

Managing Exercises   
Companion Templates

Australian Disaster Resilience Handbook Collection

Companion to Managing Exercises(AIDR 2023)

APPENDIX 1 – CONCEPT DEVELOPMENT MEETING TEMPLATE

Agenda

Aim:

To discuss, agree on and further develop the broad exercise concept and key parameters including aim, objectives, evaluation concept, core dates, exercise localities, resources, and participants.

Inputs:

Higher level guidance; risk assessments and forecasts; recommendations from lessons, reviews, research and inquiries; handbooks and guides, regulatory requirements, outcomes from any prior scoping activities and inputs from stakeholder engagement.

Outcomes:

General agreement and sufficient guidance to develop the exercise concept document. Meeting minutes and briefings as required.

Agenda:

1. Governance Arrangements
2. Need and Purpose of the exercise
3. Aim of the exercise
4. Objectives for the exercise
5. Level and method of community engagement
6. Participating organisations and level of participation
7. Location, planning milestones, key events, and related activities
8. Planning limitations and risk assessment including consideration of local issues, concerns and sensitivities
9. Evaluation approach
10. Resource requirements and preliminary budget
11. Action plan (plan of actions required to develop and finalise the exercise concept document)

APPENDIX 2 – INITIAL PLANNING MEETING TEMPLATE

Agenda

Aim:

To agree on and refine the exercise parameters as presented in the exercise concept document.

Inputs:

Exercise concept document, stakeholder engagement.

Outcomes:

Broad agreement on the exercise parameters and sufficient guidance to refine the exercise plan before final endorsement.

Agenda:

1. Business arising from the concept development meeting
2. Review exercise context
3. Review exercise concept
4. Refine objectives and identify standards/measures
5. Select exercise style and technologies
6. Determine dates, duration and location(s) of exercise-related activities
7. Determine aim and objectives for each activity
8. Determine management arrangements for each activity
9. For each exercise-related activity, determine participation to prepare relevant invitations to attend
10. Determine EXCON arrangements and determine staffing requirements for:
11. exercise control team (EXCON)
12. Determine logistical requirements and identify team members for:
13. logistics team
14. administration and support
15. Determine public relations and media requirements and identify team members for:
16. public relations and media team
17. Determine exercise evaluation requirements and identify team members for: a. exercise evaluation team
18. Determine exercise writing requirements and identify team members for: a. exercise writing team(s)
19. Determine actions and allocate responsibilities

(Agenda may need to be tailored to suit multiple activity and single exercise programs)

APPENDIX 3 – MID PLANNING MEETING TEMPLATE

Agenda

Aim:

Refine exercise management arrangements and review the status of exercise planning including major issues.

At the conclusion of the mid planning meeting those appointed to the various exercise management teams should have sufficient detail to initiate their respective activities.

Inputs:

* Endorsed exercise concept document
* Exercise plan
* Activities list
* Activity summary sheet(s)
* Draft activity (or exercise) instructions
* Draft scenario documents

Outcomes:

Broad agreement on exercise management plans and sufficient guidance to refine the exercise instruction(s) before endorsement.

Confirmation of exercise scenario and agreed master schedule of events.

Agenda:

1. Business arising from the initial planning meeting
2. Review any further development to the exercise concept
3. Confirm exercise objectives and standards/measures
4. Confirmation of scenario detail and documentation requirements
5. Review EXCON arrangements, including:
6. EXCON structure and appointments
7. facilitators
8. public relations and media
9. visitor and observer arrangements
10. Further develop logistical and administration requirements
11. Determine actions to be achieved before the final planning meeting and allocate responsibilities
12. Action plan (plan of actions required to develop and finalise the exercise concept document)

(Agenda may need to be tailored to suit multiple activity and single exercise programs)

APPENDIX 4 – FINAL PLANNING MEETING TEMPLATE

Agenda

Aim:

Review all exercise planning and confirm that planning is complete.

Inputs:

* Activity (and/or Exercise) Instructions
* Scenario documents

Outcomes:

Identify and resolve any outstanding issues.

Agenda:

1. Confirm key exercise management arrangements, including revised or additional matters
2. Confirm timing of remaining key milestones and/or activities
3. Validate the exercise scenario and associated documentation
4. Identify and resolve outstanding issues

(Agenda may need to be tailored to suit multiple activity and single exercise programs)

APPENDIX 5 – POST EXERCISE MEETING TEMPLATE

Agenda

Aim:

Finalise the exercise program and related reports.

Inputs:

* Facilitator(s) checklists and exercise notes
* Exercise debrief notes
* Draft exercise report

Outcomes:

* Finalised exercise report
* Recommendations for future exercise programs
* Identified arrangements for implementing recommendations

Agenda:

1. Review exercise planning:
2. concept development
3. detailed planning
4. conduct
5. post-exercise
6. Review exercise report
7. Process for dissemination of exercise report
8. Recommendations for future activities
9. Arrangements for implementation of recommendations

(Agenda may need to be tailored to suit multiple activity and single exercise programs)

APPENDIX 6 – EXERCISE CONCEPT DOCUMENT TEMPLATE

Exercise Insert Name Concept document

**Need**

Summary of the need to conduct this exercise.

Overview

Short paragraph, what this exercise is to achieve. What is the target audience?

Aim

One sentence*.*

Exercise objectives

Exercise scope

What is included; what is excluded?

Exercise outline

Type, styles, phases etc. No need for scenario at this point. Could include theme that is proposed to use to meet the objectives

Governance and management structure

Exercise director(s)

Organisation chart and appointments for planning phase and outline for conduct phase.

Participating organisations

Public information

Strategic direction and responsibility for real and pseudo media What is the public message, if any?

Evaluation

Focus areas/approach?

Budget

Timeline

Point of contact

Approval / by / date

APPENDIX 7 – EXERCISE PLAN TEMPLATE

The purpose of the exercise plan is to outline the method (with the exercise planning team’s agreement) by which the exercise will be designed, conducted and evaluated. Suggested content for the exercise plan includes:

|  |  |
| --- | --- |
| SECTION | HEADINGS |
| Introduction | Background  Aim of the exercise  Objectives  Standards / measures  Scope  References  Participants  Roles and responsibilities |
| Exercise Format | Exercise name  Exercise type  Scenario (outline only) |
| Governance | Exercise planning team organisational structure |
| Program of Activities | Activities (including meetings, briefings, workshops, training etc.)  Timings  Locations |
| Exercise Control | Exercise control (EXCON) staff (appointments and responsibilities)  Briefings  Documentation  Communication  Safety and security  Media and visitors  Exercise termination (and exit strategy) |
| Exercise Evaluation | Purpose of evaluation  Process of evaluation  Exercise debriefs  Exercise reporting |
| Administration | Costs/budget  Logistical requirements  Travel and accommodation  Catering |
| Attachments | Exercise outputs  Exercise program or timetable  EXCON staff (responsibilities)  Exercise briefings (rationale and content)  Exercise facilities (diagrams and equipment details)  Roles and responsibilities (checklist) |

APPENDIX 8 – PARTICIPANT HANDBOOK TEMPLATE

Exercise Insert Name

|  |  |
| --- | --- |
| Introduction   * Handling instructions  (security classification)   Background information   * Overview * Aim * Exercise objectives * Exercise format * Exercise context * Exercise assumptions   + In-exercise/out-of-exercise areas   + No-go zones * Participant guidance * Cultural and sensitive issues   Situation   * General idea * Technical briefs/detail * Maps   Command and control   * EXCON   + Facilitators   + Evaluators   + Points of contact * Participant command, control and coordination   + What levels are playing   + How to interact with EXCON   + Refer to exercise contact directory | Administration and logistics   * Exercise dates and locations * Travel arrangements * Accommodation * Climate conditions * Dress code * Entry and security procedures * Catering * Communication * Points of contact * Expenses   + Incurring/approval of expenditure   + Allowances and claims * Safety instructions   + Risk * Psychological safety   Participating organisations  ***Pre-exercise activity***   * Pre-exercise training * Briefings * Activity schedule   ***Post-exercise activity***   * Debriefings * Evaluation   ***Attachment – if required***   * Communication instructions * Timeline * Contact directory * Risk assessment or summary if applicable * EXCON |

**APPENDIX 9 – EXERCISE CONTROL INSTRUCTION TEMPLATE**

Exercise Insert Name

Exercise control

* EXCON team members (appointments and responsibilities)
* EXCON facilities
* Exercise briefings
* Time zones
* Communication
* Media, observers and visitors
* Exercise termination (and exit strategy)
* Exercise facilities (diagrams and equipment details)

## 

APPENDIX 10 – MASTER SCHEULDE OF EVENTS TEMPLATE

The master schedule of events provides a detailed list of all activities and actions that need to occur for the exercise objectives to be achieved and key performance indicators met. Two examples of detail that could be included in the schedule are provided.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Exercise inputs, Day # | | | | | |
| Serial | From | To | Time | Input, action or activity | Comment |
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APPENDIX 11 – MASTER SCHEDULE OF EVENTS TEMPLATE

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| EXERCISE (Insert Name) | | | | | | | | | | | |
| Serial | Day | Date | Time | Location | Event | Live or Notional | Desired Outcome | Control Docs | Resources | Responsible | Completed |
| **ADMINISTRATION AND LOGISTICS** | | | | | | | | | | | |
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| **EXERCISE PHASE** | | | | | | | | | | | |
|  |  |  |  |  | Commencement of Exercise |  | Exercise Start |  |  |  |  |
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|  |  |  |  |  | ENDEX |  | ENDEX |  |  |  |  |
| **ADMINISTRATION AND LOGISTICS** | | | | | | | | | | | |
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APPENDIX 12 – EXERCISE INPUT TEMPLATE

Exercise Insert Name

INCIDENT/INFORMATION INPUT

|  |  |
| --- | --- |
| Message number: |  |
| Date/time of inject: | Time injected: |
| Injection means: | Phone/fax/email/other from: |
| To: |  |

Message:

Insert enough detail to allow the person inputting the message to field any immediate enquiries that may come from the input

Attachments:

Insert details of attachments that accompany this input

Instructions:

Insert enough detail for helping an exercise controller, facilitator, or evaluator to follow-up on this input, if required

APPENDIX 13 – CONTROL DOCUMENT TEMPLATE

CONTROL DOCUMENT #1

Exercise Insert Name

EXERCISE MATERIAL ONLY

EXERCISE MATERIAL ENDS

APPENDIX 14 – EXERCISE EVALUATION PLAN TEMPLATE

Exercise evaluation plan Insert Exercise Name

## Introduction

Include a discussion (if relevant) of the:

* background to the exercise to be evaluated (including name and dates of the proposed activity and areas of the activity to be evaluated)
* the consequent need for evaluation (i.e., the problem(s) or issue(s) that require resolution or a decision)
* what has led to the evaluation being conducted (e.g. identified gap, previous exercise outcomes etc.)
* what areas of the activity will be evaluated?
* brief overview of what the evaluation report will cover.
* other relevant background information as appropriate.

## Use of the evaluation

How will the information produced from the evaluation be used? What decisions will be influenced by the evaluation and who will make those decisions? OR What issues will be clarified?

## Management of the evaluation

**Responsible body:** The body which is approving the activity being evaluated and will receive the

report. Identify responsible body and outline role and responsibilities. This will normally be the exercise management or planning team.

**Evaluation coordinator:** The person who plans the evaluation and manages the evaluation on a day-to-day basis. Identify evaluation coordinator and outline role and responsibilities.

**Evaluators:** The other people who will be conducting the evaluation, under the direction of the evaluation coordinator. Identify evaluators (if possible) and outline roles and responsibilities.

## Aim of the evaluation

What is the overall aim or intent of the evaluation (as opposed to the aim of the exercise – may be the same or different)? What information will be collected and what will be learned?

## Parameters of the evaluation

The following matters are **IN** scope:

The following matters are **OUT** of scope:

## Key question(s)

**Note:** in the evaluation of an exercise the key questions will generally be the exercise objectives, rephrased as questions.

What question(s) is the evaluation is trying to answer? May require more than one question, but there should be no more than three to five key questions.

Answers to the key question(s) will form the body of the evaluation report.

## Sub-questions

Only include if necessary – may not be required in the evaluation of minor activities.

For each key evaluation question, identify sub-questions that will generate information to describe or measure specific aspects of the key question. Taken together, answers to the sub-questions should answer that key question.

**Note:** in the evaluation of an exercise these will closely reflect sub-objectives but will be phrased as questions.

## Methods

This section is used to identify the methods (data collection and analysis) that will be used to answer the sub-questions.

# 8.a Data collection

Outline the methods and arrangements for collecting data.

Often useful to attach a matrix showing which methods will be applied to answer each sub-question.

Where necessary, include arrangements and timetable for the following:

* distribution of material (questionnaires/surveys, data collection templates etc.)
* appointments for interviews
* equipment requirements
* validation processes.

# 8.b Analysis

Outline the methods and arrangements for analysing the data. Where necessary, include the following:

* who will conduct the analysis (including possible use of external people if applicable)
* how the analysis will be conducted (e.g. collating and reviewing evaluator reports to identify capability gaps)
* resource requirements.

## Quality control

Outline the process for overall quality control. Possible mechanisms include:

* regular debriefs with users during data collection and analysis.
* workshops/conferences to review data and its interpretation.
* agreed criteria for terms such as ‘timely’, ‘appropriate’, ‘efficient’ or ‘successful’.
* cross-checking evidence, findings, and recommendations.

**Note:** what quality control mechanisms are appropriate will depend on what is feasible and sufficient.

## Security, safety, and ethics

Outline of the arrangements for managing security, safety and ethical issues that relate to the evaluation.

## Key risks/mitigation strategy

At a minimum, briefly discuss what could go wrong (in the evaluation not the exercise) and what steps will be taken to mitigate. Only include a detailed risk assessment (including risk matrix) if necessary.

## Communication strategy

Outline a communication strategy for the evaluation. Include details of any briefings or workshops to develop recommendations.

## Evaluation preparation

Training requirements

Briefing requirements

Awareness of jurisdiction or organisation legislation, arrangements, policy, plans, SOPs

## Report

Identify a distribution list for both the draft and final reports.

## Resources

Budget/administrative

Guidance (e.g. policy and templates) Evaluators

## Timeframe

* Evaluation plan by
* Fieldwork between
* Analysis between
* Draft report by
* Final report by

Attachment [\*] – Evaluator Requirements

Attachment [\*] – Key contacts for evaluators and mentors

Attachment [\*] – Evaluator aide memoire

Attachment [\*] – Exercise evaluator briefing - content Appendix \*: Evaluator data collection plan

Appendix \*: Evaluator report template

APPENDIX 15 – EVALUATOR AIDE MEMOIRE TEMPLATE

# Attachment [\*] to evaluation plan Evaluator aide memoire

The following evaluation checklist describes the evaluator’s responsibilities before, during and after the exercise.

# Before the exercise:

* Review the exercise plan, scenario, master schedule of events, evaluation sub-plan, safety/

risk instructions and other exercise documents, with special emphasis on the objectives, standards and key issues identified to facilitate data collection.

* Complete evaluator training/briefing requirements.
* Familiarise yourself with the legislation, plans, policies, procedures, and processes applicable to your assigned location/jurisdiction/organisation/capability.
* Familiarise yourself with the exercise communications and IT systems and tools.
* Identify and review the templates you may be required to fill out.
* Attend the EXCON and evaluator briefing at your assigned location.

# On arrival at start of shift:

* Check in with the evaluation coordinator.
* Receive a shift change brief from the outgoing evaluator if applicable.
* Check in with exercise participants to advise you are on site (incident controller or similar).

# During the exercise:

* Observe the exercise and record your observations.
* Identify schedule for and attend evaluator briefings/ conferences/teleconferences.
* Identify schedule for and attend key operational briefings/conferences/ teleconferences and other key events as per your collection plan.
* You may need to interview participants to clarify events and gain insight into decisions and actions.
* Collect supplementary data, which may include the following:
* situation reports, intelligence summaries, briefings, debriefings
* logs/running sheets (e.g. communications log, daily log)
* requests for Information (RFI) and RFI logs
* media releases
* technical data products (e.g. GIS products, maps, plume model results)
* incident action plans and other planning documents
* quantitative data (times, numbers, equipment, resources).

Be sure to note the date and time of each piece of supplementary information along with your location (reference points) so it can be related back to the relevant part of the exercise.

* Collect participant feedback forms, where used, for those personnel whose exercise involvement is completed.

# During downtime, after your shift or after ENDEX:

* Progress the completion of the applicable templates.

# At the end of shift:

* Conduct a shift change brief with your replacement.
* Contact the evaluation coordinator at EXCON to advise your status.

# After ENDEX:

* Attend and document relevant debriefs.
* Participate in the EXCON debriefs.
* Collect any remaining participant feedback forms.
* Complete exercise report.
* Forward your completed report to the evaluation coordinator by the agreed date

APPENDIX 15 – EVALUATOR AIDE MEMOIRE TEMPLATE

Attachment [\*] to evaluation plan Exercise evaluator briefings

**PART A**

Evaluator specific briefing(s)

1. General overview of exercise
2. Exercise aim
3. Exercise objectives
4. What is the jurisdiction/organisation trying to get out of the exercise?
5. What are the key focus areas (strategic/ operational/tactical)
6. What should evaluators be focusing on or not?
7. What is being tested?
8. Last-minute changes
9. Scope of exercise
10. Exercise parameters
11. Organisations participating and their role.
12. Organisations not participating.
13. Notional organisation involvement
14. Notional elements/exercise management artificiality
15. Relevant exercise history/exercise manager’s rationale for why particular aspects/activities are included (or not included)
16. Any previously identified issues/lessons learned that are being revisited
17. Jurisdiction/organisation arrangements/current issues
18. Environment: organisational, jurisdictional, political
19. Scenario
20. Master schedule
21. Critical scenario developments/key timings
22. Key events relevant to evaluators
23. Exercise management structure
24. Key timings
25. Briefings/meetings
26. Evaluator brief/debrief times.
27. Evaluator administration
28. General instructions
29. Administration details
30. Meals
31. Accommodation
32. Security/access
33. Transport/hire cars
34. Identification/tabards
35. Questions

**PART B**

Organisation/capability-specific briefing/discussions

1. Evaluators to visit/meet with the relevant organisation/ capability area to discuss specific details
2. Detail of organisation/capability objectives
3. Critical scenario developments/key timings for that organisation/capability
4. Focus areas
5. Discuss/agree evaluator role

**PART C**

General exercise briefings that evaluators need to attend

1. Safety
2. Risk assessment/management
3. Communications
4. Logistics
5. Media
6. Site visits
7. Other relevant meetings/briefings
8. Role player briefings
9. Debrief(s)

## 

APPENDIX 17 – EVALUATOR DATA COLLECTION TEMPLATE

Evaluator data collection plan templates

**Option A:**

(Exercise name) evaluator data collection plan

Name of organisation/capability or function: (organisation/capability name)

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Date and time | MSE line item number | Objective | Relevant measure/ standard | Observation location |
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**Option 8:**

(Exercise name) evaluator data collection plan

Name of organisation/capability or function: (organisation/capability name)

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Objective 1: | | | | |
| Measures and standards: | MSE item | Time | Location | Description |
| Objective 2: | | | | |
| Measures and standards: | MSE item | Time | Location | Description |
| Objective 3: | | | | |
| Measures and standards: | MSE item | Time | Location | Description |

APPENDIX 18 – EVALUATOR REPORT TEMPLATE

(ORGANISATION/CAPABILITY) evaluator report

Exercise Insert Name

Author(s): include title, given and surnames, post-nominals, organisation and position within organisation

Executive summary

A maximum of one page that covers the following key things:

1. A short paragraph introducing the exercise in terms of:

* time, date, place, participants, exercise type and budget
* aim of exercise

1. What was being evaluated
2. A comment on the overall success or not of the capability(ies) as part of the exercise
3. List issues identified and treatment options (or summarise if there are numerous)

Note: The executive summary should only be written once you have completed your analysis and summary of evidence.

# Summary of evidence

For each objective, put your analysed data into these tables against each relevant objective.

|  |  |
| --- | --- |
| Objective 1: | Write each objective into one of these boxes |
| OBSERVATIONS | |
| What worked well and why? What went well?  What worked? Why did it go well/work?  What was good about it? |  |
| What didn’t work well and why?(categorise each point by P2OST2E) What didn’t work? Why didn’t these things work? What effect did this have? |  |
| ISSUE(S) | |
| What are the issues arising from your analysis of your observations? |  |
| TREATMENT OPTION(S) | |
| What are the potential treatment options (if any) for the issues you have identified? |  |
| Was the objective achieved: yes no partially? Was the objective achieved overall? – may be any of these three options. |  |
| Why/why no? A summary of why you have concluded that the objective was/was not/was partially achieved… |  |

**Any other comments**

Discuss any other important issues that were observed during the exercise and how they affected the achievement of exercise objectives.

<<Signature block>>

APPENDIX 19 – P2OST2E ELEMENTS OF CAPABILITY TEMPLATE

Each of these elements is present in all capabilities and breaking down issues into their basic P2OST2E elements can help to identify root causes for problems, as well as viable treatment options. This is an important aspect of the resolution stage of any activity because the causes of problems (rather than the observable symptoms) must be addressed so that these problems may be remedied for future activities.

|  |  |
| --- | --- |
| People | Roles, responsibilities, accountabilities, skills |
| Process | Plans, policies, procedures, processes |
| Organisation | Structure, jurisdiction |
| Support | Infrastructure, facilities, maintenance |
| Technology | Equipment, systems, standards, security, inter-operability |
| Training | Capability qualifications/skill levels, identification of required courses |
| Exercise management | Exercise development, structure, management, conduct |

APPENDIX 20 – EXAMPLE EVALUATION QUESTIONS TEMPLATE

There are two types of questions drawn from previous activities shown here:

1. Exercise management evaluation questions
2. Performance evaluation questions

## Exercise management evaluation

For the evaluation of a multi-organisation exercise, the following questions and sub questions have been used.

1. Does the exercise format allow the achievement of objectives?

a1. Does the format of the exercise provide value given the resources allocated to it?

a2. Did the level of involvement from organisations support the focus of the exercise?

a3. Did the pre-deployment discussion exercise contribute to achieving the exercise objectives? (If applicable)

1. Assess the planning process for this exercise. b1. Was the length of planning time appropriate?

b2. Were the number, sequence, and nature of meetings appropriate?

b3. Was the governance structure appropriate?

b4. Were appropriate tools and systems in place to support the planning process?

b5. Was there consistent situational awareness across all exercise functions?

b6. Was there a process for monitoring ongoing changes that affected the exercise?

b7. Was the objective-setting process appropriate and did they contribute to the focus areas?

1. Evaluate the reporting process for this exercise.

c1. Was the reporting timeline appropriate and was it adhered to?

c2. Did the reporting process facilitate the analysis of organisation reports and their contribution to the objectives?

Exercise management evaluations may also include the evaluation of exercise control, and the following types of questions are commonly used.

1. Evaluate exercise control command, management and coordination functions, with a focus on structure, EXCON team members and shift requirements.
2. Evaluate the information and communications technology required to support exercise control operations – include use of technology (i.e., computers, phones, data projectors, display boards) and the display of key information (e.g. master log)
3. Evaluate the physical facilities required to support exercise control – space for main control room and additional meeting/briefing rooms, layout, support, catering, security etc
4. Evaluate the requirements to manage exercise control forward – numbers & locations, command/control/ communication requirements (e.g. management from EXCON and within the Forward area, coordination of exercise play against the Master Schedule).
5. Performance evaluation questions

Below are sample questions used in the evaluation of capabilities during previous exercises. Some of the more complex evaluation questions have a series of sub questions associated with them.

1. Evaluate the effectiveness of the establishment of first responder command, control and coordination arrangements.
2. Examine the Country Fire Authority (CFA)’s capability to deploy hazmat resources and combat a hazmat incident on a large scale.

b1. Was the logistical management of hazmat resources appropriate?

b2. What is the ability of the CFA to maintain a long-term commitment to a large-scale hazmat event?

b3. Was the inter-service deployment of hazmat and chemical, biological and radiological (CBR) resources appropriate?

b4. Was the interstate deployment of hazmat and CBR resources appropriate?

b5. Is there interoperability in the fire service technical hazmat equipment?

1. Was procedural guidance for the management and operation of the State Operations Centre (SOC) and Regional Operations Centre (ROC) capabilities provided?

c1. Did participants ensure that the incident was managed in accordance with the Australian Interagency Incident Management System (AIIMS)?

c2. Did participants ensure that the appropriate incident descriptor was implemented?

c3. Did participants ensure that the SOC maintained an overview of operations resources and response capability?

c4. Did participants ensure that the SOC was activated and manned in a timely manner?

c5. Did participants ensure the activation of the ROC for immediate operation in support of any type of emergency (ref: ROC, pg. 14)?

c6. Did participants ensure that operational preparedness levels were reviewed?

1. What is the CFA’s ability and capacity to apply Victoria’s emergency management arrangements, with a particular focus on command and control?

d1. What is the CFA’s role in Victorian State Emergency Management Plan?

d2. Were command and control arrangements implemented and adhered to?

1. Assess the command, control and coordination of emergency organisations at a building collapse incident.

e1. Did the Forward Command Post personnel demonstrate a good knowledge of the roles and responsibilities of the organisations and work together in a cooperative and collaborative manner?

e2. Was there effective information flow between the Forward Command Post and the Taskforce Leader?

e3. Were detailed briefings provided by the Taskforce Leader to the Taskforce on the objectives, strategies and tactics?

APPENDIX 21 – EXERCISE REPORT TEMPLATE

Suggested list of contents:

|  |  |
| --- | --- |
| **SECTION** | **HEADINGS** |
| **INTRODUCTION** | (Introduces the exercise in the form of an executive summary) |
| **BACKGROUND** | * Background to the exercise * Exercise management * Exercise aim * Expected exercise objectives * Exercise scope * Participating organisations |
| **EVALUATION REPORT** | * Structure of the report * Commentary (for each outcome)   − Objective  − Rationale for objective  − Observations  − Recommendations |
| **CONCLUSIONS** | (Summary of the key findings and evaluator’s comments) |
| **ATTACHMENTS** | * Consolidated list of recommendations * Glossary of terminology and acronyms * Exercise diagrams |

A screenshot of a computer

Description automatically generated with low confidence