

EXERCISE EVALUATION PLAN

Instructions to Exercise Evaluation Plan developers are in *(italics)*.

PURPOSE

This handbook provides exercise evaluators, as well as controllers and simulators, with guidance concerning procedures and responsibilities for exercise evaluation and support. It explains the exercise concept as it relates to the evaluation process, establishes the basis for evaluation, and establishes and defines the communications, logistics, and administration structure needed to support evaluation of the exercise, before, during, and after exercise activities.

(The purpose statement of the Evaluation Plan summarizes the mission and goals of the exercise. In this section, describe the purpose of the plan itself, which is to provide specific information to exercise evaluators and controllers on the exercise objectives, points of review, administrative procedures, and methods of control for simulation and evaluation. Most importantly, the plan lays out the Exercise Evaluation Methodology, which includes the Evaluation Team structure, team member responsibilities, locations, and procedures.)

PLAY CONCEPT

(In this section, provide an overview of the exercise and related exercise activities, a general description of the scenario, an overview of primary players and their exercise locations, guidelines for emergency call-off of the exercise, and exercise assumptions, artificialities, and simulations.)

OVERVIEW – SCOPE

(In this section, describe the type and scope of exercise, actual dates of exercise, primary exercise locations, hours of operations, and participating organizations. Include a description of the briefing/narrative summary that will start the exercise.)

Exercise play will officially begin on *(insert time, day of week, date)* and end at approximately *(insert time, day of week, date)* as determined by the Exercise Director. The exercise will be played *(insert number of hours)* per day at all primary exercise locations. At some locations, however, *(insert if some are out of sequence or limited extents of play)*. Annex D, Tabs 1, 2, and 3, provide player hours of operation as determined by each participating organization. On *(insert date)*, the exercise will be initiated by a *(describe a briefing, incident, or video and provide a general description of the information. Example: The briefing will begin with a description of the situation as it currently exists. The briefing will describe background actions that have been taken by*

emergency response organizations as well as a review of the weather situation.). This background briefing will be based on the information in Annex A, Scenario Narrative, to this handbook. There will be a post-exercise meeting at each player location on (insert date). (May use calendar to illustrate scheduled activities.)

Month XXXX				
Monday	Tuesday	Wednesday	Thursday	Friday
(Time) Player Orientation	(Time) Controller Meetings	Exercise (Time) Debriefing Meetings	(Time) Exercise Critique	

Figure 1, Exercise Activity Calendar

EXERCISE SCENARIO

(Provide overview of the scenario, including dates of exercise, type of incident, and actions/incident that will activate portions of the plans that will be tested. Provide visual of incident scenario [such as storm track, radioactive plume, dispersion of agent, hazmat spill, etc.]



Figure 2, Incident Scenario

EXERCISE PLAYERS AND LOCATIONS

(Describe participation of federal, state, and local government, as well as private organizations and agencies. Describe principal locations for exercise activity.)

(May use space below to show visually primary exercise locations on map.)

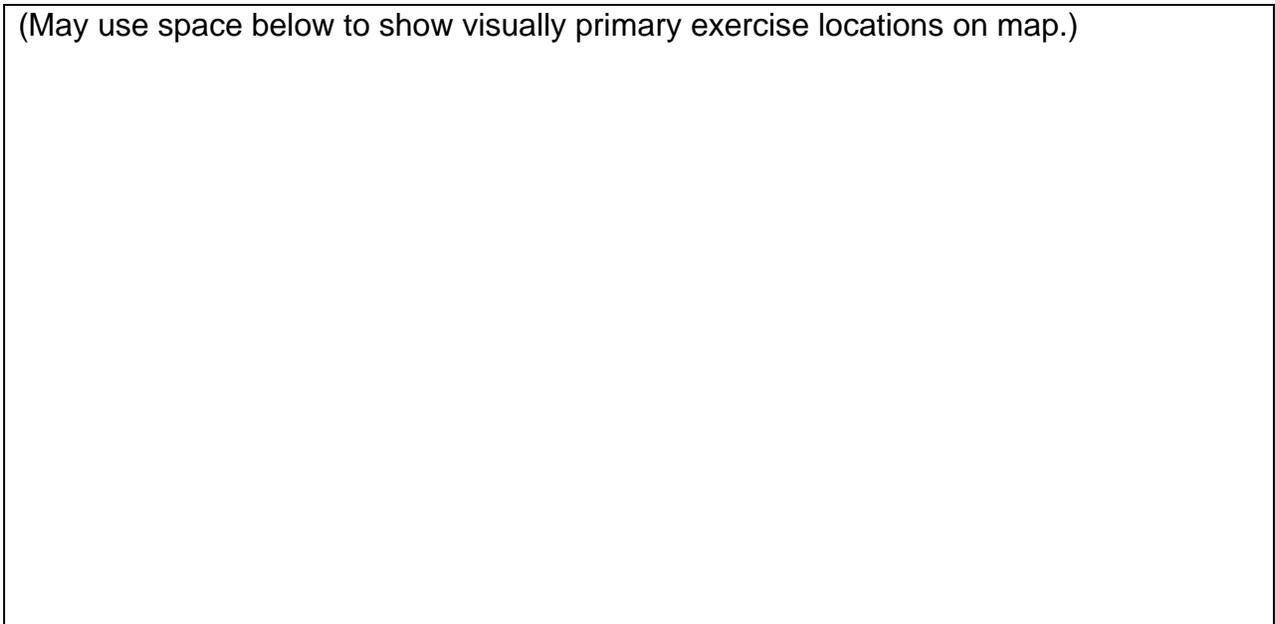




Figure 3, Primary Exercise Locations

PRE-EXERCISE PLAYER ACTIVITY

(Describe if any play concerning federal, state, and local organizations will occur prior to the actual start of the exercise. Also describe any pre-positioning of players and equipment.)

ASSUMPTIONS, ARTIFICIALITIES, AND SIMULATIONS

(The following assumptions are fairly generic; you may modify and/or add specifics for your own exercise.)

The assumptions, artificialities, and simulations applicable during the exercise are provided in the following paragraphs.

Exercise Assumptions

The following assumptions must be made in order to ensure that the exercise is as realistic as possible. It is intended that exercise events progress in a logical and realistic manner and that all exercise objectives be achieved during exercise play.

- Exercise participants are well versed in their own department and agency response plans and procedures.
- The term “participants” includes planners, controllers, evaluators, and players.
- Players and controllers will use real-world data and information support sources.
- Players will respond in accordance with existing plans, policies, and procedures. In the absence of appropriate written instructions, players will be expected to apply individual initiative to satisfy response and recovery requirements.
- Implementation of disaster response plans, policies, and procedures during the exercise will depict actions that would be expected to occur under actual response conditions and, therefore, will provide a sound basis for evaluation.
- Actions to direct unit, personnel, or resource deployments will result in simulated movement during the exercise unless live deployment in real time is stipulated to achieve an exercise objective.
- Real-world response actions will take priority over exercise actions.

Exercise Artificialities

It is recognized that the following artificialities and constraints will detract from realism; however, exercise planners should accept these artificialities as a means of facilitating accomplishment of exercise objectives.

(The following section will be based upon your extent of play agreements and include any pre-exercise player activity or pre-positioning of equipment. Some samples are provided.)

- The exercise will be played in near-real time; however, to meet exercise objectives, some events may be played by participants before the exercise, and other events may be accelerated in time to ensure their consideration during play.
- Many alert, notification, initial activation, and emergency response procedures, as well as some early response actions, will not be a part of the exercise.
- Responses obtained by players from simulations may not be of the quality or detail available from the real organization or individual.
- During the exercise, actions may occur to direct unit, personnel, or resource deployments, and subsequent movement of resources may be played; however, these actions may be simulated with no live movement occurring in the exercise.
- Some personnel and equipment may be prepositioned at exercise locations prior to the exercise rather than move in real-time during the exercise, and they will enter play at predetermined times from their prepositioned location. When this exercise artificiality occurs, it will be referred to in exercise documentation as exercise prepositioning to differentiate it from the live deployments that will be evaluated.

Exercise Simulations

Simulation during exercises is required to compensate for nonparticipating individuals or organizations. Although simulations necessarily detract from realism, they provide the means to facilitate exercise play.

(Generally describe areas that will be simulated. Examples include weather information, simulation of nonparticipating organizations, media, victims, evacuees, etc.)

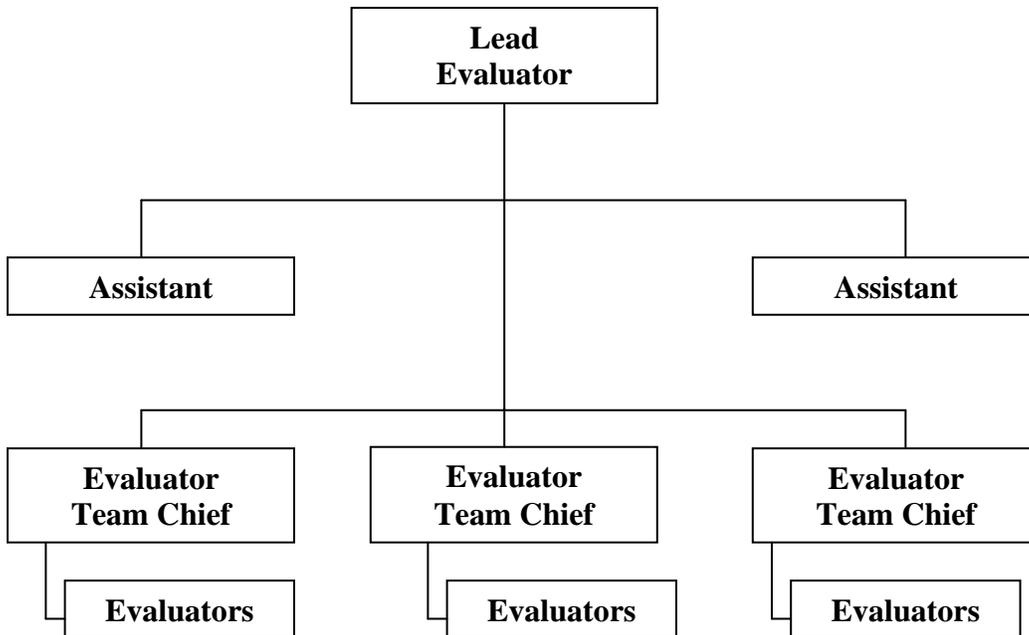
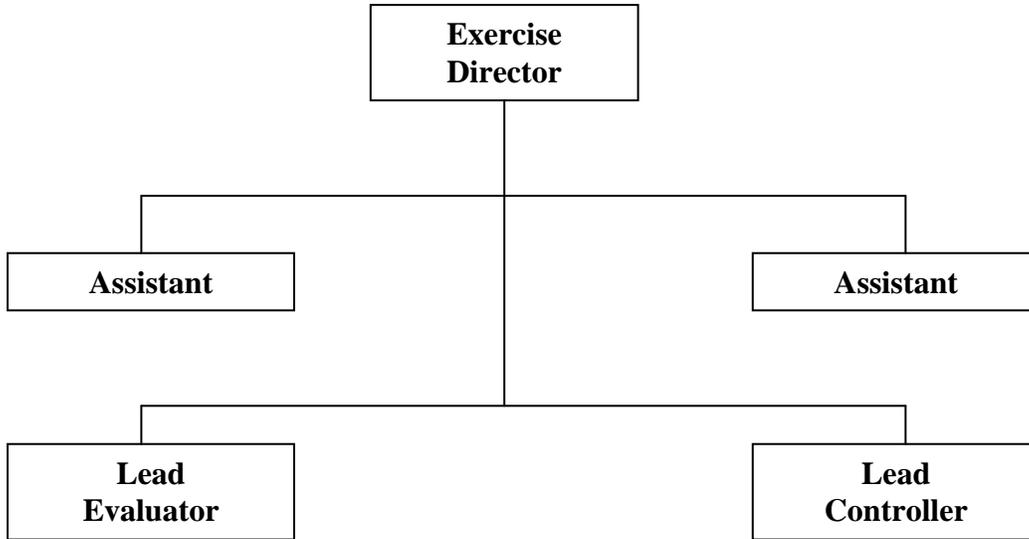
CONCEPT FOR EVALUATION MANAGEMENT

The Exercise Evaluation Team organizational structure, Objectives and Points of Review, are discussed in the following paragraphs.

MANAGEMENT STRUCTURE

Overall exercise planning, conduct, and evaluation for the exercise is the responsibility of the *(insert title)*. *(Title)* is responsible for coordinating all exercise planning activities between *(Insert federal, state, and local departments and agencies. Identify others in charge at each level of government/jurisdiction. Include those in charge of control and evaluation.)*

(For a large exercise, the Exercise Director may have assistants and other functional areas besides evaluation and control and simulation, such as support and coordination. Adapt the following chart to reflect your exercise management structure.)



EXERCISE EVALUATION TEAM STAFFING, RULES and PROCEDURES

(Modify as necessary)

The team chiefs and personnel selected as Exercise Evaluation Team members must be knowledgeable about emergency management and response functions. *(Insert other qualifications as necessary.)* Team members need this knowledge to understand ongoing exercise activities and to track these activities against events in the MSEL. In order to meet this need, evaluators may be recruited from emergency response organizations *(identify recruiting requirements to match qualifications identified previously).*

Evaluators will *(identify rules or guidelines for conduct during the exercise)* and will *(identify procedures of evaluation, before, during and after the exercise.)*

The Exercise Evaluation Team staffing requirements and the personnel that have been designated to fulfill these roles are identified in **Annex E**.

(Identify exercise control team organization. Modify the chart below to reflect organization. Specific action sites should be added, such as state and local EOCs. If one simulation cell is used for all locations, modify the chart accordingly.)

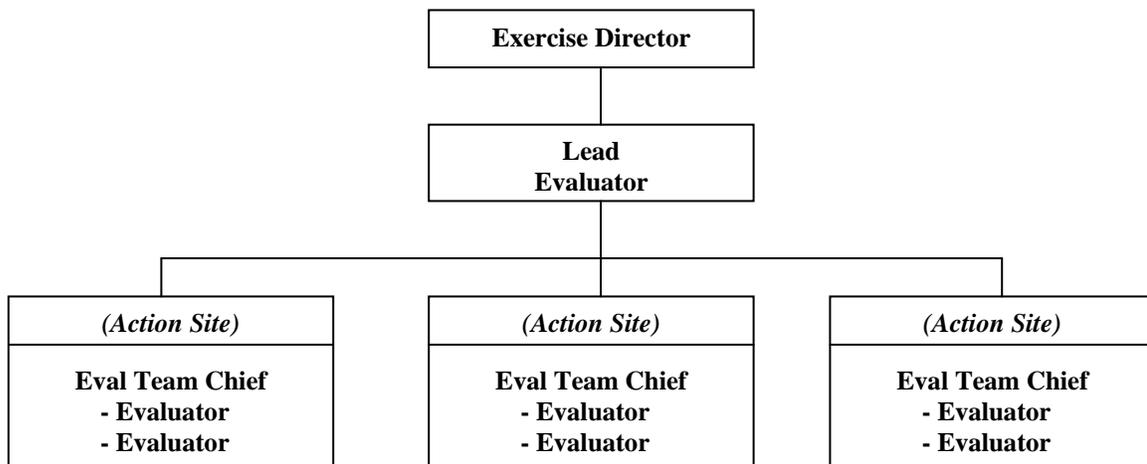


Figure 5, Exercise Evaluation Team

EXERCISE EVALUATION TEAM TRAINING

Evaluator training sessions will be conducted *(insert information specific to evaluator training sessions, including dates, times, and locations. Describe class size limitations, different target audience needs, financial arrangements, and the responsibility of controllers/simulators to review materials prior to training.)*

(Consider the following information when developing your exercise specific evaluator training. At a minimum, all personnel should receive an orientation briefing and handout materials that cover the exercise plan, including scenario, objectives, procedures, and ground rules. Training may be provided by exercise design team members or by outside sources. For complex exercises, a tabletop activity could be conducted to help familiarize participants with their roles and responsibilities, as well as related plans, procedures, and policies.

Evaluators should receive additional training, which may include EOC operations, the Incident Command System, and all exercise control plan elements. Training should emphasize the roles and responsibilities of both the control and evaluation teams, as well as functional interaction between the two.)

EXERCISE OBJECTIVES AND POINTS OF REVIEW

(Modify the following sections to be specific for your exercise.)

(This section identifies the exercise objectives and evaluator checklists. It fully develops Points of Review, based off of the Emergency Operations Plans, policies, procedures, guidelines, and checklists for the objectives and functions being exercised.

Prior to the exercise, all exercise evaluation documents should be organized by site location, by function, or any other method determined to best suit the exercise. This is determined by the Evaluation Team. These documents can be placed here, or in an annex in the back of the plan.)

EXERCISE EVALUATION TEAM STAFF RESPONSIBILITIES

(Modify the following sections as necessary for your exercise.)

This section identifies the responsibilities of the Lead Evaluators as well as those of the evaluation team chiefs, and individual evaluators.

Prior to the exercise, all exercise evaluation personnel should be familiar with this evaluation plan, the exercise plan, the exercise scenario, and the control plan. They

also must be familiar with the exercise MSEL events, especially those injected into play at their assigned location, and any others that will impact play at their location.

Lead Evaluator / Assistants / Team Chief Responsibilities

The Lead Evaluator and team chiefs are responsible for managing and directing all evaluation functions during the conduct of the exercise. He / she may be assisted in this function by one or more individuals. The Lead Evaluator will:

- Participate in the exercise design and development group.
- Analyze and assess the exercise plan to determine an appropriate control strategy (location of control sites and simulation cells, number of personnel required, roles and responsibilities, etc.).
- Develop and disseminate the Exercise Evaluation Plan.
- Establish evaluator communications systems and information support mechanisms.
- Design and develop the evaluation organization and chain of command.
- Define the role and responsibilities of the Exercise Evaluation Team to include evaluation team chiefs, and evaluators.
- Develop policies, guidelines, and procedures for implementing the Exercise Evaluation Plan.
- Develop the administrative and logistic systems needed for reporting, problem resolution, and safety and site preparation for participant organizations and evaluation organizations.
- Determine the qualifications and experience level of evaluators needed and identify avenues for obtaining them.
- Design and develop training for exercise evaluators.
- During the exercise, manage and coordinate activities of the Exercise Evaluation Team to ensure that exercise play achieves exercise objectives.
- Coordinate any required modifications to the MSEL and supporting event implementers with the appropriate exercise evaluators.
- Conduct debriefing of Exercise Evaluation Team.

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- Provide observations for input to the exercise evaluation using the key player observation and comment form.
 - Complete routine reports to log exercise events and any special reports, as necessary.
 - Conduct control and simulation debriefings for subordinate controllers/simulators.

Individual Evaluator Responsibilities

Each evaluator is responsible to the Exercise Evaluation Leader at his/her assigned location to assist in monitoring and facilitating exercise play. Specifically, individual evaluators will:

- Review evaluation plan, control plan materials and attend evaluator training.
- Perform duties under the management of the Exercise Evaluation Leader at the assigned location.
- Observed assigned objectives.
- Monitor player actions and assist the Exercise Evaluation Leader and other exercise control team members in tracking exercise events.
- Report to the Exercise Evaluation Leader any problems or issues that may arise concerning control, including deviations to the scenario or exercise artificialities that may interfere with exercise realism or exercise progress, and record these problems in the evaluator Log.
- Monitor the MSEL to ensure the exercise is progressing as planned, and inject event implementer messages into exercise play at the scheduled times.
- Provide observations using the key player observation and comment form for input to the exercise evaluation.
- Attend the end-of-exercise participant debriefings/critiques, and any evaluator debriefings as instructed by Exercise Evaluation Leader
- Review simulator materials and attend training.
- Perform duties under the management of the *(identify title of person)* at the assigned location.
- Answer (or don't answer) inquiries from players and individuals for general information or information concerning MSEL events already injected into play and

recording each of these inquiries on a log.

- Record actions and/or decisions on tactical maps, situation status boards, resources status boards, and logs.
- Assist controllers in monitoring the flow of the exercise and completion of MSEL events.
- Inform Exercise Evaluation Leader of possible deviations from the MSEL and expected actions.
- Record observations using the evaluator checklists and points or review. Complete summary forms for input to the exercise evaluation report.

EXERCISE EVALUATION TEAM PROCEDURES

This section, if necessary, describes pre-exercise procedures and procedures during the exercise for the Exercise Evaluation Team. It also describes how the Exercise Evaluation Team will interact with other participants.

(This section can include a discussion of training planned for evaluators, expected evaluator actions during and after the exercise, participation in the post-exercise critique session, and evaluator relations with controllers and players.)

Pre-Exercise Procedures

(Modify the following sample paragraphs according to your own exercise specific procedures.)

Once the evaluator has completed training, he/she should continue to review the primary documents for the location at which he/she will be stationed and the evaluation report forms. This will give the evaluator more familiarity with the many systems, procedures, MSELs, and evaluation checklists they will be using.

Evaluation personnel should be in place at their assigned location no later than *(insert date and time, or indicate if varies by location)* and be prepared to initiate exercise activities at that location promptly at *(insert time)*. [On *(insert date and time)* the Lead Evaluator will establish a conference call with the evaluator team chief at the primary exercise locations shown in **figure 5** (refer to specific exercise procedures [such as team chiefs call in upon arrival, etc.]). During this conference call coordination and/or special instructions related to the exercise will occur and/or be conveyed.]

Reporting Procedures

(This section contains an explanation of each evaluator information form and the procedures used to complete the forms and submit them after the exercise. A

description of the MSEL format and its use by evaluators is also presented here. This section also discusses the evaluator's responsibilities in the preparation of the Exercise Evaluation Report. The following samples are to be modified according to your own exercise.)

SUPPORT FOR THE EVALUATION TEAM

This section establishes and defines the communications structure required to support the Exercise Evaluation Team during the conduct of the exercise. It describes the communications capabilities required at and between each of the action sites and control and simulation users and how those capabilities will be used. It also delineates responsibilities for accomplishing communications tasks, including the installation of additional communications capability to support evaluation.

Logistics / Administrative Support

The following information describes the logistics and administrative support that will be provided at each exercise location as it pertains to controllers and simulators. It also describes the control and simulation facility requirements for the exercise control team sites.

Areas to consider when developing logistics/administrative support for the Exercise Evaluation Team are:

- Provide administrative support at exercise locations/action sites for controllers/simulators.
- Provide personnel to assist with pre-exercise training registration, training, and packaging of training materials.
- Provide directions to facilities for the controller assignment(s).

Site Preparation / Support

The following information describes site preparations that may be necessary to meet exercise objectives and test plans and procedures.

Site preparation varies with the type of exercise. Consider the areas identified on the following pages.