



Joint Task Force National Capital Region Medical INSTRUCTION

NUMBER 3020.01
AUG 11 2011

J-3A

SUBJECT: Joint Task Force National Capital Region Medical (JTF CapMed) Exercise Program

References: See Enclosure 1

1. PURPOSE. This Instruction, in accordance with the authority in JTF CAPMED-D 5103.01 (Reference (a)), establishes policy, assigns responsibilities, and provides guidance for JTF CapMed and subordinate commands participating in exercise programs, to include the National Exercise Plan.

2. APPLICABILITY. This Instruction applies to the JTF CapMed and all Joint Medical Treatment Facilities and Centers in the National Capital Region (i.e., Fort Belvoir Community Hospital, Walter Reed National Military Medical Center, and Joint Pathology Center).

3. DEFINITIONS. See Glossary.

4. POLICY. It is JTF CapMed policy to:
 - a. Strengthen the medical preparedness of JTF CapMed and subordinate commands through exercise participation.

 - b. Provide comprehensive and effective support to exercise programs to increase the value of the exercises to JTF CapMed, subordinate commands, interagency, private/public sector partners and the Department of Defense.

 - c. Consistent with DoD Directive 5111.1; Homeland Security Presidential Directive No. 8; Assistant to the President for Homeland Security and Counterterrorism Memorandum; Assistant to the President for Homeland Security and Counterterrorism Memorandum; Department of Homeland Security, "National Response Framework;" Chairman of the Joint Chiefs of Staff Manual 3500.03B; Volume 1 of Department of Homeland Security Exercise and Evaluation Program (HSEEP) Guide; Chairman of the Joint Chiefs of Staff Instruction 3150.25D; Volume

AUG 11 2011

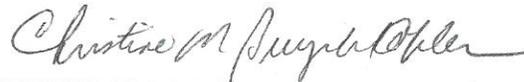
III of Department of Homeland Security Exercise and Evaluation Program Guide (References (b) through (j)), actively participate in and support exercises to evaluate emerging policy issues; engage with U.S. Government partners; challenge and improve JTF CapMed support to Department of Homeland Security "National Response Framework;" and enhance U.S. Government and DoD planning and decision-making processes consistent with the references.

5. RESPONSIBILITIES. See Enclosure 2.

6. PROCEDURES. See Enclosure 3.

7. RELEASABILITY. UNLIMITED. This Instruction is approved for public release and is available on the Internet from the JTF CapMed Web Site at: www.capmed.mil.

8. EFFECTIVE DATE. This Instruction is effective immediately.



CHRISTINE M. BRUZEK-KOHLER
Ed.D., RN, FACHE
Executive Director for Healthcare Operations
By direction of the Commander

Enclosures

1. References
 2. Responsibilities
 3. Procedures
- Glossary

ENCLOSURE 1

REFERENCES

- (a) JTF CAPMED-D 5103.01, "JTF CapMed Readiness and Contingency Committee Charter," July 22, 2010
- (b) DoD Directive 5111.1, "Under Secretary of Defense for Policy (USD(P)),", December 8, 1999
- (c) Homeland Security Presidential Directive No. 8, "National Preparedness," December 17, 2003
- (d) Assistant to the President for Homeland Security and Counterterrorism Memorandum, "National Exercise Program," January 26, 2007¹
- (e) Assistant to the President for Homeland Security and Counterterrorism Memorandum, "National Exercise Program Implementation Plan," June 20, 2008¹
- (f) Department of Homeland Security, "National Response Framework," January 2008
- (g) Chairman of the Joint Chiefs of Staff Manual 3500.03B, "Joint Training Manual for the Armed Forces of the United States," August 31, 2007
- (h) Volume 1 of Department of Homeland Security Exercise and Evaluation Program (HSEEP) Guide, "HSEEP Overview and Exercise Program Management," February 2007
- (i) Chairman of the Joint Chiefs of Staff Instruction 3150.25D, "Joint Lessons Learned Program," October 10, 2008
- (j) 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. COMMANDER, JOINT TASK FORCE NATIONAL CAPITAL REGION MEDICAL (CJTF CAPMED) AND JTF CAPMED HEADQUARTERS STAFF. The CJTF CapMed and JTF CapMed headquarters staff shall:

- a. Participate in exercises as assigned by higher authority.
- b. When designated an exercise sponsor, conduct and lead the coordination, planning, and evaluation of the exercise.

2. DIRECTOR, J-3A/OPERATIONS DIRECTORATE. The Director, J-3A/Operations Directorate is responsible for exercise oversight and guidance, and optimizing exercise opportunities throughout the Joint Operations Area.

3. DIVISION CHIEF, J-3A/READINESS, TRAINING & EXERCISE (RT&E). The Division Chief, J-3A/RT&E will:

- a. Be responsible for exercise planning and execution.
- b. Provide trusted agents to develop, design, and control exercises.
- c. Attend exercise planning, Master Scenario Events List (MSEL) Development, and MSEL Synchronization Conferences.
- d. Provide exercise controllers to manage and evaluate exercise execution.
- e. Provide lessons learned for the exercise hotwash per Enclosure 3.
- f. Implement and track corrective actions per Enclosure 3.
- g. Produce an annual exercise plan/guidance.
- h. Consolidate all subordinate command external and/or major exercises into one National Capital Region exercise calendar.
- i. Participate in the monthly Metropolitan Washington Council of Government's Training & Exercise Consortium and Exercise & Training Operation Panel.

4. JOINT MTF COMMANDERS AND CENTER DIRECTORS. The Joint MTF Commanders and Center Directors, under the authority, direction, command, and control of the CJTF CapMed, shall:

- a. Implement this Instruction and participate in JTF-directed exercises.
- b. Coordinate exercise participation through the JTF CapMed J-3A/Readiness, Training & Exercise Division.
- c. Oversee and participate in applicable exercise planning and related conferences.
- d. Orchestrate overall Command exercise execution.
- e. Conduct and complete a readiness assessment, based on current Joint Mission Essential Tasks/Mission Essential Tasks, within 24 hours of exercise completion.
- f. Collect and consolidate exercise lessons learned and transmit those lessons learned to CJTF CapMed, for approval and release to partners outside the Department of Defense in accordance with Enclosure 3.

AUG 11 2011

ENCLOSURE 3PROCEDURES1. EXERCISE PLANNINGa. Exercise Scenario Development

(1) Commands will present all external and/or major exercise scenario nominations to CJTF CapMed, Attn: J-3A/Readiness, Training & Exercise Division for review and approval.

(2) Commands may transmit a letter to the CJTF CapMed or his or her representative requesting a reconsideration of any exercise scenario nomination that was previously rejected. The CJTF CapMed or his or her representative will provide that Command with a written reconsidered response.

b. Exercise Objective Development

(1) Concept Development Conference (CDC). The CJTF CapMed or his or her representative, or participating command(s) supported by participating unit(s), shall establish the exercise objectives for each exercise.

(2) Exercise Objectives. Commands shall provide proposed exercise objectives to the CJTF CapMed or his or her representative at least 1 week prior to the CDC.

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). Commands shall send trusted agent(s) to attend the Initial Planning Conference, Mid Planning Conference, Final Planning Conference, MSELDC, and MSELSC.

2. EXERCISE EXECUTION

a. Exercise Participation. Commands will actively participate in applicable exercises. Commands will participate in exercise execution as appropriate given the scenario or as tasked by the CJTF CapMed or his or her representative. Commands shall participate in exercises just as they would in real-world events, in accordance with their respective issuances. Commands will participate while not impacting real-world healthcare missions, and use existing capabilities as its primary planning factor.

b. Exercise Control. Trusted agents shall act as exercise controllers and observers when tasked/requested.

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

AUG 11 2011

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

3. EXERCISE AFTER-ACTION ACTIVITIES

a. Hotwash. After an exercise concludes, participating Commands provide hotwash lessons learned to the CJTF CapMed or his or her representative. The CJTF CapMed or his or her representative will provide participating commands with guidelines for the number, format, and timeline of lessons learned for the hotwash. The CJTF CapMed or his or her representative will invite participating Commands to the hotwash meeting or video teleconference (VTC). The CJTF CapMed and participating Commands will use the hotwash meeting or VTC to decide on the primary lessons learned to forward for the after-action review (AAR).

b. AAR. The CJTF CapMed and participating commands shall provide the primary hotwash lessons learned as AAR input.

(1) Participating Commands will provide the lessons learned report in the format described in Reference (g).

(2) The participating Commands shall review the lessons learned report. Command(s) shall provide the lessons learned report for approval to determine releasability to interagency partners outside the Department of Defense in accordance with applicable guidance regarding the distribution of DoD information.

c. Lessons Learned. Participating Commands will report all Lessons Learned using the Chairman of the Joint Chiefs of Staff Joint Lessons Learned Program (JLLP) in the Joint Lessons Learned Information Systems (JLLIS) in accordance with Reference (h) and will collect performance observations in the Joint Training Information Management System (JTIMS) consistent with Reference (f).

(a) Commands shall determine which performance observations should be elevated in status to a lesson learned. Each performance observation that a Command considers a lesson learned should be included in the JLLP through JLLIS.

(b) Commands shall collect, manage, share, research, and track lessons learned in JLLP by using JLLIS.

1. Commands must assign corrective actions to one of their units along with a responsible POC in that unit for each lesson learned they enter into the JLLP through JLLIS. Corrective actions must be measurable, with associated timelines and milestones.

2. Commands 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
CDC	Concept Development Conference
CEP	Chairman's Exercise Program
CJCS	Chairman of the Joint Chiefs of Staff
IPs	Improvement Plans
JEP	Joint Exercise Program
JLLIS	Joint Lessons Learned Information System
JLLP	Joint Lessons Learned Program
JTF CapMed	Joint Task Force National Capital Region Medical
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
POC	point of contact

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, formalize those lessons learned in an AAR, create an IP of corrective actions, and implement those corrective actions to improve future live exercise participation and real-world operations.

CDC. Where exercise participants establish the specific details of an exercise scenario by deciding upon and developing the objectives of exercise participation.

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. A military maneuver or simulated wartime operation involving planning, preparation, and execution. It is carried out for the purpose of training and evaluation. It may be a multinational, joint, or single-Service exercise, depending on participating organizations.

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.

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 Exercise Tiers. The NEP categorizes exercise activities into four tiers. These tiers reflect the relative priority for national and regional Federal interagency participation, with NEP Tier I as the highest and NEP Tier IV as the lowest. USG exercises are assigned to NEP Tiers based on a consensus interagency judgment of how closely they align to USG-wide strategic and policy priorities. (Defined in Reference (d)).

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

NEP Tier I Exercises (Required). Centered on White House-directed, USG-wide strategy and policy-related issues and are executed with the participation of all appropriate department and agency principals (or their deputies) and all necessary operations centers, nationally and regionally as appropriate. The single annual NLE and quarterly PLEs constitute NEP Tier I exercises and the DHS/Federal Emergency Management Agency-National Exercise Division is the lead planning agent for the NEP Tier I NLE and PLEs unless otherwise stipulated by the DRG. In addition to department and agency principals, NEP Tier I NLEs generally require participation of operations centers and operational staffs and elements, while the NEP Tier I PLEs require only department principals or deputies backed by subject matter experts, but without operations centers and staffs.

NEP Tier II Exercises (Commended). Federal department and agency exercises with a focus on USG strategy, policy, and procedural issues meriting priority for national and regional Federal interagency participation. Therefore all appropriate Federal departments and Agencies shall support NEP Tier II exercises either through the National Exercise Simulation Center, with Federal regional simulation or more fully as determined by each department or agency's leadership. The Federal department or Agency sponsoring a designated NEP Tier II exercise is responsible for leading the coordination, planning, conduct, and evaluation of the exercise. DHS/FEMA National Exercise Division is responsible for coordinating Federal national interagency simulation of a NEP Tier II exercise through the National Exercise Simulation Center, and coordinating Federal regional simulation as required to support the exercise. NEP Tier II exercises take precedence over NEP Tier III exercises in the event of resource conflicts. Federal departments and Agencies will nominate an exercise for consideration as a NEP Tier II exercise during the annual exercise programming process. The NEP Executive Steering Committee (NEP ESC) shall recommend no more than three NEP Tier II exercises for Federal national and regional interagency participation annually.

NEP Tier III Exercises (Permitted). Other Federal exercises focused on plans, policies, and procedures at the regional, operational, tactical, or organization-specific objectives and not

requiring broad interagency headquarters-level involvement to achieve their stated exercise objectives. Participation at the national level is at the discretion of each department or agency.

NEP Tier IV Exercises. Exercises in which State, territorial, tribal, local governments, and/or private sector entities, are the primary audience or subject of evaluation.

NLE. Defined in Reference (d).

PLE. Defined in Reference (d).

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