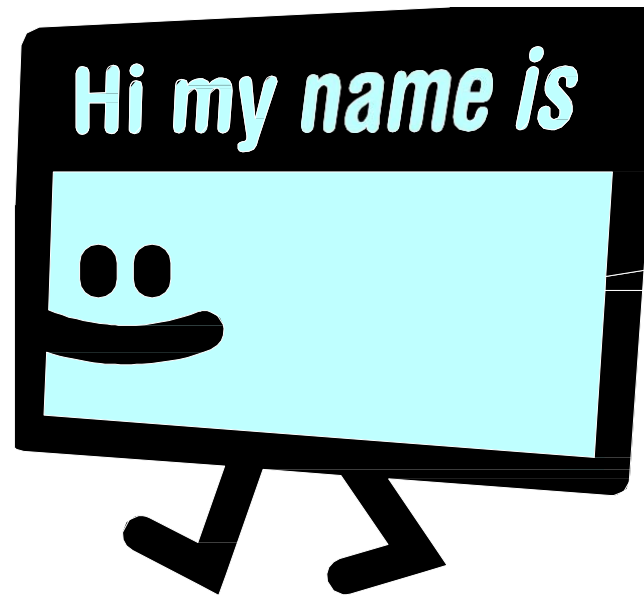# **Exercise Swaps**

Community Emergency Response Team

Participant Introductions

- Introduce yourself to the class

Administrative Announcements

- Breaks
- Emergency exits
- Restrooms
- Smoking policy
- Silence cell phones
- Module completion requirements

Module Goals

- To prepare CERT members to design and conduct a full-scale exercise for another team

- To allow each team to make substantial progress on the development of an exercise plan that meets the needs of its partner team

What You Will Learn

- FEMA Exercise Guidance

- Criteria for a Well-Designed Exercise

- Steps and Documents

- Best Practices

Module Objectives

At the end of this module, you will be able to:

- Explain the value of designing, conducting, and evaluating exercises in a systematic way

- Explain the value of exercise swapping

- Explain that FEMA has developed national guidance for the design, conduct, and evaluation of exercises

Module Objectives (cont'd)

At the end of this module, you will be able to:

- Identify the basic steps in the exercise process
- Create an operations-based exercise that meets the criteria of good exercise design
- Explain how to conduct an exercise
- Explain how to evaluate an exercise

Module Materials

- Participant Manual
  - To use during the training
  - For later reference
- Appendix
  - All the documents and forms needed to plan and conduct an exercise
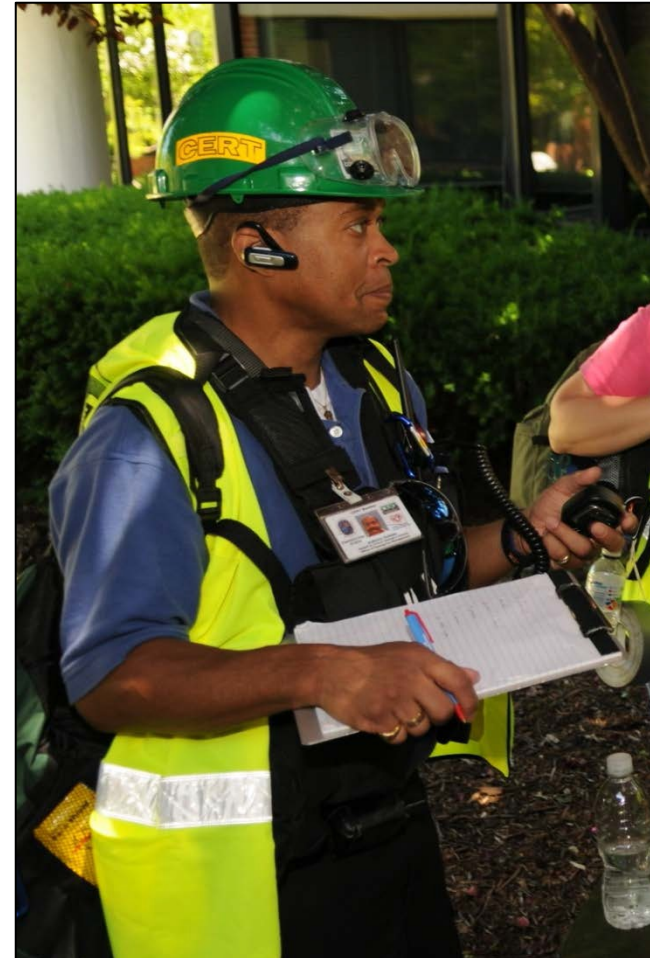 - Teams will complete much of it during training

What Do You Think?

- Think about a full-scale training exercise

  - What was valuable?

  - What could have been improved?

Exercise Types

- Discussion-based
  - Tabletop
  - Functional
- Operations-based
  - Drill
  - Competitive event
  - Full-scale

Exercise Participants

- Facilitator
- Evaluator
- Safety Officer
- Players
- Volunteer actors
- Volunteer survivors
- Other volunteers

What Do You Think?

- Think about your team. What are some advantages for your team to conducting an operations-based exercise?

Operations-Based Exercises: Advantages

- Test effectiveness of plans and procedures

- Test new plans and procedures

- Practice existing skills

- Learn new skills

- Build effectiveness and efficiency in executing plans

- Identify strengths, areas for improvement

Indirect Benefits

- Builds team coherence

- Engages volunteers

- Demonstrates CERT's value to community and stakeholders

Exercise Swap Defined

- Two teams work together to:

    - Develop exercise plan for partner team

    - Conduct the planned exercise for partner team

- A systematic way to partner locally

What Do You Think?

- What are some benefits to a team of swapping exercises with another team?

Benefits of Exercise Swaps

- CERT program will be able to conduct more exercises for its members

- CERT members will be able to exercise in their own service area

- Exercise designers will learn about another team's organization and operations

FEMA Exercise Guidance

- DHS provides framework for conducting and evaluating exercises in a systematic way: Homeland Security Exercise and Evaluation Program (HSEEP)

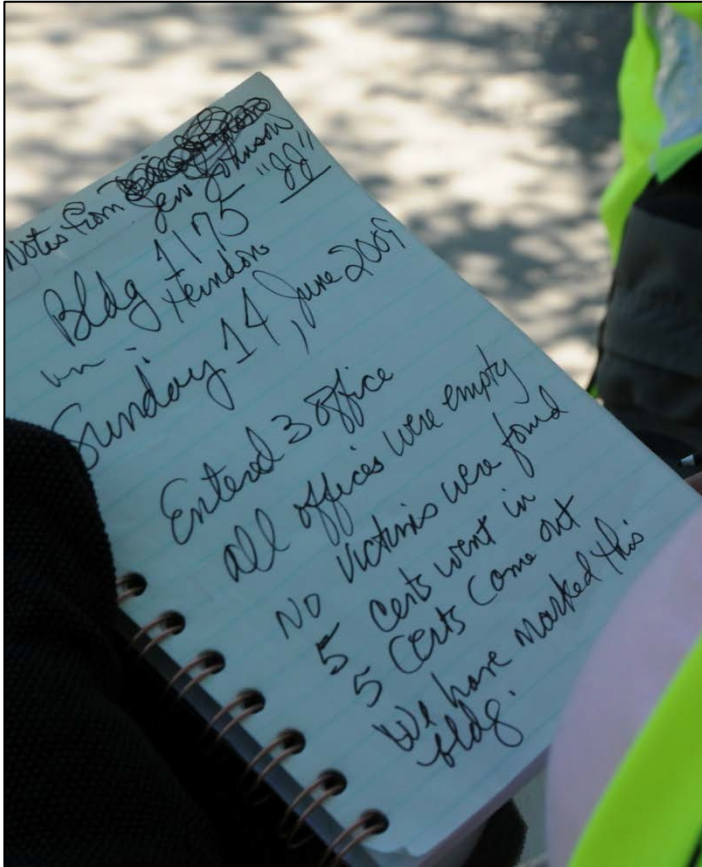- National CERT Program uses this guidance to develop materials and templates

Advantages Of Being *Systematic*

- Improves planning

- Lends rigor and structure to exercises

- Creates a common vocabulary with other emergency planners

Advantages Of Being *Systematic* (cont'd)

- Creates data that can be collected and used by partners
- Identifies skills requiring additional training
- Allows for uniformity and easy swapping

List the Criteria for a Well-Designed Exercise

Steps In The Exercise Process

- Step 1: Assess Needs

- Step 2: Design an Exercise

- Step 3: Plan for the Exercise

- Step 4: Conduct the Exercise

- Step 5: Debrief the Exercise with a Hot Wash

- Step 6: Write an After Action Report

Do Not Skip Steps

Step 1: Assess Needs

- Hazards

  - What are the hazards in our community?

  - What hazard(s) are most likely to occur?

  - What is the impact a particular hazard may have on our community?

- Plans and procedures

  - What procedures need to be practiced?

  - What procedures have caused difficulty in the past?

- "Needs" are the highest priority hazards that CERT might respond to and the procedures most in need of practice
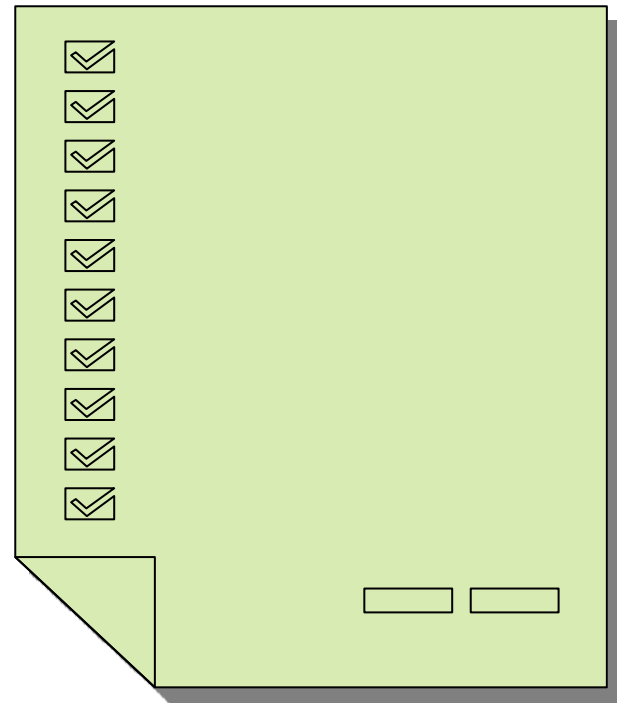
Needs Assessment

Activity

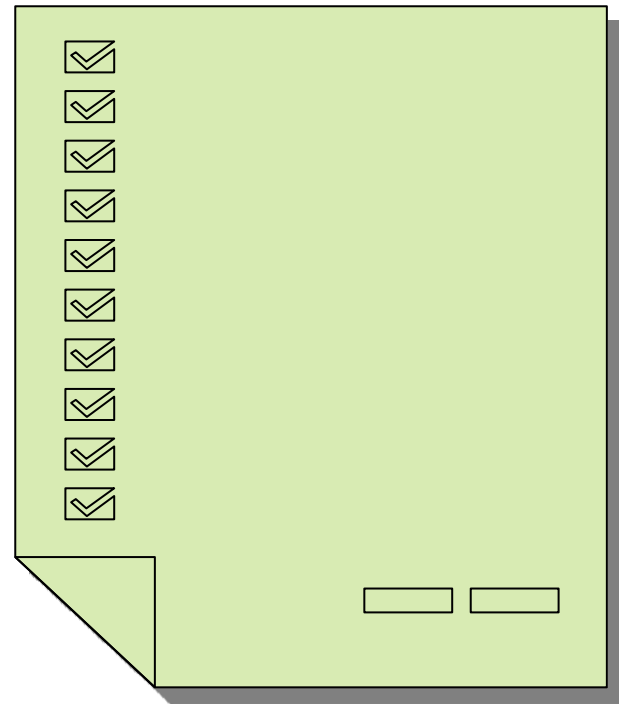## Conduct a Needs Assessment

30 minutes:

Each team completes sections 1, 2, 3, and 4

40 minutes (20 minutes each):

Partner teams share and discuss two Needs Assessments

Step 2: Design an Exercise

- Exercise plan provides details for the exercise:
  - What will be tested
  - How it will be tested

Exercise Plan

FEMA

Step 2: Exercise Objectives

- Objective is statement of what procedure exercise will test

  - Should directly involve procedures that partner team identified in Needs Assessment as needing practice

- Should be <u>clear</u>, <u>concise</u>, and <u>observable</u>

  - Objective that meets those criteria is easy for Evaluator to assess

Step 2: Exercise Objectives (cont'd)

- Focus is on execution of a procedure, not demonstration of a skill

- Good verbs:
  - Assess
  - Evaluate
  - Validate
  - Test

Write Exercise Objectives

10 minutes:

Develop objectives for partner team

30 minutes (15 minutes each):

Partner teams

- Present objectives
- Get feedback and revise objectives
- Get written acceptance of objectives

Step 2: Scope

- Type of emergency/hazard
- Location
- Capabilities to be practiced
- Participants/ Organizations
- Duration
- Exercise type

Step 2: Scenario

- Brief description of events that have occurred up to time exercise begins
- Sets mood for exercise and sets stage for later action

- Key ingredients
  - Addresses hazard identified in Needs Assessment
  - Tests exercise objectives
  - Provides appropriate practice opportunities for CERT members
  - Can be conducted in available location

- How well did players achieve objectives and respond to unforeseen events?

- Contents
  - Exercise objectives and events/messages
  - Expected action by team
  - Documentation of team response

Write An Exercise Plan

20 minutes:

- Complete Scope
- Develop Scenario

What You Learned – Part 1

- Reviewed exercises
  - Types of exercises
  - Who is involved
  - Importance of being systematic
- Discussed exercise swaps
  - How they work
  - Benefits of doing them

- Reviewed criteria for well-designed exercise
- Started working through 6 steps of exercise process
  1. Assess Needs
  2. Design an Exercise

What You Will Learn - Part 2

- Complete Step 2: Design an Exercise
- Work through Step 3: Plan for the Exercise
- Talk briefly about the final three steps:
  4. Conduct the Exercise
  5. Debrief the Exercise with a Hot Wash
  6. Write the After Action Report

Exercise Swaps – Part 2

Community Emergency Response Team

What You Will Learn - Part 2

- Complete Step 2: Design an Exercise

- Work through Step 3: Plan for the Exercise

- Talk briefly about the final three steps:

  4. Conduct the Exercise

  5. Debrief the Exercise

  6. Write the After Action Report

Write An Exercise Plan (continued)

45 minutes:

1. Review Exercise Plan

2. Complete Events and Evaluation Form for Facilitator(s) and Evaluator(s)

Step 3: Plan for the Exercise

- Step 3 plans logistics for exercise

What Do You Think?

- What are some logistical considerations when planning for an exercise?

Step 3: Plan For The Exercise

- Logistics Plan
  - Planning Considerations
  - Site Selection and Setup
  - Materials List
  - Logistics Assignments
  - Schedule
  - Map(s)
  - Survivor Injury/Actor Profile Cards
  - Briefing Guides
    - ❖Player
    - ❖Exercise Staff
    - ❖Lead Facilitator
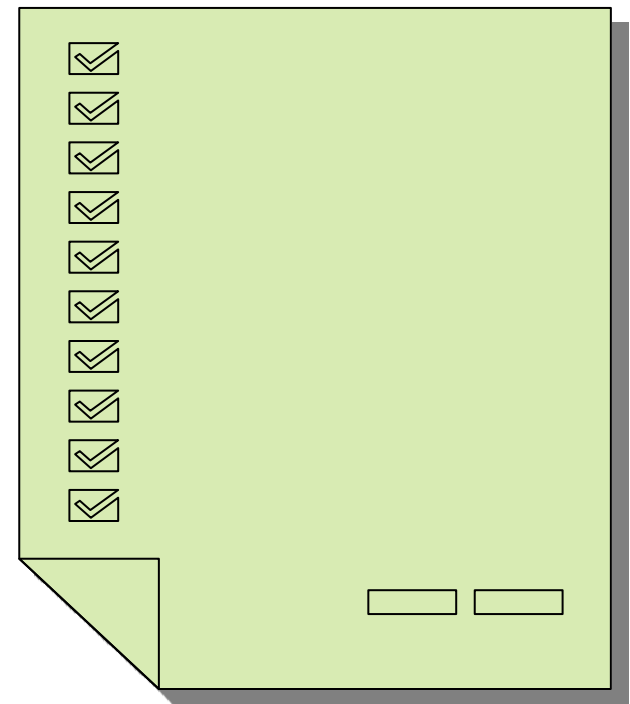
Logistics Plan

Site Selection And Setup

- Realistic given scenario

- Sufficient parking

- Enough space

- Permission to use site

Develop the Logistics Plan

60 minutes:

1. Facilitator
2. Possible site
3. Materials List
4. Logistics Assignments
5. Tentative Exercise Schedule
6. 3-5 Actor Profiles

Step 4: Conduct the Exercise

- Set up the exercise site
- Have all players sign in
- Brief all players
    - Exercise staff
    - Team members
    - Volunteer role-players
- Begin the exercise

Step 5: Debrief the Exercise with a Hot Wash

- Conduct participant hot wash to gather feedback and to reinforce learning
  - With CERT members and role-players
  - Immediately following exercise
  - Reflections and feedback collected verbally
 - *Participant Feedback Forms* completed and collected

Step 5: Debrief the Exercise (cont'd)

- Conduct exercise staff hot wash to identify strengths and weaknesses
  - Best if immediately after participant hot wash
  - Observed CERT procedures discussed
  - Evaluation forms collected
  - *Facilitator/Evaluator Feedback Forms* completed and collected

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Step 6: Write the After Action Report

- Documents effectiveness of exercise

- Serves as basis for planning future exercises, upgrading plans, and taking corrective action
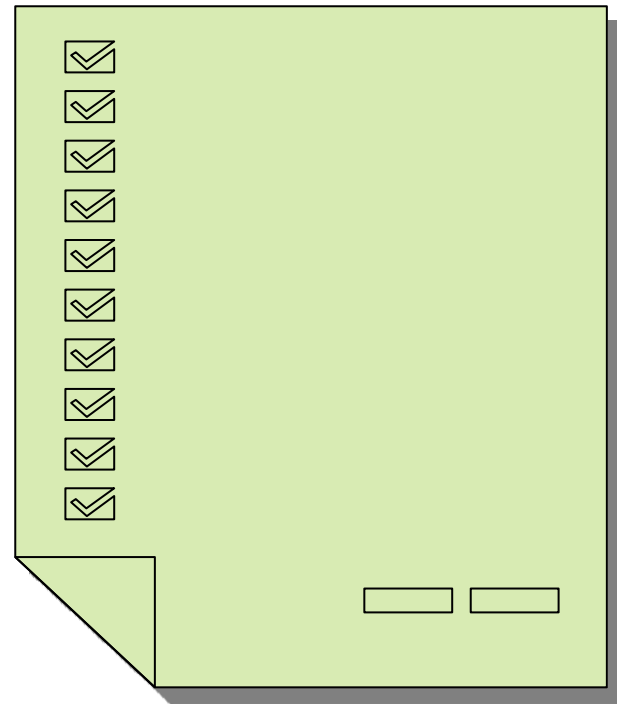
After Action Report

What Do You Think?

- What are some unexpected challenges a team might encounter when conducting the exercise?

- How can you overcome those challenges?

Challenges During Exercises

- Disruptive volunteers
- Inadequately prepared actors
- Unforeseen weather
- Pace too slow

Mechanics of Exercise Swaps

- Meetings and communication
- Roles and responsibilities
- Documents and information to be exchanged

Report Your Results

- Provide complete Exercise Plan and After Action Report CERT to Program Manager or representative

- Allows other design and player teams, and CERT program itself, to apply lessons learned from this exercise swap

Module Summary

- Overview: Exercise Types, Players, and Format

- Steps and Documents

- Best Practices