

# Why Exercise?

Exercises are conducted to evaluate an organization's capability to execute one or more portions of its response plan or contingency plan. Many successful responses to emergencies over the years demonstrate that exercising pays huge dividends when an emergency occurs.

FEMA "Introduction to Exercise Design"



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**“The bonding of a team is enhanced when its members exercise together. This allows everyone to begin to understand how they will work together under the pressure of ‘the real thing’.”**

Mayer Nudell, Author  
Handbook for Effective  
Emergency and Crisis Management

# **An Overview of Exercises (Types, Design & Evaluation)**

**“I have not failed.  
I’ve just found 10,000 ways that  
won’t work.”**

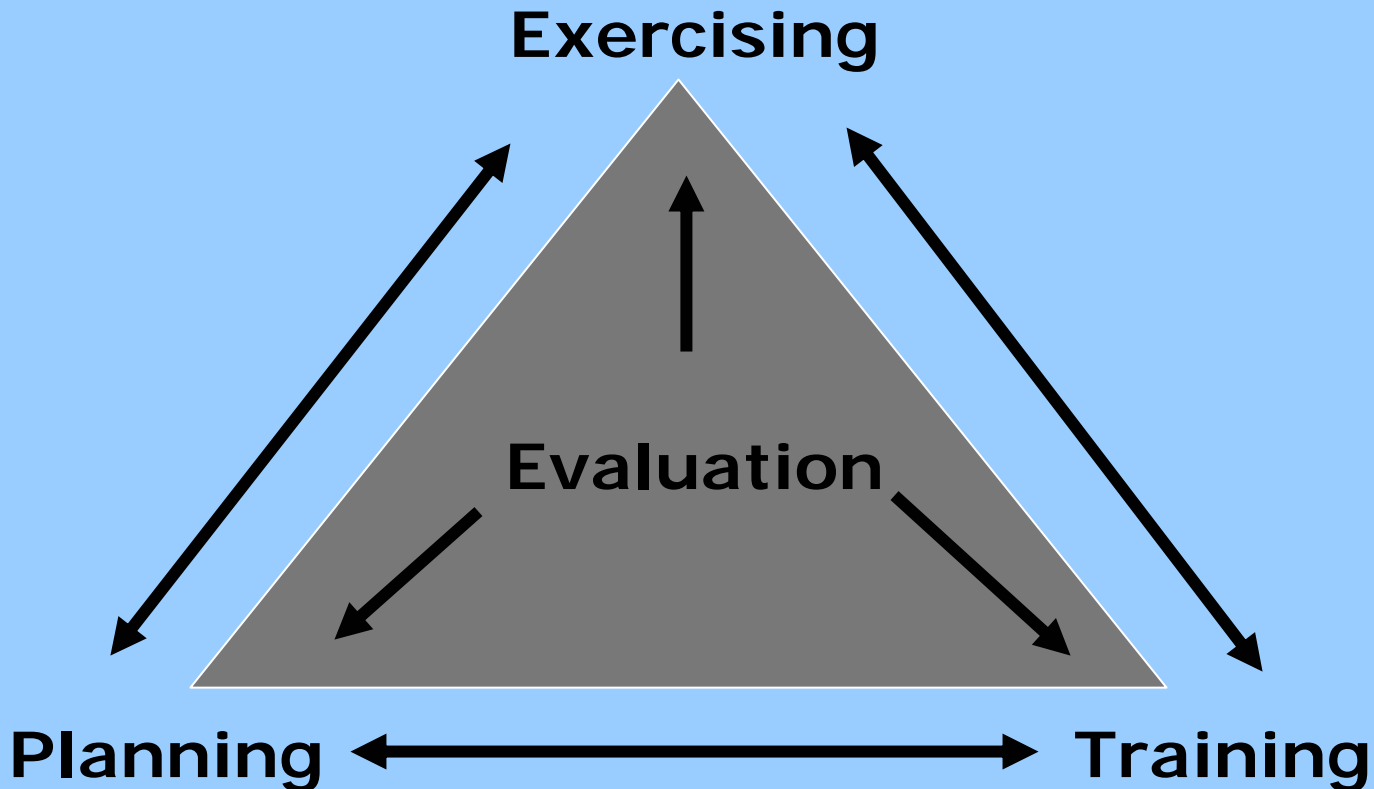
Thomas Alva Edison

# Types of Exercises

- **Seminars**
- **Workshops**
- **Tabletop Exercises**
- **Games**
- **Drills**
- **Functional Exercises**
- **Full-Scale Exercises**
- **Command Post Exercise**
- **Operations Center Exercises**
- **Case Studies**

# Sample Exercise Process

Use a continuous process which includes planning, training, exercising, & evaluation.



# Exercise Design Team

- **Planning an exercise requires a multitude of tasks from designing the exercise to arranging detailed admin matters.**
- **Team Leader should have the time, be knowledgeable about emergency management but not the key operational person of the organization**
- **Need a committed group of people**

# **Exercise Design Team**

**Responsibilities include:**

- 1. Determine exercise objectives**
- 2. Tailor the scenario**
- 3. Develop sequence of events  
list and messages**
- 4. Develop pre exercise  
materials**
- 5. Help conduct pre exercise  
training sessions**

# **Exercise Development Create a Design Document**

- **Select Coordination and Work Teams**
- **Determine Objectives and Issues**
- **Determine Scope and Extent of Play**
- **Determine Focus and Format**
- **Determine Means of Assessment**
- **Establish Workplan and Schedule**
- **Determine Resource Requirements**
- **Develop the Design Document**
- **Ensure Management Approval**

**Emergency Exercise Handbook, PennWell Publishing  
Company, Gillis, 1996**



# Exercise Development

- **Planning Activities**
  - ◆ **Concept and Objectives**
  - ◆ **Scenario**
  - ◆ **Exercise Control**
  - ◆ **Response Cell**
  - ◆ **Exercise Evaluation Exercise Plan**
  
- **Preparation Activities**
  - ◆ **Exercise Materials**
  - ◆ **Player Training and Orientation**
  - ◆ **Facilitator Orientation**
  - ◆ **Evaluator Orientation**
  - ◆ **Other Preparation**

**ASTHO Guide to Preparedness Evaluation Using  
Drills and Table Top Exercises, Winter 2002**

# **Exercise Development Planning Steps**

- 1. Assess the need**
- 2. Define the scope**
- 3. Write a statement of purpose**
- 4. Define exercise objectives**
- 5. Compose narrative**
- 6. Write major and detailed events**
- 7. Identify expected actions**
- 8. Prepare messages/problems**

**FEMA “Introduction to Exercise Design”**

# Example Tabletop Exercise Design Steps

- **Who would be a good candidate for a design team leader for a state run smallpox exercise?**
- **Give a wide variety of specialist needed on the design team when designing a Strategic National Stockpile (SNS) exercise**
- **Give 2 main objectives for a SNS exercise**

**“The evaluation and action steps following the exercise are perhaps the most critical but often do not receive the attention they warrant.”**

**Walter Scott, Professor of  
Management  
Kellogg School of Management  
Northwestern University  
Senior Austin Fellow**

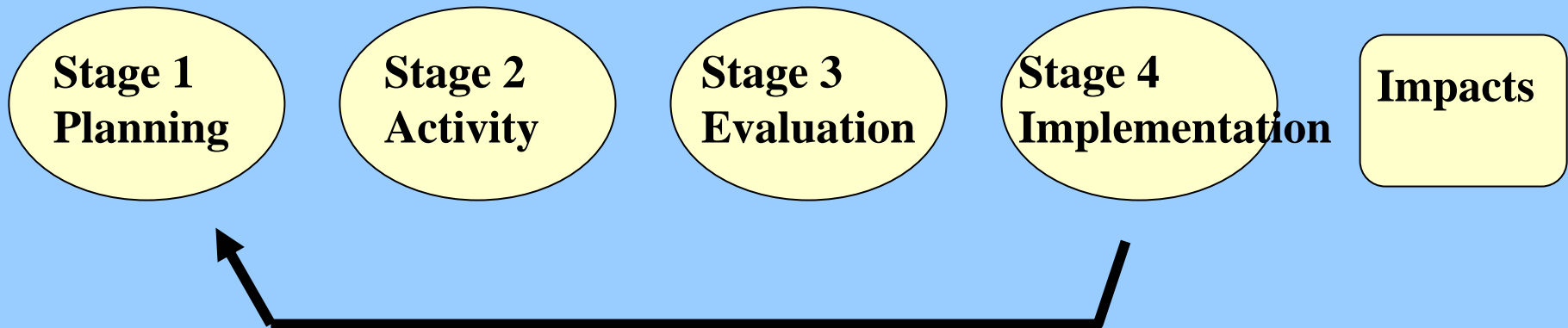
# **Exercise evaluation**

## **Why Evaluate?**

**In order for an emergency management system to be effective, it is critical that the personnel, plans, procedures, facilities, and equipment be exercised and tested on a regular basis.**

# DHS ODP Performance Evaluation Model for Exercises

**Goal: Prepare federal, state, and local agencies to respond to a terrorist attack.**



**Exercise – Evaluate - Improve**

# **Evaluation Methodology**

**The methodology is simply the procedures and strategy used to evaluate an exercise which includes:**

- 1. Structure of evaluation team**
- 2. Objectives to be measured**
- 3. Evaluation packet**

# Evaluation Objectives

- **Simple** – good objective is simply and clearly phrased. Brief and easy to understand
- **Measurable** – The objective sets the level of performance, so that results are observable and the evaluation can tell when an objective has been meet
- **Achievable** – Should not be too tough to achieve. Should be reasonable in its commitment of resources



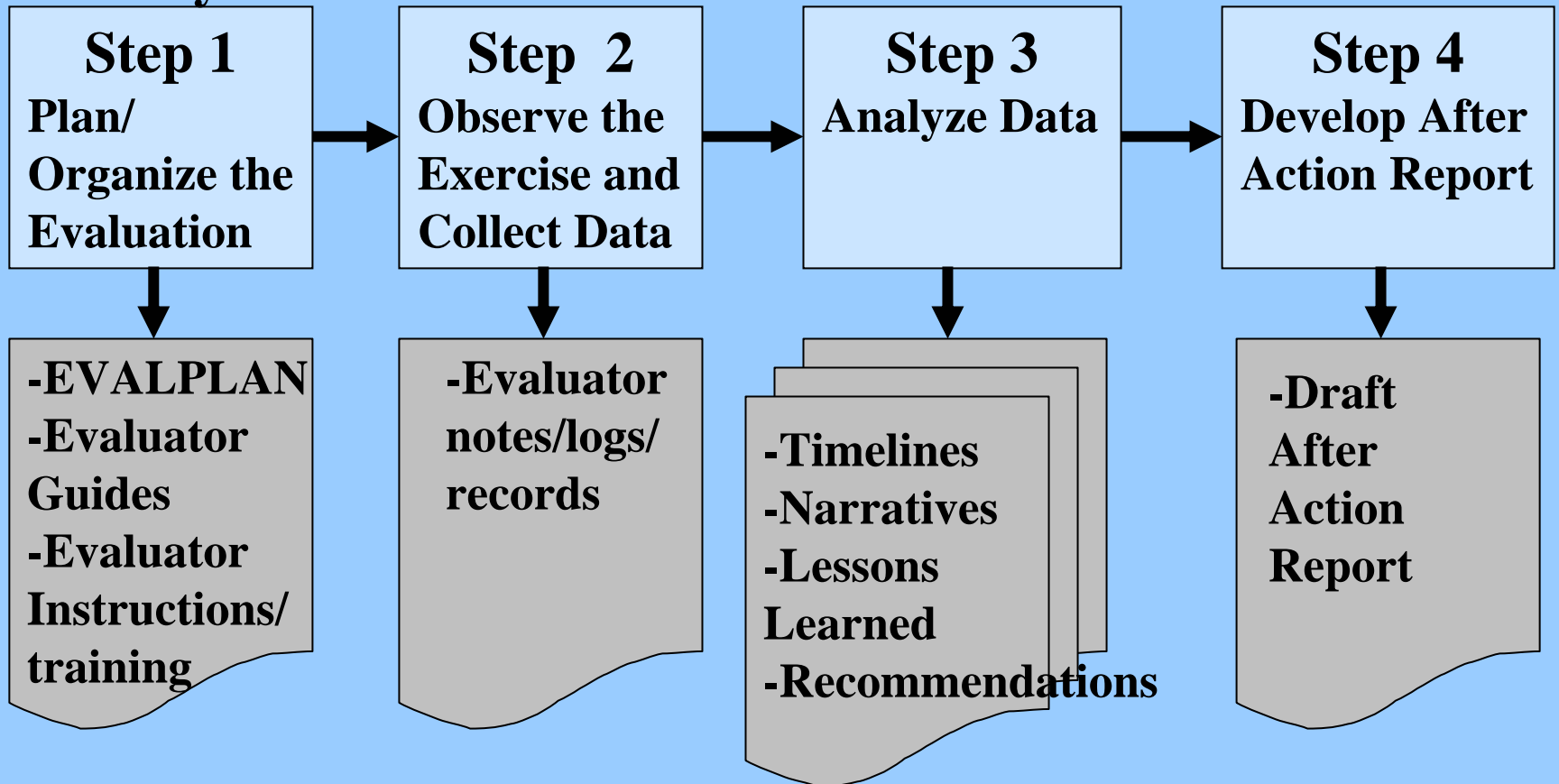
# Evaluation Objectives

- **Realistic – Even though an objective might be achievable, it might not be realistic for the exercise.**
- **Task Oriented – be focused on a behavior or a procedure. With respect to exercise design, each objective should focus on an individual emergency function.**

**FEMA “SMART Concept – Intro to Exercise Design”**

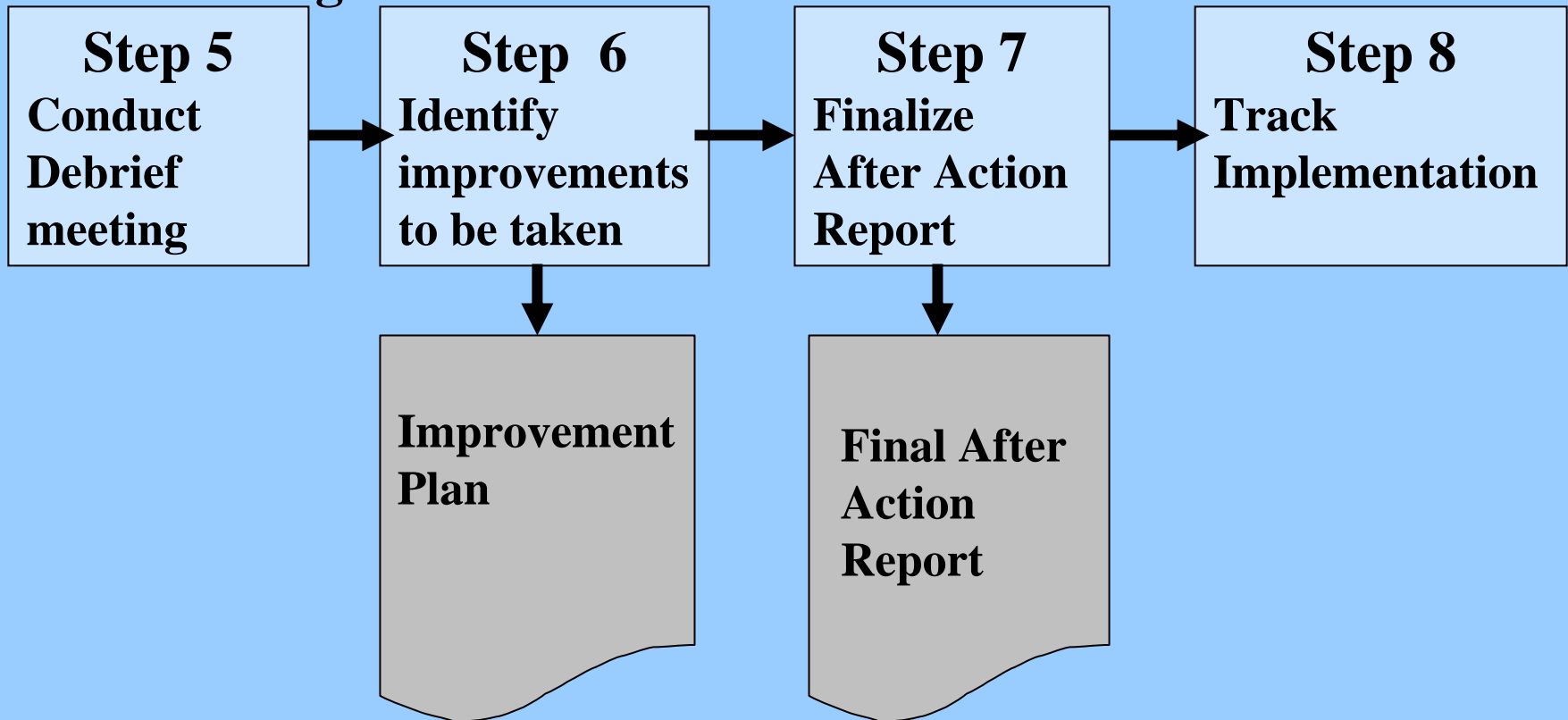
# Exercise Evaluation

## Exercise Evaluation & Improvement Process: Data Collection & Analysis



# Exercise Evaluation

## Exercise Evaluation & Improvement Process: Identification and Tracking of Corrective Actions



# Evaluation Plan

- **Package of Information given to the evaluators to do an effective job**
- **Contains all parts of the plans to be evaluated**
- **Key events list**
- **Objectives and points of review**
- **Checklists**
- **Forms for evaluations, summary and**
- **Feedback from players**

# **HOT WASH**

**After action review in an immediate debriefing session between players and members of the control team to discuss preliminary observations on exercise performance. The hot wash is used to compile the initial player and controller impressions and observations of the exercise, and provide the key issues and findings used to begin the data analysis required to prepare the After Action Report.**

**DHS ODP Homeland Security Exercise and Evaluation Program**

# Sample Hot Wash Ground Rules

- **Short time duration**
- **Facilitated discussion format**
- **Constructive comments only**
- **Identify things that:**
  - ◆ **Went well**
  - ◆ **Need improvement**

# Evaluating Discussion-Based Exercises: Summary of Data Collection and Documentation (DHS ODP)

<u>Event</u>	<u>Data Collection</u>	<u>Type of Report</u>
<b>Tabletop Exercise</b>	<ul style="list-style-type: none"><li>- Facilitator notes</li><li>- Participant discussion &amp; issues recorded during exercise</li><li>- Plans, policies, procedures, resources, and agreements</li><li>- Participant hot wash</li><li>- Written participant critiques</li></ul>	<ul style="list-style-type: none"><li>- After Action Report</li><li>- Improvement Plan</li></ul>

# The Why Staircase (DHS ODP)

1. Why did it happen?

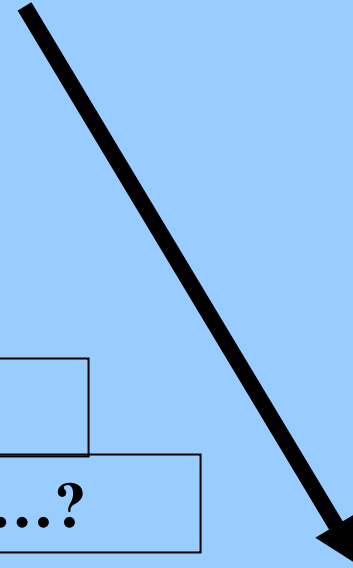
2. Why did that happen?

3. Why was that the way it was?

4. Why was that?

5. And so on...?

6. And so forth...?



**Each step must completely explain  
The step above.**

**DOWN TO THE  
BASIC UNDER-  
LYING CAUSAL  
FACTOR**



**“Tracking of corrective actions identified as a result of exercise activities is an important function. As such, it requires a defined process, clearly assigned responsibility, and follow through.”**

**Glenn Epler  
Commander, U.S. Coast Guard  
Former Chief, Pollution Response  
Branch**

# **Branch Exercise Program**

- **Assistance provided by request**
- **Assistance with:**
  - **Establishment and maintenance of a comprehensive exercise program**
  - **Planning, development, and facilitation of exercises**
  - **Involvement of public health and medical authorities in community exercise design team**
- **Exercise support goals tied to CDC grant requirements and guidelines**

# **Louisville Metro Community-Based Emergency Response Program**

- **Partnership between Louisville Metro Health Department, Louisville Metro Crisis Group, and CDC**
- **Provides an interactive forum to learn about the roles, responsibilities, and mission of public health in all-hazards emergency preparedness and response**
- **Provides insights into how community emergency response personnel coordinate, interact, and work with public health professionals**

# **Public Health Emergency**

## **Response Guide**

- **Easy-to-use all-hazards reference tool**
- **State, local, and tribal public health officials that initiate response activities**
- **Guidance and recommendations for establishing priorities and undertaking necessary actions**
- **Assist in preventing injury, saving lives, and mitigating adverse health effects**

# **Training and Partnerships Team Current Projects**

- **Using a Functional Model of IMS to Enhance Public Health Preparedness**
- **Evaluation of NACCHO/FEMA/CDC Program: “The Public Health Agency Role in the Incident Management System”**
- **The Strategic National Stockpile: Considerations for PreHospital Care Agencies**
- **The 2003 Northeast Power Outage: Lessons Learned by Hospitals and EMS Agencies**

# QUESTIONS?

**Steve Skowronski**

**770-488-7665**

[zeq0@cdc.gov](mailto:zeq0@cdc.gov)

**Debra Townes**

**770-488-7345**

[dot6@cdc.gov](mailto:dot6@cdc.gov)

**Public Health Emergency Preparedness  
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