

Department of the Army  
Headquarters, United States Army  
Training and Doctrine Command  
Fort Eustis, Virginia 23604-5711

\*TRADOC Regulation 350-50-3

23 June 2014

Training

MISSION COMMAND TRAINING PROGRAM

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FOR THE COMMANDER:

OFFICIAL:

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Deputy Commanding General/  
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**History.** This publication is a major revision, as result of revisions to AR 350-50, 3 April 2013. This regulation is directed in AR 350-50, Chapter 2-15p.

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

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

**Proponent and exception authority.** The proponent of this regulation is the Deputy Commanding General-Training, Combined Arms Center (CAC-T). The proponent has the authority to approve exceptions or waivers to this supplement that are consistent with

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\*This regulation supersedes TRADOC Regulation 350-50-3, 11 September 2002.

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

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

**Supplementation.** Supplementation of this regulation is prohibited without prior approval from the Combined Arms Center-Training Headquarters 201 Augur Ave. (Attn: ATZL-CT); Fort Leavenworth, KS 66027.

**Suggested Improvements.** Send comments and suggested improvements on Department of the Army (DA) Form 2028 (Recommended Changes to Publications and Blank Forms) directly to Combined Arms Center-Training Headquarters 201 Augur Ave. (Attn: ATZL-CT); Fort Leavenworth, KS 66027. Suggested improvements may also be submitted using DA Form 1045 (Army Ideas for Excellence Program Proposal).

**Availability.** This regulation is only available on the TRADOC Homepage at <http://www.tradoc.army.mil/tpubs/>.

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## Summary of Changes

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

This major revision, dated 23 June 2014-

- o Revised to align with the current Chief of Staff of the Army Warfighter Exercise guidance (throughout).
- o Updates the Mission Command Training Program mission, key tasks, task organization, planning, programming, and budgeting (chap 1).
- o Updates policies, procedures, and responsibilities for headquarters and commands conducting training supported by the Mission Command Training Program (chap 2).
- o Updates the Mission Command Training Program exercise capacity (para 1-6).
- o Updates J7 integration during joint exercises (throughout).

- o Updates Unified Action Partners in the Mission Command Training Program supported exercises (throughout).
- o Updates the Mission Command Training Program exercise planning, event life cycle, Mission Command Training design and standards (chap 3).
- o Updates formatting (throughout).

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## **Chapter 1**

### **Introduction**

#### **1-1. Purpose**

This regulation prescribes objectives, concepts of operation, responsibilities, policies, and planning guidance for the Mission Command Training Program (MCTP) multi-echelon warfighter exercises (WFXs). The MCTP, when directed, supports exercises sponsored by the Chairman of the Joint Chiefs of Staff (CJCS) and geographic combatant commands, or subordinate service component commands. For these exercises, the MCTP conforms to the exercise regulations and standard operating procedures of the supported command.

#### **1-2. References.**

See Appendix A for references

#### **1-3. Explanation of abbreviations and terms.**

Appendix A contains abbreviations and special terms used in this regulation.

#### **1-4. The Mission Command Training Program (MCTP) mission and key tasks.**

a. Mission. The MCTP supports the collective training of Army units as directed by the Chief of Staff of the Army (CSA) and scheduled by Forces Command (FORSCOM) in accordance with the Army Force Generation (ARFORGEN) process at worldwide locations in order to train Leaders and provide commanders the opportunity to train on mission command in Unified Land Operations.

b. Warfighter Exercises (WFXs). The MCTP designs and executes multi-echelon, multi-tiered WFXs that provide expeditionary-focused, realistic demanding training, and leader development opportunities, in decisive action scenarios, to commanders and their staffs on the unit's approved training objectives. The WFX program is the CSA's exercise program and a culminating training event within the ARFORGEN process for units designated as a Contingency Expeditionary Force or Regionally Aligned Force.

c. Army Service Component Command (ASCC) Exercises. The MCTP, when directed, supports ASCCs, field armies, corps, or divisions designated as an Army Force command as part of an ASCC or geographic combatant command exercise. The MCTP can form the core of a Joint Staff, Operational Plans and Interoperability Directorate (J7) supported or geographic combatant command augmented Joint Observer Training Team for units designated as a Joint Forces Land Component Command or Joint Task Force as part of these exercises.

d. Mission Readiness Exercise. The MCTP, when directed, supports Army units identified as a Deployment Expeditionary Force culminating training event as part of CJCS UNIFIED ENDEAVOR-series exercise program.

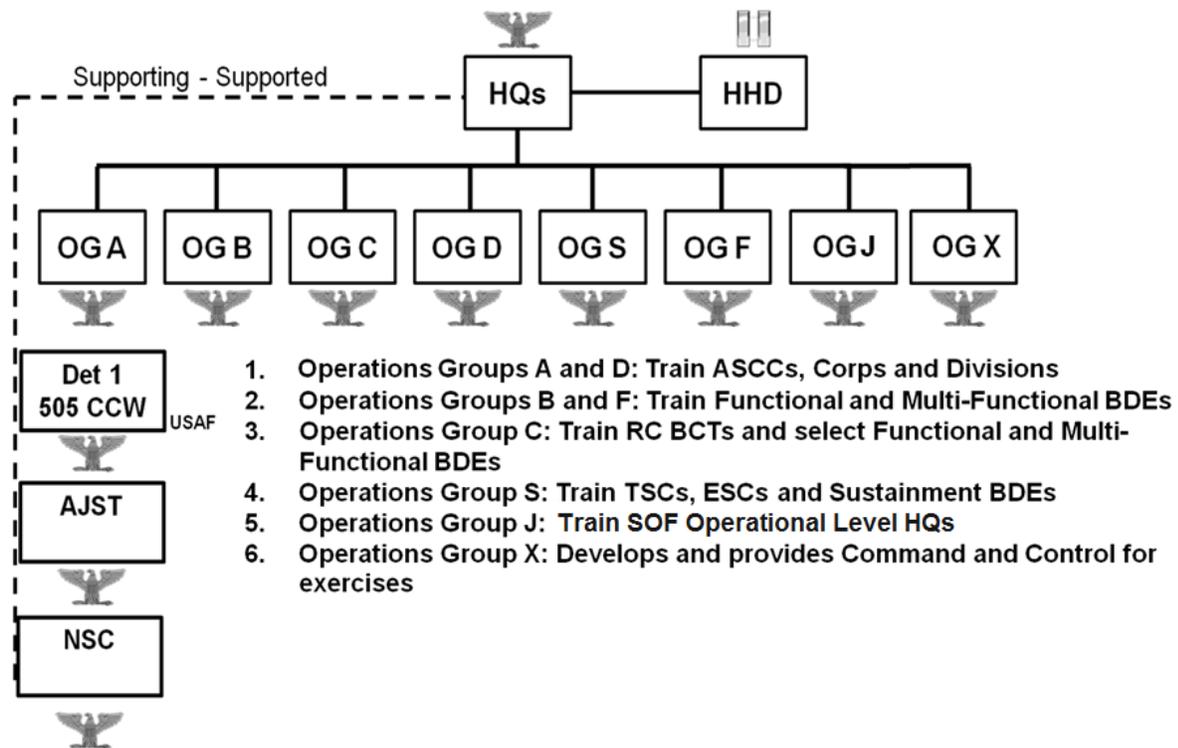
e. Contingency Operations. The MCTP, when directed, provides staff assistance to Army units allocated in support of contingency operations.

**1-5. Organizational Design.**

The MCTP consists of a headquarters and seven observer, coach, trainer (OC/T) operations groups (OPS GRPs) and an exercise design and support OPS GRP. The organization consists of military, Department of the Army (DA) Civilians, and contractors supporting the design and execution of exercises. The MCTP’s military OC/Ts are qualified officers and non-commissioned officers who have successfully completed OC/T training and certification within the standards established by United States Army Training and Doctrine Command (TRADOC). All elements, with the exception of Senior Mentors, are based out of Fort Leavenworth, Kansas.

a. MCTP Headquarters. The headquarters provides mission command, administration, and resource management for the organization. Additionally, the headquarters contains the Chief Information Officer and his staff, responsible for the integration of the communications systems of the MCTP and the simulation into the exercise.

b. OPS GRP A and D. OPS GRPs A and D observe, coach, and train division and corps commanders and staffs during WFXs. On order, they support Joint and ASCC exercises in order to provide Joint Task Force-capable headquarters in support of unified action. OPS GRPs A and D can each observe, coach, and train one division or corps headquarters per exercise.



**Figure 1-1 The MCTP Organization and Support Structure**

c. OPS GRP B and F. OPS GRPs B and F observe, coach, and train functional and multi-functional brigade commanders and staffs during embedded WFXs. Their priorities of support are: battlefield surveillance brigades, maneuver enhancement brigades, combat and theater aviation brigades, fires brigades, engineer brigades, and military police brigades. Each OPS GRP can observe, coach, and train up to three different collocated brigades per exercise. On order, they support Joint and ASCC exercises in support of unified action

d. OPS GRP C. OPS GRP C observes, coaches, and trains brigade combat team commanders and staffs during embedded WFXs. OPS GRP C's priority of support is to the Army National Guard brigade combat teams and Korea-based brigade combat teams not conducting culminating training events at a Maneuver Combat Training Center (MCTC). OPS GRP C can train two brigade combat teams or other functional/multifunctional brigades as part of an embedded WFX. OPS GRP C functional and multifunctional priorities of support are: signal brigades, theater aviation brigades, and explosive ordnance disposal groups. Additionally OPS GRP C can conduct up to six stand-alone brigade warfighter exercises per FY for a single brigade combat team and its subordinate battalions, in which the OPS GRP provides an opposing force (OPFOR) and a replicated operating environment. On order, they support Joint and ASCC exercises in support of unified action.

e. OPS GRP S. OPS GRP S observes, coaches, and trains theater and expeditionary sustainment commands and sustainment brigade commanders and staffs during embedded WFXs. OPS GRP S can observe, coach, and train two sustainment units during an exercise. On order, they support Joint and ASCC exercises in support of unified action.

f. OPS GRP J. OPS GRP J observes, coaches, and trains Army special operations forces (SOF) operational level headquarters during embedded WFXs. OPS GRP J also observes, coaches and trains Conventional Force (CF) commanders and staffs in SOF/CF integration, interoperability and interdependence during WFXs. OPS GRP J provides SOF scenario development and design, integrates SOF doctrine, concepts, and procedures, and serves as the SOF Response Cell / SOF higher command (HICOM) during WFXs. OPS GRP J can observe, coach, and train one SOF operational level HQ per exercise.

g. OPS GRP X. OPS GRP X provides direct support to exercise design, planning, senior control, and management of WFXs. OPS GRP X provides general support to training OPS GRPs for other exercises based on requirements. OPS GRP X consists of scenario design, plans and operations, exercise control (EXCON), and operational contracting support divisions (OCSDs), as well as the World Class OPFOR (WCOPFOR). The Chief of OPS GRP X is also chief exercise controller and the exercise control group chief of staff during WFX execution.

(1). The Scenario Design Division (SDD) is responsible for the creation of the complex operating environment under the doctrinal operational variables for the exercise. Scenario design also controls the irregular threat forces and role-players during the exercise. Additionally, SDD coordinates and integrates the Unified Action Partner support to the exercise to meet operational training guidance and training objectives. They contain subject matter experts who

produce Master Scenario Event List (MSEL) injects to the exercise such as media, cyber electromagnetic activities (CEMA), inform and influence activities (IIA), and military information support operations.

(2). The Plans and Operations Division (POD) leads and integrates the aspects of exercise design and planning for WFX on behalf of the MCTP and external agencies. During the exercise event life cycle (ELC), they manage the planning process and planning events. During exercise execution, they provide the core of the Command Information Center (CIC) for the exercise control group (ECG).

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

(4). The WCOPFOR provides a “free thinking,” near-peer competitor in a hybrid threat environment, with an equal chance of success. They support realistic rigor and stress on commanders and staffs during the WFX. The WCOPFOR are certified by the TRADOC Deputy Chief of Staff for Intelligence (G-2) and operate under the doctrine outlined in Training Circular (TC) 7-100 series of manual describing the hybrid threat. The OPFOR threat characteristics conform to the guidance of the TRADOC G-2 in order to represent the most current threat capabilities outlined in the TRADOC World Wide Equipment Guide. The WCOPFOR has a coordinating relationship with the Army Cyber Command’s World Class Cyber OPFOR for WFX planning and execution.

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

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

known as the Chief of Airpower, during WFX and Mission Readiness Exercise events. Based on the MCTP priorities and 505TH CCW, Det. 1 resources, each OPS GRP is supported by USAF OC/Ts, EXCON, and planning staff to ensure accurate USAF air and space capabilities and doctrine are represented.

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

j. Senior Mentors. Senior mentors are retired flag officers appointed by the CSA and the Chief of Staff of the Air Force. They coach, teach, and mentor training unit commanders and their command groups through the operations process and execution of the WFX. Senior mentors also oversee doctrinal standardization within exercise training events and provide holistic feedback to the Army's Senior leadership.

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

The MCTP WFXs are scheduled with FORSCOM at the ARFORGEN Synchronization and Resourcing Conference (ASRC) out to five years. The MCTP uses Combat Training Center (CTC) funds to resource costs associated with exercises. The MCTP requires 100% Table of Distribution and Allowance (TDA) sourcing by TRADOC to execute exercises to standard. Reduction in the MCTP manning below the TDA reduces capacity in planning and design of the multiple WFX life cycles conducted annually and requires Augmented Observer Controller Trainers (AOC/Ts) to be resourced to the MCTP.

a. Capacity. The MCTP designs, coordinates, and executes five multi-echelon embedded WFXs and five ASCC equivalent exercises per year. Mission Readiness Exercises are executed in lieu of a WFX. Each WFX consists of a corps and division or two division HQ and up to ten other commands, brigades, or groups.

(1) The annual training capacity of the WFX program accommodates:

(a) Two corps or other operational-level headquarters

- (b) Eight division headquarters
- (c) Thirty-six functional/multifunctional brigades and groups
- (d) Ten Sustainment commands and brigades
- (e) Two Special Operations Forces operational level HQ

(2) The annual training capacity for National Guard Bureau brigade combat teams is six Brigade Warfighter exercises, as outlined in chapter 1-5, paragraph d.

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

(4) Reduction in the MCTP manning reduces capacity for exercise planning, because personnel involved in planning are also involved in the execution of WFX. TRADOC must man the MCTP Training OPS GRPs to 100% during planning and execution of all exercises to achieve required capacity based on demand signature. Temporary augmentees must be on location and complete in-processing no later than six days prior to the start of the exercise to receive standard OC/T training and integration into the exercise.

(5) Other considerations in planning capacity are: (a) the MCTP conducts two weeks of OC/T training twice annually and (b) the MCTP requires equipment shipping time of up to 10 days for overseas shipments and up to 5 days for continental United States exercises.

(6). The MCTP conducts embedded exercises distributed over three permanent sites (Fort Leavenworth, KS, Fort Lee, VA, and Hurlburt Field, FL). Additionally, the MCTP can distribute the exercise network to two additional training unit locations. A third satellite location with no simulation capability may be accommodated for the unit replicating the maneuver HICOM. Sites beyond this capacity incur significant risk in the ability of the MCTP to resource simulation equipment and execute exercise control to ensure desired training objectives are met.

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

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

(2). Up to three 5-day planning events to conduct collaborative planning in preparation of the WFX. Planning events are conducted as outlined in Ch 3-3. [Proponent: Combined Arms Center-Training (CAC-T)]

(3). Up to five days of Mission Command Training (MCT) for continental United States based units conducted at Fort Leavenworth, KS. MCTs will be conducted at the unit's home station for outside the continental United States and global response force units. The CAC-T Commander is the approval authority for all exceptions. [Proponent: CAC-T]

(4). Execution of ten days of training under a 4-2-4 model, consisting of four days of decisive action training, two days of formal after action reviews (AARs) and retraining, followed by an additional four days of decisive action training. [Proponent DA 3/5/7; however, the EXDIR may approve deviations to the 4-2-4 model with no more than 10 total exercise days.]

(5). All corps or other operational-level headquarters' WFXs are planned to include a Joint Special Operations Task Force or SOF training unit within the WFX. Such exercises are authorized up to 12 days for execution in order to include Phase 0 through Phase II activities. [Proponent: Commanding General (CG), United States Army Special Operations Command]

(6). Requests for non-standard exercises must be submitted in writing by the training audience through the Army command (ACOM)/chain of command to the respective proponent, identified in paragraphs one through five above, for approval at least 12 months prior to WFX execution. The training audience is responsible for all additional costs associated with the variance from a standard exercise.

c. Resourcing.

(1). DA provides funds to ACOMs and the National Guard Bureau for WFX and ASCC exercises to include participation in the ELC outlined in Paragraph 3-3.

(2). DA provides TRADOC funding for the MCTP military, civilian, contractor support, and travel to support annual exercise training requirements to include the authorized ELC.

(3). Additional MCTP resourcing and required augmentation:

(a). The MCTP requires AOC/T support for all embedded exercises if not manned to 100% or training unit requirements exceed the rank and skill requirements of the MCTP TDA. In accordance with Army Regulation (AR) 350-50, TRADOC will source all AOC/T requirements up to the MCTP TDA. The training unit ACOM will source all AOC/T requirements above the MCTP TDA to meet approved training objectives. The MCTP will provide required AOC/Ts to ACOMs no later than the final event planning. AOC/T requirements will be resolved by ACOMs prior to the Exercise Director's Brief.

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

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

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

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

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## **Chapter 2**

### **Responsibilities and Requirements to Supported Commands**

**2-1. The Chief of Staff of the Army** is the sole approval authority for:

- a. WFX cancellation.
- b. Confirmation of EXDIR appointments.
- c. Changes to operational training guidance used in the WFX design process.

**2-2. The Department of the Army (DA) Deputy Chief of Staff, G-3/5/7:**

- a. Approves participation of foreign military units at the MCTP continental United States exercises in accordance with AR 350-50.
- b. Approves changes to the MCTP staffing and manning.
- c. Requests Joint and Special Operations personnel required to meet training guidance and directives as outlined in the Exercise Support Manning Document (ESMD) produced for each exercise.

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

- a. Establishes priorities for the allocation of TRADOC resources identified to support the MCTP.
- b. Provides AOC/Ts to backfill the MCTP TDA shortfalls in support of standard exercises.
- c. Conducts CTC Program accreditation visits every two years in accordance with AR 350-50.

**2-4. Commanding General, Forces Command (FORSCOM)**

- a. Sources required training support, response cell, and work cell personnel, special skilled personnel, and AOC/Ts required above the MCTP TDA as outlined in the ESMD when modular subordinate units cannot fill those positions.
- b. Schedules WFXs within the MCTP capacity to meet ARFORGEN requirements.
- c. Approves exercise locations for major subordinate commands.
- d. Appoints EXDIR for major subordinate command's WFX no later than the Concept Development Video Teleconference (VTC).
- e. Enforces training unit responsibilities and the MCTP planning guidance to training audiences.
- f. Approves WFX Training Objectives.

**2-5. Director, Army National Guard**

- a. Sources required training support, response cell, and work cell personnel as outlined in the ESMD when modular subordinate units cannot fill those positions.
- b. Schedules major subordinate command's WFXs with FORSCOM at the ASRC.
- c. Approves exercise locations which meet Department of Defense Information Assurance Certification and Authorization Process and Authority to Operate requirements for major subordinate commands.
- d. Enforces training unit responsibilities and the MCTP planning guidance to rotational units.

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

- a. Executes oversight of the MCTP in accordance with CSA, HQDA, and TRADOC directives.
- b. Provides required Title 10 support to the MCTP.
- c. Resources the MCTP personnel requirements.
- d. Develops training and curriculum resources to support the MCTP mission and OC/T training based on emerging doctrine.

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

- a. Researches, prepares, and updates the Decisive Action Training Environment and hybrid threat concept and doctrine.

- b. Prepares the base OPFOR threat characteristics for the WCOPFOR to derive specific exercise threat characteristics in order to accomplish exercise objectives.
- c. Conducts validation and assistance visits for the WCOPFOR in accordance with AR 350-50.
- d. Provides intelligence support to WCOPFOR requests for information (RFIs).
- e. Assists the MCTP in developing workarounds and/or simulation requirements to integrate operating environment variables into exercises.
- f. Provides relevant targeting databases based on the operating environment(s) developed in the common base scenario(s).

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

- a. Manages overall MCTP program training and support requirements necessary to train Army units and leaders for decisive action.
- b. Serves as approval authority for changes in time or location of the ELC to include MCT for training audiences.
- c. Serves as approval authority for orientation visits to the MCTP exercise events (see paragraph 3-5, c.1.)
- d. Oversees and approves the execution of the MCTP budget for exercises.

**2-9. Commander, MCTP:**

- a. Responsible for planning and execution of the MCTP exercises.
- b. Applies the CTC concept of operations to all MCTP exercises (see AR 350-50, chap 1).
- c. Supervises development of scenarios for use in WFXs.
- d. Ensures WCOPFOR portrays accurate hybrid threat doctrine and threat characteristics.
- e. Ensures proper conduct and coordination of the ELC.
- f. Ensures simulation capability, to include hardware requirements, that supports training exercises.
- g. Approves all exercise control group (ECG) decisions regarding personnel, equipment, or facilities for each WFX.

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

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

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

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

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

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

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

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

**2-10. National Simulation Center (NSC):**

a. Provides all simulation and model support to the MCTP mission.

b. Gives priority for support to the MCTP missions.

c. Provides software and hardware maintenance support for simulation systems used by the MCTP.

d. Reports potential shortfalls in equipment and/or manning support of an exercise to the MCTP when identified.

e. Annually reviews the memorandum of agreement (MOA) during the first QTR, which outlines responsibilities with the MCTP. The MOA will be updated as required.

f. Oversees the support from the logistics federation which is required for detailed sustainment feeds that support AMCS fidelity on logistics and properly stress sustainment training units. This is conducted within the Logistic Exercise and Simulation Directorate owned by the Global Simulation Capacity.

g. Provides full motion video and virtual Joint Surveillance and Target Attack Radar System (JSTARS) downlink from the simulation into training unit command post.

**2-11. Exercise Director (EXDIR):**

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

(1). Host the Concept Development Video Teleconference (CDVTC) and provide guidance on exercise design. If no EXDIR is appointed, the MCTP Commander performs the responsibilities of the EXDIR.

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

(3). Approve the WFX higher command (HICOM) task organization and unit's assets available within the constraints of the standard task organization.

(4). Approve the scenario developed by the MCTP.

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

(6). Represent the MCTP issues with exercise support funding or manning to the ACOM.

(7). Approve or coordinate with proper authority for variants from standard WFXs (as described in par. 1-6).

(8). Review and sign the WFX memorandum of instruction (MOI). Ensure adherence to all milestones agreed to between the training unit and the MCTP in the MOI.

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

b. EXDIR Guide. For additional information on EXDIR responsibilities throughout the execution of the ELC, see the EXDIR Guide, available at:  
<https://combinedarmscenter.army.mil/orgs/cact/MCTP/s3/TR%20350503/Forms/AllItems.aspx>

**2-12. Warfighter Exercise Training Audience:**

a. General. All units participating in training with the MCTP will do the following:

(1). Provide a single POC upon notification of a scheduled exercise.

(2). Comply with milestones specified in the MOI.

(3). Provide approved training objectives at the FORSCOM Commander level to the MCTP no later than 15 days prior to the initial event planning.

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

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

(6). The Commander or his delegate will sign a MOA for the WFX between MCTP, the training unit, and the facility manager detailing the responsibilities each has regarding the conduct and support to the WFX. This MOA is signed no later than the final event planning.

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

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

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

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

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

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

(4). Establish a mayor's cell and reception, staging, onward movement, and integration (RSOI) plan for training units and training support personnel at each training location.

### **2-13. Other Supporting Commands.**

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

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

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

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

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

e. Joint Improvised Explosive Device Defeat Organization. Joint Improvised Explosive Device Defeat Organization incorporates scripting into the exercise that assists in the portrayal of the hybrid threat, training units on the attack the network approach.

f. United States Special Operations Command (SOCOM). SOCOM provides exercise planners to integrate special operations into each exercise. For division WFXs, these personnel will fill the role of the Special Forces Liaison Element for the training unit and oversee the

actions of the SOF cell, providing control and reporting from special operations units in the simulation.

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

h. U.S. Army Space and Missile Defense Command/Army Forces Strategic Command. U.S. Army Space and Missile Defense Command/Army Forces Strategic Command provides assistance to portrayal of space and global missile defense operations within the exercise as well as provides input into special technical operations.

i. Peace Keeping and Stability Operations Institute (PKSOI). PKSOI is the Army representation into the Integrated Education and Training Work Group (IETWG). PKSOI and the IETWG incorporate the latest whole-of-government approach doctrine used during planning and training for transition to stability. PKSOI, along with the MCTP's interagency training specialist, coordinates Unified Action Partners participation in the exercise and host a table top exercise in Washington D.C., focusing on complex civil military issues in the training scenario. The senior training headquarters are invited to attend the table top exercise and applicable products of the table top exercise are used in the exercise.

j. Army Cyber Command. Army Cyber Command provides exercise planners, cyber OC/Ts, and staff augmentation to the training units to incorporate CEMA into the exercise. OC/Ts observe the staff and provide feedback into the integration of CEMA principles and doctrine into operations. The World Class Cyber OPFOR closely coordinates with the WCOPFOR and the irregular forces to conduct CEMA against the training units. World Class Cyber OPFOR will operate under an approved ROE to ensure that exercise training objectives will be met.

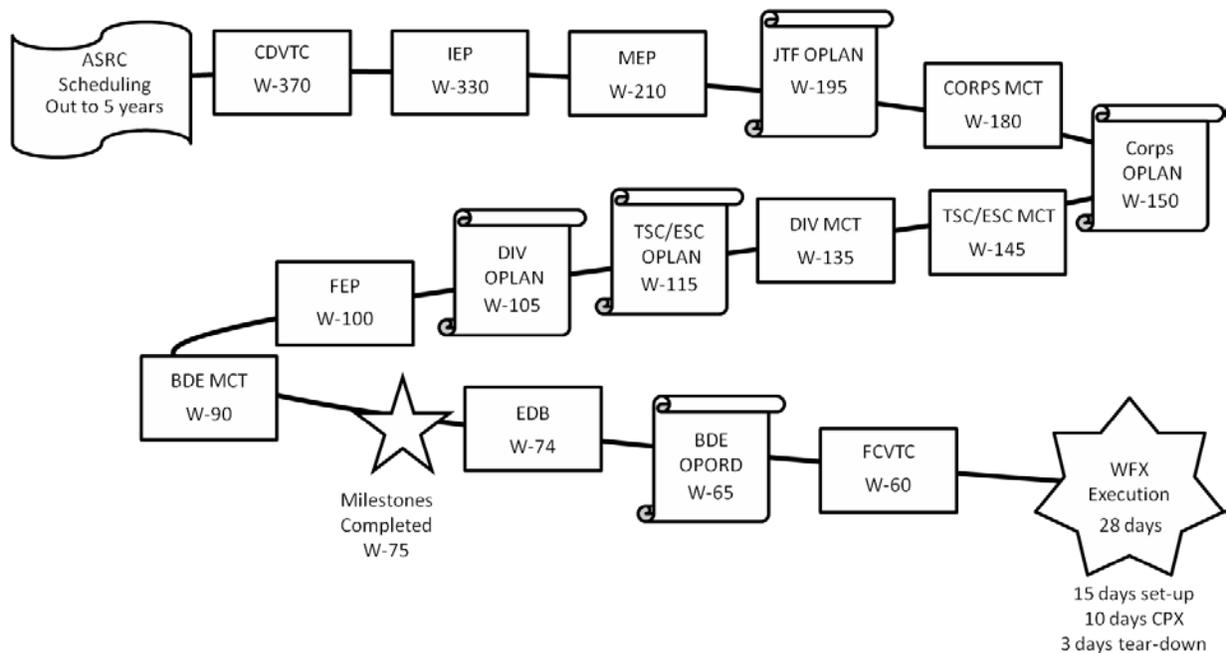
## **Chapter 3**

### **Exercise Planning and Execution.**

#### **3-1. General.**

a. WFX Defined. A WFX is defined as a distributed, simulation driven, multi-echelon, tactical command post exercise fought competitively against a live, free-thinking adversary designed to train and rehearse units in the train/ready force pool for missions as a Contingency Expeditionary Force or Regionally Aligned Force as designated by FORSCOM. WFXs are directed by the CSA, scheduled by FORSCOM, and conducted by the MCTP. WFX control architecture includes an Exercise Director, Senior Mentors, Deputy Exercise Director, Chief Controller, HICOM, World Class OPFOR, OC/Ts, the MCTP Operations, Chief of Air power, and a robust EXCON White Cell with EAC Intel, Scenario Design, Maneuver Control, Blue Air Cell, Work Around, SOF/CA military information support operations Civil Affairs. Training audience units are responsible for providing personnel necessary to perform mayor cell functions including exercise security and guard force manning.

b. ELC. The ELC describes the process of planning, preparing and execution of the exercise. The ELC for all division headquarters and above begins approximately 370 days from date identified as STARTEX (W-370), see figure 3-1 (pg. 20). [Note: The date of STARTEX is denoted as W Day, days prior to the STARTEX are denoted with a “-“, days following STARTEX are denoted with a “+.”] All reserve component and National Guard Bureau units will integrate into the ELC along with Active Component units. The ELC includes four planning events: the CDVTC, the initial event planning, the main event planning and the final event planning; three coordinating events: the site survey(s), the Exercise Director's brief, and the final coordination video teleconference (FCVTC); and two training events: the MCT and the WFX execution. All events, except for the main event planning and execution of WFX, are conducted at Fort Leavenworth, KS. Approved exceptions are for outside the continental United States units, global response forces.



**Figure 3-1 Baseline WFX life cycle**

c. Other exercises. For the MCTP support to other exercises, the MCTP will use the ELC or equivalent of the supported command, directorate, or agency. For ASCC exercises, the MCTP only provides OC/T support. All other support (MCTP Operations, EXCON etc) are approved by exception by FORSCOM and require funding from the training unit.

### 3-2. Training Methodology.

a. Directed Method. The MCTP uses established guidance and regulations in order to:

(1) Create training experiences that enable the Army’s senior mission commanders to develop current, relevant, and campaign-quality, Joint and expeditionary mission command instincts and skills.

(2) Provide an environment in which unit commanders can train to standards established in accordance with the CJCS high interest training items, the Army Training Strategy, the universal joint task list or Army universal task list and ACOM training guidance.

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

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

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

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

(7) Incorporate new doctrine and emerging concepts into all exercises.

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

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

c. Representing and Controlling Units. ACOMs will source an immediate higher headquarters for the senior training unit(s) referred to as the HICOM, to include appropriate and distinct HICOMs for sustainment, medical, and theater brigades. ACOMs must also source training unit subordinate brigades, general and direct support enabling units, and flank units so that training units can train staff processes out, across, and within.

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

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

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

g. Unit-led WFX Supporting Events. The MCTP schedule is developed as a result of the ASRC, and TRADOC funds the program based on that schedule. The MCTP will not participate in unit-led supporting events unless approved by the MCTP Commander and scheduled at the ASRC. Examples of unit-led supporting events include the following:

(1). Ramp-up exercises (unit-conducted command post exercises leading to a follow-on WFX).

(2). Simulation exercises.

(3). Staff training exercises.

### **3-3. Exercise Planning**

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

b. CDVTC [W-370]. The CDVTC is the first planning event. This event is hosted by the EXDIR (if no EXDIR is appointed, the MCTP Commander performs the responsibilities of the EXDIR) and attended by training unit commanders and staff, the MCTP chief controller, OPS GRP chiefs, and key staff. The MCTP conducts introductions and a brief overview of the exercise design process. The MCTP presents the methods in which it operationalizes standing joint, Army, and ACOM training guidance. Training unit commanders provide their vision and end state for the training event. The EXDIR gives guidance as to the design of the scenario within the available approved operating environments. The senior headquarters provides a timeline to deliver approved, nested training objectives to embedded subordinate training units. All

approved training objectives must be delivered to the MCTP no later than 14 days prior to the initial event planning. Units outside the senior training unit task organization are not required to nest training objectives, but failure to consider exercise senior headquarters objectives may result in a disjointed aspect of the exercise; opportunities to meet training objectives may not logically develop in the exercise. This event is not funded for travel and is conducted at various locations through digital means.

c. Initial Event Planning [W-330]. The initial event planning is a three day event conducted at Fort Leavenworth, Kansas, with exceptions outlined in Ch. 3-1b, and hosted by the MCTP. The initial event planning establishes the scenario and framework of the exercise. The MCTP uses approved training objectives and the EXDIR guidance received in the CDVTC to provide a proposed scenario consisting of the geostrategic situation, the nature of the conflict, the joint command and control, and Army Mission Command structure, assets available to each training unit, and operations area(s). Additionally, the initial event planning finalizes all exercise timelines and locations in preparation for the detailed planning and synchronization of the remainder of the ELC. Finally, the senior training unit at each site builds the communications architecture required to support the tactical communications and services needed for the WFX. The installation MCTC manager provides a facilities overview to the planning event with available space to feed the site survey. The conclusion of the initial event planning is a back brief of the scenario and approval of the scenario concept and assets available. The initial event planning can be done distributed, over digital means, if required.

d. Main Event Planning and Site Survey [W-210]. Main event planning is a five day planning event hosted by the senior headquarters, or, if equal headquarters are participating, the location where the majority of the training units will be located for the exercise. This event is combined with a site survey. The site survey of the training location(s) is conducted following the determination of the troop list and training units at each site. The MCTP has a capacity for two training sites. The MCTP's focus of the site survey is on the MTC space available, network capabilities, power, and life support. The senior training headquarters is responsible for allocation of command post sites to other training units. The site survey team gathers required information and compiles a briefing that is fed into the main event planning. The main event planning is also a MSEL scripting event. The main event planning codifies the scenario into actionable products or simulation requirements. This is done through working groups within the event that coordinate to provide input into draft source documents.

(1). The MOI covers the planning timeline and milestones for information and product delivery for the WFX. The draft MOI is the architecture for the required interactions of the remainder of the ELC. The MCTP submits the draft MOI to the EXDIR staff 30 days prior to the main event planning and the EXDIR will sign by completion of the main event planning.

(2). The MOA is the administrative and logistical agreement between the MCTP, the senior training headquarters at each exercise location, and the manager of the MTC. This document outlines the MCTP requirements for the execution of exercise and denotes what requirements the training audience will have of the MCTP based on garrison and unit operating procedures.

(3). The ESMD is a compiled listing of all supporting personnel for the exercise, to include the MCTP and augmentees. This list does not include the training units, only the response cells provided by those units. The ESMD is based on the approved troop list and contains the duty

position, rank, and occupational skill of each person required to effectively represent subordinate and flank units and their interactions with training units.

(4). The simulation control plan is a diagram of the MCTC facilities and denotes the physical and digital support requirements of each room in the MCTC to support the exercise. The simulation control plan is based upon required space, chairs, and tables for the personnel on the ESMD and the required tactical and simulation C4I systems required based on the required function of each cell.

(5). After the conclusion of the main event planning, the MCTP planners combine all information available to complete the drafts of the four source documents, and develop the scenario into an operations plan for issue to the training unit prior to the mission command training.

This event concludes with an out-brief of all working groups. The EXDIR may choose to receive this out-brief and any impacts to continued planning are brought to his/her attention for decision or action.

e. Mission Command Training (MCT). MCT is a five day training event conducted at Fort Leavenworth, KS (see Ch.3-1b for exceptions) which assists in developing the training unit's command and staff team. A corps MCT occurs at approximately W-180; for divisions approximately W-135; and for other training units at approximately W-90. Each training unit receives a MCT hosted by the OPS GRP providing their OC/T coverage at the WFX. The MCT purpose is to provide the training unit academic seminars and an opportunity to conduct planning focused on the application of Army operations doctrine and command and staff processes. The MCT is fed by an operations plan issued no later than 15 days before the MCT and briefed to the training unit on the first day of the event. The MCTP will issue and brief the operations plan to all units directly subordinate to the HICOM. Senior training HQ are responsible for issuing and briefing training units subordinate to them.

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

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

(2). The unit commander establishes specific training objectives. At the conclusion of the MCT, the command and staff team should have:

(a). Successfully completed a minimum of MDMP Step 3 – Course of Action Development and the second Warning Order to include base graphics to ensure subordinate units' MCTs have required inputs to the operations process.

(b). Enhanced staff coordination, decision-making and associated mission command through the entire operations process.

(c). A common understanding of commander's critical information requirements.

(3). For corps and divisions, the embedded WFX uses the MCT as a team building event for subordinate training units. Participation by other training units at the higher headquarters training unit's MCT is encouraged as it allows for parallel planning and increased awareness of the subordinate units' capabilities. The course of action developed at the culmination of the MCT is used by the other training OPS GRPs as inputs into subordinate units' MCTs. Corps and divisions are authorized 55 attendees at Fort Leavenworth, Kansas, MCT and other units are authorized 47. The units sending personnel to the MCTs must fund attendees above these numbers. For recommended attendees see Appendix F.

(4). Units are encouraged to conduct deployment training following the MCT. The MCTP can provide academics on deployment planning. The operations plan contains the sequence of force flow into the designated joint operations area / theater of war and the Aerial Port of Debarkation /Seaport of Debarkation developed in the scenario. The deployment training is a unit coordinated event and the unit is responsible for creating, or coordinating for time phased force deployment list data, Installation Management Command, and United States Transportation Command (USTRANSCOM) support to their deployment training.

f. Final event planning [W-100]. The final event planning solidifies all concepts and draft source documents. This event is a five day event hosted by the MCTP at Fort Leavenworth, Kansas (see Ch 3-1.b for exceptions). This event uses working groups focused on defining how the exercise will be conducted and resourced. All timelines and events within the exercise are addressed with a training timeline prior to the STARTEX, the exercise battle rhythm, and the schedule for AARs. The MCTP reviews the milestones to ensure that the current planning progress has no impacts on STARTEX. A deliberate wargame is used to adjudicate any shaping operations that occur prior to the STARTEX. This allows units to conduct planning for shaping operations and the effects fed into the STARTEX strengths of friendly and enemy units. This event ends with an optional out-brief to the EXDIR. Unresolved issues or potential problems affecting STARTEX requiring the EXDIR attention will be forwarded to his/her headquarters.

e. Exercise Director's Brief [W-74]. The Exercise Director's Brief is a conditions check with the exercise director. This briefing is done over video teleconference with the EXDIR, the MCTP Commander and chiefs of OPS GRP. The MCTP reviews the exercise scenario and highlights potential decisions the EXDIR will make during the exercise, the OPFOR concept of the operation, MSEL storylines, and the exercise battle rhythm. The MCTP addresses any potential issues of outstanding resourcing or planning requirements that could impact the exercise for his decision or action.

f. Final Coordination Video Teleconference (FCVTC) [W-60]. The FCVTC is a action-officer level conditions check to review the exercise milestones status, coordinate the RSOI for traveling units, confirm simulation control plan and ESMD requirements have been fully sourced and resolve any final issues prior to the shipping of equipment and moving of personnel. This event is led by the chief controller and has participation from planners of all training units, response cells, the HICOM, and outside elements supporting the MCTP. Any unresolved issues at the close of the FCVTC are brought to the attention of the EXDIR and all participants are alerted once resolved.

### **3-4. Exercise Execution**

a. Concept. The MCTP exercise execution spans a 28 day period. Execution begins with the arrival of the MCTP and traveling units advance parties to receive equipment shipment. The MCTP and training audiences set up the simulation, exercise, and tactical networks in parallel and end with integration and testing. Once networks are established, MCTP begins training subordinate response/work cells on the use of the simulation, while training units complete the operations process with troop leading procedures. Once the simulation and communications are operational and manned with trained personnel, the EXDIR determines the official time of STARTEX. During the ten day exercise there is a pause of the exercise for a formal mid-exercise AAR for each training unit. At the completion of the ten days of training, the MCTP facilitates a final AAR for each training unit. After the final AAR, all equipment is prepared for shipment.

b. Establishing the Exercise. The MCTP arrives to the exercise on W-15 with an advance party to receive and distribute equipment shipments and begin set-up of the exercise control group network and the simulation systems. The senior training unit establishes the mayor's cell with minimal manning no later than W-15. Concurrently with the MCTP setup, training units establish their tactical communications networks. The MOA will specify the earliest date and time when the networks become operational and guard forces and support personnel are required. The MCTP continues to phase force flow into the exercise at key points to continue improving the exercise footprint and conduct final coordination. An initial party of OC/Ts arrives at W-9 to begin interaction with training units and observation of troop leading procedures. No later than W-7, the National Simulation Center has functional simulation data feeds to the exercise and begin sending exercise feeds from the simulation to the tactical network. No later than W-5 the tactical and simulation networks are fully integrated in preparation for training of the support personnel in the exercise control group.

c. Exercise Control Group (ECG) Training. All exercise support personnel are required to arrive and complete RSOI on W-6, in order to be prepared for training beginning on the morning of W-5, around 0900 local time. The MCTP provides a daily schedule of training events and required attendees to all exercise support personnel cell leaders. The five days of training consist of briefings on: the exercise purpose, operating environment, and duties, responsibilities, and procedures for response/work cell staffs. Concurrently simulation operators receive training on the systems they will operate during the exercise. Training audiences inform the MCTP through the Liaison Officer (LNO) to the ECG of any planned training involving response/work cells to synchronize schedules. At the conclusion of three days of staff and simulation operator training,

there is an exercise wide communications exercise to validate the simulation and tactical systems of the exercise are functional and operators are familiar. Also on W-3, the final data for task organization, unit locations, and air tasking order will be finalized. W-2 is dedicated to input of data and orders collected on W-3 into the simulation, known as STARTEX data load. On W-1 the MCTP conducts a mini-exercise for the response/work cells and the ECG to validate the training conducted and ensure the simulation is properly stimulating AMCS equipment. Each MCTP cell controller executes key operations for the function of the cell and exercise control validates key coordination measures between cells. On W-1, the EXDIR receives a conditions check from MCTP and the training audience covering the status of simulation, training unit communications, system, and ECG training. At the conclusion of this conditions check, the EXDIR approves the exact time of STARTEX or the corrected conditions under which STARTEX can occur.

d. General ECG Structure. The MCTP is the core of the ECG augmented by supported agencies outlined in chapter 2-11.

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

(2). HICOM. The HICOM is a unit replicating the next higher headquarters of the senior training unit(s). For exercises containing sustainment, medical, or theater units, a secondary HICOM is required. During the planning and prior to the arrival of the exercise main body, the MCTP performs all HICOM functions. On an agreed upon date and time established no later than the final event planning, MCTP transfers authority to the HICOM. The HICOM is responsible for all battle rhythm events, development of fragmentary orders, Intelligence Summaries, Operation Summaries and prioritization of supporting units to the senior training unit(s). The HICOM is manned in accordance with the ESMD and resourced with AMCS and C4I systems in accordance with the simulation control plan. The HICOM is typically sourced from a division, or corps staff. For sustainment units the ACOM designates an existing theater or expeditionary sustainment command as a HICOM. This allows OPS GRP S to focus their efforts on training a maximum of two Sustainment units per WFX. Logistic Exercise and Simulation Directorate supports the MCTP by providing sustainment (FA 90) Soldiers to support the designated Sustainment HICOM cell. The Logistic Exercise and Simulation Directorate team provides informal AARs to the Sustainment HICOM cell.

(3). HICOM Support Cells. HICOM support cells are manned and equipped to represent the echelons above the division enabling units that are in general support to the training units. These cells participate in the battle rhythm events and coordinate operations with key staff from the training unit. HICOM support cells are not manned for exercises with a corps training unit, with the exception of the intelligence cell. For most exercises there is a HICOM fires cell executing shaping fires in the training unit area of operations, a HICOM intelligence cell replicating sensors at the echelon above the senior training unit(s), a HICOM protection cell

replicating the chemical, engineer, military police, air defense, explosive ordnance disposal and security area units, and a SOF cell replicating all of the Joint Special Operations Task Force units, civil affairs, and military information support operations.

(4). Maneuver control cell. The maneuver control cell represents and controls the flank, or supporting maneuver units to the senior training unit(s). The maneuver control cell participates in battle rhythm events, produces a 12-hour operations and intelligence report, and interacts with training units. For each functional and multifunctional training unit, additional personnel replicating that function are required. For training units normally allocated to corps and sustainment commands the maneuver control cell is augmented to stimulate that unit with additional functional or branch experts and appropriate AMCS. A sustainment control cell performing the same functions as the maneuver control cell is resourced for sustainment brigade training units in a division WFX and there is no expeditionary sustainment command training unit.

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

(6). Work Cells. Work cells are typically battalion (-) staff sections that represent and control the subordinate commands of the training unit. Work cells contain a commander and staff that communicate directly with the training unit in order to stimulate and interact with the training unit staff. The cell OIC and staff oversees the simulation system operators who fight the units in the simulation. Work cells perform all basic functions as required by the training unit, to include routine reporting. Training units are allowed access to their work cells via the liaison center.

(7). Response Cells. Response cells are similar to work cells however, they replicate division and corps subordinates that cross talk and plan with training units. The subordinate unit command post communicates directly with the training unit in order to stimulate and interact with the training unit staff. Response cells are manned at a level, which allows staff analysis and product production based on that analysis. In addition, response cells input orders into the simulation and report to the higher headquarters.

e. Exercise Battle Rhythm. The simulation begins at STARTEX and runs continuously, with a free-thinking OPFOR, until a pause of the exercise occurs on W+4. A two day period is designated for conducting a formal mid-exercise AAR for each training unit and allows for conducting retraining. The exercise resumes for the final four days of decisive action training. The EXDIR in consultation with the training unit commanders declares the end of the exercise. During the daily execution of the exercise the following events occur.

(1). HICOM Battle Update Assessment. The HICOM cell(s) hosts a scripted Battle Update Assessment based on the current situation under an agenda agreed upon at the final event planning.

(2). OC/T Azimuth Check. The OPS GRPs each conduct an azimuth check to inform the senior mentor and chiefs of OPS GRPs on the daily observations inside the command posts. This informs the senior mentor and chiefs of OPS GRPs and assesses the training progress for subsequent recommendations to the EXDIR on changes, if any are required, to the exercise. This event is not open to the training units' LNO.

(3). Master Scenario Event List (MSEL) Synchronization. Exercise control conducts a conditions check twice daily for the exercise injects on the MSEL to determine if all aspects of the inject have been coordinated with the response cells, intelligence scripters, OC/Ts, and other applicable personnel. This ensures injects are cleared to have the desired impact.

(4). White Cell. This is the daily decision board for the ECG. The exercise director is briefed on the last 24 hours of training and recommendations based on observations for the next 24. The EXDIR provides updated guidance to the ECG for the direction he wants the exercise to move toward. This event ends with an executive session of the senior mentors and chiefs of OPS GRPs.

(5). Scenario Synchronization. This is a daily meeting hosted by the scenario design cell. This includes all of the HICOMs, HICOM support cell, and maneuver control cell. This meeting coordinates the EXDIR guidance into actions of HICOM, enabler, and flank units to force the training units or the OPFOR to conform to the desired situation for the exercise. This ensures that the exercise remains free-play with as little artificiality as possible.

f. End of Exercise. Upon notification of end of exercise, all exercise support units not needed will clear the facilities and account for property in accordance with a published fragmentary order from the ECG. The MCTP releases all cleared personnel from the ECG back to the control of their parent unit or organization. Guard forces, details, and mayors cell must still conduct close out operations. The day following end of exercise each training unit receives a separate formal, final AAR. Upon completion of the final AAR the MCTP begins recovery and packing of its equipment, being complete three days after end of exercise. The training units receive videos and the slides used in the AARs immediately following the final AAR. The slides and videos are the sole

property of the training unit with final disposition instructions in accordance with unit commander's guidance. The MCTP will provide a copy of the slides to FORSCOM and DA for the CG, FORSCOM, or CSAs participation in the AAR.

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

h. ELC Termination. The ELC concludes 30 days after the exercise with the delivery of the take home package. The take home package consists of a written final exercise report, DVDs containing training unit video products, a CD of slides from both formal AARs, selected briefings that occurred during the exercise, and a paper copy of the WCOPFOR portion of the training unit's AAR. The training unit receives the take home package no later than 30 days following the exercise, including an in-depth analysis of the exercise by warfighting function.

### **3-5. Visits to Exercises and Events.**

a. General. Every effort is made to minimize the distractions that visitors cause; however, legitimate needs for visits exist. The training unit commander approves all visitors to mission command training. The EXDIR approves visitors to the WFX. The senior training unit and the MCTP must coordinate all visits during an exercise. Visits by foreign nationals are addressed in paragraph 3-5d below.

#### **b. Visitors to the Training Audience.**

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

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

#### **c. Orientation Visits to the MCTP Exercise Events.**

(1). Coordinate visit requests with Commander, Combined Arms Center-Training (CAC-T), ATTN: ATZL-CT, 210 Augur, Ft. Leavenworth, KS 66027-1314, and provide an information copy to Commander, MCTP, ATTN: ATZL-CTB (Operations Officer), 400 Kearney Avenue, Ft. Leavenworth, KS 66027-1306. Visitors deploying to the field should arrive at the exercise with all required equipment and in the uniform specified by the EXDIR.

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

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

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## **Chapter 4 Simulations, Models, and Army Mission Command Systems**

### **4-1. Overview.**

The MCTP employs a number of approved models and simulations to drive exercises. Simulations assist in providing realistic, stressful training of leaders and staffs at brigade, division, and corps levels. Orders and instructions from commanders and staffs are transferred to simulations and can be further enhanced through role players, augmentees, and response/work cell staff, operators, and controllers located in the MTC. These orders produce battlefield outcomes which are either electronically, via AMCS, or manually transmitted to commanders

and staffs operating in a tactical environment. The MCTP collects all information inputted through the simulation or model and archives it for use by analysts to support AAR themes for feedback to the training unit.

#### **4-2. Models and Simulations:**

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

#### **4-3. Simulation Operations.**

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

#### **4-4. Rules and Workarounds.**

The MCTP will publish a set of rules and workarounds for each exercise. These rules govern activity inside the Mission Training Complex. Workarounds are used with models and simulations to provide added fidelity or realism to battlefield outcomes. Only rules and workarounds approved and published by the MCTP will be used for an exercise.

**4-5. Command, Control, Computers, Communication, and Intelligence (C4I) Systems.** The MCTP connects to and monitors tactical systems during execution of an exercise. Units will grant the MCTP access to their systems, enabling collection and monitoring of exercise information.

#### **4-6. Information Management.**

a. MCTP Information Management. The MCTP conducts information management for exercise planning and execution. OPS GRP X controls information management through an exercise planning portal. Documents germane to exercise design and planning are made available to training units and exercise support elements following each planning event. In addition, OPS GRP X will manage a simulated tactical web portal providing HICOM reference documents, operations plans, and fragmentary orders used in operational and tactical planning of the training units. Additionally, each exercise will have a site within the HICOM portal to manage RFIs. Following the initial event planning each training unit will submit a list of personnel to have permission to post to the portal's RFI tool and HICOM sites, all training audience members will be given read access to the HICOM site. Training units are expected to vet RFIs from their staff and subordinate training units prior to submission. Only units directly subordinate to the HICOM will submit RFIs. Units subordinate to another training unit will submit RFIs to that training unit and if the higher headquarters is unable to answer, will in turn,

submit that RFI to the HICOM portal RFI tool. At the exercise, the MCTP will control administrative information management for the exercise control group. Tactical information management will be transferred to the HICOM response cell.

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

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

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## **Appendix A**

### **References**

#### **Section I**

##### **Required Publications**

AR 350-50, Combat Training Center Program, 3 APR 13.

AR 525-29, Army Force Generation (ARFORGEN), 14 MAR 11.

Army Directive 2011-13, Highly Qualified Experts and Senior Mentors, 16 DEC 11.  
CJCS Notice 3500.01, Joint Training Guidance, 10 OCT 13

Army Training Strategy, 3 OCT 12.

FORSCOM Campaign Plan 2011-2015, OCT 10.

Memorandum, TRADOC G-2, Common Scenario Framework, 21 DEC 09.

#### **Section II**

##### **Related Publications**

Air Combat Command Supplement to AFI 10-251, 4 OCT 11.

Air Force Instruction 10-251, AF Participation in Joint Training Transformation Initiative and Joint National Training Capability (JNTC) Events, 5 Feb 2009.

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

National Simulation Center and the MCTP Memorandum of Agreement for Support.

TCW4YVAA, United States Army Mission Command Training Program Table of Distribution and Allowances, 1 MAR 13.

### **Section III**

#### **Referenced Publications**

This section contains no entries

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### **Glossary**

#### **Section I**

#### **Abbreviations**

AAR	after action review
ACOM	Army command
ACC	Army Contracting Command
AJST	Army Joint Support Team
AMCS	Army Mission Command System
AOC/T	Augmentee Observer Controller/ Trainer
AR	Army Regulation
ARFORGEN	Army Force Generation
ASCC	Army Service Component Command
ASRC	ARFORGEN Synchronization and Resourcing Conference
C4I	command, control, communications, computers, and intelligence
CAC	Combined Arms Center
CAC-T	Combined Arms Center - Training
CDVTC	Concept Development Video Teleconference
CG	Commanding General
CJCS	Chairman of the Joint Chiefs of Staff
CSA	Chief of Staff, U.S. Army
CTC	Combat Training Center
DA	Department of the Army
ECG	Exercise Control Group
ELC	event life cycle
ESMD	Exercise Support Manning Document
EXCON	Exercise Control
EXDIR	Exercise Director
FCVTC	Final Coordination Video Teleconference
FORSCOM	United States Army Forces Command
G-2	Deputy Chief of Staff for Intelligence
HICOM	Higher Commander
J7	Operational Plans and Interoperability Directorate of a Joint Staff

MCT	Mission Command Training
MCTP	Mission Command Training Program
MCTC	Maneuver Combat Training Center
MOA	memorandum of agreement
MOI	memorandum of instruction
MTC	Mission Training Complex
OCSA	Operational Contracting Support Division
OPFOR	opposing force
OPS GRP	Operations Group
OC/T	Observer, Coach, Trainer
PKSOI	Peace Keeping and Stability Operations Institute
RFI	Request For Information
RSOI	Reception, Staging, Onward movement and Integration
STARTEX	Start of Exercise
TDA	Table of Distribution and Allowances
TOE	Table of Organization and Equipment
TRADOC	United States Army Training and Doctrine Command
USAF	United States Air Force
WCOPFOR	World Class Opposing Force
WFX	Warfighter Exercise

## **Section II**

### **Terms**

This section contains no entries.