
INTELLIGENCE COMMUNITY DIRECTIVE NUMBER 103



INTELLIGENCE ENTERPRISE EXERCISE PROGRAM (EFFECTIVE: 14 JULY 2008)

A. AUTHORITIES: The National Security Act of 1947, as amended; the Homeland Security Act of 2002; the Intelligence Reform and Terrorism Prevention Act (IRTPA) of 2004; Executive Order 12333, as amended; Homeland Security Presidential Directive 8 (HSPD 8), "National Preparedness"; Homeland Security Presidential Directive 20 (HSPD 20) "National Continuity Policy"; and other applicable provisions of law.

B. PURPOSE: This Intelligence Community Directive (ICD) establishes Director of National Intelligence (DNI) policy and specifies responsibilities for oversight, management, and implementation of the Intelligence Community (IC) exercise activities under the Intelligence Enterprise Exercise Program. The Intelligence Enterprise Exercise Program enables the DNI to prepare the IC for transformation into an Intelligence Enterprise through the use of U.S. Government (USG), Departmental, and IC exercises. This ICD identifies the roles and responsibilities of the IC Exercise Coordinator under the Deputy Director of National Intelligence for Policy, Plans, and Requirements (DDNI/PPR), of the IC Exercise Forum, and of all IC elements to ensure existing exercise programs are effectively leveraged to support attainment of DNI objectives.

C. APPLICABILITY: This directive applies to all members of the IC, as defined by the National Security Act of 1947, as amended and other departments and agencies that may be designated by the President, or designated jointly by the DNI and the head of the department or agency concerned, as an element of the IC.

D. POLICY:

The DNI is committed to ensuring that the IC actively and efficiently uses major USG, and, as appropriate, Departmental exercise programs to enhance IC performance. The

Intelligence Enterprise is inclusive of the different intelligence disciplines and the associated operational methodologies -- including processes and procedures -- for systems/technologies, analysis, collection, production, reporting and mission management. The Intelligence Enterprise Exercise Program establishes and maintains a collaborative program to maximize the opportunity for all IC elements to use existing exercise programs as readiness training, in a benign environment, to develop, test, refine, and train with policies, processes, and procedures, in pursuit of USG and DNI objectives.

The DDNI/PPR will oversee the Intelligence Enterprise Exercise Program and its issue resolution process within DNI to mitigate shortcomings identified through exercise lessons learned. The DDNI/PPR will also be responsible for developing exercise strategy, oversight and evaluation. The IC Exercise Coordinator will coordinate within the DNI to address shortfalls in IC policies, processes or procedures identified by exercise after-action reports. The DDNI/PPR will assign responsibility within the DNI to address these shortfalls and present courses of action to the DNI for remedial action.

E. ROLES AND RESPONSIBILITIES

1. Deputy Director of National Intelligence for Policy, Plans and Requirements shall:

a. Ensure that integrated IC exercise management strategy and implementation reflect Presidential and DNI priorities;

b. Develop and provide oversight to the Intelligence Enterprise Exercise Program;

c. Foster an effective and efficient collaborative relationship between the Intelligence Enterprise Exercise Program and DNI Lessons Learned Center;

d. Oversee compliance with exercise program guidance in concert with the Associate DNI/Chief Financial Officer;

e. Provide guidance for exercise activities that IC elements conduct;

f. Identify IC systems and applications necessary for replicating IC functional and information sharing capabilities to support exercise execution and identify systems and applications shortfalls for the DNI staff or the larger IC to resolve, as applicable; and

g. Direct the remedial action process within the DNI, assign responsibility for resolving IC policy, process and procedural shortfalls observed during exercise activities, and recommend corrective action to the DNI.

2. Intelligence Community Exercise Coordinator shall:

a. Develop and execute a multi-year IC exercise schedule coordinating IC-wide exercise activity that is responsive to DNI priorities;

- b.** Coordinate, oversee, and evaluate internal DNI exercise activities; and
- c.** Coordinate, oversee, and evaluate IC exercise activities under the Department of Defense (DoD) Joint and Chairman's Exercise Programs, the National Exercise Program, and other significant USG exercise programs;
- d.** Serve as the DNI representative to:
 - (1)** The National Security Council and Homeland Security Council policy coordination activities concerning IC-related national exercise activities;
 - (2)** the DoD Joint Staff's Executive Steering Groups of the Chairman's and Joint Exercise Programs;
 - (3)** the Executive Steering Committee of the National Exercise Program, administered by the Federal Emergency Management Agency, Department of Homeland Security; and
 - (4)** other exercise programs and related steering committees or similar senior management elements of those programs.
- e.** Chair the IC Exercise Forum;
- f.** Coordinate exercise requirements of common IC concern;
- g.** Maintain DNI web sites on classified and unclassified networks to provide comprehensive exercise information and provide a collaborative environment to share exercise information from all established exercise programs;
- h.** Identify and communicate specific DNI strategic objectives annually for IC members to include in the planning within their department or agency exercise activities. These objectives will be centered on policies, processes, and procedures that the DNI considers critical for the IC to perform effectively;
- i.** Coordinate evaluators who observe execution of IC exercise activities in concert with exercise program managers and IC members participating in exercises under these programs. Evaluators will document their observations in after-action-reports (AARs), which will be available to all IC members; and
- j.** Collect and review AARs from IC elements to identify IC lessons learned and strategic objectives for future use in exercise planning. The IC Exercise Coordinator and the DNI Lessons Learned Center will integrate lessons learned from exercises with those developed from actual events to guide further development and refinement of IC policies, processes and procedures. The IC Exercise Coordinator will maintain IC exercise lessons learned in a manner and format suitable for IC member reference and use.

3. Intelligence Community elements will:

- a.** Maintain a capability to provide support to exercises in furtherance of organizational and DNI objectives;
- b.** Provide the IC Exercise Coordinator with all current and out year exercise plans, schedules, and other anticipated exercise-related activities to maximize effectiveness of exercise coordination for the IC and minimize duplication of efforts;
- c.** Provide source material and resources, as necessary, to meet unique requirements for component exercises;
- d.** Provide members (GS-14/15 or O-5/O-6) to participate in the senior-level deliberations and activities of the IC Exercise Forum and related working groups;
- e.** Leverage major USG exercise programs to achieve organization-specific and DNI-identified exercise objectives;
- f.** Provide the IC Exercise Coordinator with an annual, five-year exercise plan linked to major exercise programs that are based on associated organizational objectives. This facilitates capitalizing on commonalities between organizational and strategic objectives and validates consistency with the National Intelligence Strategy;
- g.** Accurately depict their intelligence products in form and format but caveat as for exercise use. No artificial intelligence product formats will be created for exercise activities unless part of an authorized experiment coordinated prior to the exercise with the IC Exercise Coordinator. All intelligence products used during exercises shall be marked as exercise material in accordance with the Controlled Access Program Coordination Office Register and will be used on real-world systems, unless otherwise authorized by the IC Exercise Coordinator; and
- h.** Provide an AAR to the IC Exercise Coordinator within 90 days of completing an exercise for inclusion in a repository that all IC members can access.

4. Intelligence Community Exercise Forum. Provides guidance to the Intelligence Enterprise Exercise Program. The IC Exercise Coordinator chairs the IC Exercise Forum, which is comprised of senior exercise program managers from the IC member organizations. The IC Exercise Forum will:

- a.** Provide to the IC Exercise Coordinator programmatic and strategic resource recommendations regarding current and out-year exercise objectives;
- b.** Develop and promulgate a comprehensive five-year exercise schedule capturing all exercises in which individual IC members plan to participate;
- c.** Review exercise AARs and maximize the sharing of exercise related information;

d. Recommend IC exercise objectives and provide suggestions for enabling exercise scenarios; and

e. Develop exercise construct to enhance IC support to exercise programs.

F. EFFECTIVE DATE: This ICD becomes effective upon the date of signature.



Director of National Intelligence



Date