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Exercise Design Tutorial

Vers.2

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What this presentation will cover:

- Exercise Design Methodology
- Exercise Planning Meetings and Documentation
- After-Action Reporting
- Exercise Control/Facilitation
- Exercise Planning Roles and Responsibilities



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Homeland Security Exercise and Evaluation Program (HSEEP) Methodology

- The Homeland Security Exercise and Evaluation Program (HSEEP) provides a **set of guiding principles** for exercise programs, as well as a common approach to exercise program management, design and development, conduct, evaluation, and improvement planning.
 - HSEEP is not a Website, it is an identified best practice for exercise design, development, and improvement planning
- Program designed by the U.S. Department of Homeland Security, currently administered under FEMA.
- Is a capabilities and performance-based all-hazards approach to exercise design, development, conduct, evaluation, and improvement planning.
- Provides the tools to plan, conduct and evaluate exercises to improve overall preparedness.
- Methodology is required for most programs receiving Federal grant funding because it works!



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Exercise Types

- **Discussions-Based**
 - Familiarize participants with plans, policies, agreements and procedures, or used to develop new plans, policies, etc.
- **Operations-Based**
 - Validate plans, policies, agreements and procedures, clarify roles and responsibilities, identify resource gaps



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Discussions-Based Exercises

- Seminar
- Workshop
- Tabletop Exercise (TTX)
- Game



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Seminars

- Informal discussion led by a presenter
- Orients participants to new or updated plans, policies, procedures



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Workshop

- Similar to a seminar, but used to build specific products, such as draft plans or policies



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Tabletop Exercise (TTX)

- Key personnel discuss simulated scenarios in an informal setting
- Can be used to assess plans, policies, and procedures



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Game

- A simulation of operations that often involve two or more teams in a competitive environment
- Uses rules, data, and procedures designed to depict actual or assumed “real-life” situations



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Operations-Based Exercises

- Drill
- Functional Exercise (FE)
- Full-Scale (FSE)



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Drill

- A coordinated, supervised activity designed to test a single, specific operation or function within a single entity



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Functional Exercise (FE)

- Examines or validates the coordination, command and control between various multi-agency coordination centers (e.g., EOCs)
- May involve injects and time pressures, but no actual “boots on the ground” response



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Full-Scale Exercise (FSE)

- Multi-agency, multi-jurisdictional, multi-discipline exercise
- Involves both functional (e.g., EOC) and “boots on the ground” response (e.g., nurses setting up and running a mock vaccination clinic)



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Important!!

Do not immediately jump into a full-scale exercise or even a tabletop exercise unless your plan is mature and your participants have the appropriate level of training



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Building Block Approach





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Exercise Design Timeline

- Discussion Based: Begin planning at least 3-6 months prior to execution
- Operations Based: Begin planning 6 months to 1 year prior to execution

***Timeline is based on complexity of exercise**

Planning Process Overview

TIMELINE IS CRITICAL and is based on complexity of exercise





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Concepts and Objectives (C&O) Meeting

- Intent:
 - Set the stage for planning road ahead
 - Begin to frame the scope of the exercise
 - Begin scenario development
- Format: Facilitated discussion
- Outcome:
 - Begin framing the Exercise Design Team (EDT)
 - Begin shaping the scope and character of the exercise
 - Establish the planning calendar





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Initial Planning Conference/Meeting (IPM)

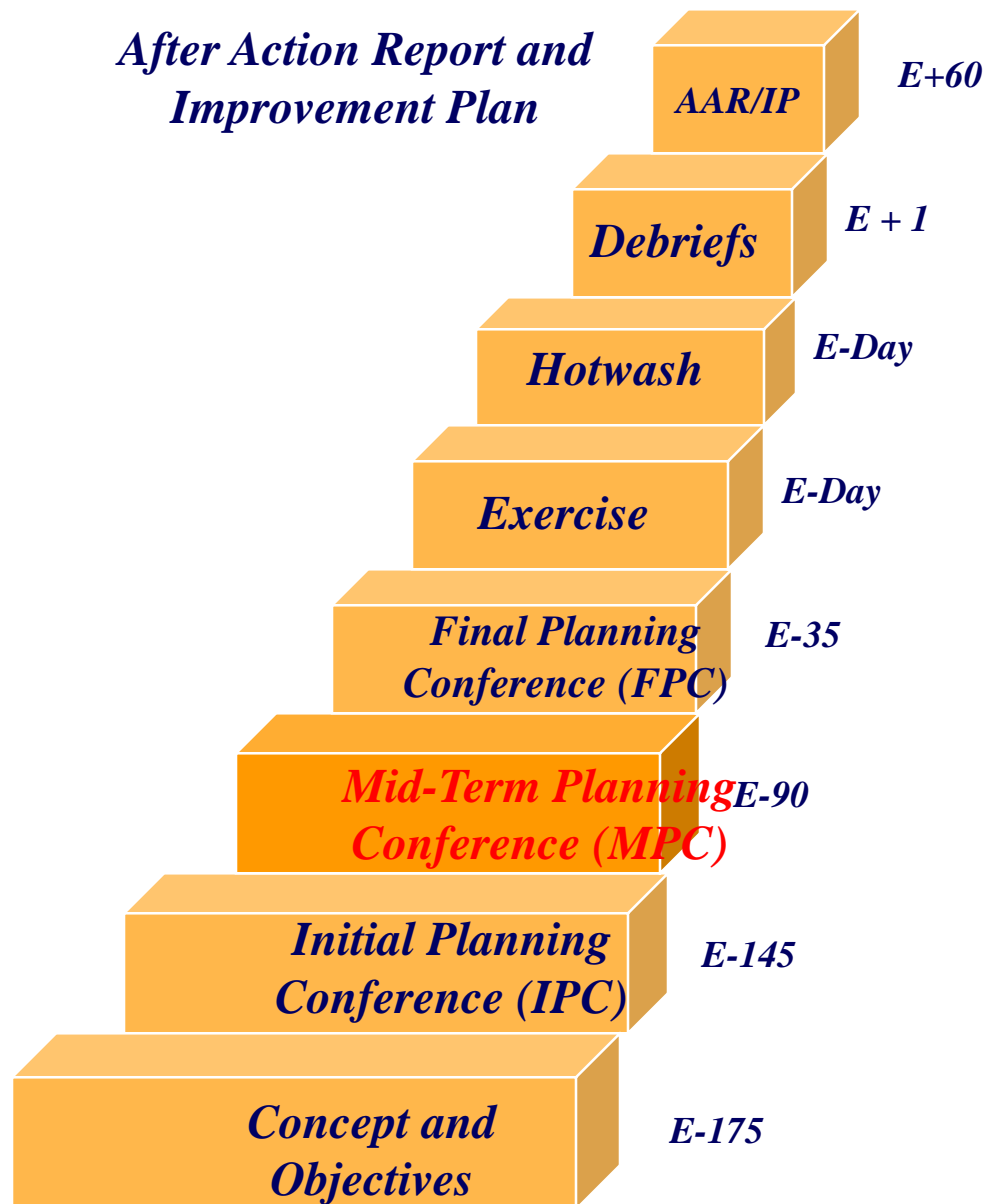
- Intent: Begins the development of the Situation Manual (SITMAN)/Exercise Plan (EXPLAN)
 - Confirm the EDT
 - Confirm scope and design of the exercise
 - Confirm exercise design objectives
 - Confirm scenario elements
 - Confirm exercise participants
 - Lay out design tasks
 - Discuss potential venues
- Format: Facilitated workshop based on EDT composition (2-3 hrs)
- Outcome: SITMAN/EXPLAN development underway



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IPM Exercise Documentation

- Situation Manual (SITMAN)
 - Used for discussion based exercises (ex. Workshop, Tabletop).
 - Provides exercise scope, schedule, and objectives
 - Presents the scenario narrative
 - Should mirror multimedia briefing
- Exercise Plan (EXPLAN)
 - Used for operations-based exercises (ex. Drill, Functional, Full-Scale).
 - Provides exercise synopsis and is published and distributed prior to the start of the exercise.
 - Assigns tasks and responsibilities for successful exercise execution.
 - Should not contain detailed scenario information, such as the hazard to be employed





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Mid-Term Planning Conference/Meeting (MPM)

- Intent:
 - Review and confirm elements of draft SITMAN/EXPLAN
 - Resolve open issues and planning conflicts
 - Conduct site survey
- Format: Facilitated workshop based on EDT composition (2-3 hrs)
- Outcome:
 - Agreement on SITMAN/EXPLAN
 - Remaining issues resolved
 - Final planning requirements outlined and assigned to appropriate coordinators



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MPM Exercise Documentation

- **Controller/Evaluator (C/E) Handbook**
 - Supplements the EXPLAN
 - Provides more detailed information about the exercise scenario and describes exercise controllers’ and evaluators’ roles and responsibilities.
 - Should be distributed only to those individuals specifically designated as controllers or evaluators.
- **Master Sequence of Events List (MSEL)**
 - Used for operations-based exercises
 - Timeline of expected actions and scripted events to be injected into exercise play





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Final Planning Conference/Meeting (FPM)

- Intent: Confirmation of final SITMAN/EXPLAN and all other supporting documents
 - All components of the SITMAN/EXPLAN presented to EDT
 - Review Controller and Evaluator Plan
 - Identify/Confirm Evaluators
 - Confirm exercise logistics
- Format: Facilitated discussion
- Outcome: Exercise planning is complete





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Execution/Game Day Considerations

- Materials Printed & Ready
- Registration & Sign-in Materials
 - Badges, sign-in, etc.
- Directional Signs
- Ensure Audio/Visual requirements are met
- Facilitator/Controller/Evaluator Briefings



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Exercise Hotwash and Debrief

- Debrief
 - Forum for planners, controllers and evaluators to review and provide feedback on the exercise
 - Results should be captured for inclusion in the AAR
- Hotwash
 - Occurs immediately following an operations-based exercise
 - Allows players/responders the opportunity to provide immediate feedback.
 - Each functional area (e.g. administrators, nurses, staff, teachers) should conduct a hotwash, which should be facilitated by the lead controller for that area.
 - Results should be captured for inclusion in the AAR



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Exercise Logistical Considerations

- Decide date and time
- Venue
 - Size (based on number of participants)
 - Arrange refreshments
 - Ensure parking details
- Invitations & Reminders
 - Transmit initial invitation ASAP
 - Send reminders three (3) business days prior
- Exercise Materials
 - Ensure all materials are completed at least 5 business days prior (inc. any speaker/presenter PowerPoint presentations, SITMAN/EXPLAN, Evaluations, Worksheets, etc.)
 - Print at least 10% extra





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After Action Report/Improvement Plan (AAR/IP) Meeting

- Intent: To present evaluation findings and recommendations from the AAR and prepare the Improvement Plan
- Format: Facilitated discussion
- Outcome: Changes to AAR identified and Improvement Plan matrix completed



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AAR/IP Meeting Exercise Documentation

- After Action Report (AAR)
 - Provides feedback to participating jurisdictions on their performance during the exercise
 - Summarizes what happened and analyzes performance of the tasks identified through the planning process as critical
 - Includes recommendations for improvements based on the analysis, which will be addressed in the Improvement Plan
- Improvement Plan (IP)
 - Identifies recommendations, action items, responsibility persons and due dates
 - Each organization/agency should ensure that each action item is tracked to completion



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Exercise Control/Facilitation

- Discussion-based exercises
 - Keeps participant discussions on track with the exercise design objectives
 - Ensures all issues and objectives are explored as thoroughly as possible despite operating under time constraints.
- Operations-based exercises
 - Controllers plan and manage exercise play, and give key data to players and may prompt or initiate certain player actions
 - Evaluators evaluate designated functional areas of the exercise and have a passive role



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Lead Exercise Coordinator/Planner

- Coordinates and facilitates exercise planning activities
- Develops exercise materials
 - SITMAN/EXPLAN
- Controller/Evaluator Manual
- Trains and debriefs controllers and evaluators
- Prepares the After-Action Report



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Exercise Design Team (EDT) Responsibilities

General

- Provide direction and guidance during planning
- Provide subject matter expertise
- Review exercise material
- Collect or disseminate relevant information
- Act as liaisons between agency or functional discipline and exercise planning activities

EDT Composition

- Should include a representative from appropriate participating agencies/departments



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For More Information...

KYEM Exercise Resource Page:

<http://kyem.ky.gov/exercises/Pages/default.aspx>



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