CENEX 2012 Standard Operating Procedures

Intro

CENEX, or Crisis Engagement and Negotiation EXercise is a major crisis management exercise in which participants assume the roles of states in an international crisis scenario. Held over a day-long period, the exercise focuses on a highly realistic scenario. CENEX exposes students to the potential constraints and opportunities facing policy makers. As representatives of various national and international teams, participants are asked to make critical decisions in the interest of their respective countries as they attempt to resolve the crisis. The exercise stresses crisis management and negotiation skills. The goal of the exercise is twofold – to encourage students to think about the complexity of managing international crises, in particular managing the flow of information in and out of their teams and to get students to “think outside the box” in managing crises.

Purpose

The Standard Operating Procedures is intended to provide a baseline guide of the rules that govern CENEX for all participants. Upon reading these procedures, participants should fully understand how the Day of Play will work and be able to fully participate in CENEX and contribute to their teams in a positive manner. The Standard Operating Procedures shall be reviewed each year by the current Executive Committee of CENEX. Changes should be implemented each year to better the CENEX experience for participants, working towards the establishment of best practices for the simulation.

1. Team Construction

Participating students will be assigned to the various country and NGO teams that are being used in the scenario. The countries and NGOs are decided based on the selected scenario for the simulation.

1.2 Team Size

Teams will consist of 8-10 members made up of students from the Josef Korbel School of International Studies and the Air Force Academy.

1.3 Team Selections

The Faculty Chair of CENEX will assign participating students to teams. During the week of signups, students interested in participating will fill out a registration form and indicate their order of preference of the team they would like to be placed on. Priority will be given to students signing up at the CENEX Informational Kickoff Session.
1.4 Team Captains

Team Captains will be selected by the Faculty Chair of CENEX. Team Captains are required to meet with members of the CENEX Executive Committee prior to the simulation to be briefed on their roles.

1.5 Team Structure

Team Captains are encouraged to structure their team in a bureaucratic model. Team Captains will be the President/Prime Minister of their team. Other members should be assigned roles such as Secretary of Defense, Secretary of State/Foreign Minister, Director of Intelligence, Disaster Response Coordinator, etc. NGOs will have a different structure based more on functional roles.

1.6 Background Information

The CENEX Executive Committee has created a series of background documents for the simulation, including backgrounds for each team as well as the strategic operating environment of the simulation. Team Captains will be provided with a hardcopy of the background documents at the Team Captains meeting. All participants will receive an electronic copy of the background documents through e-mail. The documents will also be available on the CENEX website. Additional research by participants is encouraged.

2. Simulation Operations Center

The Simulation Operations Center will house Controls for each team as well as the Master Control. Various Administrative staff will assist the Controls in running the simulation.

2.1 Master Control

The Master Control has the final approval on all actions that are proposed by the teams. The Master Control is required to approve any action before it appears on the Day of Play Board and is considered a part of the simulation.

The Master Control will roam to each team control station to provide approval for actions. Approved actions will then be forwarded to the Master Comms Administrator and onto the Day of Play Board Administrator.

2.2 Team Control

Team Controls are responsible for maintaining the integrity of the simulation by ensuring that all actions are feasible and reasonably within the dynamics and capabilities of the team. They will also monitor the pace of the simulation, urging teams to respond and react to the events occurring in the simulation. Anything not approved by the control is not considered part of the simulation.
2.3 *Diplomatic Control*

The Diplomatic Control will monitor the face-to-face meetings. Time constraints will be enforced by the control. Beginning and ending times will be reported back to the Master Control via Gmail along with a brief summary of the outcome of the meeting.

2.4 *Master Comms Administrator*

The Master Comms Administrator will be responsible for the Master Control e-mail. Additional responsibilities will be to notify the Master Control of actions needing approval. Approved action from the Master Control will be forwarded to the Day of Play Board Administrator who will post the action to the Day of Play Board.

2.5 *Day of Play Board Administrator*

The Day of Play Board Administrator will work closely with the Master Comms Administrator and is responsible for posting injects and actions approved by control.

2.6 *Administrative Volunteers*

Administrative volunteers will staff the Simulation Operations Center, providing control with technical help, comms monitoring, and assist in resolving any other situations as tasked by control or members of the CENEX Executive Committee.

2.7 *Team Observers*

A Team Observer will be assigned to each team room. They will be logged onto the team’s Gmail account and will monitor Gchats and E-mails. They will serve as the eyes and ears of the Control in the team room and ensure that teams are following the rules and procedures of the simulation.

3. **Team to Team Communications**

3.1 *Team G-Mail Accounts*

During the Day of Play, each team will be located in its own room separated from all of the other teams. Each team will have a Gmail account from which informal communications between teams will occur through Gchat. Teams will be limited to having one designated communications person logged into the Gmail account. The designated communications person will need to “pop-out” Gchats. This allows for the Observer to monitor Gchats.

3.2 *Summit Meetings*

Formal team to team communications will occur through face-to-face “summit meetings.” Controls for all teams involved will have to pre-approve the meeting. Meetings will be limited
to a maximum of 10 minutes. Any action that is decided upon in the meeting will need to be relayed back to the teams control to be considered part of the game action.

Country teams will be limited to two summit meetings in the morning session and two summit meetings in the afternoon session. Each team will be limited to a sending a maximum of two representatives to each summit meeting.

Summit meetings will occur in BCH 318. Additional space will be provided by Control if necessary.

3.3 ICRC Team Special Circumstances

The ICRC team will be allowed as many face-to-face meetings as it needs. The ICRC will also be allowed to dispatch someone directly into other team’s rooms to conduct meetings, and negotiations. They must have the permission of a country team to enter the room and must leave when asked too.

3.4 VNGO Team Special Circumstances

The VNGO team will have a limited capacity to speak face-to-face with country teams. Any face-to-face meeting will need to be approved by the VNGO control. Summits with country teams will be especially limited and will be considered on a case by case basis. Summits with the ICRC team will be available to the VNGO team.

The VNGO team will have a Gmail account from which it can conduct informal communications and negotiations with the other teams at any time.

3.5 Cheating and Spying on Other Teams

Cheating is not allowed and all of the Standard Operating Procedures must be followed. With that being said, teams may find themselves receiving information about another team from a method not laid out as a means of communications. Some examples of this are being told information by an ally, or overhearing someone conversing in the hallway. In this case, the new information should be passed onto a team’s control who will determine whether it is admissible in the simulation and if it can be used to develop an action in the simulation. In this way, teams are allowed to discover information that can then be used in the simulation.

4. Team to Control Communications

Controls are subject matter experts and are meant to ensure that actions carried out by the teams are within the dynamics and capabilities of their team. Free will is important to maintain. Teams will be allowed to proceed in whatever direction they decide upon. Controls will be located in Sie 150 in the Simulation Operations Center.
4.1 **Formal Requests**

Formal communications between each team and their control will be completed through **email** (not Gchat). Teams will **email** their control for request for action, request for information, and request for summits. This will either be approved or denied by the control via an **email** response. Any action, information, or summit occurring without control approval will be considered not part of the game.

Team controls will forward approved requests to the Master Control. Once approved by the Master Control, the requests will be posted to the Day of Play Board.

4.3 **Specific Requirements of the VNGO Team**

Actions available to the VNGO team are very similar to country teams. The VNGO team can negotiate, move forces, provide disaster relief, sign treaties, etc. A unique option is to plan and carry out a terrorist act. For a terrorist attack to be approved by control, the VNGO team must ensure that it aligns with the organizations ideology, provide a rationale and public statement claiming responsibility, and determine funding and resources required to carry out the attack. These requirements must be stated in the request for action sent to the control in order for consideration of approval.

4.2 **Informal Communications**

Informal communications between each team and their control can be carried out via Gchat. This is meant for clarifications and questions related to procedural matters or technical difficulties.

4.3 **ICRC Communications with Control**

The ICRC Control will be located in the ICRC team room. The control will provide direction to the ICRC team if necessary and assist with any questions concerning abilities and situations.

Actions taken by the ICRC team will still have to be sent to their control using the same procedures as the other country teams. Approved actions by the ICRC team will be relayed via e-mail from the ICRC Control to the Master Control in order to be considered part of the game.

A Comms Monitor will be monitoring the Gmail account of the ICRC team in the Simulation Operations Center to keep track of the progress of the ICRC team.

5. **Day of Play Board**

The Day of Play Board will be located on the CENEX website. It is recommended that each team use the projector in their room to project this for everyone to view.
5.1 Approval of Actions for Day of Play Board

Actions such as press releases, movement of troops, deployment of resources, treaties, etc. will be posted to the Day of Play Board. Teams will email requests for actions to their Control. Each team’s control will approve the action and forward to the Master Control. The Master Control will approve and forward to the Day of Play Board Administer who will post it on the board. Only actions posted on the Day of Play Board are considered part of the simulation.

5.2 Authenticity of Day of Play Information

Actions undertaken by teams will be posted on the Day of Play Board by CENEX News. Anything posted by CENEX News can be taken to be truth. Other news sources will release reports that may or may not be factual, or may be spun to reflect a certain viewpoint.

5.3 Injects

Injects will be utilized in multiple ways. Some will be to accelerate the simulation by escalating or deescalating the scenario. Others will be to distract the teams from the actual problem at hand. It is up to the teams to follow the Day of Play Board and respond to injects and other news items.