



Department of Defense

INSTRUCTION

NUMBER 3020.47
January 29, 2009

USD(P)

SUBJECT: DoD Participation in the National Exercise Program (NEP)

References: See Enclosure 1

1. PURPOSE. Pursuant to the authorities provided in DoD Directive 5111.1 (Reference (a)), this Instruction establishes policy, assigns responsibilities, and provides instructions for DoD participation in the NEP consistent with Homeland Security Presidential Directive 8, the Assistant to the President for Homeland Security and Counterterrorism (APHS/CT) Memorandum on the NEP Charter, and the APHS/CT Memorandum on the NEP Implementation Plan (References (b) through (d)).

2. APPLICABILITY. This Instruction applies to OSD, the Military Departments, the Office of the Chairman of the Joint Chiefs of Staff and the Joint Staff, the Combatant Commands, the Office of the Inspector General of the Department of Defense, the Defense Agencies, the DoD Field Activities, and all other organizational entities within the Department of Defense (hereafter referred to collectively as the "DoD Components").

3. DEFINITIONS. See Glossary.

4. POLICY. Consistent with Reference (b), it is DoD policy to:

a. Support U.S. Government policy to strengthen the preparedness of the United States by fully implementing the NEP.

b. Provide comprehensive and effective support to the NEP, coordinated among the DoD Components, to increase the value of the NEP to the U.S. Government and the Department of Defense.

c. Actively participate in and support NEP exercises to evaluate emerging policy issues; engage with U.S. Government partners; challenge and improve the Department of Homeland

Security “National Response Framework” (Reference (e)); and enhance U.S. Government and DoD planning and decision-making processes consistent with References (c) and (d).

d. Integrate the NEP with the Chairman of the Joint Chiefs of Staff (CJCS) Manual 3500.03B (Reference (f)) when and where the NEP overlaps with existing DoD exercise programs.

5. RESPONSIBILITIES. See Enclosure 2.

6. PROCEDURES. Procedures for exercise planning and execution and after-action activities are in Enclosure 3.

7. RELEASABILITY. UNLIMITED. This Instruction is approved for public release and is available on the Internet from the DoD Issuances Web Site at <http://www.dtic.mil/whs/directives>.

8. EFFECTIVE DATE. This Instruction is effective immediately.



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Acting Principal Deputy Under Secretary of
Defense for Policy

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ENCLOSURE 1

REFERENCES

- (a) DoD Directive 5111.1, "Under Secretary of Defense for Policy (USD(P)), December 8, 1999
- (b) Homeland Security Presidential Directive No. 8, "National Preparedness," December 17, 2003
- (c) Assistant to the President for Homeland Security and Counterterrorism Memorandum, "National Exercise Program," January 26, 2007¹
- (d) Assistant to the President for Homeland Security and Counterterrorism Memorandum, "National Exercise Program Implementation Plan," June 20, 2008¹
- (e) Department of Homeland Security, "National Response Framework," January 2008
- (f) Chairman of the Joint Chiefs of Staff Manual 3500.03B, "Joint Training Manual for the Armed Forces of the United States," August 31, 2007
- (g) Volume 1 of Department of Homeland Security Exercise and Evaluation Program (HSEEP) Guide, "HSEEP Overview and Exercise Program Management," February 2007
- (h) Chairman of the Joint Chiefs of Staff Instruction 3150.25D, "Joint Lessons Learned Program," October 10, 2008
- (i) Volume III of Department of Homeland Security Exercise and Evaluation Program Guide, "Exercise Evaluation and Improvement Planning," February 2007

¹ The Executive Office of the President has not released to the public. Others may obtain a copy by contacting the Homeland Security Council Executive Secretary.

ENCLOSURE 2

RESPONSIBILITIES

1. UNDER SECRETARY OF DEFENSE FOR POLICY (USD(P)). The USD(P) shall:

a. Oversee the implementation of this Instruction and the NEP within the Department of Defense under Reference (a).

b. Actively participate in applicable NEP Tier I exercises and appropriate NEP Tier II exercises.

c. Approve consolidated DoD lessons learned for release to partners outside the Department of Defense.

d. Approve policy objectives for NEP Tier I and appropriate Tier II exercises.

2. ASSISTANT SECRETARY OF DEFENSE FOR HOMELAND DEFENSE AND AMERICAS' SECURITY AFFAIRS (ASD(HD&ASA)). The ASD(HD&ASA), under the authority, direction, and control of the USD(P), shall:

a. Implement this Instruction and the NEP within the Department of Defense.

b. Create, collect, review, revise, and promulgate NEP policy input throughout the Department of Defense and back to the Department of Homeland Security (DHS), in coordination with the Chairman of the Joint Chiefs of Staff.

c. Assign NEP exercise participation requirements to OSD staff components, consistent with those components' authorities, in consultation with the Chairman of the Joint Chiefs of Staff.

(1) Coordinate with applicable OSD offices to arrange exercise participation by OSD leaders at the Deputy Assistant Secretary level and above.

(2) Coordinate with applicable OSD offices to provide trusted agents to oversee NEP and CJCS exercise development, design, and control.

d. Based upon the exercise scenario and applicable Directives and Instructions, prepare OSD leaders at the Deputy Assistant Secretary level and above for NEP exercise activities in which they will be participating.

e. Serve as the lead DoD point of contact (POC) to the NEP and the DHS NEP Executive Steering Committee (ESC) for NEP policy.

f. Serve as the USD(P) lead for providing exercise lessons learned to the General Officers Steering Committee (GOSC).

(1) Coordinate with applicable OSD offices to obtain OSD NEP exercise lessons learned submissions and adjudicate those submissions.

(2) As approved by the USD(P), provide DoD lessons learned as input to NEP exercise after-action reviews (AARs) and Improvement Plans (IPs), report IP corrective action status, and report IP corrective action completion to partners outside the Department of Defense.

3. DEPUTY ASSISTANT SECRETARY OF DEFENSE FOR HOMELAND DEFENSE AND DEFENSE SUPPORT OF CIVIL AUTHORITIES (DASD(HD&DSCA)). The DASD(HD&DSCA), under the authority, direction, and control of the ASD(HD&ASA), shall:

a. Lead NEP activities for OSD.

(1) Coordinate with the Joint Staff J-7, Joint Exercise and Training Division (JETD), or other CJCS designees, to:

(a) Develop DoD input to the NEP Five Year Schedule. Annually review the NEP Five Year Schedule consistent with Volume I of the Department of Homeland Security Exercise and Evaluation Program Guide (Reference (g)).

(b) Represent DoD positions on the NEP Five Year Schedule, the NEP Implementation Plan, and NEP exercises, including National Level Exercises (NLEs), Principal Level Exercises (PLEs), and NEP Tiered Exercises (Tiers I, II, and III).

(c) Provide input to and apply the U.S. Northern Command's Capabilities Based Assessment and the Secretary of Defense's Guidance for the Development of the Force to support funding requirements for NEP, Chairman's Exercise Program (CEP), and Joint Exercise Program (JEP) exercises.

(d) Review proposed budgets prior to a budget cycle submission and recommend budget reprogramming necessary to support NEP exercises.

(e) Develop policy objectives for NEP exercises to exercise senior leader decision making.

(f) Receive and adjudicate inputs by exercise participants and capture lessons learned for AARs in accordance with CJCS Instruction 3150.25D (Reference (h)).

(2) Represent USD(P) and ASD(HD&ASA) at the Joint Staff semi-annual Worldwide Joint Training and Scheduling Conference (WJTSC).

(3) Assign OSD participation in NEP exercises at the Deputy Assistant Secretary level and above, consistent with the authorities of those officials and the offices they represent; prepare participating OSD leaders for participation in NEP exercises.

b. Represent the Department of Defense at the Exercise and Evaluation sub-Policy Coordinating Committee (E&E sub-PCC).

c. Serve as the ASD(HD&ASA)'s designated attendee to the DHS NEP ESC and provide DoD policy positions on NEP Tier I exercise objectives to the ESC.

d. Provide necessary information to OSD participants in NEP, CEP, and JEP exercises.

(1) Provide OSD input to JETD-produced senior leader playbooks as necessary and deliver JETD-produced senior leader playbooks to participating OSD senior leaders.

(2) Determine the information necessary for exercise participants, produce a letter of instruction (LOI) with that information, and provide the LOI to participating OSD organizations no later than 1 month prior to the start of the exercise.

e. When needed for exercise control purposes, assist exercise participants during senior leader preparation activities for senior leader meetings and/or conferences.

4. HEADS OF THE DoD COMPONENTS. The Heads of the DoD Components, including those with responsibilities specified elsewhere in this enclosure, shall:

a. Participate in NEP exercises as assigned by the ASD(HD&ASA) or the Chairman of the Joint Chiefs of Staff.

(1) Participate in the coordination, planning, conduct, and evaluation of NEP exercises. Participate in NEP exercise conduct as they would in real-world events, in accordance with their respective DoD Directives, Instructions, and/or Manuals.

(2) When designated an NEP Tier II exercise sponsor, conduct and lead the coordination, planning, and evaluation of the exercise.

(3) Provide trusted agents to develop, design, and control NEP, CEP, and JEP exercises.

(a) When necessary, attend exercise planning, Master Scenario Events List (MSEL) Development, and MSEL Synchronization Conferences.

(b) When requested, provide exercise controllers to manage and evaluate NEP, CEP, and JEP exercise execution.

b. Provide lessons learned for the NEP exercise hotwash in accordance with Enclosure 3.

- c. Implement and track corrective actions assigned to their Component.

5. CHAIRMAN OF THE JOINT CHIEFS OF STAFF. The Chairman of the Joint Chiefs of Staff shall:

- a. Serve as the lead DoD POC to the NEP and the DHS NEP ESC for NEP operations and execute tasks consistent with ESC guidance.

- b. Coordinate NEP exercise participation, through the CEP and JEP, with the Office of the Chairman of the Joint Chiefs of Staff and the Joint Staff, the Military Departments, the Combatant Commands, the Defense Agencies, and the DoD Field Activities.

- (1) Oversee and participate in applicable NEP exercise planning and related conferences.

- (2) Orchestrate overall DoD exercise execution.

- (3) Collect and consolidate DoD exercise lessons learned from the Office of the Chairman of the Joint Chiefs of Staff and the Joint Staff, the Military Departments, the Combatant Commands, the Defense Agencies, and the DoD Field Activities and transmit those lessons learned to the USD(P), through ASD(HD&ASA), for approval and release to partners outside the Department of Defense in accordance with Enclosure 3.

- c. In coordination with the ASD(HD&ASA), provide NEP, CEP, and JEP lessons learned input to the GOSC.

- d. Implement and track NEP-, CEP-, and JEP-related corrective actions assigned by the GOSC.

- e. Ensure that the Joint Staff J-7, JETD:

- (1) Fulfills responsibilities consistent with Reference (f).

- (2) Prepares and delivers senior leader playbooks to the DASD(HD&DSCA) for distribution to participating OSD officials at the Deputy Assistant Secretary level and above.

- (3) Manages the DoD AAR process in accordance with Reference (h).

- (4) Serves as the CJCS representative to the DHS NEP ESC.

- (5) Represents the Chairman of the Joint Chiefs of Staff at the E&E sub-PCC.

ENCLOSURE 3

PROCEDURES

1. NEP EXERCISE PLANNING

a. Exercise Scenario Development

(1) WJTSC. DoD Components should present all NEP exercise scenario nominations at the CJCS WJTSC, if possible. The DASD(HD&DSCA) and Chairman of the Joint Chiefs of Staff or his or her representative shall decide at the WJTSC which exercise scenario nominations are of sufficient strategic value to forward to the E&E sub-PCC and/or the DHS NEP ESC and at what NEP Tier level.

(2) Other Nominations. DoD Components may, if necessary, nominate future NEP exercise scenarios in writing to the ASD(HD&ASA), through the DASD(HD&DSCA), and the Chairman of the Joint Chiefs of Staff at other times besides the WJTSC. The DASD(HD&DSCA) and Chairman of the Joint Chiefs of Staff or his or her representative shall confer and decide whether the exercise scenario nomination is of sufficient strategic value to forward to the E&E sub-PCC and/or the DHS NEP ESC and at what NEP Tier level.

(3) Reconsiderations. DoD Component Principals may transmit a letter to the ASD(HD&ASA) and the Chairman of the Joint Chiefs of Staff requesting a reconsideration of any NEP exercise scenario nomination that was previously rejected or downgraded to a lower NEP Tier by the DASD(HD&DSCA) and the Chairman of the Joint Chiefs of Staff or their representatives. The ASD(HD&ASA) or the Chairman of the Joint Chiefs of Staff will provide that Component Principal with a written reconsidered response.

(4) E&E sub-PCC and ESC. The DASD(HD&DSCA) and the Chairman of the Joint Chiefs of Staff or his or her representative shall present NEP exercise scenario nominations to interagency partners for discussion and decision at the E&E sub-PCC and DHS NEP ESC. Only the DASD(HD&DSCA) and Chairman of the Joint Chiefs of Staff or his or her representative shall attend and represent the Department of Defense at these meetings and related working group meetings.

b. Exercise Objective Development

(1) Concepts and Objectives Conference (C&OC). The DASD(HD&DSCA) and Chairman of the Joint Chiefs of Staff or his or her representative, supported by participating DoD Components, shall establish the DoD NEP exercise objectives for each NEP exercise at the exercise C&OC.

(a) DoD Components shall provide proposed NEP exercise objectives to the DASD(HD&DSCA) and the Chairman of the Joint Chiefs of Staff or his or her representative at least 1 week prior to the C&OC.

(b) The DASD(HD&DSCA) and the Chairman of the Joint Chiefs of Staff or his or her representative shall adjudicate exercise objectives to determine which are of sufficient strategic value to present at the C&OC. The DASD(HD&DSCA) and the Chairman of the Joint Chiefs of Staff or his or her representative shall communicate that adjudication back to each DoD Component that proposed NEP exercise objectives.

(c) The DASD(HD&DSCA) and the Chairman of the Joint Chiefs of Staff or his or her representative, with the support of appropriate DoD Components, shall present proposed DoD NEP exercise objectives at the C&OC.

(2) Reconsiderations. DoD Component Principals may transmit a letter to the ASD(HD&ASA) and the Chairman of the Joint Chiefs of Staff requesting a reconsideration of any proposed NEP exercise objective that was previously rejected by the DASD(HD&DSCA) and the Chairman of the Joint Chiefs of Staff or his or her representative. The ASD(HD&ASA) or the Chairman of the Joint Chiefs of Staff will provide that Component Principal with a written reconsidered response.

c. Exercise Planning Conferences. Exercise Planning Conferences usually include an Initial Planning Conference, a Mid Planning Conference, a Final Planning Conference, a MSEL Development Conference (MSELDC), and one or more MSEL Synchronization Conferences (MSELSCs). The DASD(HD&DSCA) and the Chairman of the Joint Chiefs of Staff or his or her representative, DoD Components with one or more objectives for the NEP exercise, and other DoD Components tasked by the DASD(HD&DSCA) or the Chairman of the Joint Chiefs of Staff or his or her representative, shall send trusted agent(s) to attend the Initial Planning Conference, Mid Planning Conference, Final Planning Conference, MSELDC, and MSELSC.

2. NEP EXERCISE EXECUTION

a. Exercise Participation. The Secretary of Defense will actively participate in applicable NEP Tier I exercises. The DoD Components shall participate in NEP exercise execution as appropriate given the scenario or as tasked by the DASD(HD&DSCA) and the Chairman of the Joint Chiefs of Staff or his or her representative. The DoD Components shall participate in NEP exercises just as they would in real-world events, in accordance with their respective DoD Directives, Instructions, and/or Manuals.

b. Exercise Control. Trusted agents shall act as exercise controllers and observers.

(1) Exercise controllers shall facilitate and manage the inclusion and synchronization of MSEL injects from the exercise scenario into live exercise participation.

(2) Exercise observers shall observe live exercise participation and note areas of success and areas requiring improvement as lessons learned to discuss during the hotwash.

3. NEP EXERCISE AFTER-ACTION ACTIVITIES

a. Hotwash. After an NEP exercise concludes, participating DoD Components provide hotwash lessons learned to the DASD(HD&DSCA) and the Chairman of the Joint Chiefs of Staff or his or her representative. The DASD(HD&DSCA) and the Chairman of the Joint Chiefs of Staff or his or her representative will provide participating DoD Components with guidelines for the number, format, and timeline of lessons learned for the hotwash. The Chairman of the Joint Chiefs of Staff or his or her representative will invite participating DoD Components to the hotwash meeting or video teleconference. The DoD Components will use the hotwash meeting or video teleconference to decide on the primary DoD lessons learned to forward for the NEP AAR.

b. NEP AAR. The ASD(HD&ASA) and the Chairman of the Joint Chiefs of Staff or their representatives shall provide the primary DoD hotwash lessons learned as DoD AAR input to the DHS NEP ESC.

(1) The Chairman of the Joint Chiefs of Staff or his or her representative shall provide the DoD lessons learned report in the format described in Reference (g) to the DASD(HD&DSCA).

(2) The DASD(HD&DSCA) shall review the lessons learned report and provide it to the ASD(HD&ASA). The ASD(HD&ASA) shall provide the lessons learned report to the USD(P) for approval to release to interagency partners outside the Department of Defense in accordance with applicable guidance regarding the distribution of classified and other DoD information.

(3) Once the USD(P) approves release, the DASD(HD&DSCA) shall notify the Chairman of the Joint Chiefs of Staff or his or her representative.

(4) The Chairman of the Joint Chiefs of Staff or his or her representative shall provide the lessons learned report to DHS no later than 30 days following the end of the NEP exercise. If necessary, the Chairman of the Joint Chiefs of Staff or his or her representative may seek an extension to the 30-day requirement directly from the DHS Executive Exercise Director.

(5) The DHS NEP ESC, including DASD(HD&DSCA) and the Chairman of the Joint Chiefs of Staff or his or her representative, shall review all participating Department and Agency lessons learned reports and, by consensus, agree upon high-priority issues consistent with Volume III of the Department of Homeland Security Exercise and Evaluation Program Guide (Reference (i)).

(6) In accordance with Reference (i), the high-priority issues from the lessons learned reports are collected by DHS into an NEP exercise AAR. Issues requiring Department and Agency improvements shall be collected in an NEP exercise IP and entered into the DHS Corrective Action Program.

(7) In accordance with Reference (i), the AAR and IP are transmitted by the DHS NEP ESC to the E&E sub-PCC and Domestic Readiness Group Policy Coordinating Committee

(DRG PCC). The E&E sub-PCC and DRG PCC review the AAR and IP on behalf of the Homeland Security Council (HSC) Principals Committee and Deputies Committee (DC).

(8) In accordance with Reference (i), the E&E sub-PCC, DRG PCC, and/or the HSC DC will determine the lead Department or Agency to take corrective action and oversee implementation for each issue area identified by the AAR and IP.

(9) Department and Agency corrective actions are implemented and monitored in accordance with Reference (i).

c. DoD AAR. The DoD AAR shall be conducted under the GOSC and the CJCS Joint Lessons Learned Program (JLLP) using the Joint Lessons Learned Information Systems (JLLIS) in accordance with Reference (h).

(1) GOSC. The DASD(HD&DSCA) and the Chairman of the Joint Chiefs of Staff or his or her representative shall confer and provide high-priority lessons learned for the Department of Defense from NEP exercises to the GOSC for review and resolution. In addition, NEP corrective actions assigned to the Department of Defense by the E&E sub-PCC, DRG PCC, and/or the HSC DC will be forwarded to the GOSC for review and resolution.

(a) The GOSC will designate an office of primary responsibility (OPR) and, in coordination with the DASD(HD&DSCA), assign a timeframe to the OPR to take corrective actions.

(b) For corrective actions assigned to the Department of Defense by the E&E sub-PCC, DRG PCC, and/or the HSC DC, the GOSC, through the DASD(HD&DSCA) and the Chairman of the Joint Chiefs of Staff or his or her representative, shall forward the OPR and timeline for implementation back to the E&E sub-PCC, DRG PCC, and/or the HSC DC.

(c) During each subsequent GOSC meeting, the GOSC will review ongoing corrective actions to ascertain each OPR's progress for its corrective actions. The GOSC shall determine when a corrective action may be considered complete and closed. For each corrective action assigned by the E&E sub-PCC, DRG PCC, and/or the HSC DC that the GOSC considers complete and closed, the DASD(HD&DSCA) and the Chairman of the Joint Chiefs of Staff or his or her representative shall inform the E&E sub-PCC, DRG PCC, and/or the HSC DC.

(2) CJCS JLLP and JLLIS. DoD Components shall report all lessons learned from NEP exercises into JLLP using JLLIS in accordance with Reference (h).

(a) Combatant Commands (CCMDs), Combat Support Agencies (CSAs), and the Military Departments (Services) participating in an NEP exercise should collect performance observations in the Joint Training Information Management System consistent with Reference (f).

(b) Each CCMD, CSA, and Military Department (Service) shall determine which performance observations should be elevated in status to a lesson learned. Each performance

observation that a CCMD, CSA, or Service considers a lesson learned should be included in the JLLP through JLLIS.

(c) The Office of the Chairman of the Joint Chiefs of Staff, the Joint Staff, the CCMDs, CSAs, and Military Departments (Services) shall collect, manage, share, research, and track lessons learned in JLLP by using JLLIS.

1. The CCMDs, CSAs, and Military Departments (Services) must assign corrective actions to one of their components along with a responsible POC in that component for each lesson learned they enter into the JLLP through JLLIS. Corrective actions must be measurable, with associated timelines and milestones.

2. The CCMDs, CSAs, and Military Departments (Services) shall regularly review their corrective actions to track progress toward completion in accordance with Reference (h).

GLOSSARY

PART I. ABBREVIATIONS AND ACRONYMS

AAR	after-action review
APHS/CT	Assistant to the President for Homeland Security and Counterterrorism
ASD(HD&ASA)	Assistant Secretary of Defense for Homeland Defense and Americas' Security Affairs
C&OC	Concepts and Objectives Conference
CCMD	Combatant Command
CEP	Chairman's Exercise Program
CJCS	Chairman of the Joint Chiefs of Staff
CSA	Combat Support Agency
DASD(HD&DSCA)	Deputy Assistant Secretary of Defense for Homeland Defense and Defense Support of Civil Authorities
DC	Deputies Committee
DHS	Department of Homeland Security
DRG PCC	Domestic Readiness Group Policy Coordinating Committee
E&E sub-PCC	Exercise and Evaluation sub-Policy Coordinating Committee
ESC	Executive Steering Committee
GOSC	General Officers Steering Committee
HSC	Homeland Security Council
IPs	Improvement Plans
JEP	Joint Exercise Program
JETD	Joint Staff J-7 Joint Exercise and Training Division
JLLIS	Joint Lessons Learned Information System
JLLP	Joint Lessons Learned Program
LOI	letter of instruction
MSEL	Master Scenario Events List
MSELDC	Master Scenario Events List Development Conference
MSELSC	Master Scenario Events List Synchronization Conference
NEP	National Exercise Program
NLE	National Level Exercise
OPR	office of primary responsibility

PLE	Principal Level Exercise
POC	point of contact
USD(P)	Under Secretary of Defense for Policy
WJTSC	Worldwide Joint Training and Scheduling Conference

PART II. DEFINITIONS

Unless otherwise noted, these terms and their definitions are for the purpose of this Instruction.

AAR. Captures lessons learned for an exercise. The number and type of lessons learned will depend on the AAR purpose and audience.

after-action activities. Include an initial hotwash to collect lessons learned, formalizing those lessons learned in an AAR, creating an IP of corrective actions, and implementing those corrective actions to improve future live exercise participation and real-world operations.

C&OC. Where exercise participants establish the specific details of an exercise scenario by deciding upon the objectives of exercise participation.

Capabilities Based Assessment. An analysis of current capabilities to identify functional vulnerabilities that potential adversaries may exploit for political or military purposes.

Component Principal. A Head of a DoD Component.

corrective action. An action to correct some failure of policy, procedure, or function observed during an operation or exercise and captured in a lesson learned.

exercise controllers. Trusted agents who supervise exercise participation and inject MSEL records to drive further exercise participation.

exercise execution. Includes live exercise participation (also called exercise “play”), exercise control, and exercise observation.

exercise observers. Trusted agents who observe the exercise to record lessons learned for the hotwash.

exercise participation. Involves live play of actual actors responding to simulated events as though those events were real in order to train for, practice, and evaluate their own performance in advance of similar real-world events.

exercise planning. Includes the development of an exercise scenario, exercise objectives, MSEL injects, and associated conferences and other activities.

Exercise Planning Conferences. Allow participating organizations' trusted agents to plan, coordinate, and discuss and resolve issues pertaining to exercise execution and after-action activities.

exercise sponsor. Leads the planning, organization, coordination, and execution of an exercise.

hotwash. A meeting or teleconference that takes place shortly after exercise participation concludes in order to discuss lessons learned for submission to an AAR.

IP. Captures corrective actions to take based on an AAR, assigns them to responsible parties, and establishes target deadlines for their completion. AARs and IPs, though developed through different processes, should be distributed jointly during exercise after-action activities.

lessons learned. Knowledge and experience (positive and negative) derived from observations and historical study of actual operations, training, and exercises. AARs and IPs are based on lessons learned.

LOI. A letter from lead exercise trusted agents to coordinate exercise trusted agents including the information necessary for coordinate trusted agents to perform their functions during the exercise. The lead exercise trusted agents shall determine the information that should be included in the LOI.

MSEL. A chronological timeline of expected actions and scripted events that controllers inject into exercise conduct to generate or prompt participant activity. It ensures that necessary events happen so that all objectives are met. Each MSEL record contains a designated scenario time; an event synopsis; the name of the controller responsible for delivering the MSEL record; and, if applicable, special delivery instructions, the task and objective to be demonstrated, the expected action, the intended player, and a note-taking section.

MSELDC. Where exercise planners create MSEL records for exercise participation based on the objectives agreed to at the C&OC.

MSELSC. Where exercise planners synchronize the timing and delivery of MSEL records to make exercise participation more orderly, effective, and likely to achieve exercise objectives.

NEP. Defined in Reference (d).

NEP Exercise Tiers. Defined in Reference (d).

NEP Tier I, II, III, and IV exercises. Defined in Reference (d).

NLE. Defined in Reference (d).

PLE. Defined in Reference (d).

senior leader playbooks. A notebook containing basic preparatory materials that officials at the Deputy Assistant Secretary level and above use for reference during exercise play. The senior leader playbook materials vary based on the exercise but generally include an exercise scenario summary, a key events timeline, a schedule of video teleconferences, and a reference sheet of important questions to ask during meetings with other senior officials to drive issue resolution and policy formation during the exercise.

sufficient strategic value. When used in terms of exercise scenarios and objectives in the NEP, refers to scenarios and objectives that present Federal department or agency principal- or deputy-level issues of policy or operations. To the extent a scenario or objective presents an issue of concern to a Federal principal or deputy, it has strategic value.

trusted agents. The individuals on the exercise planning team who are trusted not to reveal scenario details to players prior to exercise conduct.

WJTSC. A CJCS-sponsored conference where DoD entities gather to propose and agree to exercise scenarios for upcoming years. The WJTSC is held semi-annually.