

## Exercise Evaluation Plan

### Purpose

*[The purpose statement of the Evaluation Plan summarizes the mission and goals of the exercise. This section also describes 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, methods of control for simulation and evaluation.]*

This plan provides exercise evaluators, 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 administrative structure needed to support evaluation before, during and after.

Most importantly, the plan lays out the Exercise Evaluation Methodology including the evaluation team structure, team member responsibilities, locations, and procedures.

### Play Concept

This section provides 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

*[Describe the type, scope, and actual dates of the exercise; the primary exercise locations; hours of operations; participating organizations; and description of 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; however, some locations *[insert if some are out of sequence or have limited extents of play.]* On *[insert date]* the exercise will be initiated by a *[Describe whether 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 the Scenario Narrative, attached to this handbook. There will be a post-exercise meeting at each player location on *[insert date]*. (May use calendar to illustrate *scheduled* activities.)

**Overview–Scope (Continued)****Figure 1. Exercise Activity Calendar**

<i>[Month] 2002</i>				
<b>Monday</b>	<b>Tuesday</b>	<b>Wednesday</b>	<b>Thursday</b>	<b>Friday</b>
[Time] Player Orientation	[Time] Controller Meetings	Exercise  [Time] Debriefing Meetings	[Time] Exercise Critique	

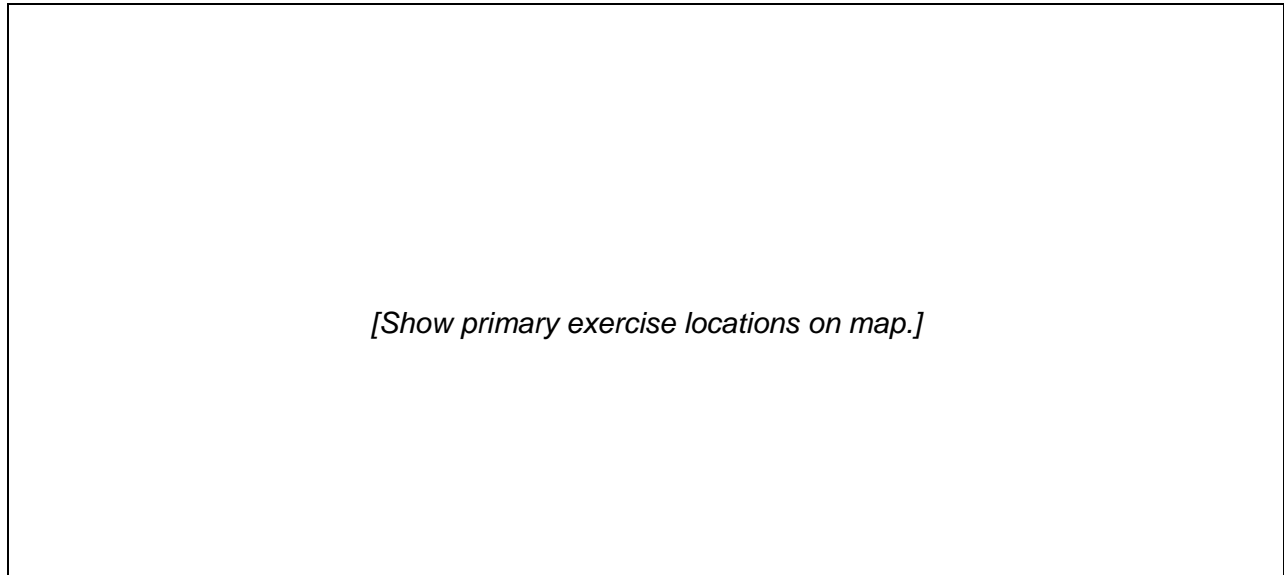
**Exercise Scenario**

*[Provide overview of scenario to include dates of exercise, type of incident and actions/incident to activate portions of the plans and emergency response organizations to test agreed upon objectives. 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, private organizations, and volunteer agencies. Describe principal locations for exercise activity.]*

**Figure 3. Primary Exercise Locations****Pre-Exercise Player Activity**

*[Describe any play concerning participating organizations that will occur prior to the actual start of the exercise. 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, simulators, 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.]*

- 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.

### **Exercise Artificialities (Continued)**

- 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 pre-positioned at exercise locations prior to the exercise rather than moved in real-time during the exercise, and they will enter play at predetermined times from their pre-positioned location. When this exercise artificiality occurs, it will be referred to in exercise documentation as exercise pre-positioning 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.

*[Describe, in general, any areas that will be simulated. Examples include weather information, simulation of nonparticipating organizations, media, victims, evacuees, etc.]*

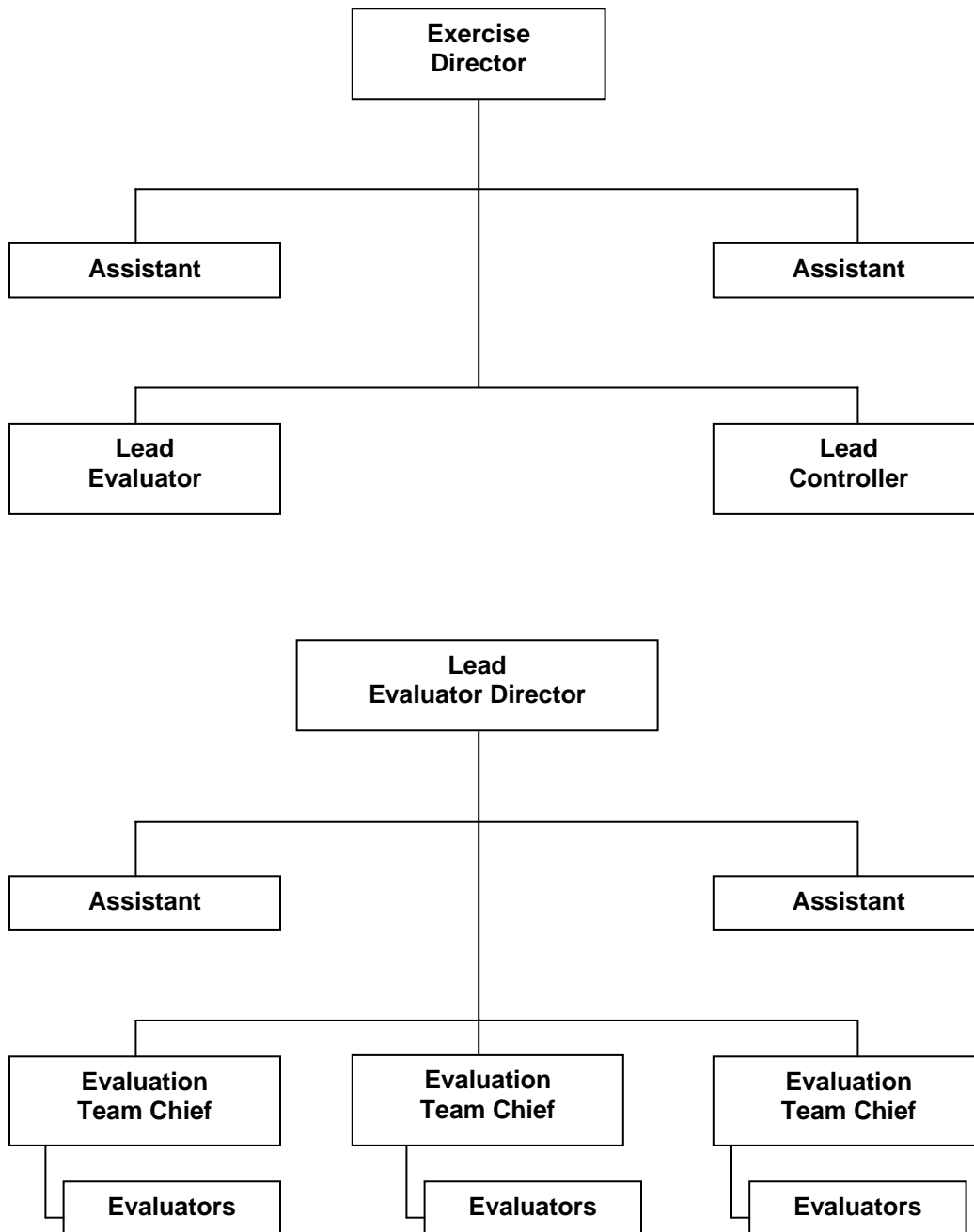
### **Concept for Evaluation Management**

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 and other participating organization]*. *Identify others in charge at each organizational level of government/jurisdiction. Include those in charge of control and evaluation.*

*[For a large exercise, there may be an exercise director with 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.]*

**Management Structure (Continued)****Figure 4. Exercise Evaluation Management**

## Exercise Evaluation Team Staffing, Rules, and Procedures

*[Modify this section as necessary.]*

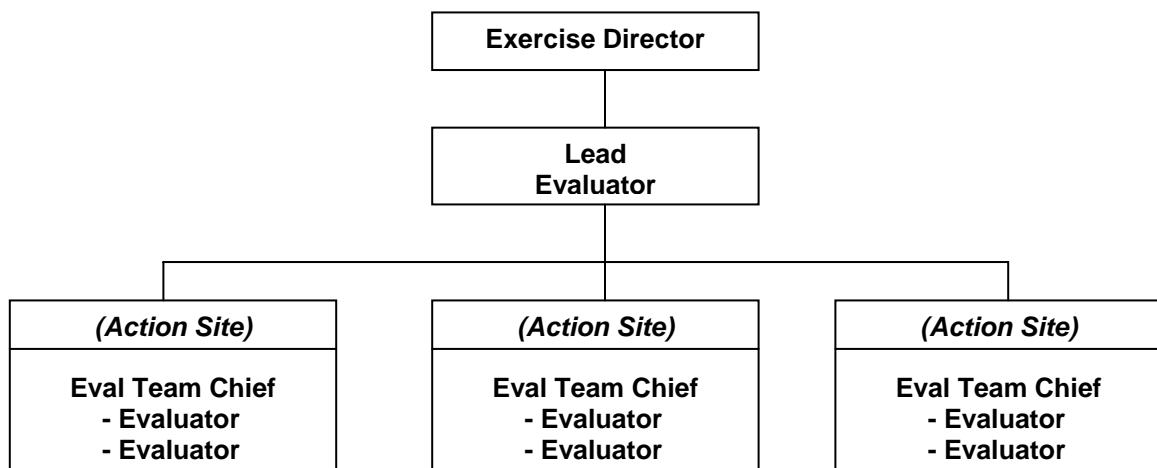
The team chiefs and personnel selected as exercise evaluation team members must be knowledgeable of emergency management and response functions. *[Insert other qualifications identified by the lead controller.]* They need this knowledge to understand ongoing exercise activities and to be able to track them with events in the MSEL. In order to meet this need, individuals may be recruited as evaluators from nonparticipating or participating) 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 this section. **Figure 5** depicts the evaluation team structure to be established for the exercise and the locations of evaluation team chiefs who will function under the lead evaluator.

*[Identify the exercise evaluation team organization. Modify the chart below to reflect your 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 responsibility of evaluations for review of materials prior to training if necessary.]*

*[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. In general, evaluators should be thoroughly familiar with the following:

- Purpose and objectives of the exercise
- MSEL and scenario timeline
- Message forms and flow of information
- Content of exercise messages
- Requirements for coordination with controllers and other personnel
- Procedures for monitoring and tracking player actions
- Procedures for recording observation of player actions
- Procedures for reacting to player inquiries
- Procedures for notifying evaluation team chief or lead controller of problems and exercise deviations

## Exercise Objectives and Points of Review

In this section identify the exercise objectives and evaluator checklists. Points of review should be based on the Emergency Operations Plans, Policies, Procedures, Guidelines, and Checklists.

Prior to the exercise, all exercise evaluation documents should be appended to the plan. They may be organized by site location, by function, or any other method as determined by the evaluation team.

## Exercise Evaluation Team Staff Responsibilities

*[Modify the following sections to be specific for your exercise.]*

This section identifies the responsibilities of the lead evaluator 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 to be injected into play at their assigned location, and any others from other locations 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. They may be assisted in this function by one or more individuals. Specifically their responsibilities include:

- Participating in the exercise design team (lead evaluator).
- Analyzing and assessing the exercise plan to determine an appropriate evaluation strategy (locations of evaluation, number of evaluations required, roles and responsibilities, etc.).
- Developing and disseminating the exercise evaluation plan.
- Establishing evaluator communications systems and information support mechanisms.
- Designing and developing the evaluation organization and chain of command.
- Defining the roles and responsibilities of the exercise evaluation team, including evaluation team chiefs and evaluators.
- Developing policies, guidelines, and procedures for implementing the exercise evaluation plan.

**Lead Evaluator/Assistants/Team Chief Responsibilities (Continued)**

- Developing the administrative and logistic systems needed for reporting, problem resolution, and safety and site preparation for participating organizations and evaluation organizations.
- Determining the qualifications and experience level of evaluators needed and identify avenues for obtaining them.
- Designing and developing training for the exercise evaluators.
- Developing procedures for debriefing of players and exercise evaluation team.
- During the exercise, managing and coordinate activities of the exercise evaluator team to ensure that exercise play achieves exercise objectives.
- Monitoring exercise progress and making decisions regarding any deviations or significant changes to the scenario caused by unexpected developments in the course of play.
- Coordinating any required modifications to the MSEL and supporting event implementers with the appropriate exercise evaluators.
- Conducting debriefing of exercise evaluation team.
- Providing observations for input to the exercise evaluation using the key player observation and comment form.
- Completing routine reports to log exercise events and any special reports, as necessary.
- Conducting control and simulation debriefings for subordinate controllers/simulators.
- Chairing the post-exercise critique session at own location.
- Attending evaluation team debriefings.

### Individual Evaluator Responsibilities

Each evaluator is responsible to the evaluation team chief at his/her assigned location to assist in monitoring and facilitating exercise play. Specifically, individual evaluator responsibilities include:

- Reviewing evaluation plan and control plan materials and attending evaluator training.
- Performing duties under the management of the evaluation team chief at the assigned location.
- Observing assigned objectives.
- Monitoring player actions and assisting the evaluation team chief and other exercise control team members in tracking exercise events.
- Reporting to the evaluation team chief 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 recording these problems in the evaluator log.
- Providing observations using the key player observation and comment form for input to the exercise evaluation.
- Attending the end-of-exercise participant debriefings/critiques, and any evaluator debriefings as instructed by evaluation team chief.
- Reviewing simulator materials and attend training.
- Performing duties under the management of the *[identify title of person]* at the assigned location.
- Answering (if allowed) 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.
- Recording actions and/or decisions on tactical maps, situation status boards, resources status boards, and logs.
- Assisting controllers in monitoring the flow of the exercise and completion of MSEL events.
- Informing evaluation team chief of possible deviations from the MSEL and expected actions.
- Recording observations using the evaluator checklists and points or review. Completing summary forms for input to the exercise evaluation report.

## Exercise Evaluation Team Procedures

This section, if necessary, describes pre-exercise procedures as well as procedures during the exercise for the exercise evaluation team. It also describes how the exercise evaluation team will interact with other participants. These are procedures that exercise evaluation team members will follow to fulfill their responsibilities.

*[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 that will be used.

Evaluation personnel should be in place at their assigned location no later than *[insert date and time, or indicate if it 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 3**. [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

*[In this section, provide an explanation of each evaluator information form and the procedures used to complete the forms and submit them after the exercise. Also present a description of the MSEL format and its use by evaluators. Discuss the evaluator's responsibilities in the preparation of the Exercise Evaluation Report.]*

## 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 between evaluators and other staff 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.

*[Modify the following information as needed.]*

### **Logistics/Administrative Support**

*[Insert guidelines for logistics and administrative support that will be provided at each exercise location as it pertains to evaluators. Also describe the facility requirements for the exercise evaluation teams.]*

Areas to consider when developing logistics/administrative support for the exercise evaluation team includes the following:

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

### **Site Preparation/Support**

*[Describe site preparations that may be necessary to meet exercise objectives and test plans and procedures.]*