

# Exercises

Planning and Benefits

# Why exercise?

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Exercises are conducted to evaluate an organization's capability to execute one or more portions of its response plan or contingency plan.

- **Individual training:** Exercising enables people to practice their roles and gain experience in those roles.
- **System improvement:** Exercising improves the organization's system for managing emergencies.

# Why exercise cont.

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- ◉ Test and evaluate plans, policies, and procedures.
- ◉ Reveal planning weaknesses.
- ◉ Reveal gaps in resources.
- ◉ Improve organizational coordination and communications.
- ◉ Clarify roles and responsibilities.

# Why exercise cont.

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- ◉ Train personnel in roles and responsibilities.
- ◉ Improve individual performance.
- ◉ Gain program recognition and support of officials.
- ◉ Satisfy regulatory requirements.

# Designing exercises

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- Review plans

Conducting a needs assessment will help you define the problems, establish the reasons to do an exercise, and identify the functions to be exercised.

# Designing exercises cont.

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- ◉ Define the scope
  - Type of emergency
  - Location
  - Functions
  - Participants
  - Exercise type

# Designing exercises cont.

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- ◉ Write a statement of purpose

to incorporate the scope decisions (type of emergency, location, functions, organizations, and exercise type) into a single sentence

# Designing exercises cont.

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- ◉ Define objectives: a description of the performance you expect from participants to demonstrate competence
- ◉ SMART
  - Simple
  - Measurable
  - Achievable
  - Realistic
  - Task Oriented



# Designing exercises cont.

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- Compose a narrative: An **exercise** is a *scenario that simulates an emergency*. Part of this scenario is the narrative, which is a brief description of the events that have occurred up to the minute the exercise begins. The narrative has two important functions.
- First, it *sets the mood* for the exercise. Participants need to be motivated to participate. The narrative captures their attention and makes them want to go on.
- Second, the narrative *sets the stage for later action* by providing information that the participants will need during the exercise.

# Designing exercises cont.

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- List expected actions
- **Write messages.** Because the point of the exercise is to get the participants to think and react in certain ways, the script must be carefully developed to ensure that the messages get the planned results. Your list of expected actions will enable you to write effective messages.
- **Determine what should be evaluated.** The exercise evaluation will focus on whether the participants respond appropriately in an emergency. The list of actions will become the core of that evaluation.

# Designing exercises cont.

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## ◉ Prepare messages (injects)

- Determine how the messages will be sent
- Credibility
- Relationship to expected actions
- Message variables
  - Message source (who), transmission method (send), Message content (what), recipient (to whom)
- Format
- Spontaneous messages

## ◉ MSEL

# Types of exercise

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- ◉ TableTop (TTX)
- ◉ Functional (FE)
- ◉ Full-Scale (FSE)

# Evaluation

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- ◉ Whether the exercise has achieved its objectives.
- ◉ Needed improvements in the EOP, procedures, or guidelines.
- ◉ Needed improvements in the emergency management system.
- ◉ Training and staffing deficiencies.
- ◉ Needed operations equipment.
- ◉ Need for continued exercising of the plan and the emergency management functions.

# Evaluation cont.

## Skills

- Appropriate technical expertise in evaluation
- Communication skills, both verbal and written
- Organizational ability
- Ability to see the relationship between events and objectives
- Ability to adjust to rapidly changing situations

## Attributes

- “People skills,” sensitivity
- Objectivity
- Self-motivation
- Willingness to help
- Honesty and integrity (reports facts truthfully, keeps information confidential)
- Familiarity with the plan

# Evaluation cont.

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- ◉ The exercise scenario.
- ◉ Rules of play.
- ◉ The objectives.
- ◉ Evaluation requirements and procedures.
- ◉ Evaluation forms

# After the exercise

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- Meetings
  - Hotwash
  - Debriefing
- Questionnaire (3 up, 3 down)
- AAR/IP