



GLOSSARY

Agency-specific objectives - describe the activities that each agency will undertake in order to achieve their part of the overarching exercise objectives.

Artificialities - refer to any aspect of the exercise which deviates from reality in order to create a condition in which an exercise objective can be achieved.

Concepts & Objectives Meeting - a preliminary meeting of the proposed exercise design team and stakeholders. The purpose of the meeting is to identify the basic details and requirements of the proposed exercise, as well as to create initial drafts of some exercise materials.

Corrective actions - the specific actions assigned to individuals or agencies to resolve any weaknesses, deficiencies or resource gaps observed during the exercise.

Discussion-based exercises – are facilitated discussions that allow players to familiarize themselves with plans, policies, and procedures, and explore their application in specific emergency scenarios.

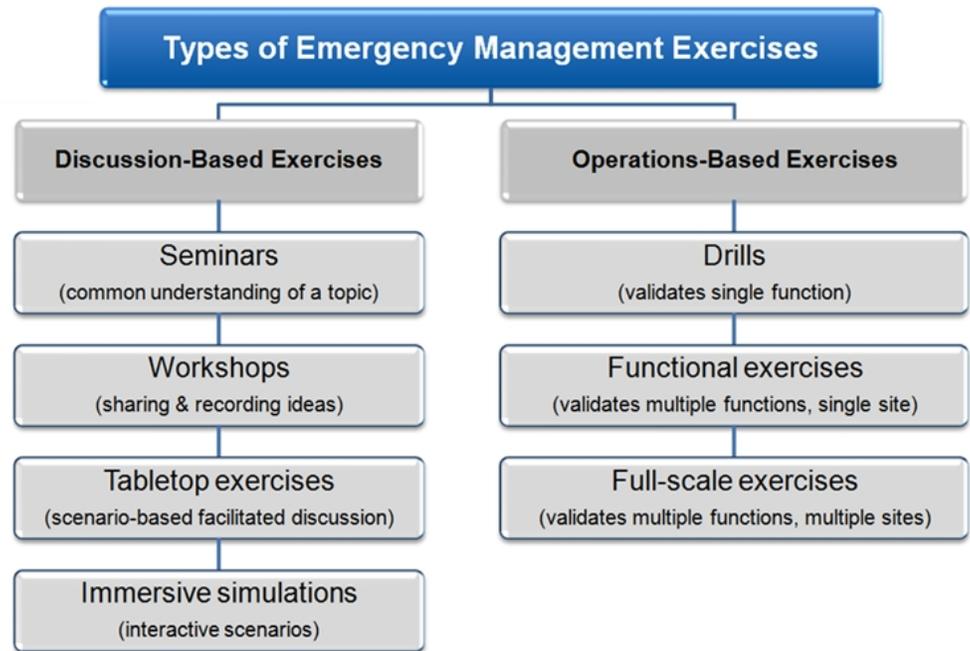
Drill - a type of operations-based exercise used to evaluate and validate a single, specific operation or function (e.g. a fire drill which evaluates the ability to evacuate a building within a predetermined amount of time.)

Exercise - a simulation of an emergency event, developed through a formal process, which uses discussion and/or the actual deployment of personnel and resources for training purposes and to validate capabilities, plans, processes, policies, and procedures.

Emergency management exercise program - a series of exercises that are tied together to achieve objectives that could not be achieved during a single exercise.

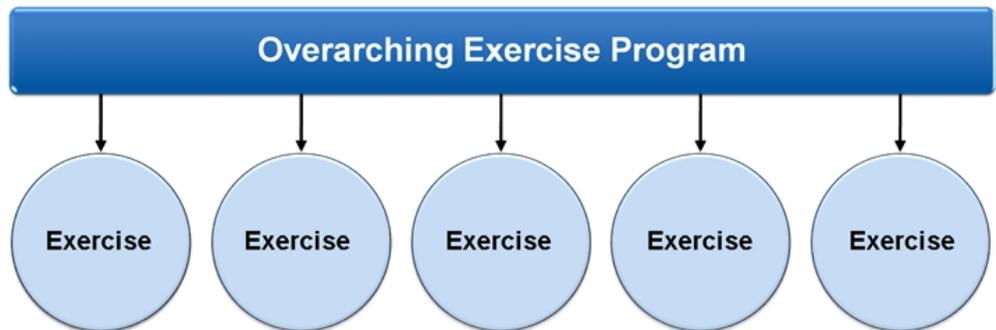
Exercise cycle - a process that provides a framework for accomplishing all the tasks related to planning, designing, developing, conducting, evaluating, and

EXERCISE TYPES



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OVERARCHING EXERCISE PROGRAM VS. INDIVIDUAL EXERCISES



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An Overarching Exercise Program is...
a series of exercises that are tied together to achieve objectives that could not be achieved during a single exercise.

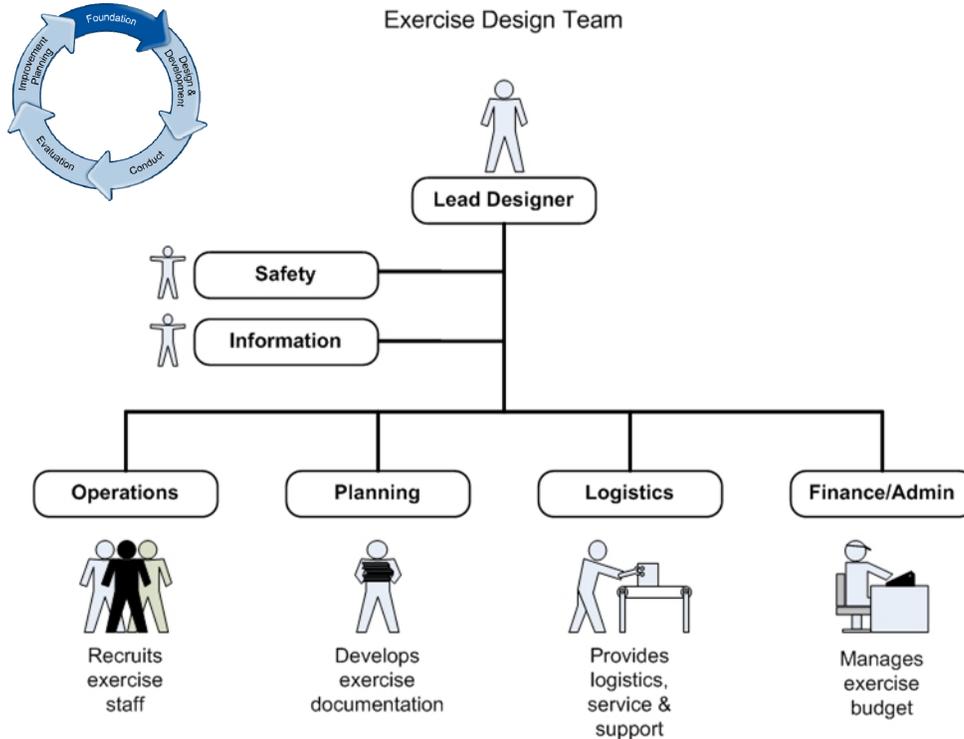
An Exercise is...
a simulation of an emergency event, developed through a formal process, which uses discussion and/or the actual deployment of personnel and resources for training purposes and to validate capabilities, plans, processes, policies, and procedures.



The types of exercises chosen for the exercise program are influenced by the objectives of each agency. For example, some agencies continually perform the same types of exercises because this is all that is necessary to achieve their objectives, whereas other agencies find it useful to use a variety of exercises. Regardless, all exercise programs should have a clearly stated goal describing the desired outcomes of the program.

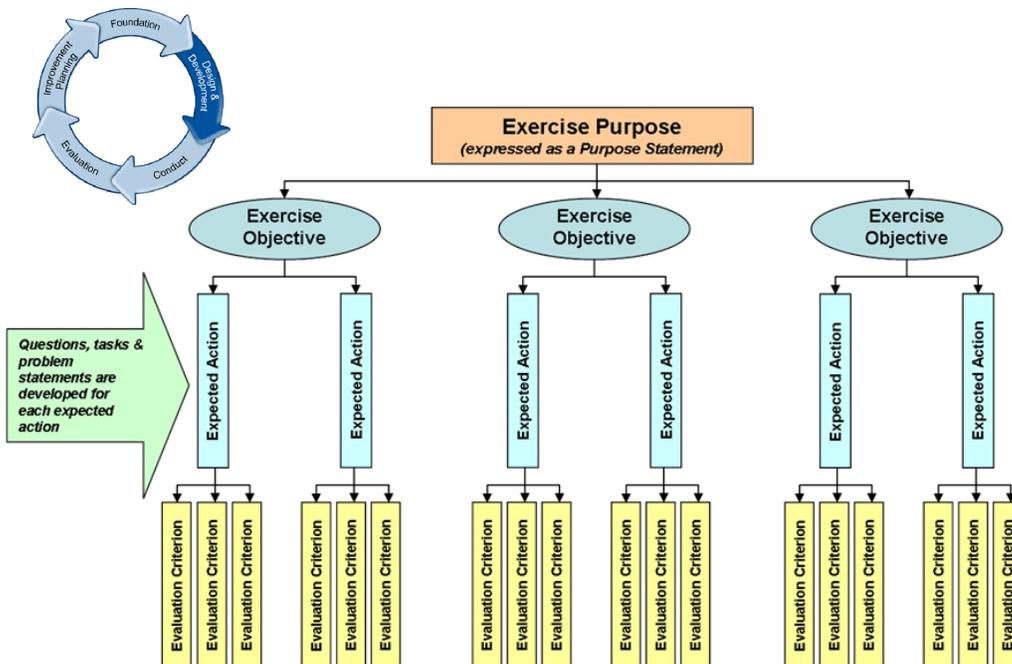
An example goal: *Validate the activation, management, and deactivation of the communities Emergency Operations Centre using the new emergency plan.*

FOUNDATION PHASE: GATHER THE EXERCISE DESIGN TEAM



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DESIGN & DEVELOPMENT PHASE: DEFINE EXERCISE DETAILS



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- **Exercise Purpose** describes the scope of the exercise in one concise statement
- **Exercise Objectives** are the specific actions that need to occur in order for the exercise to successfully complete its purpose;
- **Expected Actions** are the criteria used to determine whether each objective has been achieved;
- **Questions, Tasks, & Problem Statements** prompt players to perform the expected actions;
- **Evaluation Criterion** are the metric used to measure and analyze player performance. Evaluation criteria may include using expected actions as an evaluation checklist, as well as developing questions that guide players in self-analysis.

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implementing improvement planning for an exercise.

Exercise design team - the group responsible for guiding an individual exercise through all the planning, design & development, conduct, evaluation and improvement planning activities.

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Exercise objective - describe the specific actions that need to occur in order for the exercise to successfully complete its purpose.

Exercise Program Plan - a document that contains all of the policies used by the exercise program management team to manage all aspects of the exercise program.

Exercise staff - individuals responsible for the conduct and evaluation of the exercise facilitators/controllers, evaluators, simulators and scribes.

Expected actions - are measurable criteria that will demonstrate whether the objective has been achieved.

Final Planning Conference - the last formal meeting of the exercise design team. Its purpose is to review and confirm all exercise materials, documents and logistics.

Full-scale exercise - an exercise that validates and evaluates multiple functions at multiple sites.

Functional exercise - an exercise that validates and evaluates multiple functions at a single site.

Gold-plating - occurs when the exercise design team intentionally, or inadvertently, adds more to the exercise than is required by the scope and requirements of stakeholders.

Hybrid tabletop exercise - refers to a tabletop exercise that involves aspects of a functional exercise.

Immersive simulations - describes exercises that use technology to model how an emergency scenario would unfold in response to player actions.

Improvement Plan - a document which identifies the corrective actions to be carried out by

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exercising agencies; it includes a timeframe for their completion.

Initial Planning Conference - the first formal milestone meeting of the newly formed exercise design team.

Master Sequence of Events List (MSEL) - a chronological timeline of player actions and scripted messages and events that will occur during the exercise.

Master Sequence of Events List (MSEL) Planning Conference - a planning conference that focuses on the development of the Master Sequence of Events List and the simulation cell messages.

Message - a first-person account of an emergency event, used to prompt a player to carry out an expected action.

Mid-Term Planning Conference - a meeting used to review and finalize the draft versions of the exercise materials and documents, and to continue work on the logistical considerations of the exercise.

Narrative - the method used to provide details about the emergency situation to the exercise players. Narratives can be presented in a number of forms including a written story read out by a facilitator or controller, a multimedia presentation, mock situation reports, etc.

Operations-based exercises - exercises that validate training, plans, and procedures through the deployment of personnel, equipment, and other resources.

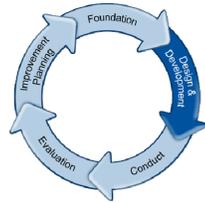
Overarching exercise objectives - are high-level learning outcomes of the exercise that describe the culmination of all activities carried out by participating agencies.

Problem statement - a brief description of an emergency event used to prompt one or more players to carry out an expected action.

Question - a written query presented to players asking them to discuss or describe a particular aspect of an emergency event. Questions, like messages and problem statements, are related to an expected action.

Scenario - the backdrop of the exercise and is used to drive exercise action. The scenario consists of a description of the hazard and the events surrounding the emergency situation. The

DESIGN & DEVELOPMENT PHASE: WRITING S.M.A.R.T. OBJECTIVES



Writing S.M.A.R.T. Objectives is crucial for every exercise. Well written objectives describe the desired learning outcomes of the exercise, provide a framework for developing the scenario, provide a focus for exercise evaluation, and mitigate scope creep. In writing an objective, start with a verb that reflects the action you would like to see carried out. Following the verb, describe the specific action, whom it will be performed by, and any other details necessary to narrow the focus of the objective

Objective: "List the chain of decisions required to authorize a total evacuation of the Community of Denton." This objective is:

Specific as it has players perform a specific, pre-identified action,
Measurable as it leads to the creation of a product that can be evaluated (in this case, a list),
Achievable as the task can be completed within the timeframe of the exercise with the materials, resources and subject matter expertise provided,
Realistic as it focuses on an event that may exist in the real world and a task that may be required,
Task-oriented as it asks players to perform an observable action

Discussion-based exercises use objectives that describe activities that can be completed during a conversation: *Define, list, record, identify, select, relate, describe, explain, summarize, locate.*

- Review activation procedures for the Emergency Operations Centre (EOC), ensuring that they are adequate for all incident types;
- Establish procedures for opening the community centre to serve as a reception centre for evacuees;
- Develop a press release regarding the evacuation of residents due to major flooding;
- Discuss agency responsibilities and response procedures to a hazardous materials incident, as outlined in the Emergency Plan

Operations-based exercises use objectives that describe the physical validation of different tasks: *Construct, calibrate, assemble, dismantle, display, manipulate, fasten, reorganize, alter, change.*

- Assemble a first-aid kit from the materials provided that will meet the specifications provided in the Emergency Plan
- Conduct a media briefing at the Community Emergency Operations Centre, relaying information regarding evacuation routes
- Conduct a door-to-door emergency notification alert, advising residents in a 5 block radius of the community of a pending flood evacuation
- Maintain the Emergency Operations Centre status boards for a 4-hour event

CONDUCT PHASE: CONTROL, BRIEFINGS AND HOTWASH



During the exercise, things may go wrong; communication equipment breaks down, meals are late, exercise materials are lost, players leave to respond to real emergencies. When the unexpected occurs, stay calm and follow these steps:

- Do not panic
- Follow the plans and policies created during Design & Development
- Prioritize the issues, with health and safety being paramount
- Find the simplest solution
- Fix the problem, not the blame

Many problems can be avoided by conducting pre-and post-exercise briefings

Pre-exercise briefings checklist:

- Date and time of the exercise
- Overview of hazard
- Purpose of exercise
- Objectives of exercise
- Desired outcomes of exercise
- Participating organizations
- Exercise location and area
- Exercise site map
- Exercise schedule
- Exercise staff
- Rules and considerations
- Weapons policy
- Code of conduct
- Communications instructions
- Media presence
- Emergency call off
- Briefings
- After Action Reporting
- Exercise materials
- Controllers
- Controller Structure
- Exercise Control
- Evaluators
- Evaluation method
- Exercise Evaluation Guides
- Controller & evaluator assignments
- Questions

HotWash debriefing checklist:

- Critical events that need immediate attention
- Summary of the strengths and weaknesses identified during the exercise
- The degree to which the exercise met player expectations
- The general feelings of each player following the exercise
- The structure and conduct of the exercise itself
- Follow-up that should occur
- Any other relevant topics

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scenario is delivered to the exercise players through a narrative.

Scope creep - the uncontrolled addition of items into the exercise such as new players, activities, objectives, hazards, and so on.

Seminars - a type of discussion-based exercise used to introduce and familiarize players with information and concepts. The focus is on ensuring all players have a common level of understanding.

Serious games - computer simulations that reflect real life events and whose programming allows the computer to respond realistically to player input.

Simulation cell - an area equipped with communications equipment from which controllers and simulators coordinate and deliver messages to players during functional and full-scale exercises.

Simulation cell messages - during the exercise, simulators are tasked with providing information to players based on the events listed in the MSEL. This information is provided in a series of prescribed messages that provide details to prompt player action. These messages are called simulation cell messages.

Stakeholders - the organizations whose interests need to be represented in all phases of the exercise.

"STARTEX" – a call made to signal the start of the exercise. This call may only be made by the Lead Controller or the Safety Officer. The exercise ends with the call **"ENDEX"**.

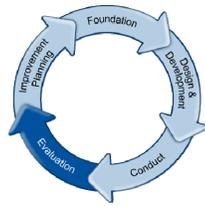
Subject matter expert (SME) – a person who is an expert in a particular area. Subject matter experts are used to provide expert knowledge on various aspects of exercise design, conduct, and evaluation.

Tabletop exercise - a type of discussion-based exercise in which players discuss and explore the response to a theoretical emergency scenario.

Task - an activity that players must perform in order to complete one or more of the expected actions.

Workshops - a type of discussion-based exercises used to draw information from players regarding a specific topic.

EVALUATION PHASE: USING EXPECTED ACTIONS



Every exercise must be evaluated to identify strengths and weaknesses.

This evaluation can be performed by creating Expected Actions. Expected actions are the individual, discrete tasks that need to be completed in order for players to successfully complete an objective. Expected actions can relate to any number of activities. They can describe the activities players should undertake, decisions players would be expected to make, and/or tasks players should accomplish

These expected actions can then be used as an evaluative checklist.

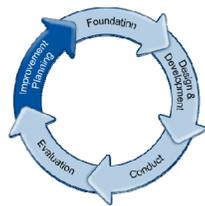
Objective: "Establish an Incident Command Post at site within 15 minutes of arrival."

The expected actions for this objective could be:

- Incident Command Post is established as Deputy Fire Chief vehicle
- Establishment of Incident Command is communicated to all responding units
- Location of Incident Command Post is communicated to responding units and dispatch
- Initial perimeter is established and secured
- These tasks are accomplished within 15 minutes of arriving at the site.

These expected actions can then be checked off by an Evaluator as they are performed by Players.

IMPROVEMENT PLANNING PHASE: AFTER ACTION REPORTING

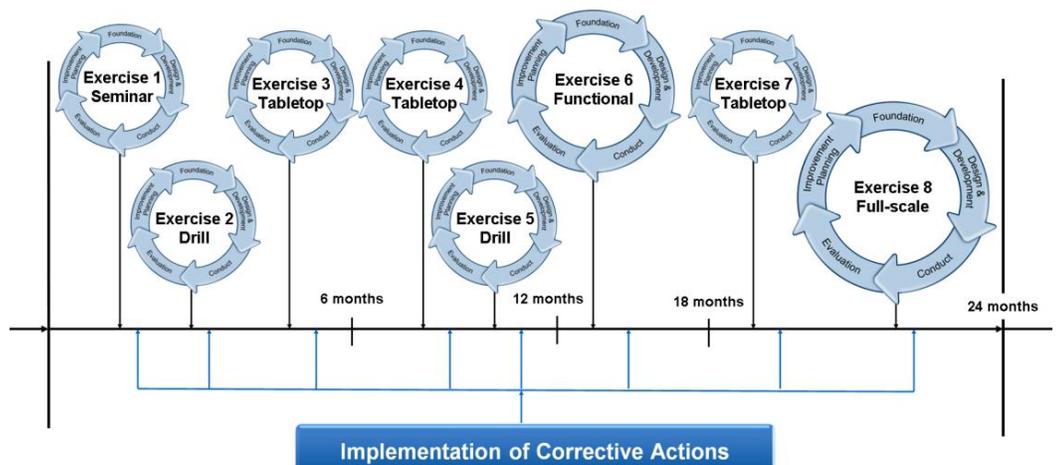


An After Action Report should be developed after every exercise.

The After Action Report serves as a record of events for the exercise. This report is used to identify corrective actions, as proof that the exercise took place, and as a planning resource for future exercises.

The structure and content requirements of this report vary from organization to organization. As a best practise, the exercise design team should determine the required scope of the After Action Report during the Foundation phase.

SAMPLE EXERCISE PROGRAM INCORPORATING 5-PHASE EXERCISE CYCLE



MULTI-YEAR PROGRAM RATIONALE

A multi-year exercise program:

- Decreases the amount of planning work needed for each exercise
- Allows for multiple exercises to be developed in tandem
- Provides credibility
- Maintains momentum
- Helps manage resources.

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