-7
1-8. In-Progress Reviews (IPRs)	1-7
1-9. Final Planning Workshop (FPW).....	1-7
1-10. ELC Development Recommendations	1-8
1-11. Recommended Pre-Execution Training	1-9
1-12. STARTEX Conditions.....	1-9
1-13. Battle Rhythm.....	1-9
1-14. Boards, Bureaus, Centers, Cells and Working Groups (BC2WG).....	1-10
Chapter 2 Event Control	2-1
2-1. Exercise Control	2-1
2-2. Key Personnel and Responsibilities	2-2
2-3. Event Execution Timelines.....	2-6
2-4. Event Synchronization.....	2-6
2-5. Exercise Support Manning Document (ESMD).....	2-7
2-6. Event Support Personnel Guidelines	2-7
2-7. Joint Master Scenario Events List (JTIMS JMSEL)	2-7
2-8. Master Scenario Events List (MSEL).....	2-7
2-9. Joint Deployment Logistics Model (JDLM) and Simulation Stimulation (SimStim) Components.....	2-8
2-10. Pre-Exercise Training.....	2-88

Contents

2-11. Strategic Partners.....	2-9
2-12. Accessing and Downloading the WTSP.....	2-9
Chapter 3 Communications and Simulations Architecture	3-1
3-1. Chapter Overview.....	3-1
3-2. Communications Plan.....	3-1
3-3. Communications Equipment Requirements	3-1
3-4. Technical Integration Working Group (TIWG)	3-2
3-5. Simulation and Stimulation Plan	3-2
3-6. Stimulation	3-2
3-7. Joint Master Scenario Events List	3-3
Chapter 4 Observation and Assessment	4-1
4-1. Purpose of Assessment	4-1
4-2. Evaluation vs. Assessment.	4-1
4-3. Purpose of O/T Team	4-1
4-4. Collection Planning	4-1
4-5. Facilitated After Action Review (FAAR)	4-2
Glossary	Glossary-1
References	References-1

Figures:

Figure 1-1. Command Post Exercise Construct.....	1-2
Figure 1-2. CPX-F's Relationship to Combined Arms Training Strategy Events.....	1-3
Figure 1-3. Event Life Cycle	1-6
Figure 1-4. CPX-F Exercise Calendar (Piano Chart)	1-8
Figure 2-1. Exercise Control Group.....	2-2
Figure 2-2. Exercise Control Diagram (Sustainment Brigade).....	2-3
Figure 2-3. Exercise Wrap-Around.....	2-6
Figure 2-4. WTSP Folder with Associated Annexes	2-10
Figure 3-1. CPX-F Equipment Count EXAMPLE	3-2

Preface

This Training Circular (TC) provides a methodology for planning, executing, and assessing a sustainment brigade or expeditionary sustainment command functional training exercise. It provides detailed information on the exercise construct and provides guidance on roles, responsibilities, and resourcing. It is intended to fulfill the requirement for a total Army, comprehensive, multi-component training strategy for sustainment brigades and expeditionary sustainment commands. The intent of the Command Post Exercise-Functional (CPX-F) is to provide a venue for commanders to ramp up (crawl/walk) to a culminating training event.

This TC provides guidance for commanders, staff, Training Readiness Authorities (TRA), Mission Support Elements (MSE) and Mission Training Complex action officers who plan, prepare, execute, and assess the training of Sustainment Brigades (SB).

The primary target of this TC is the TRA, MSE and MTC. Elements of the training support package are provided in support of the brigade commander, staff, and other leaders within the Sustainment Brigade.

This publication applies to the Active Army, Army National Guard (ARNG)/Army National Guard of the United States (ARNGUS), and the United States Army Reserve (USAR) unless otherwise stated.

The proponent for this publication is the U.S. Army Training and Doctrine Command (TRADOC). The preparing agency is the U.S. Army Combined Arms Support Command (USACASCOM) Sustainment Center of Excellence (SCoE). Send comments and recommendations by any means, U.S. mail, e-mail, fax, or telephone, using the format of DA Form 2028 (*Recommended Changes to Publications and Blank Forms*). Point of contact information is as follows.

E-mail: usarmy.lee.tradoc.mbx.cascom-g3-collective@mail.mil
Phone: COM 804-765-2229 or DSN 539-2229
Web: www.cascom.army.mil
U.S. Mail: Commanding General, SCoE
G3 Training and Doctrine
Collective Training Division
ATTN: ATCL-TS-CTD
Fort Lee, VA 23801

Unless this publication states otherwise, masculine nouns and pronouns may refer to either men or women.

This page intentionally left blank.

Chapter 1

Event Overview

1-1. Event Description

Command Post Exercise – Functional (CPX-F) is a home-station, support operations (SPO) centric, functionally-focused CPX event designed to provide the Sustainment Brigade or Expeditionary Sustainment Command commander and staff with an environment to meet unit training proficiency requirements established for Army Force Generation (ARFORGEN) Train/Ready year one (T/R1) and prepare them for their Mission Rehearsal Exercise (MRX).

CPX-F uses the unclassified Decisive Action Training Environment (DATE) operating environment (OE) for database development to simulate Standard Army Management Information Systems (STAMIS) stimulation of Army Battle Command Systems (ABCS) to enable the training audience in developing a Common Operational Picture (COP). This, along with an external assessment team of Observer/Trainers (OTs) facilitates the commander's assessment of the staff's Mission Essential Task List (METL) proficiency. Exercise development is modeled through an Event Life Cycle (ELC); a series of progressive conferences with defined inputs, outputs and milestones geared towards synchronizing the four key drivers of the exercise; the Response Cells (White Cell), the Master Scenario Event List (MSEL), the transportation database and the (JDLM) database (OE generator). These are configured to exercise all collective tasks in the Training Audience HQDA METL in order to allow the commander to objectively assess staff readiness and develop a strategy to address training shortfalls. Exercise drivers are supported by required tactical and operational products and an exercise control cell (EXCON) (See Figure 1-1).

The bulk of exercise development has been accomplished by Combined Arms Support Command (CASCOM) personnel from the Sustainment Center of Excellence (SCoE) – the major remaining drivers to be completed during the ELC are the Exercise Support Manning Document (ESMD – see Annex C) and equipment listing and architecture (see Chapter 3, Figure 3-1). The coordinating HQ (MSE or TRA) must understand that modification of the MSEL, JDLM database or TRANS (Transportation) database must be accomplished by trained personnel – as these can be de-synched and spoil the construct of the exercise.

CPX-F is designed for execution by the sustainment brigade or expeditionary sustainment command commander with assistance from his Senior Mission Commander (Training Readiness Authority and/or Mission Support Element). Since CPX-F requires unique simulation/stimulation tools and exercise drivers that are not resident within the sustainment brigade or expeditionary sustainment command, the exercise is intended to be executed at a Mission Training Complex (MTC) or distributed from an MTC to the training unit's home station.

**To “see” the exercise construct
- print off the Piano Chart,
Train-Up Calendar, Training
Audience & White Cell Battle
Rhythms, Exercise Control
Structure, Exercise Support
Manning Document and
required Equipment Listing and
refer to them while studying
this TC.**

Command Post Exercise Construct (Figure 1-1) depicts the general schedule for setup, pre-event training, execution and AAR. Annex A, Appendix 3 provides a detailed schedule of events for days 2-4 based on the piano chart.

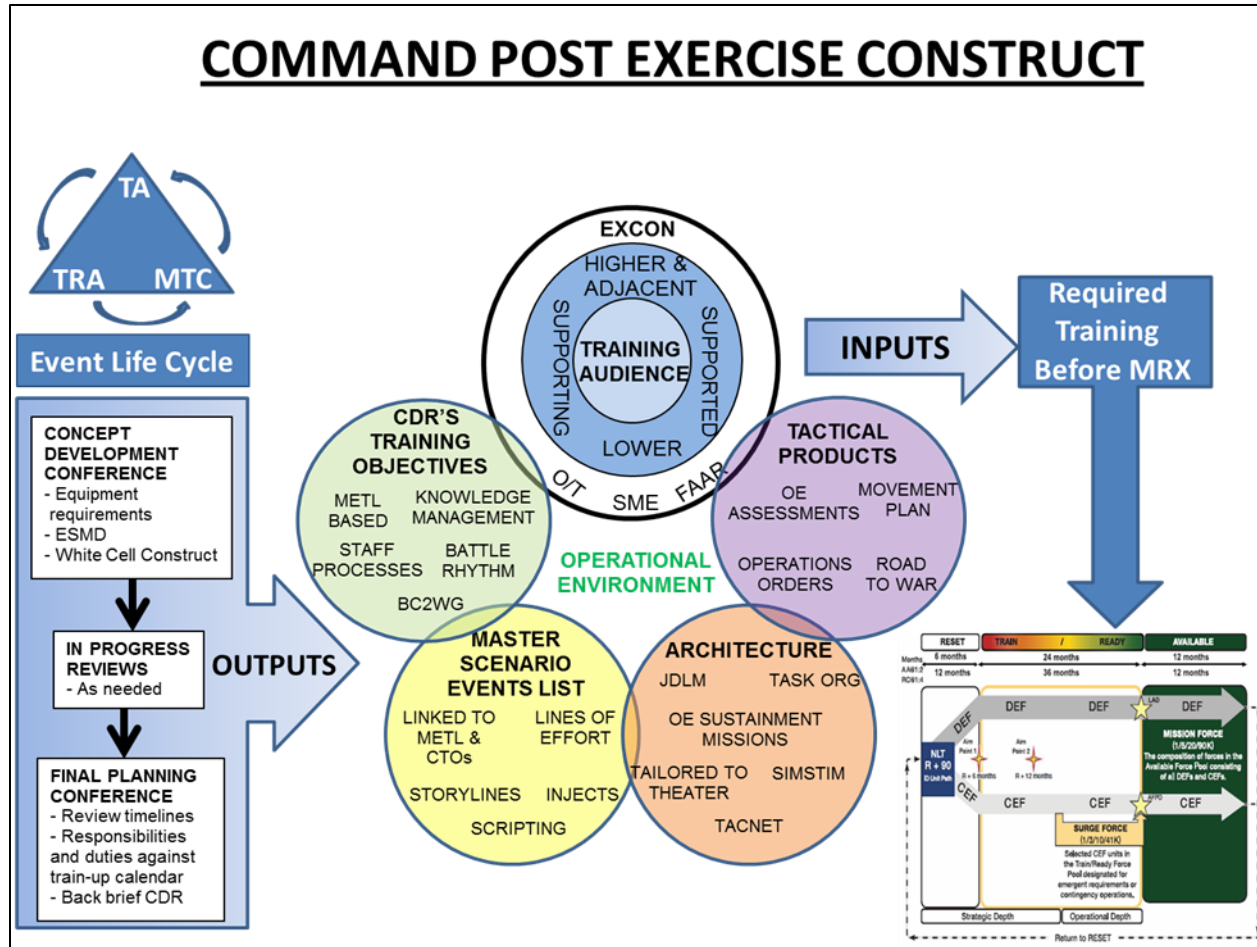


Figure 1-1. Command Post Exercise Construct

1-2. Event Difficulty

Command Post Exercise – Functional provides the venue and environment to train all sustainment brigade or expeditionary sustainment command collective tasks and associated staff and individual tasks within the common METL. The event is scripted as a “Long Day” exercise (meaning single shift) and provides a realistic, commodity/material management and distribution fight, along with all associated primary and special staff functions and integration. It is a sustainment event modeled after Command Post Exercise – Sustainment. Event execution is at the crawl-walk proficiency level and designed as an Active Component T/R1 event and an Army Reserve or Army National Guard Component T/R1 or T/R2 event.

The Training Audience Commander may choose to limit event participation and/or efforts of certain staff sections prior to the exercise (see Figure 1-2). As well, the MSE & TRA may limit

supporting staff, response cells and observer/trainers based on OPTEMPO or lack of experienced personnel. These are not recommended by the CASCOM SCoE and may seriously affect the outcomes of the exercise. Extreme caution must be undertaken if exercise drivers are modified or deleted.

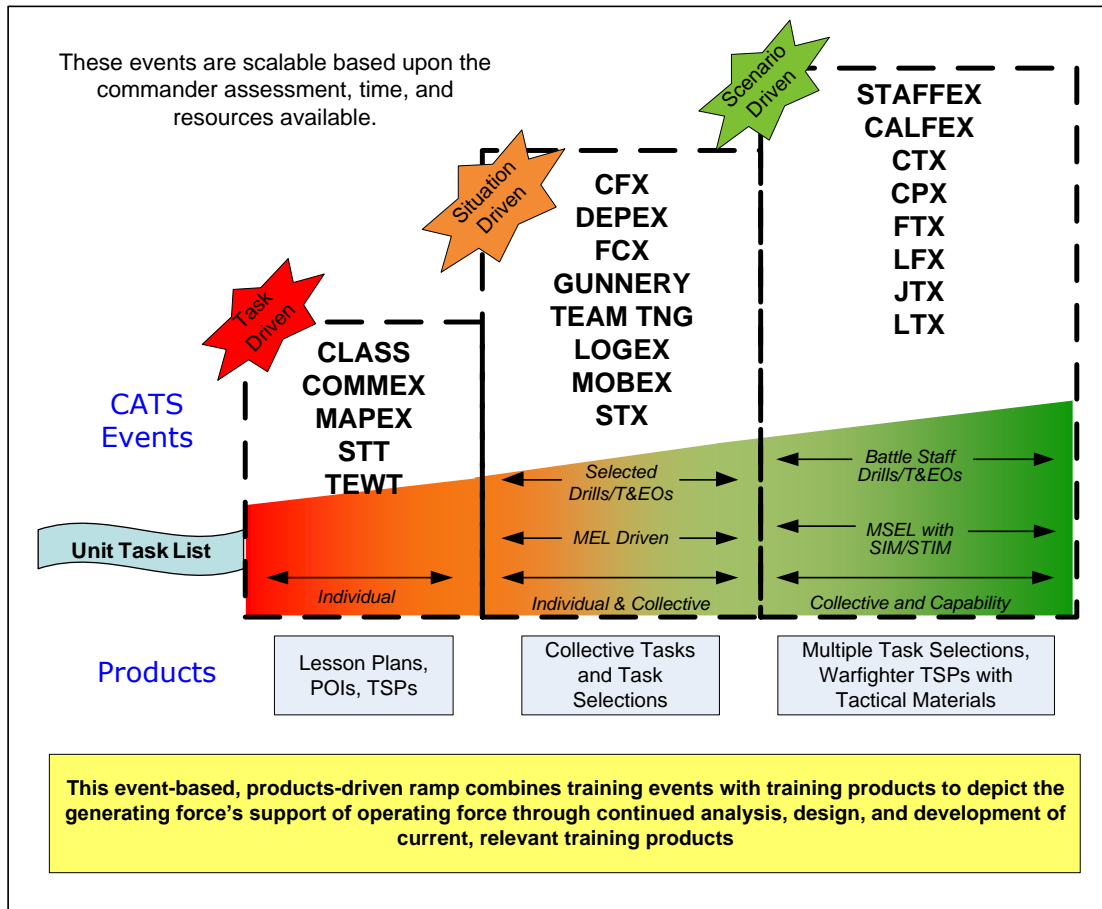


Figure 1-2.

CPX-F's relationship to Combined Arms Training Strategy Events

1-3. Training Objectives

The Commander's Training Objectives (CTOs) are broad statements of the commander's intent for knowledge, skills and abilities gained or improved upon during the exercise. Developed from established unit METLs, CTOs represent focal points for the exercise. The accomplishment of the training objectives is the prime reason exercises are conducted. Training objectives are statements that describe the desired outcome of a training activity in the unit (FM 7-0). They consist of tasks, conditions, and standards. CTOs are mission-focused, not just a reiteration of the unit's METL – they should clearly state to exercise planners the commander's intent for the exercise's conduct and outcomes. Because CPX-F is a pre-scripted event within a standard scenario and operational environment, the commander is somewhat constrained in the scope of his objectives. Training flexibility is designed to enable the commander to adjust the pace of the exercise and limit certain tasks that the unit may not resourced to execute and assess at the time of the exercise. For example, if a Support Operations Section does not have sufficiently trained personnel assigned to manage

Class V operations, then this function can be set to automatically execute in the simulation. However, since JDLM exercise database, JTIMS JMSEL database and transportation matrix have been carefully synchronized, any modifications to the actual exercise construct must be made with extreme caution by trained personnel to avoid de-synchronization of the exercise.

The following CTOs are offered as examples; “Given a virtual and constructive exercise environment supported by exercise drivers at a home-station venue, I want my staff to (and to be observed/trained doing)”:

- **CTO#1 Exercise staff roles and responsibilities related to Material and Distribution processes:**
 - Plan area logistics support
 - Manage distribution of Class I, Bottled Water, Ice, II, IIIP, IIIB, IV, V, VII, and IX
 - Provide visibility and status of supplies and transportation assets
 - Coordinate for Contracting Support
 - Manage logistic support for repositioning
 - Execute and manage retrograde operations
 - Develop and execute operational stocks
- **CTO#2 Exercise S3/SPO Fusion & Integration operations**
 - Execute relevant Boards, Centers, Cells and Working Groups (BC2WG)
 - Execute and manage the Orders, Significant Actions (SIGACTS), and Requests for Information (RFI) process
 - Conduct Military Decision Making Process (MDMP)
 - Exercise operations processes and procedures
 - Maintain a daily section battle rhythm in the S3 and Support Operations (SPO)
- **CTO#3 Exercise staff roles & responsibilities related to the mission command of logistics units and delivery of supplies and services to supported units**
 - Prepare and maintain logistics estimates
 - Collect, review, analyze, consolidate, and disseminate logistics reports
 - Employ Battle Command Support and Sustainment System (S2MC) and Command Post of the Future (CPOF) IOT develop a Logistics Common Operating Picture (LCOP)
 - Execute battle drills, Commander’s Critical Information Requirements (CCIRs), Friendly Forces Information Requirements (FFIRs) and Essential Elements of Friendly Information (EEFI)
 - Practice battle-tracking of subordinate unit sustainment missions
 - Maintain situational awareness of supported unit activities
- **CTO#4 Provide and manage Human Resources (HR), Finance and Postal sustainment support**
 - Manage casualty operations
 - Manage postal operations
 - Perform HR planning and mission preparation
 - Conduct personnel and strength reporting
 - Perform essential personnel services

Staff sections are encouraged to discuss staff-specific training objectives with their Observer/Trainer (O/T) counterparts prior to the start of the exercise in order to focus training and observations on individual and section needs. Observer/Trainer collection planning is another pre-scripted element of CPX-F, but may be tailored to meet these needs.

1-4. Warfighter Training Support Package (WTSP)

This Training Circular (TC) part of a WTSP developed as a “how-to” guide focused on providing exercise planners a step-by-step process for executing CPX-F for a brigade and above sustainment headquarters. The WTSP includes databases, tactical materials, training materials, control materials, STARTEX data, observation tools, administrative tools, a communication architecture and many other elements that must be studied, synchronized and utilized in order to effectively train a sustainment headquarters in their war fighting functions. The materials found within this TC are also stored electronically within Army Knowledge On-line (AKO). Exercise planners are encouraged to read this TC in its entirety prior to downloading annexes and developing event plans.

These elements of the WTSP are not for consumption by the training audience – and are provided solely for the use of the Exercise Planning Group (ECP). MSEL scripting, storylines, story boards and Lines of Effort are to be protected from disclosure to the training audience.

Each piece of material is digitally linked to Microsoft Office enabled documents that may be downloaded and modified by planners at home-station. Below is a listing of key elements of the WTSP that are not included in the TC due to their digital nature:

- Joint Deployment Logistics Model (JDLM) Database
- Joint Information Management System Joint Master Scenario Event List (JTIMS JMSEL) Database
- Simulation / Stimulation (SIMSTIM) Architecture
- Transportation Matrix or TOPS/TC-AIMS II database (if available)

At the end of each chapter, a listing (and linkage) is provided so that materials may be downloaded and stored for use. It is encouraged that planners make products “their own.”

1-5. Collective Tasks Trained

As previously mentioned, the JDLM and JTIMS JMSEL databases, and transportation matrix have been constructed and synchronized to exercise the collective tasks associated with each Mission Essential Task (MET) for the sustainment brigade and expeditionary sustainment command listed in the HQDA Standardized Mission Essential Task List (METL). WTSP users are cautioned that METL tasks are periodically updated and any significant additions or deletions may not be reflected in the current CPX-F exercise construct but will reflect in the next CASCOM exercise update. Annex J includes the HQDA METL and collective task listing for both the sustainment brigade and expeditionary sustainment command. The HQDA Standardized METL can be also be accessed through the CASCOM Sustainment Unit One Stop (SUOS) web site at http://www.cascom.army.mil/g_staffg3/SUOS/index.htm or on the Army Training Network (ATN) at link <https://atn.army.mil/fso/default.aspx>.

1-6. Event Life Cycle (ELC)

The event life cycle (ELC) (see Figure 1-3) is the calendar of meetings and conferences to facilitate the coordination and execution of the CPX-F. To ensure synchronized planning and execution, mandatory participation of Action Officers (AO) from the Sustainment Brigade, Mission Support Element (MSE)/Training Readiness Authority (TRA), and the Mission Training Complex (MTC)/Simulation Training Center (STC) is required.

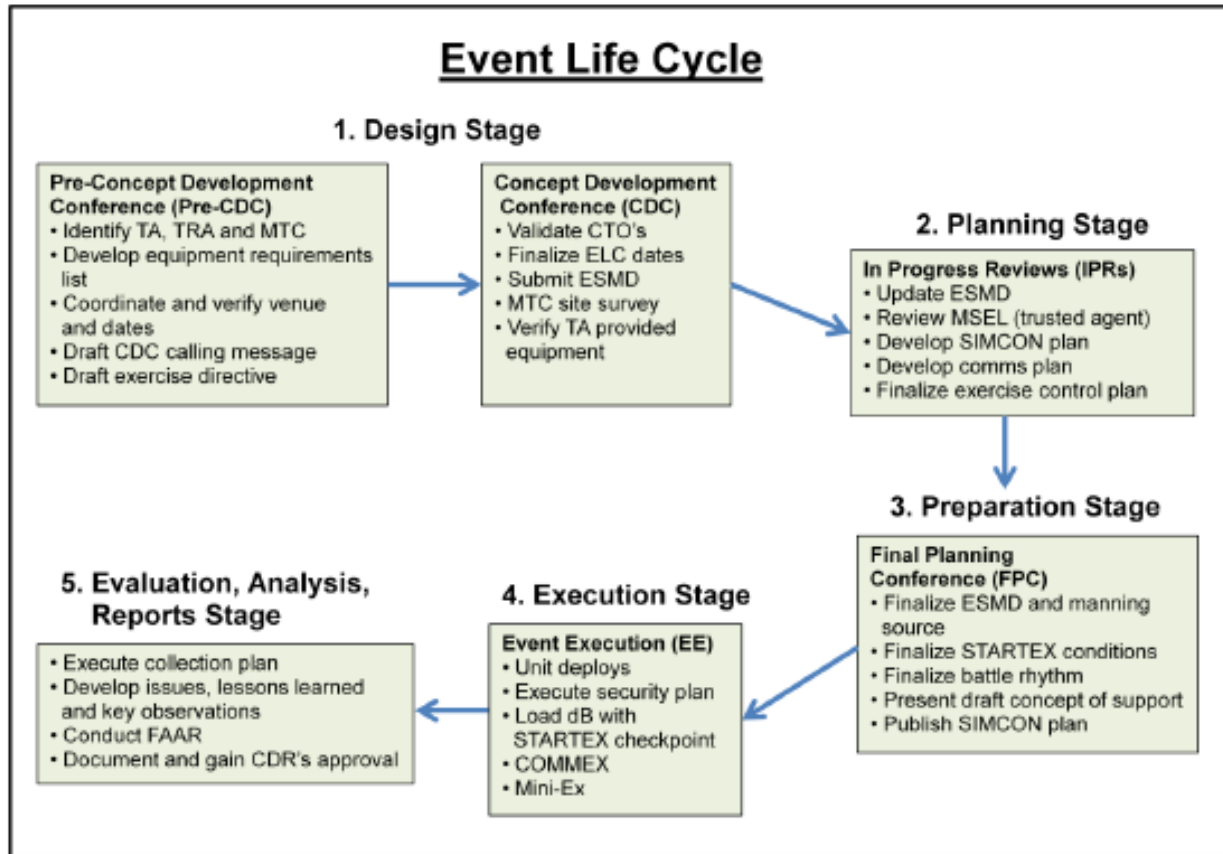


Figure 1-3. Event Life Cycle (ELC)

The CPX-F Event Life Cycle consists of two face-to-face meetings (the Concept Development and Final Planning Workshops) and In-Progress Reviews (IPRs), Telephonic Conference (TCF) or Video Teleconference (VTC). The frequency and focus of IPRs are situation dependent and are primarily based upon CDW, IPR or FPW due-outs and deliverables. The CPX-F WTSP provides guidance and examples for action officers (e.g. Tactical and Event Control Material, the Exercise Support Manning Document (ESMD), etc.) which minimizes the requirement for additional face-to-face meetings.

The CPX-F Event Life Cycle Checklists (Annex A, App 1) provide assistance to exercise planners in prioritizing, planning, coordinating and synchronizing significant events and tasks, and to identify issues and potential equipment shortfalls. The execution checklists depict essential steps (before, during and after) applicable conferences, and recommends assigned responsibilities for the completion of applicable task(s). Figure 1-3. Event Life Cycle

1-7. Concept Development Workshop (CDW)

The CDW is the initial planning conference attended by Action Officers representing the Training Audience (TA) staff, the TRA and/or MSE, and the supporting MTC or STC. Identification of the TA, TRA/MSE, and MTC/STC normally occurs one year to nine months prior to CPX-F execution.

- The CDW should be scheduled as soon as the supporting MTC is identified, contacted and CPX-F execution dates confirmed and scheduled.
- Conduct the CDW not later than six months prior to execution (D-180) in order to ensure adequate time to conduct a site survey and mitigate possible equipment and/or architecture shortfalls, as well as the identification and tasking of event support personnel.
- The CDW is the initial face-to-face meeting conducted over a two day period at the TA home station or supporting MTC/STC location.
- The CDW will provide attendees with an overview of the CPX-F construct, familiarize attendees with the WTSP annexes and their content, and identify and assign roles and responsibilities for Event Life Cycle (ELC) tasks.
- Training Audience is tasked to provide the Operational Environment/Concept of Support brief on Day 2 of event execution.
- Desired Outcomes. While identification of roles and responsibilities is the most important outcome of the CDW, identifying key exercise control personnel, by name, is equally critical. At a minimum, the Exercise Director, Deputy Director, Senior Controller, Chief Observer/Trainer (CHOT), MSEL Manager and Higher, Adjacent, Lower, Supporting, Supported (HALSS) response cell OIC should be identified. Other key outcomes include the identification of architecture/communications equipment requirements and the preliminary sourcing of the Exercise Support Manning Document (ESMD) vacancies.
- At the conclusion of the CDW, AOs provide updates and findings, and present issues or shortfalls to exercise leadership, including follow-up requirements, scheduled IPRs, TiWGs, and resource constraints.
- The TRA/MSE should be prepared to task subordinate commands for personnel (and/or equipment as needed) upon the conclusion of the CDW.
- Example slides used to open, guide and close the CDW (outbrief) are provided in Annex A, App 5.

1-8. In-Progress Reviews (IPRs)

Conduct IPRs as needed, and based on available time, MTC staff/exercise planner experience, equipment shortfalls, ESMD shortfalls, or at the Commander's discretion. Likewise, the IPR agenda and length is fluid and flexible. Developmental checklists are included in Annex A, App 1, and should be used as a basis to drive discussion during applicable IPRs.

1-9. Final Planning Workshop (FPW)

This is a face-to-face meeting. The FPW's main purposes are to provide the Training Audience Commander an update on exercise planning and a review of exercise execution.

- Conduct the FPW NLT D-30 to provide adequate time to resolve un-forecasted shortfalls and issues prior to the arrival of the ADVON and execution of the CPX-F.
- The FPW occurs over a one or two day period at the supporting MTC/STC.

Chapter 1

- The FPW provides attendees with an overview of CPX-F execution and identifies critical shortfalls (resourcing, ESMD or equipment) and mitigation strategies to resolve pending issues.
- Desired Outcomes. The FPW should produce a final confirmation of the CPX-F sequence of events from arrival of the Training Audience/ADVON and associated White Cell personnel through ENDEX and recovery operations. The conference should also serve as final confirmation and validation of After Action Review (AAR) responsibilities and final review of appropriate check lists to ensure all tasks are complete or near completion.
- At the conclusion of the FPW, action officers provide their final updates and brief, by-exception, any remaining issues, shortfalls and mitigation strategies.
- Example slides used to open, guide and close the FPW (out-brief) are provided in Annex A (TBP)

1-10. ELC Development Recommendations

- CPX-F Design. CPX-F activities are designed to accommodate a Reserve Component or Army National Guard Annual Training Cycle (See Figure 1-4, Exercise Calendar).

E-10	E-9	E-8	E-7	E-6	E-5	E-4	E-3
EQUIPMENT and COMMO SET-UP/BCS-3 Operator Familiarization							
E-2	E-1	DAY 1	DAY 2	DAY 3	DAY 4	DAY 5	DAY 6
		Commander's Time	0800 In Processing 0900 CDR Welcome 0930 OE Overview 1100 TA Conc of Spt	COMMEX	BC2WG Walk-Thru	MINI-EX	
			Exercise Support Personnel Training				
DAY 7	DAY 8	DAY 9	DAY 10	DAY 11	DAY 12	DAY 13	DAY 14
(12 APR)	(13 APR)	(14 APR)	(15 APR)	(16 APR)			
Command Post Exercise-Functional					FAAR	TRAINING GAP MITIGATION	Commander's Time
					ENDEX	BACKBRIEF (Staff to CDR)	
REMARKS/NOTES							
<p>DAY 2: Inprocessing, Commander's Intro and Guidance, Staff Concept of Support Brief to all participants Training Audience: In-Processing: 0800-0900, CDR's Intro: 0900-0930, OE Overview 0930-1100, Concept of Spt Briefing 11000-1300</p> <p>DAY 3: COMMEX; See COMMEX Checklist</p> <p>DAY 4: BC2WG Walk-Thru/Dry Run</p> <p>DAY 12: Facilitated After Action Review; Identify Training Gaps - develop Training Mitigation Plan</p> <p>DAY 13: Staff Backbriefs Training Mitigation Plan to Commander</p>							

Figure 1-4. CPX-F Exercise Calendar (Piano Chart)

- Length of Training. The typical CPX-F “training day” strategy is limited to one shift in order to minimize the requirement for supporting personnel. Two shifts per day would double the personnel requirements for Response Cells and Observer/Trainers. However, this does not imply an eight hour day. AOs should consider a “long day” (12-14 hours) strategy to best meet the CTOs and maximize training time and available resources.

- The CPX-F construct consists of a three day train-up (see Annex A, App 3) prior to the Mini-Exercise (or Warm Start) and CPX-F. The Mini-Ex allows the staff to initially synchronize their activities and systems at a slower pace to allow for the commander, staff and OTs to conduct an initial assessment and make adjustments prior to the start of the CPX-F. The AAR will immediately follow CPX-F ENDEX and should allow adequate time for internal staff back-briefs and/or Commander's Time.

To minimize planning disruptions, action officers and key EXCON personnel should remain in those positions throughout the event life cycle.

1-11. Recommended Pre-Execution Training

To maximize the training opportunity and minimize delays, recommend completion of the following training prior to event execution:

- O/T 101 (Annex F) (observer/trainers)
- MSEL 101 (Annex D) (response cells & EXCON)
- HALSS 101 (Annex E) (response cells)
- Transportation Operations (Annex G) (training audience & white cell mobility personnel)
- Military Decision Making Process/Concept of Support Brief (training audience)

1-12. STARTEX Conditions

The event requires the training audience to perform tasks in a simulation-driven environment. At STARTEX, all necessary unit personnel and equipment should be available, and response cell positions manned. Observer/Trainers are prepared to execute their collection plans. The unit has reviewed the scenario tactical materials to include the Sustainment Command (Theater) concept of support, and the corps and division operation orders. The Training Audience concept of support is developed. The unit has successfully completed a communications exercise (COMMEX) and established communications with required headquarters/units at all echelons. This includes digital connectivity and fully operational voice/video systems for exercise-wide briefings (Ventrilo, Adobe Connect, etc.). The simulation database is established and stimulates the appropriate ABCS systems. The unit plans, coordinates and executes tactical sustainment in the Corps Area of Operations.

1-13. Battle Rhythm

Battle Rhythm (Annex A, App 4) is the sequencing of standardized command and control activities within a headquarters and throughout the force to facilitate effective command and control (ADP 5-0/ ADRP 5-0). Battle Rhythm organizes the staff effort within the commander's decision cycle and enables interface with external organizations and stakeholders. Battle rhythm principles include:

- The Battle Rhythm should be "Commander Centric" not "Staff Centric"
- Support decision-making and planning cycles
- Time management for key leaders
- Support higher headquarters (HHQ) planning / information requirements
- Contribute to unity of effort
- Enable external information exchanges
- Flexible to adjust to changing circumstances
- Shield lower HQ staffs from negative effects of HHQ battle rhythms

- Allocate appropriate time for component planning
- Sustainability over long periods – one year or more

Just as the TA conducts a daily battle rhythm to synchronize efforts, the White Cell, or EXCON conducts an internal daily battle rhythm consisting of three meetings: a morning huddle, MSEL synchronization, and azimuth check and hotwash. See Annex A, App 6 for additional details on the White Cell battle rhythm.

1-14. Boards, Cells, Centers and Working Groups (BC2WG)

BC2WG are the events within the battle rhythm that bring focus to the staff processes in order to enable command decisions across three time horizons – now, near term, and long term. Annex A, App 2 contains the daily BC2WG for the event. Appendix 4 provides example quad chart templates for the daily battle rhythm. JP 3-33 defines BC2WG as:

- **Board.** An organized group of individuals within a commander's headquarters, appointed by the commander (or other authority) that meets with the *purpose of gaining guidance or decision*. Its responsibilities and authority are governed by the authority which established the board.
- **Cell.** A subordinate organization formed around a *specific process, capability, or activity within a designated larger organization* of a commander's headquarters. A cell usually is part of both a functional and traditional staff structures.
- **Center.** An *enduring functional organization*, with a supporting staff, designed to *perform a joint function* within a commander's headquarters.
- **Working Group.** An *enduring or ad hoc organization* within a commander's headquarters formed around a specific function whose purpose is to provide analysis to users. The working group (also called WG) consists of a core functional group and other staff and component representatives.

CPX-F was developed around a common scenario battle rhythm – which includes common BC2WG. These elements of the TA battle rhythm are critical to learning and outcomes for the exercise, are primary focus areas for assessment and training, and form the basis for day-to-day actions by the training audience. BC2WG must be reviewed, resourced and executed during the exercise for training objectives to be realized.

The CPX-F exercise battle rhythm is designed to give every staff and support operations section opportunities to exercise their internal processes and staff synchronization. Consequently, the frequency of events is accelerated in comparison to a normal theater battle rhythm. The BC2WG matrix was developed concurrently with the JTIMS JMSEL and JDLM databases so each BC2WG is tied to a scripted event and supported by the JDLM database when required. Caution should be exercised in canceling or changing BC2WG event timing in order to prevent de-synchronization of MSEL storylines.

Since CPX-F is not designed to exercise the Training Audience as a joint sustainment headquarters, Bureaus are not included in the matrix. Day 4 of the exercise training schedule provides an opportunity for the TA to conduct a walk/talk through of the BC2WG. Staff OICs should be prepared to lead their respective sections through the walkthrough. This time should

be used to review staff TTPs, assign responsibilities, review and familiarize reporting/briefing formats and synchronize the command's battle rhythm. O/Ts and response cell personnel who will be assessing a specific staff or SPO function, or role playing a specific functional area should also attend relevant pre-exercise walkthrough and BC2WG events during execution.

This page intentionally left blank.

Chapter 2

Event Control

2-1. Exercise Control

Exercise Control is the systematic means by which exercise leadership maintains the pace, scope and integrity of an exercise – thus ensuring that, at least through the construct of the exercise, training objectives can be met. Control is usually accomplished through the physical positioning of exercise leadership where they can best manage exercise drivers (i.e., JTIMS JMSEL, Response Cells, Simulation, Observer/Trainers) within the Exercise Control Cell (ECC). This entails the positioning of exercise drivers within the ECC as well. As the physical requirements of the exercise are developed, the physical layouts of the virtual and constructive event begin to take shape. An understanding of exercise control will greatly assist planners in the development of the overall exercise.

- **Exercise Pace:** Pace is defined as *the timeline required for meeting all directed training objectives, while applying the proper amount of artificial or real stressors on the training audience*. Pace is maintained by monitoring the MSEL and the simulation database, through meetings and discussions with the Observer/Trainers (who advise the Exercise Control Group of the actions and reactions of the different TAs), suggesting changes or additions to the MSEL and other drivers, as well as the level of stress required for each staff section. Pace is critical for providing TA with measurably different levels of readiness, and the same level of learning and exercise experience.
- **Exercise Scope:** Scope is defined as *the size, structure and depth of an exercise construct (to include the training audience, exercise objectives, white cell elements and the scenario) that is required to meet all directed training objectives without unduly exceeding the capabilities of the training audience, bringing unnecessary elements into play, or stimulating redundant actions*. CPX-F has a delineated scope, however, exercise leadership will need to monitor the responses by the TA, manage the response cells, and continuously review and synchronize the MSEL during play to ensure that a storyline is not leaving its boundaries.
- **Exercise Integrity:** Integrity is defined as *the fullness and/or limits of the 'story' within the exercise (including the expected participation of the entire training audience and fulfillment of the ESMD) and the restraints of the contrived truth*. Integrity is maintained much the same way as scope (by controlling the actions of the training audience using Observer/Trainers (O/Ts), exercise drivers and response cell managers, and continuously monitoring communications between cells) but is a more grievous correction. Being artificial in the first place, the exercise suffers when TA members lose faith in the information they are receiving. Exercise leadership must make a concerted effort to capture and report integrity issues not only during the exercise, but afterwards – to assist with the correction of exercise drivers.

In order for exercise leadership to control the exercise, they are supported by a number of personnel within the Exercise Control Group (ECG). The ECG is a sub-element of the White Cell – which for CPX-F contains all personnel that are not part of the training audience (see Figure 2-1).

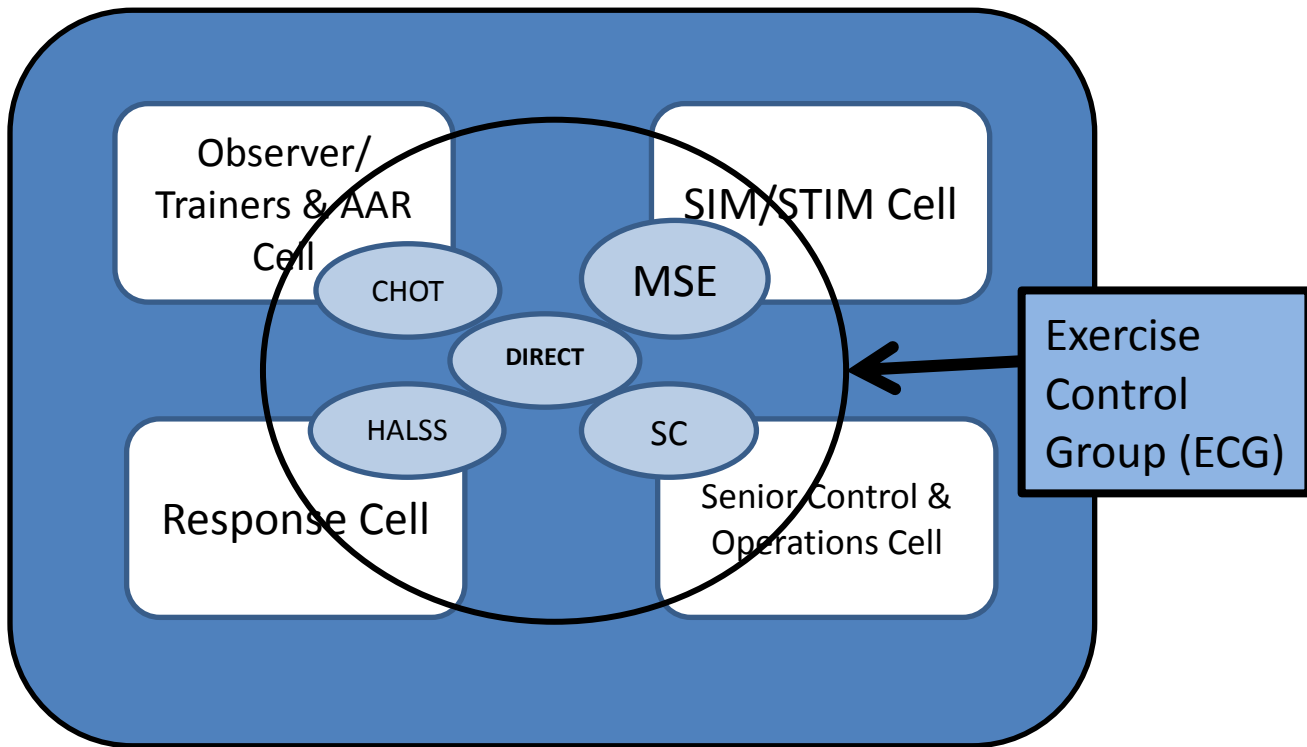


Figure 2-1. Exercise Control Group

2-2. Key Personnel and Responsibilities

Exercise Control Group (ECG): The ECG consists of the leadership of the exercise, “driver cells”, depicted in Figure 2-2. The group consists of the Chief O/T, HALSS Manager, Senior Controller, Simulations and MSEL Managers and Director (and other members as needed). During execution, the ECG tracks the accomplishment of training objectives and makes corrections to the pace, scope and integrity of the exercise. The ECG is not necessarily positioned in the ECC at all times, but comes together periodically in the ECC to meet and assess the exercise (see Annex A, App 6). Key members of the ECG include:

Exercise Director: The TRA/MSE selects the Exercise Director, who is at least one grade higher than the training audience commander. It is the Exercise Director’s responsibility to ensure the TA meets METL proficiency required for designated Army Aim Point. His level of participation in the exercise is determined by personal workload; however, he is expected to take the Exercise Director’s Azimuth Check, make any decisions outside the scope of the ECG, and to chair the Facilitated After Action Review (FAAR) at the end of the exercise. He is positioned to report to the TRA commander the success or failure of TA or exercise.

Deputy Exercise Director (DED): The Mission Training Complex (MTC) selects the DED, who is the Exercise Director’s lead for the exercise. The DED chairs all White Cell meetings (IAW the White Cell battle rhythm) and makes day-to-day decisions for the Director. The DED is part of

(LCOP). He manages the JDLM operators and developers and is responsible to the DED to ensure that the JDLM database is synchronized with the JTIMS JMSEL database and portrays events and OE in accordance with training objectives and the scenario.

Master Scenario Events List (MSEL) Manager: The MSEL Manager uses a system (JTIMS JMSEL) for chronologically injecting pre-scripted messages and products through the Response Cells (role players) and into the training audience via unit enterprise systems (Reference Annex D, Appendix 5, JTIMS JMSEL Installation/ Users Guide). The Manager is responsible to the DED for training the response cells in JTIMS JMSEL, registering all response cells and observer trainers in JTIMS JMSEL, maintaining the JTIMS JMSEL database throughout the exercise, and providing guidance to response cells concerning free-scripting and controlling the pace of the exercise.

MSEL Administrator: The JTIMS JMSEL Administrator can come from within the Mission Training Complex or the Training Audience. This individual creates the new exercise database architecture within the SIM/STIM architecture in accordance with the Joint Master Scenario Events List (JTIMS JMSEL) Manager Installation Guide (Reference Annex D, Appendix 6 JTIMS JMSEL Installation/ Users Guide). The JTIMS JMSEL Administrator installs and technically maintains JTIMS JMSEL prior to and during the exercise. This individual is also responsible for communicating all JTIMS JMSEL server requirements to the planning group during TIWGs prior to the exercise.

MSEL Catcher: The MSEL Catcher bridges the gap in the exercise between the Exercise Control Group (ECG), the Response Cells and the Observer Trainer (O/T) Cells. He verifies validity, completeness, and timing for each inject for their respective cell and ensures it is injected at the proper time and to the appropriate Training Audience member. He tracks the inject from synchronization to injection and follows through to completion with the O/T collection.

MSEL Catchers:

- Ensure respective response cells are synchronizing injects with adjacent controller cells to create a consistent and verifiable storyline.
- Ensure the appropriate Response Cell individual submits injects through the appropriate means, follows up with all injects and categorizes the injects in JTIMS JMSEL for record.
- Report to the MSEL Manager daily during MSEL Synchronization meeting.
- Predominantly work in their respective white cell, but should maintain a work station in the ECG where they can review their assigned injects.

Chief Observer / Trainer (CHOT): The CHOT is the lead Observer/Trainer for the exercise, and is responsible to the DED for the provision of professional and actionable observations and recommendations to the TA Commander. He trains and manages the O/T team, validates collection plans, ensures the capture of information required for the Facilitated After Action Review (FAAR), and facilitates the AAR for the TA Commander. He assists the rest of the ECG by driving the exercise through the eyes and ears of the O/T team. A training package for the O/T team is found at Annex F, App 1.

Transportation Planner: The Transportation Planner works with the MSEL Manager, the ECC and the SIM Manager for the manipulation and synchronization of distribution drivers in support of training objectives. He directly trains, manages and supports the personnel that make up key distribution and transportation positions in the white cell. He ensures that the movement request process for the exercise operates as planned, and directs participants to make adjustments and

corrections as needed. He is the central, one-stop shop for the transportation pulse of the exercise and the completion of related training objectives. See Annex G for transportation products.

Higher, Adjacent, Lower, Supported and Supporting (HALSS) Cell Manager: The HALSS Manager provides oversight and directs the Response Cell (RC). He is responsible to the DED for the training, guidance and oversight of role players and the synchronization and execution of JTIMS JMSEL injects and implementers. He represents the role playing functions of all other elements in the theater and is essential to maintaining the scope and integrity of the exercise. The master training calendar (Annex A, App 2) and Response Cell 101 training package (Annex E) outline the content of RC training.

Trusted Agent(s): This position is determined by the Training Audience and selected from the Training Audience staff. The trusted agent(s) provide feedback to the ECG on TA performance. The trusted agent is typically part of the exercise planning team, and is trusted not to reveal scenario details to the TA. The trusted agent helps gauge unit proficiency, adherence to SOPs, and makes recommendations to the ECG on the exercise pace. Normally there are at least two trusted agents. They should be designated at or before the CDW and participate fully in the entire Event Life Cycle.

A “trusted agent” is anyone associated with the training audience that is part of conference deliberations where scenario and “behind-the-scenes” information is discussed. The SB Action Officers and S6 are examples.

These positions are critical to the execution of the exercise and must be manned by personnel who are trained by the MTC staff and experienced with other exercises. As previously discussed, these essential positions should be identified, by name, no later than the conclusion of the CDW and, once designated, should remain in these positions for the duration of the ELC. They will train and manage the rest of the support personnel (O/Ts, role players, technicians, scripters, database operators, etc.). The number of these personnel is directly related to the size and scope of the training audience, their level of readiness and capability, their objectives for the exercise, and the ability of the TRA to staff the “Wrap-Around” (see Figure 2-3) identified in the Exercise Support Manning Document (see paragraph 2-5 below).

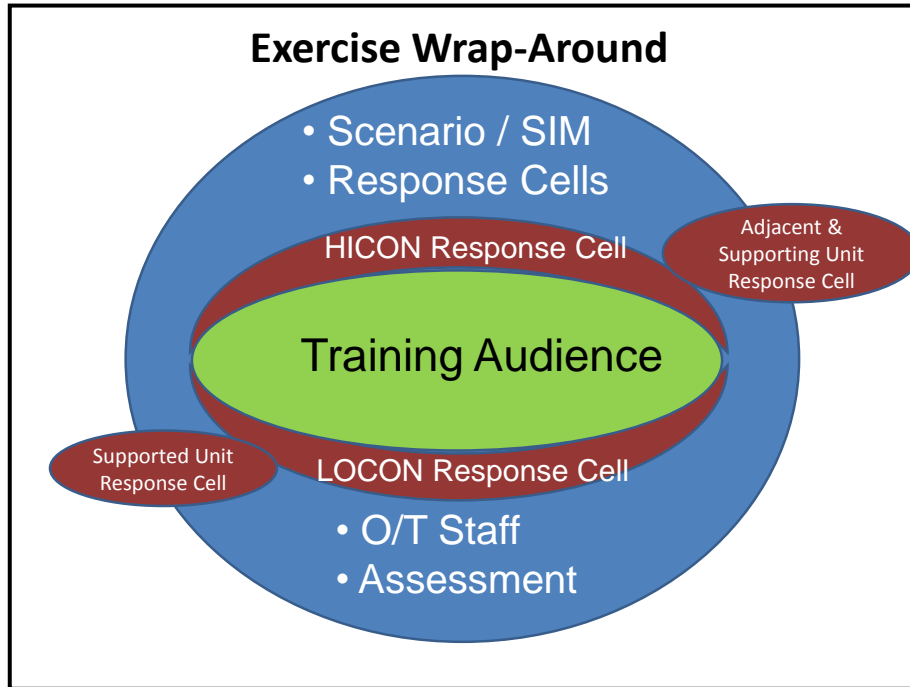


Figure 2-3. Exercise Wrap-Around

2-3. Event Execution Timelines

Event execution is the culmination of the Event Life Cycle (see Paragraph 1-6). The exercise calendar (Figure 1-4) depicts a proposed 14 day schedule which includes unit pre-exercise preparation and training, a two-day mini exercise, 4 ½ days of exercise, and dedicated time for after action reviews. The first four days of the exercise calendar prepare the training audience and exercise control group for event execution through a series of scenario and concept briefings, white cell training, communications exercise (COMMEX) and finally a BC2WG walk-through. The JTIMS JMSEL team, O/T’s, and response cells must have a clear understanding of the training audience’s BC2WG to ensure synchronization of JTIMS JMSEL injects, collection plans (O/Ts), and battle rhythm. The two day MINI-EX provides the unit a graduated “warm start” entry into the scope and pace of the event, and the opportunity to rehearse the battle rhythm and refine concepts of support for the exercise. *During the MINI-EX, resupply and distribution are preplanned to execute in the simulation. During days 7-11, however, the TA must direct sustainment and distribution operations.* The event culminates with a facilitated after action review (see Chapter 4). The commander will have an opportunity to analyze and assess training gaps and develop strategies to address those gaps.

2-4. Event Synchronization

Once the exercise begins (STARTEX) with the initiation of the information flow from response cells to the training audience, and the generation of data elements by JDLM, control of the exercise is assumed and maintained by the Exercise Control Cell, supported by the ECG. The O/Ts, primarily concerned with training and observing the participants, become the eyes and ears of the ECG and relay information to the ECG concerning the status of learning and understanding by the training audience. The HALSS response cell, primarily concerned with realistically playing the

role that they have been given, monitors information flow and understanding in their individual areas, and will pass information through their respective cell OICs to the ECG for discussion during the daily White Cell battle rhythm events. The pulse of the exercise is managed, modified, maintained and verbalized to exercise leadership on a consistent basis through the White Cell Battle Rhythm meetings - held at various times during the day and synchronized to key training audience BC2WG events (e.g.: The Battle Update Assessment or BUA).

2-5. Exercise Support Manning Document (ESMD)

The ESMD (Annex C) is a spreadsheet tool that exercise planners use to identify and track exercise support personnel (all personnel not part of the training audience or TA). The ESMD identifies personnel by position, rank, service and MOS and forms the basis for the Training Readiness Authority (TRA) to task and track these personnel. The CPX-F ESMD is part of the WTSP. It is expected that most, if not all, ESMD positions will be filled by personnel at the Home Station location of the training audience through tasking by their training readiness authority (TRA) or mission support element (MSE).

Response Cells need to be as familiar with the tactical products as the Training Audience. The WTSP provides Operational Environment overviews for each unit cell, as well as training opportunities for the role players to become accustomed to their roles.

2-6. Event Support Personnel Guidelines

Event Support Personnel (those listed on the ESMD) are a critical driver for the exercise. As such, they must be intimately familiar with the tactical materials, report formats and expected actions. Though they will be trained as part of the first week of the exercise, they should be brought up to speed on their tasks and the associated scenario elements as early as possible. If they are traveling to the exercise from another location, they should receive guidance as to travel, per diem, local hotels and timelines soonest, and should be monitored throughout the travel process to ensure that costs are managed.

2-7. Joint Master Scenario Events List (JTIMS JMSEL)

The JTIMS JMSEL is the system used to store all injects and information intended for the training audience during the exercise. The CPX-F JTIMS JMSEL database has been developed by the CASCOM CPX-F Team on the Joint Staff JTIMS JMSEL server and stored on the CASCOM Sustainment Unit One Stop (SUOS) web site. Every member of the White Cell requires access to the system in order to track current actions and information being sent to the training audience at all times. The JTIMS JMSEL Manager will conduct this training with Response Cells and OTs prior to STARTEX (Reference Annex D, Appendix 3, MSEL 101). JTIMS JMSEL is the only up-to-the-second system that the White Cell can use to track the MSEL during the exercise. The JTIMS JMSEL User's Guide and MSEL Management Tutorial are included in Annex D.

2-8. Master Scenario Events List (MSEL)

The MSEL is intended to drive an exercise towards specific outcomes. It is a chronological listing of expected events, actions and reactions by those playing in an exercise. The MSEL is more than just a script, and the elements of the MSEL provide the construct to address and execute training objectives of the commander and the METL of the unit. This is done by giving problems to the training audience which are synchronized with the other exercise databases (Trans, JDLM and Intel) at specific times that is most optimal for the Observer Trainers to instruct and collect on while TA works through the problem. This process is developed and cross walked with the unit's METL using injects, stored in JTIMS JMSEL which are given to the Training Audience at

specified and synchronized times. (Reference Annex D, Appendix 4, MSEL Management Tutorial and Appendix 5, JTIMS JMSEL Users Guide).

2-9. Joint Deployment Logistics Model (JDLM) and Simulation Stimulation (SimStim) Components

The JDLM and Simulation Stimulation (SimStim) suite of systems provide a digital simulation that will reflect consumption rates, material readiness and stockage levels accessible to the Training Audience using the JDLM WebServer program. JDLM supports the military decision making process (MDMP) from the tactical through national strategic level. Training audiences can vary from company level officers to senior level staffs and can train on tasks from the establishment of an Emergency Evacuation Center (EEC) to national and strategic level operations including noncombatant evacuation, coalition sponsored peacekeeping or U.S. sponsored humanitarian operations. The simulation provides the commander logistics Situational Awareness (SA) by emulating real world data using Simulation/Stimulation (SIMSTIM).

JDLM functions as the exercise simulation and replicates task organization, movement, distribution and logistics supplies and services. As mentioned in Para 1-4, JDLM is not for use by the TA, but is owned and administered by the supporting MTC.

The MTC staff is the responsible proponent for the systems and operation of the JDLM Simulation, Simulation and Stimulation (SimStim) translation system Each MTC will receive and install the database after downloading the JDLM training database from the CASCOM SUOS site or AKO. Coordination between the unit and the MTC staff during scheduled TIWGs will be required to ensure that the simulation will operate as designed within the parameters set by the developers ensuring proper stimulation to the unit MC system. Operational manning for this suite of systems is identified in the ESMD. Documentation for the JDLM suite and the SimStim Component configuration are found in Annex H, JDLM Simulation-Stimulation Configuration.

2-10. Pre-Exercise Training

The pre-exercise training conducted during the four days prior to STARTEX is crucial to the success of the exercise. A recommended schedule and training event outlines are provided in Appendix 3, Tabs A and B, of Annex A to the WTSP.

Two White Cell elements, the Observer/Trainers (O/Ts) and the Response Cells require specific training to execute their tasks. O/Ts and members of the Response Cells will come from varying backgrounds and locations, and are unlikely to be from the same unit. Since these two elements will work closely together, there are common portions of their training. However, much of their training and pre-exercise preparation is role specific and separate. White Cell training products are located in Annex D (Master Scenario Events List Products), Annex E (Response Cell 101), and Annex F (Observer Trainer 101). Additional information concerning the tasks and roles of the O/Ts are found in Chapter 4. Ideally, experienced MTC personnel should conduct this training but the training presentations are annotated to enable the appropriate ECG personnel (CHOT, MSEL Manager, HALSS Manager) to conduct the training if required.

All Training Audience and White Cell personnel involved in mobility should receive the Transportation Overview contained in Annex G, Transportation Operations to fully understand the

sustainment matrix, the exercise Transportation Movement Request (TMR) process, and other mobility considerations peculiar to the exercise.

Lessons learned from previous CPX-S and CPX-F exercises strongly suggest a representative of the ECG be designated to oversee the execution of training. The effectiveness of pre-exercise training is highly dependent on participants understanding what training they must attend and where it will be held.

2-11. Strategic Partners

Strategic partners replicate those agencies and organizations that provide strategic and operational support to U.S. Forces. While not listed on the ESMD, the TA has the option to designate a strategic partner response cell or individual. The products in Annex I are designed to educate both the TA and a potential response cell on the broader capabilities and roles of the specified strategic partners. Understanding that these products will not meet the requirements to train up to “SME” level, POCs are provided for each organization as a reach back capability.

2-12. Accessing and Downloading the WTSP

This CPX-F WTSP is a follow-on to the CPX-F Caspian Sea WTSP and is based on the Decisive Action Training Environment (DATE), Version 2.0 operating environment. The WTSP is a “how-to” guide providing Training Audience exercise planners a step-by-step process for executing CPX-F (DATE). Central to the WTSP is Training Circular 4-93 which will provide an overview of the exercise purpose and construct as well as general information on the conduct of the exercise. The various annexes and associated appendices provide tactical materials, training materials, control materials, STARTEX data, observation tools, administrative tools, and a recommended communication architecture. The WTSP also includes fully synchronized Joint Deployment Logistics Model (JDLM) and JTIMS Joint Master Scenario Events List (JTIMS JMSEL) databases (see Figure 2-4). TC 4-93 and the full WTSP are stored on AKO and are accessible using the CASCOM Sustainment Unit One Stop (SUOS) at the following address:

http://www.cascom.army.mil/g_staff/g3/SUOS/index.htm (you will need CAC access).

Once you click on the above site, you will need to:

- a. Click on either the “ESC”, “SUST BDE”, or “CSSB” button
- b. Go to “Training Support Packages (TSPs)” on the left side under “TRAINING MENU”
- c. Find “Command Post Exercise – Functional (DATE) TSP” under “Training Support Packages (TSPs)”
- d. Click on “Click Here” to access the link to the products

The WTSP folder on AKO will appear as below:

CPX-F (DATE Sustainment Brigade Exercise) [Command Post Exercise-Fu](#)

Your Access: Administrator
 Description:
 Security: Inherits Security from Parent

Viewers: Unrestricted
 ID: 43074613
 * This folder contains FOUO; it is visible only w

[Add File](#) [Add Folder](#) [Copy](#) [Delete](#) [Refresh](#) [Recycle Bin](#) [Download](#) [Move](#) [Send Li](#)

<input type="checkbox"/>	Name	Type
<input type="checkbox"/>	ANNEX A (Exercise Control and White Cell)*	Folder
<input type="checkbox"/>	ANNEX B (Scenario and Tactical Products)*	Folder
<input type="checkbox"/>	ANNEX C (Event Support Manning Document)*	Folder
<input type="checkbox"/>	ANNEX D (MSEL Products)*	Folder
<input type="checkbox"/>	ANNEX E (Response Cell 101)*	Folder
<input type="checkbox"/>	ANNEX F (Observer Trainer 101)*	Folder
<input type="checkbox"/>	ANNEX G (Transportation Operations)*	Folder
<input type="checkbox"/>	ANNEX H (Simulations and Communications)*	Folder
<input type="checkbox"/>	ANNEX I (Strategic Partners)*	Folder
<input type="checkbox"/>	ANNEX J (Sustainment Brigade METL)*	Folder
<input type="checkbox"/>	ANNEX K (Scenario Reference Documents)*	Folder
<input type="checkbox"/>	ANNEX L (Lessons Learned)*	Folder
<input type="checkbox"/>	ANNEX M (Pre-Exercise Training Videos)*	Folder
<input type="checkbox"/>	ANNEX N (Post-Exercise Survey)*	Folder
<input type="checkbox"/>	CDW DATE CPX-F INTRO (SB)_Ver_5_15UD*	pptx
<input type="checkbox"/>	Getting Started with CPX-F_DATE*	docx
<input type="checkbox"/>	SB_TSP File Structure and Index*	pptx
<input type="checkbox"/>	TC 4-93.2 SUSTAINMENT BRIGADE CPX-F*	pdf

Figure 2-4. WTSP Folder with associated Annexes

Chapter 3

Communications and Simulations Architecture

3-1. Chapter Overview

The communications and simulations architecture encompasses the overall concept of integrating equipment and data to provide the TA an operational communications environment to transmit electronic data and information. Exercise communications include requirements for voice and data transfer between the training audience, white cell, and MTC staff. Simulation refers to a digitally constructed database in the Joint Deployment Logistics Model (JDLM) that replicates an operational environment with units, supplies, and terrain. See Annex H, App 5 for the simulation architecture.

3-2. Communications Plan

The communications plan is the technical blueprint networking all data systems requiring access to the exercise and simulation environment. The plan is developed by the training audience and depicts the integration of all technical pieces within the exercise architecture and ensures data communication for all components. The communications plan determines internal (within the MTC) and external (within the unit) capabilities, requirements, communications capabilities, age, firmware and quantity of the equipment assigned to the MTC and the unit. NLT the FPC, the TA will present a detailed communications plan to the MTC for review prior to the installation and configuration of the network. The TA and technical information managers should begin the establishment and testing of all aspects of the exercise network two - three weeks prior to start of the exercise. A COMMEX should be scheduled prior to STARTEX to validate the communications network. See Annex H for the communications plan (TBP).

3-3. Communications Equipment Requirements

The identification of the communication equipment required will be addressed beginning with the CDW, is thereafter facilitated during scheduled Technical Integration Working Group (TIWG) (usually a weekly TELCON) and ends with a validated exercise communications plan and diagram. The components identified will be based on capabilities within the structure of each proponent identified to assist in the execution of the CPX-F product. The TA will coordinate the equipment requirements and communications plan with the MTC staff and all identified ESMD technical support personnel. The TA communications staff (S6/G6/J6) and MTC staff are responsible for exercise security, obtaining and installing updates and patches to maintain all communications and network systems within their organizations. Figure 3-1 provides a summary of equipment requirements for the white cell. Annex C provides additional details on white cell equipment requirements by position.

White Cell	CWS	Printer	Copier	S2MC	JDLM	VOIP	CPOF	TOPS
Exercise Control	11	4	1	0	4	11	0	0
Higher/Adj/Supported	25	2	0	1	0	9	1	0
Lower/Supporting	23	5	0	3	4	12	3	3
Observer/Trainer	24	2	0	0	0	1	1	0
Totals	83	13	1	4	8	33	5	3

Figure 3-1. CPX-F Equipment Count EXAMPLE

3-4. Technical Integration Working Group (TIWG)

The Technical Integration Working Group is an essential part of the exercise planning process - ensuring the TA is synchronized with the MTC staff and network environment (see Annex H, App 4 for example TWIG slides). The intent of the TIWG is to identify responsibilities, plan, implement, and maintain best practices for network integration of multiple layers of network structure, as well as identification of issues and shortfalls. The TIWG enables the technical staff's identification and integration of internal and external network capabilities and should be scheduled and moderated by the MTC technical experts. Initial coordination for the TIWGs should be conducted at the CDW (see Annex A, App 1 & 5). During scheduled TIWGs, the MTC assists unit communications personnel to plan, validate and implement an integrated communications and simulations environment. Figure 3-1 provides an example of equipment requirements.

3-5. Simulation and Stimulation Plan

See Annex H for an example simulation and stimulation plan. This plan identifies the internal MTC software, equipment and network requirement for the integration of the JDLM and SIMSTIM suite to the exercise. In addition to JDLM this plan will also outline the integration of the JTIMS JMSEL server to the MTC network. Each MTC should possess operational and SIMSTIM assets required and should be capable of enabling the successful integration of all systems into the exercise communications infrastructure. The CPX-F SIMSTIM plan requires loading the completed database environment from the AKO TSP repository onto the host MTC simulation environment by the MTC staff. The data products within the CPX-F WTSP are developed in the Joint Land Component Constructive Training Capability (JLCCTC) that will be included with the database provided to the MTC staff. The MTC staff installs, deploys, and executes the database in its entirety and must understand the function and operation depicted in the Simulations and Stimulations Network Diagram.

3-6. Stimulation

JDLM is an exercise driver, and provides the operational environment through which portions of the LCOP can be developed using JDLM WebServer and CPOF. The JDLM WebServer is used by exercise control personnel and the TA to generate reports reflecting data that material managers normally receive from Standard Army Management Information Systems (STAMIS). JDLM is used to replicate the STAMIS, LOGSTAT and In-transit Visibility (ITV) feed to the TA. When the database is downloaded from the CASCOM SUOS site it is pre-conditioned to run on the MTC servers. CAUTION: The database developers of this product have prepared the JDLM database for execution of the CPX-F. Great care should be exercised when changing parameters already established within the SIMSTIM environment.

Simulation and database conditioning is a process of validation that includes running the simulation in a test environment to establish consumption, movement and operational control of the database construct. Conditioning has been completed within the CPX-F JDLM simulation scenario and the database has been created to operate IAW the exercise scenario and OE.

3-7. Joint Master Scenario Events List

The MTC JTIMS Joint Master Scenario Events List (JTIMS JMSEL) Administrator is responsible for constructing the architecture for the events on the stand-alone server using the JTIMS JMSEL Installation Guide Feb 2011 (see Annex D, App 6). The JTIMS JMSEL Administrator will be present for all TIWG meetings to coordinate this process and EXCON to ensure the JTIMS JMSEL server is on line prior to the exercise.

This page intentionally left blank.

Chapter 4

Observation and Assessment

4-1. Purpose of Assessment

The purpose for executing a CPX-F is to provide the Training Audience Commander with a venue to assess the staff's capability to accomplish collective tasks associated with their METL. Assessment is constructive, professional, and actionable feedback from trained observers whose recommendations form the basis of future staff collective training in preparation for a culminating training exercise. However, the CPX-F is not solely an "internal look".

4-2. Evaluation vs. Assessment.

CJCSM 3500.03E clearly delineates the difference between evaluation and assessment. *During the execution phase*, the commander evaluates a specific training audience's performance in relation to a specific task, under specified training conditions, and a designated level of performance during a particular event. *During the assessment phase*, the commander/director assesses the command/agency's ability to accomplish its METL and perform its missions based on the totality of numerous TPEs, informal results, actual operations, assessment of MET standards, and any other pertinent feedback available. An evaluation is a "snapshot" of an organization's actual performance. An assessment applies the commander's judgment to those collective "snapshot" data points to determine the organization's capability to perform in the future. Evaluation looks backward at a specific event, while assessment looks forward to readiness.

4-3. Purpose of O/T Team

Observer/Trainers are provided to: (a) focus the exercise on areas that the commander and the sustainment community have identified as weaknesses, and; (b) provide feedback to the commander on his staff's performance. CPX-F is foremost a training event, not an evaluation. Observer/Trainers must have the intent of training first and assessing second. The Training Audience (TA) is not being evaluated or certified for combat – they are being trained and assessed in their sustainment functions using TO&E, battle drills and staff processes in a constructive environment.

Observer / Trainers are "Little o / Big T" – meaning that their primary function is training. A formal capture plan and assessment process is a significant part of making the CPX-F a success.

CPX-F is designed to train the entire Training Audience staff on all of their METL, to include associated collective and individual tasks. The O/T team develops an observation and collection plan to capture TA performance in the execution of related tasks. O/Ts are not expected to observe and report on every iteration or every task. The recommended O/T positions are listed in the ESMD in Annex C.

4-4. Collection Planning

CPX-F provides the O/T team with a complete collection plan package – normally completed during the train-up period of an exercise. Collection plans are chronological listings of where and when an O/T needs to be to observe a task being executed by their TA counterpart. A daily print-out for each O/T is part of the WTSP. Additionally, collection plans are linked to doctrinal Army tasks, conditions and standards, and may not directly reflect a particular unit Tactic, Technique,

and Procedure (TTP) for the accomplishment of that task. O/Ts need to be familiar with the training audiences' TTP and SOP in order to update or supplement their observations and recommendations (See Annex F, App 1).

4-5. Facilitated After Action Review (FAAR)

The CHOT facilitates the AAR in coordination with the TA commander. Facilitated means that an external, senior officer is leading the discussion of what took place, why it took place, and how the unit can modify their actions for better growth, learning, and action in the future. The commander is still responsible for the FAAR and shares some of the burden of its development. The FAAR takes place the morning following the last day of the exercise, and includes the entire TA unit. An AAR outline is provided as part of the WTSP, however, it is expected that the unit commander, CHOT and senior O/Ts will modify it in any way they see fit to best support the learning environment.

Analysis Team: The CHOT will identify several O/Ts to support the development of the FAAR by collecting, organizing and analyzing observations and recommendations provided by the O/Ts. They look for trends within staff actions, missed opportunities for integration and synchronization, and they track observations and recommendations provided. They are responsible to the CHOT for the FAAR slide deck and the development of recommendations for further training for the unit. An example AAR is provided in Annex F, App 4.

The SB CDR owns the FAAR, which is supported by the CHOT, his O/Ts, any senior mentors involved and the Exercise Director. These individuals determine what is discussed and what lessons learned are to be played out.

Glossary

ACRONYM/TERM	DEFINITION
AO	Action Officer
ARFORGEN	Army Forces Generation
AS&RC	ARFORGEN Synchronization & Resourcing Conference
BSB	Brigade Support Battalion
CDW	Concept Development Conference
CEF	Contingency Expeditionary Force
CHOT	Chief Observer / Trainer
COMMEX	Communications Exercise
COP	Common Operating Picture
CPOF	Command Post of the Future
CPX-F	Command Post Exercise - Functional
CSSB	Combat Sustainment Support Battalion
CTO	Commander's Training Objectives
DED	Deputy Exercise Director
DEF	Deployment Expeditionary Force
ECC	Exercise Control Cell
ECG	Exercise Control Group
ELC	Event Life Cycle
ENDEX	End of Exercise
ESC	Sustainment Command (Expeditionary)
ESMD	Event Support Manning Document
EXCON	Exercise Control
FAAR	Facilitated After Action Review
FPW	Final Planning Conference
FRAGO	Fragmentary Order
HALSS	Higher, Adjacent, Lower, Supporting, Supported
HICON	Higher Control, or Higher Headquarters
IPR	In Progress Review
ITV	In Transit Visibility
JDLM	Joint Deployment Logistics Model
JLCCTC	Joint Land Component Constructive Training Capability
JTIMS JMSEL	Joint Information Management System Master Scenario Events List
LOCON	Lower Control, or Subordinate Units
METL	Mission Essential Task List
Mini-EX	Mini Exercise
MSE	Mission Support Element

Glossary

MRX	Mission Rehearsal Exercise
MSEL	Master Scenario Event List
MTC	Mission Training Center
O/T	Observer / Trainer
OE	Operational Environment
OPORD	Operations Order
SB	Sustainment Brigade
SIMSTIM	Simulation Stimulation
SME	Subject Matter Expert
STAMIS	Standard Army Management Information Systems
STARTEX	Start of Exercise
TA	Training Audience
TC	Training Circular
TIWG	Technical Integration Working Group
TO&E	Table of Organization and Equipment
TRA	Training & Readiness Authority
TSC	Sustainment Command (Theater)
WFF	Warfighting Functions
WTSP	Warfighter Training Support Package

References

These are the sources used in the development of this publication.

REQUIRED PUBLICATIONS

ADRP 1-02, Terms and Military Symbols, 16 November 2016

DOD Dictionary of Military and Associated Terms, 15 December 2016

RELATED PUBLICATIONS

Department of Defense and Joint Publications

Most DOD and joint publications are available online:

http://www.dtic.mil/doctrine/new_pubs/jointpub.htm

JP 3-33, Joint Task Force Headquarters, 30 July 2012

Army Publications

Most Army doctrinal publications are available online: <http://www.apd.army.mil/>

Other Publications

JTIMS JMSEL Installation/ Users Guide, 7 November 2012.

<https://jtims.jten.mil/jtims/welcome.do>

RECOMMENDED READING

Most Department of Defense issuances are available online: <http://www.dtic.mil/whs/directives/>

ADP 5-0, The Operations Process, 17 May 2012

ADP 7-0, Training units and Developing Leaders, 23 August 2012

ADRP 5-0, The Operations Process, 17 May 2012

ATP 3-14.5, Army Joint Tactical Ground Station (JTAGS) Operations, 15 October 2014

ATP 4-0.1, Army Theater Distribution, 29 October 2014

ATP 4-02.7, MCRP 4-11.1F, NTP 4-02.7, AFTTP 3-42.3, Multiservice Tactics, Techniques, and Procedures for Health Service Support in a Chemical, Biological, Radiological and Nuclear Environment, 15 March 2016

ATP 4-02.85, MCRP 4-11.1A, NTRP 4-02.22, and AFTTP(I) 3-2.69, Multiservice Tactics, Techniques, and Procedures for Treatment of Chemical Agent Casualties and Conventional Military Chemical Injuries, 2 August 2016

ATP 4-35, Munitions Operations and Distribution Techniques, 5 September 2014

ATP 4-41, Army Field Feeding and Class I Operations, 31 December 2015

ATP 4-93, Sustainment Brigade, 11 April 2016

ATP 4-94, Theater Sustainment Command, 28 June 2013

CJCSI 2300.01D, International Agreements, 5 October 2007

CJCSI 5810.01D, Implementation of the DOD Law of War Program, 30 April 2010

CJCSM 3500.03E, Joint Training Manual for the Armed Forces of the United States, 20 April 2015. See at: http://www.dtic.mil/cjcs_directives/cdata/unlimit/m350003.pdf.
DODD 5100.46, Foreign Disaster Relief (FDR), 6 July 2012
FM 3-27, Army Global Ballistic Missile Defense Operations, 31 March 2014
FM 3-63, Detainee Operations, 28 April 2014
FM 7-0, Train to Win in a Complex World, 5 October 2016
TC 7-101, Exercise Design, 26 November 2010

PRESCRIBED FORMS

None

REFERENCED FORMS

Unless otherwise indicated, DA Forms are available on the Army Publishing Directorate (APD) web site: www.apd.army.mil.

DA Form 2028. Recommended Changes to Publications and Blank Forms

TC 4-93
10 March 2017

By Order of the Secretary of the Army:

MARK A. MILLEY
General, United States Army
Chief of Staff

Official:

A handwritten signature in black ink, appearing to read "Gerald B. O'Keefe". The signature is written in a cursive style with some stylized flourishes.

GERALD B. O'KEEFE
Administrative Assistant to the
Secretary of the Army
1706807

DISTRIBUTION:

Active Army, Army National Guard, and United States Army Reserve: Distributed in electronic media only (EMO).

