

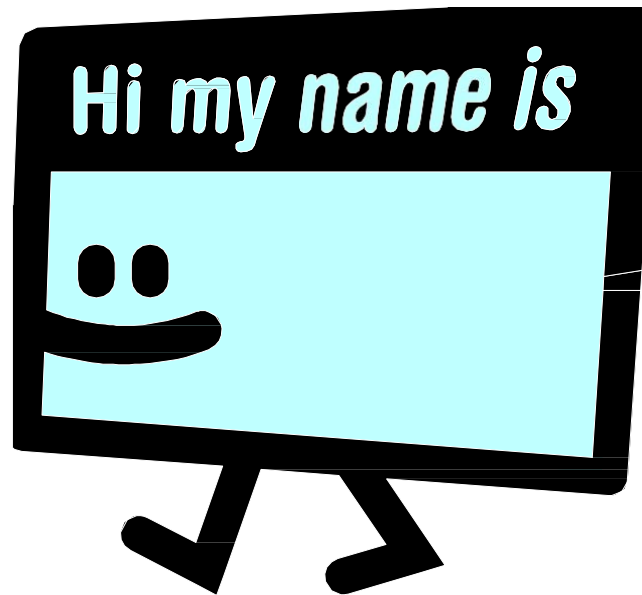
# Exercise Swaps



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



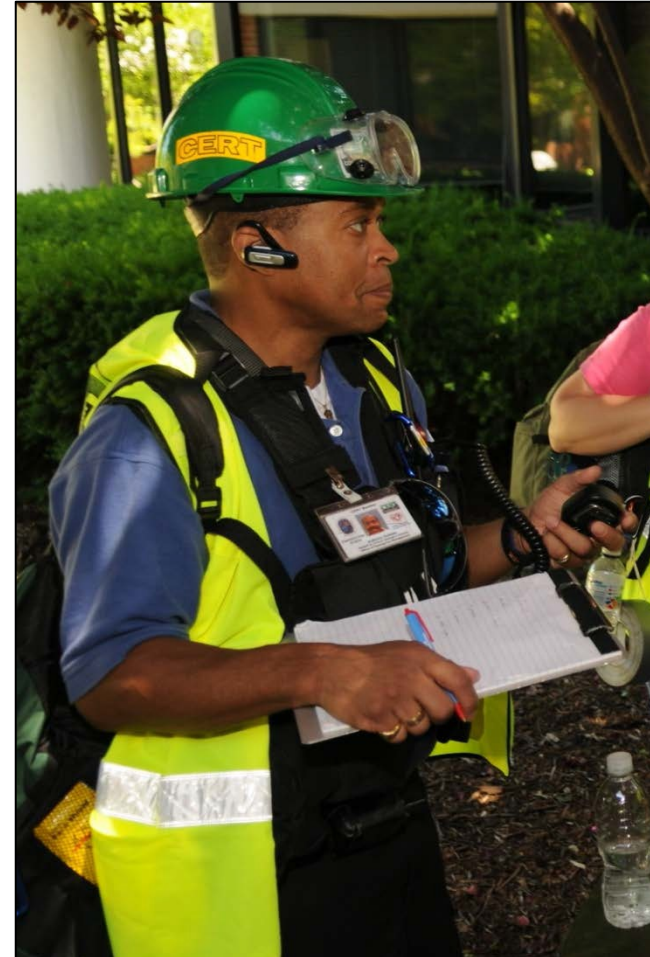
# What Do You Think?

- 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

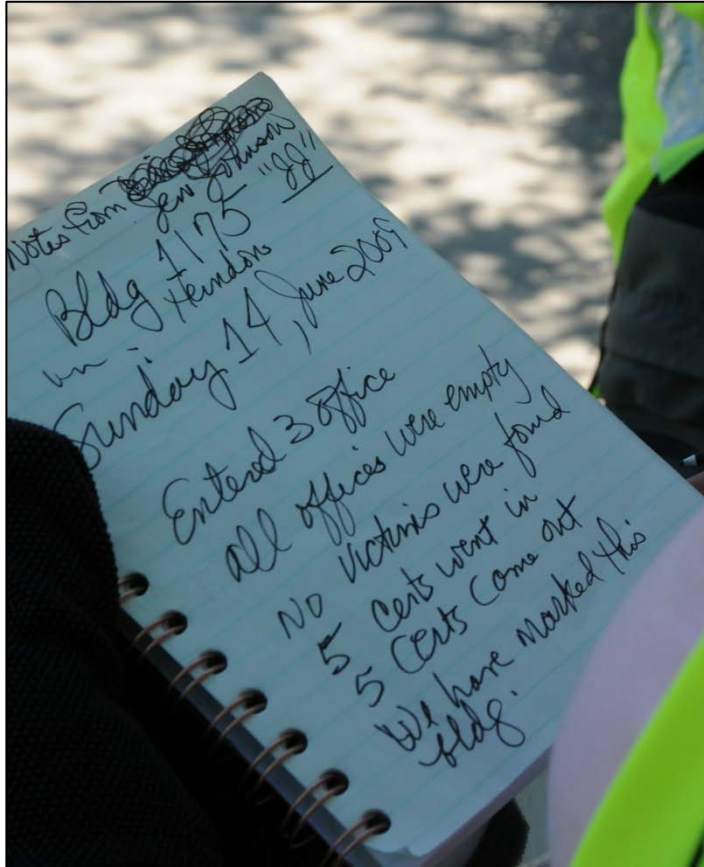


# Advantages Of Being Systematic

- 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

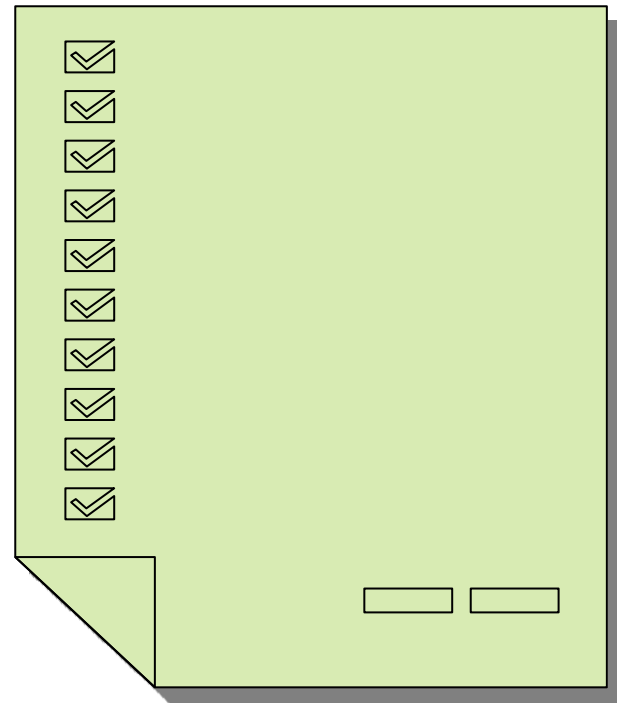


# Step 1: Assess Needs

- 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?

# Step 1: Assess Needs (cont'd)

- “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:

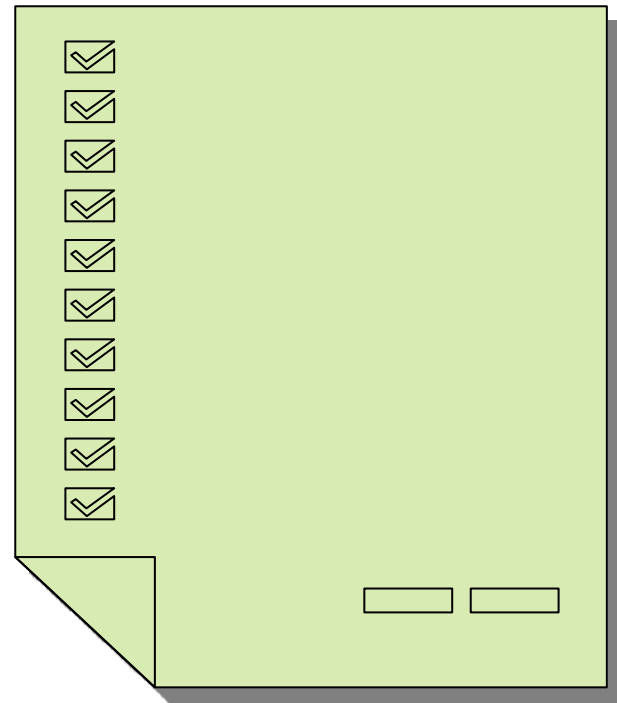
Each team completes sections 1, 2, 3, and 4

### 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

# 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 clear, concise, and observable
  - 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



# Activity

## 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

# Step 2: Scenario (cont'd)

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



# Step 2: Events and Evaluation Form for Facilitator(s) and Evaluator(s)

- 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

# Activity

## 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





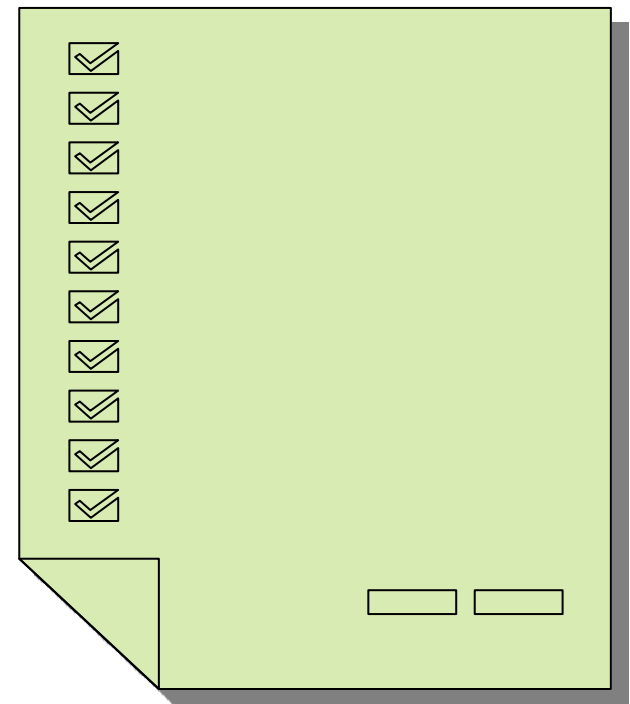
# What Do You Think?

- 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

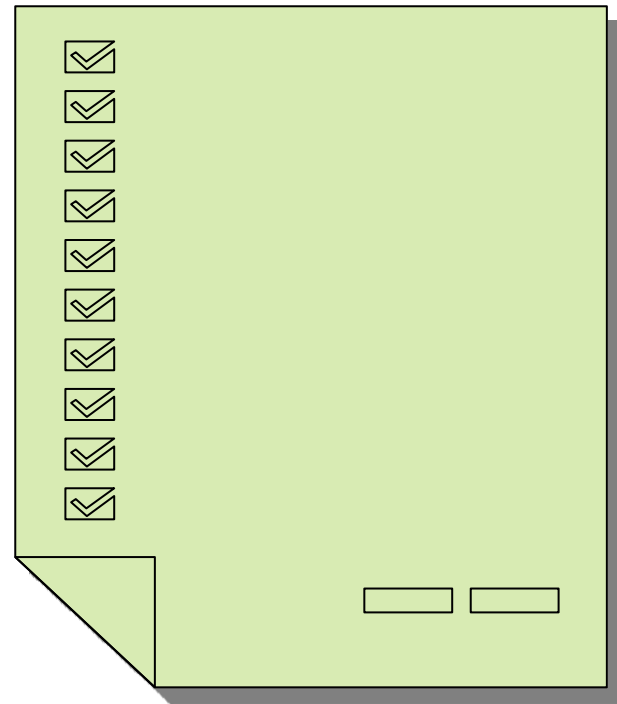
# Step 5: Debrief the Exercise (cont'd)

- 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



# 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