

Emergency Management Documentation

Controller and Evaluator Task:	Reviews appropriate emergency plans, procedures, and checklists/tools used by Responders/Players to demonstrate their objectives.
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Each Controller and Evaluator reviews appropriate emergency documentation for his/her assigned facility/area(s).

The Controller must understand the Emergency Plans and Implementation Procedures being used by the Responders/Players he/she is controlling in order to understand the dynamics of an action or activity as it unfolds in the exercise play.

Examples of emergency plans, procedures, and checklists/tools may include the following:



Site Emergency Plan



Mass Casualty Plan



Emergency Operations Center Procedures



Joint Information Center Procedures



Accountability Checklist



Notification Checklist

The Evaluator must understand the Emergency Plans and Implementation Procedures being used by the Responders/Players he/she is evaluating. The evaluation includes an assessment of Responders/Players' implementation of the plans and procedures, as well as an assessment of the adequacy of these plans and procedures.

Emergency Plans and Procedures are frequently updated. Failure to review current plans and procedures results in Evaluator errors and skews evaluation results.

The Lead Evaluator ensures that all Evaluators receive plans and procedures far enough in advance to allow for a thorough review and that those Evaluators understand the importance of the plan and procedure review.

Exercise Documentation

Controller and Evaluator Task:	Reviews appropriate Controller and Evaluator materials.
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Controllers and Evaluators receive their exercise materials at the Controller and Evaluator Exercise-specific Training.

The Control and Evaluator (C/E) Handbook supplements the Exercise Plan (EXPLAN) by presenting more detailed information about the exercise scenario and describes exercise Controller's and Evaluator's roles and responsibilities.

Note: Larger, more complex exercises use the Control Staff Instructions (COSIN) and an Evaluation Plan (EVALPLAN) in place of, or to supplement, the C/E Handbook.

A Controller and an Evaluator reorganizes his/her materials so information critical to his/her specific assignment is readily accessible when brought to the exercise.

Let's look at materials that make up a typical C/E Handbook.

The C/E Handbook could be in the form of handouts, packages, or other assembled materials.



Controllers and Evaluators Reviewing Controller and Evaluator Materials

Sample Controller and Evaluator Handbook

Instructions

Instructions list general information that each Controller or Evaluator needs for pre-exercise setup, exercise conduct and exercise evaluation.

Instructions may include the following:

- Schedule of exercise activities
- Requirements for each exercise assignment
- List of special equipment required for the position
- Location and layout of the facility or function
- Expected time of Responders/Players arrival
- Logistical information
- Potential problem areas

Example: Sample Controller Instructions

1. Review the exercise objectives and the Exercise C/E Handbook for your area of responsibility.
2. Highlight your assigned messages on your Master Scenario Events List (MSEL).
3. Position yourself in the appropriate emergency response facility at least 30 minutes prior to the start of the exercise. If you are not assigned to a specific facility, meet the Responders/Players at least 15 minutes prior to their activation.
4. Obtain or locate necessary communications equipment and test it to ensure satisfactory communication between Controllers and the Senior Controller and/or the Timeline Coordinator.
5. Wear Controller identification, such as the required badge, armband, or vest.
6. Synchronize your watch with the Lead Controller to ensure that the exercise timeline and the Observation Sheets are consistent. Verify weather conditions if actual meteorology is used during the exercise.
7. Distribute, as instructed, an exercise Participant package to specific Responders/Players. This may include exercise limitations, meteorology, instructions, and the exercise telephone directory.
8. Do not enter into personal conversations with any Responder/Player.
9. Deliver your assigned messages at the time indicated. Caution: If the information depends on some action to be taken by the Responder/Player, deliver the message only after the Responder/Player successfully accomplishes the required action.
10. Provide the Senior Controller with the message number and delivery time, when delivery is accomplished.
11. Begin and end all exercises communication over the radio or telephone with the phrase, "THIS IS AN EXERCISE." This precaution ensures that anyone overhearing the conversation knows this is not an actual emergency event.
12. Deliver specific data as directed on the message instructions. (Examples: Vital signs of an accident victim are withheld until the first Responder/Player attempts the appropriate actions for obtaining these; radiation readings are withheld until the technician activates and reads the detection instrument.)
13. Record all activities and the time on your Observation Sheet. Write about specific actions, not opinions.
14. Notify the Lead Controller immediately and ask for direction if Responders/Players do not perform as expected and a contingency message is not provided. All unplanned simulations require the Senior Controller's approval. This differs from free play, where an appropriate action taken by a Responder/Player solves the problem in a unique way.
15. Clarify information to Responders/Players only if it does not provide coaching. Do not prompt a Responder/Player as to what a specific response is unless a contingency message directs you to do so.

Example: Sample Controller Instructions

16. Ensure that all Observers stay out of the exercise activity. Notify your Lead Controller or Security if you need assistance.
17. Provide no information to the Responders/Players regarding scenario event progress or resolution of problems encountered by others. Responders/Players are expected to obtain information through their own resources.
18. The Senior Controller notifies Controllers when the exercise is terminated. The exercise is terminated when the Exercise Director, in conjunction with the Senior Controller, determines that all exercise objectives are met, or enough time has elapsed for the objectives to be demonstrated.
19. Obtain copies of Responders/Players logs and pertinent documentation prior to the Post-exercise Briefing and critique. Give this information to the Senior Controller. Coordinate this task with the Evaluator in your area.
20. Summarize your notes and prepare for the local area critique at exercise termination. Turn over the summary to your Lead Controller, who provides this documentation to the Senior Controller.

Example: Sample Evaluator Instruction

EOC Evaluator: _____ **<Name>**

1. "Practice in the Controller and Evaluator Exercise-specific training on May 10, 2xxx, at 11:00 a.m. in the <location>.
2. Report to the visitor center no later than 6:30 a.m. on the morning of the exercise for transportation to the EOC. Bring your C/E Handbook materials with you.
3. Pick up your lunch and "Evaluator" identification at the EOC.
4. Check in with the Lead Evaluator by telephone (X-1234) when you arrive at the EOC.
5. Coordinate with the EOC Controller for conduct of Responders'/Players' **Hotwash** (see Glossary) after the exercise.
6. Report to the <location> at 5:00 p.m. for the Post-exercise Briefing. Bring your evaluation sheets, checklists, and notes from the Hotwash. Dinner is provided. The meeting will end by 10:00 p.m.
7. Attend the DOE management debriefing at 8:00 a.m. the morning after the exercise. The debriefing will be held at the Federal Building, Room 123.

Protocols

Protocols are ground rules or rules of conduct to remind exercise Participants of drillsmanship and safety issues.

Take a look at the Example to understand basic protocols of exercise Participants.

Example: Protocols	
Role	Rules
Controllers	<ul style="list-style-type: none"> • Remember: Your primary duty is exercise safety • Do not prompt Responders/Players. An example is “Who did you notify?” versus “Did you notify the State?” The latter question tells the Responder/Player that the State is to be notified • Follow the instructions from the Senior Controller when you suspend, restart, and terminate the exercise • Inform the Evaluator when you issue a contingency message • Ensure all Responders/Players sign-in to receive credit for their participation • Facilitate the Responders’/Players’ Hotwash immediately after the exercise. You may explain why things happened or the Responder/Player expectations but do not comment on performance
Responders/Players	<ul style="list-style-type: none"> • Monitor your actions. Ensure your safety • Follow all instructions from Controllers unless the instructions place you in danger • Verbalize your thought processes. The Evaluators are not mind readers and you want credit for what you have accomplished • Speak loudly so Evaluators can hear what you are saying • Ask the Controller if you have questions on what you observe or information that is provided. Evaluators are directed not to speak to you • Vocalize “This is an Exercise” at the beginning and at the end of radio and telephone calls • Tell the Controller if Non-responders (Observers) get in your way • Participate in the Responders’/Players’ Hotwash immediately after the exercise • Sign-in to receive credit for your participation

Example: Protocols	
Role	Rules
Evaluators	<ul style="list-style-type: none"> • Assist the Controllers with monitoring safety • Position yourself to observe and hear the Responders'/Players' performance of their actions but do not get in their way • Ask the Controller if you have a question for Responders/Players • Keep your timeline of observed performance during the exercise; evaluate the performance after the exercise • Evaluate performance against the Responders'/Players' plans and procedures, not what you believe they should be • Attend the Responders'/Players' Hotwash immediately after the exercise • Observe that the Responders/Players are normally "harder" on themselves than you may be. The Hotwash also provides you with the rationale of why they performed specific actions • Do not comment on Responders'/Players' performance during the Hotwash
Observers and VIPs	<ul style="list-style-type: none"> • Do not ask questions of Responders/Players, Evaluators, or Controllers. All questions are addressed through your Escort (may be an assigned Controller) • Stay out of the way of Responders/Players • Remain quiet. Do not critique nor prompt Responders'/Players' performance • Keep a professional bearing. Remember that the first people to be kicked out due to space restrictions are the Observers and VIPs. The purpose of the exercise is for the ERO to demonstrate its capabilities, controlled by the Control Organization and evaluated by the Evaluators • Ask your Escort/Controller when in doubt

Organizations and Assignments

The conduct of effective emergency exercises depends on the selection and assignment of top-quality Controllers and Evaluators.

Although these individuals are drawn from Non-participating areas of a Response Organization, care is taken to ensure that use of these personnel to support the exercise does not compromise the effectiveness of the Response Organization.

Organizations and assignments are illustrated in simple or complex charts depending on the scope and need of the exercise.

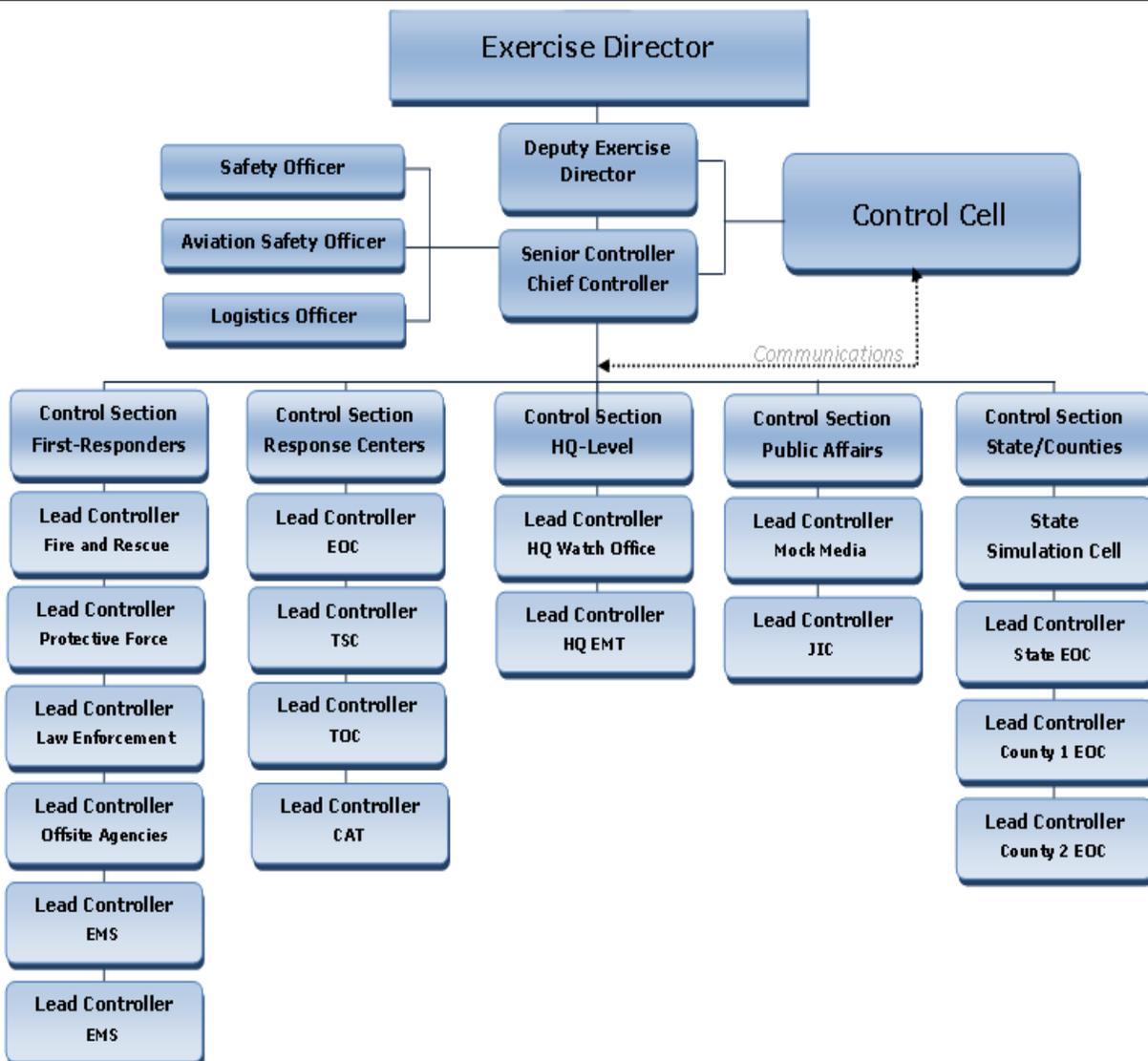
A principal method of information transfer for Controllers is through a designated Controller Communications Radio Network.

Most Controllers have access to a radio that enables them to transmit pertinent information to other exercise Controllers. This network also allows the Senior Controller to make and announce universal changes in exercise documentation, such as changes to the timeline, MSEL, and event injects.

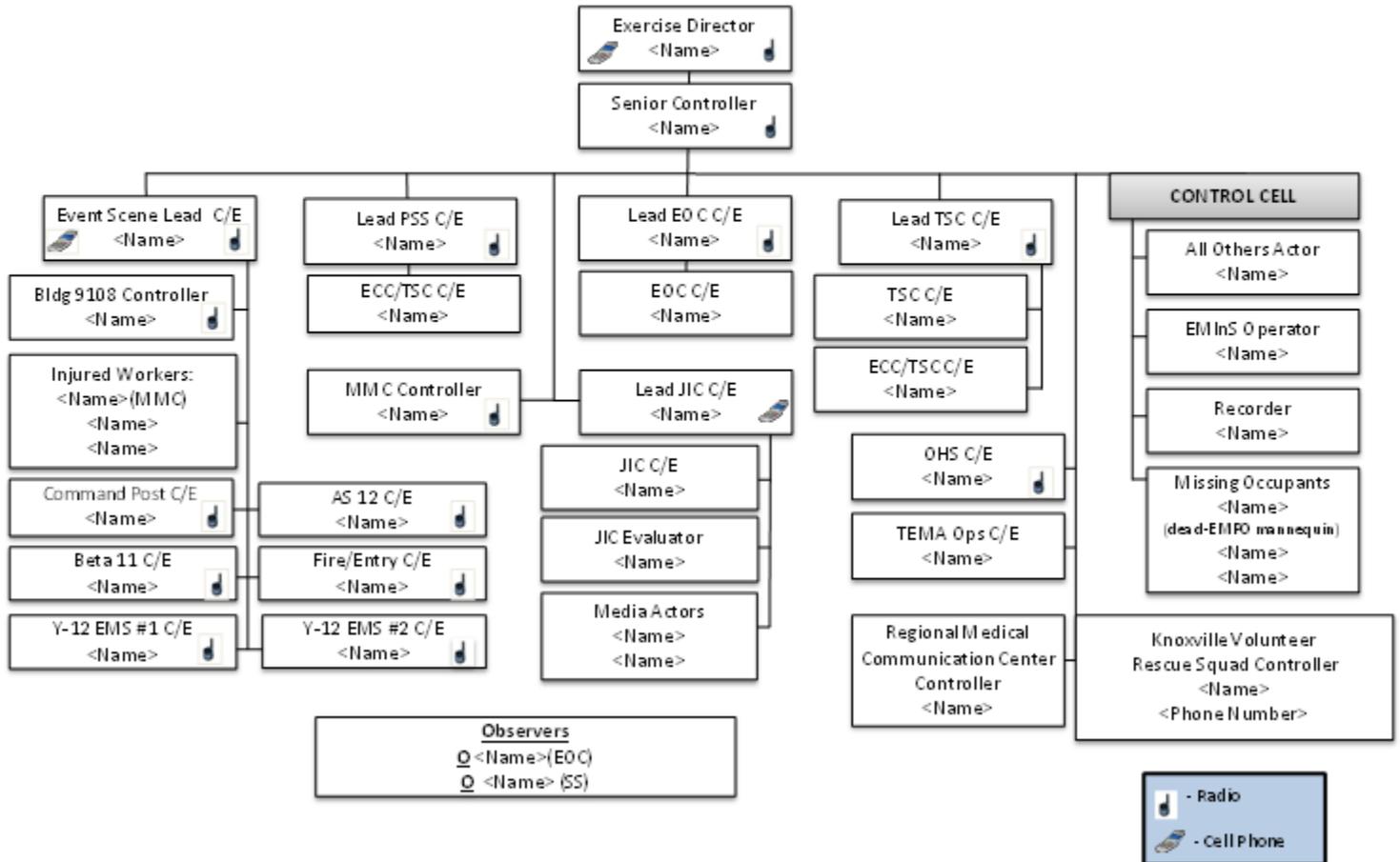
Some sites show radio communications on their organizational charts.

The examples below show how some sites illustrate their Control and Evaluation Organizations. Notice also the span of control for each organization.

Example: Control Organization



Example: Combined Control and Evaluation Organizations



Scenario Materials

Scenario materials may include the following documents:

- Exercise Objectives
- Scenario Narrative
- Master Scenario Events List
- Messages and Injects
- Exercise Data

Let's see how the Controller and/or Evaluator use each of these documents.

Scenario Materials: Exercise Objectives

A Controller must understand the [exercise objectives](#) (see Glossary) to be demonstrated by the organization which he/she is controlling. A Controller must also know the objectives of the organizations that interface with the Responders/Players he/she is controlling.

An Evaluator must understand the relationships among the exercise scope, exercise objectives, evaluation criteria and the Evaluator checklists. This relationship provides the Evaluator with insight on what is to be accomplished by the Responders/Players.

In addition to the exercise objectives for the Participating Organizations, an Evaluator reviews conduct objectives for the exercise.

Scenario Materials: Scenario Narrative

The Controller and the Evaluator reviews the [scenario narrative](#) (see Glossary) to learn about the exercise's initial conditions, initial operational conditions, initiating events, expected Responders'/Players' actions, and termination conditions.

Example: Scenario Narrative
<p>A scheduled delivery of 4,000 gallons of nitric acid is due at the delivery dock at 9:00 a.m. At 8:45 a.m., the tanker is involved in an accident in the main intersection near the warehouse.</p> <p>An employee in a nearby office witnesses the accident and calls 911. The employee reports seeing something pouring out of the tanker and the liquid is on fire. He can see yellow-brown smoke. The Shift Superintendent (SS) dispatches Fire and Security to the event scene.</p> <p>The SS selects the appropriate emergency action level and categorizes and classifies the emergency as a General Emergency and provides protective actions to the site.</p> <p>The Incident Commander establishes the Command Post and directs the Industrial Hygienist (IH) to monitor the area for habitability.</p>

Scenario Materials: A Master Scenario Events List

A MSEL contains all Controllers' actions before, during, and after the exercise. For easy reference, a Controller may highlight his/her specific responsibilities and which messages to deliver. This allows a Controller to more closely monitor the status of his/her own actions.

The Evaluator uses the MSEL for determining whether and when responses occur. For quick reference, the Evaluator may highlight his/her evaluation responsibilities.

Example: MSEL			
Time	Message Number	Message Summary	Expected Response
-90	1	From Senior Controller to Shift Superintendent: Permission to open exercise window.	Exercise window is opened.
-60	2	From Senior Controller to Lead Safety and Security Controllers: Implement security and safety plans.	Event scene is isolated and safety begins to make final check of simulations.
-10	3	From Senior Controller to all Evaluators and Controllers: Communication check and time check.	
00	4	From Senior Controller to Event Scene Safety Controller: Start smoke generator.	Fire Department receives fire alarm
	5	From Senior Controller to Event Scene Lead Controller: Sound fire alarm.	Fire Department receives 911 call
	6	From Senior Controller to employee Actor #1: Make 911 call	Shift Superintendent and Medical Department monitor 911 call
			Shift Superintendent declares General Emergency
10	7C	From Senior Controller to Shift Superintendent Controller: Emergency Declaration	
15	8	From Senior Controller to Industrial Hygienist (IH) Controller: Monitoring Readings	<ul style="list-style-type: none"> Incident Commander develops incident action plan IH monitors Command Post for habitability

Scenario Materials: Messages and Injects

Exercise messages or injects include instructions to Controllers to begin simulations; insert information; or provide earned information, acting instructions, and contingency messages.

Message injects contain accurate, unambiguous, and non-prompting information and technical data for the Responders/Players and provide proper direction for the exercise.

The Controller is familiar with these types of messages.

[Control Messages](#)

Control messages provide the following:

- Pre-exercise information to a Controller in preparing simulations
- Direction to a Controller such as starting and stopping information
- Management instructions for terminating the exercise

Example: Control Message

Message: 4

From: Senior Controller

To: Event Scene Safety Controller

Time: 00

Subject: Start smoke generator

Special Instructions: Ensure smoke generator is set to medium smoke and interval is set at 6.

This is an Exercise

Start the smoke generator and run until +30 minutes OR when the Fire Department places water on the simulated fire.

This is an Exercise

Time of delivery: _____

[Contextual Messages](#)

A Controller introduces a contextual inject to a Responder/Player to help build the exercise operating environment.

Contextual messages provide the following types of information:

- Information to Responders/Players such as simulated 911 calls
- Questions from the media and governmental officials
- Scripts for Actors simulating Non-participating Organizations

Example: Contextual Message

Message: 6

From: Senior Controller

To: Employee Actor #1

Time: 00

Subject: Make 911 Call

Special Instructions: Sound excited, distraught, scared!

This is an Exercise

Make the following 911 call:

“This is an exercise. There is a big tanker truck on fire at the intersection of 1st Street and Adams Way. Something is spilling out of the tanker onto the ground and it is on fire. The smoke is a yellowish, brown color. We need help right away. What should I do?”

This is an Exercise

Time of delivery: _____

Contingency Messages

A Controller verbally introduces a contingency inject to a Responder/Player if he/she does not perform the actions needed to sustain exercise play. Document the use of contingency injects. This ensures that play moves forward as needed to adequately test performance of activities.

A Controller may be delegated extensive, limited, or even no authority to issue messages without the Exercise Director or Senior Controller's direction.

Example: Contingency Message

Message: 7C

From: Senior Controller

To: Shift Superintendent Controller

Time: 10

Subject: Emergency Declaration

Special Instructions: None

This is an Exercise

If the Shift Superintendent did not declare a General Emergency, then direct him/her to do so at this time. Document why the Shift Superintendent did not make the correct declaration.

This is an Exercise

Time of delivery: _____

Earned Information Injects

Earned Information Injects are messages that contain data to be provided to a Responder/Player when the function being performed yields specific information.

For example, when an Emergency Medical Service (EMS) Technician(s) begins to treat a patient, vital signs are provided through these injects when the proper actions to earn them are achieved. If the Technician does not perform the appropriate actions, no inject information is provided.

Example: Earned Information Inject	
Message: 8	
From: Senior Controller	
To: IH Controller	
Time: 15	
Subject: Monitor Readings	
Special Instructions: None	
	This is an Exercise
When the IH Technician monitors the atmosphere at the Command Post, then tell the Technician the readings are "as read."	
	This is an Exercise
Time of delivery: _____	

Scenario Materials: Exercise Data

Exercise data varies depending on the type and scope of the exercise. It provides technical data that supports the scenario:

- General Information
- Facility-specific information
- Meteorological data
- Hazardous material data
- Medical data

Example: [Body Map](#)

The Controller reviews information to ensure that he/she understands the data and how it is used during the exercise.

Example: Body Map	
 <p style="font-size: small; margin-top: 10px;"> Abrasions Contaminated Area Lacerations </p>	<p>Name: _____</p> <p>Badge: _____</p> <p>Age and Sex: Actual for actor</p> <p>Vital Signs: BP is 96/60</p> <p style="text-align: right;">Pulse is 110 rapid and weak</p> <p style="text-align: right;">Respiration: 26 and labored</p> <p style="text-align: right;">Conscious but very apprehensive</p> <p style="text-align: right;">If patient is put on O2 and IV and wound covered properly</p> <p style="text-align: right;">Respiration is 24, pulse 100, BP 98/68 and color improving</p> <p>Injuries:</p> <p>#1. Sucking chest wound.</p> <p>#2. Patient is blue in color.</p> <p>#3. Possible internal injuries.</p> <hr/> <p>INITIAL CONTAMINATION AFTER REMOVAL OF ANTI-Cs:</p> <p style="text-align: right;">Left Forearm: 4300 cpm</p> <p style="text-align: right;">Right upper arm and shoulder: 3400 cpm</p> <p>CONTAMINATION AFTER GARMENTS ARE REMOVED:</p> <p style="text-align: right;">Left Forearm: 1300 cpm</p> <p style="text-align: right;">Right upper arm and shoulder: 1100 cpm</p> <p>CONTAMINATION AFTER 1st DECON:</p> <p style="text-align: right;">Left Forearm: 250 cpm</p>

Safety and Security Plans

A Controller and an Evaluator review exercise Safety and Security Plans to ensure an understanding the following:

- Physical security (e.g., facility access control)
- Safety (e.g., the location of fire doors)
- Information security (e.g., the location of Classifiers to ensure classified information is not divulged)

Each Controller and Evaluator also uses the information to ensure all Participants comply accordingly.

Note: Sites may not give plans to all Controllers and Evaluators, but all are briefed on safety and security requirements.

Observation Sheets

Observation Sheets are forms used by each Controller and Evaluator to document his/her notes from the onset of pre-exercise activities through the conclusion of exercise activities.

They consist of a simple table with a space to record the time of observation and what was observed. There is also a space to record exercise position, name, and telephone number.

Example: Observation Sheet	
Controller/Evaluator Timeline of Observations	
<p><Exercise Title> <Date></p> <p>Position: _____</p> <p>Name: _____</p> <p>Telephone Number: _____</p>	
Time	Observation

Communication Directories

Several communication directories are used in an exercise:

- Controller/Evaluator Directory
- Exercise Directory or Control Cell Directory
- Responder/Player Directory

Controller/Evaluator Directory

This directory:

- Is provided to Controllers and Evaluators
- Includes telephone and radio channels and frequencies used for communication within the Control and Evaluation Organizations
- Is not shared with the Responders/Players

Example: Controller/Evaluator Directory			
Position	Name	Phone	Radio Call Sign
Exercise Management			
Exercise Director	Terry Nore	Cell 292-xxxx (pg 916-1004)	Exercise 1
Senior Controller	Roger Paul	241-xxxx Cell 719-xxxx (pg 916-xxxx)	Exercise Control
Timeline Coordinator	Sabrina Hampton	241-xxxx (pg 916-xxxx)	Timeline Coordinator
Safety Officer	Jennifer Emch	Cell 719-xxxx (pg 916-xxxx)	Exercise Safety
Lead Evaluator	Robert Gee	(pg 916-xxxx)	NONE
Event Scene			
Event Scene Lead Controller	Donnie Eblen		Event Scene Lead
Incident Command Controller/Evaluator	Bobby Prewitt		Exercise IC
FPO Entry C/E	Luis Revilla		Exercise Entry
Y-12 EMS C/E	Theresa Hubbs		Exercise EMS 1
Staging C/E	Gary Lowery		Exercise Staging
IC Technical Team C/E	Laura Oxley		Exercise IC Technical Team
Shift Manager C/E	Melanie Dillon		Exercise Shift Manager
Assembly Station 7 C/E	Eddie Price		Exercise Assembly Station 7
Assembly Station 7 RADCON C/E	Craig Schwartz		NONE
Y-12 Medical C/E	Nancy Underwood		Exercise Medical
EMRT C/E	Charlotte Brown		NONE
Lead HSTC C/E	Sandy Lyles		Exercise TSC
OMT C/E	Carol Steelman		Exercise OMT 1
Plant Shift Superintendent			
Lead PSS/TSC C/E	Bob Murawski		Exercise PSS Lead
Beta 2 C/E	Lt John Miller		Via TSC Lead
Technical Support Center			
TSC C/E	Ken Steele		Via TSC Lead
TSC Tactical Room C/E	Lt John Miller		Via TSC Lead
TSC Technical Room C/E	Shana Peterson		Via TSC Lead
Y-12 Emergency Operations Center			
Lead EOC C/E	Linda Murawski		Exercise EOC Lead
EOC C/E	Don Trundle		Via EOC Lead
Consequence Assessment C/E	Jamie Wright		Via EOC Lead

Example: Controller/Evaluator Directory			
Position	Name	Phone	Radio Call Sign
Control Cell			
Recorder	Victoria Steward		NONE
All Others Onsite	Alisa Lane		NONE
All Others Offsite	Mike Napier		NONE
HQ Watch Office & OROC			
OROC C/E	Stuart Bayne		NONE
Facility Support Contacts			
Lead 9215/Reentry C/E	Richard Trindle		Exercise 9215 Lead
NMC&A C/E	Nick Allison		NONE

Exercise Directory or Control Cell Directory

This directory:

- Is provided to Control Cell Controllers
- Lists the telephone numbers of Responders/Players who may need to be contacted by the Control Cell

Example: Exercise Directory	
Contractor Positions	Phone
Crisis Manager	800-555-8971
Operations Manager	800-555-3915
Response Manager/Event Contractor Manager	800-555-8970
Security Emergency Director	800-555-5616
Consequence Assessment Manager	800-555-8965
Public Information Director	800-555-9378
Recovery Manager	800-555-8967
General Counsel	800-555-8968
EOC Coordinator	800-555-9377
Fire Specialist	800-555-5618
Protective Force Operations Coordinator	800-555-5619
Dispersion Modeling	800-555-4387
Environmental Coordinator	800-555-9379
Field Monitoring Team Coordinator	800-555-8962
State Technical Liaison	800-555-4631
RADCON	800-555-5631
DOE Positions	
Emergency Manager	800-555-5552
Security Operations Specialist	800-555-9381
Public Affairs Coordinator	800-555-8972
Consequence Assessment Manager	800-555-5630
EOC Director	800-555-6029
DOE HQ Communicator	800-555-5966
State Positions	
TEMA Representative	800-555-4570
Facsimiles	
Incoming Line #1	800-555-1152
Incoming Line #2	800-555-1153

Example: Exercise Directory	
Facsimile Verification	800-555-5908
Backup Exchange Telephones	
Crisis Manager	800-555-8728
Crisis Management Team	800-555-8836
Response Team	800-555-9555
Consequence Assessment Team	800-555-9557
Operations Team	800-555-9544
Teleconferencing Room	800-555-8669

Responder/Player Directory

This directory:

- Is provided to Responders/Players
- Lists the phone, fax and/or radio net of simulated organizations

Example: Responder/Player Directory		
Organization	Phone	Fax Number
Y-12 National Security Complex Organizations		
Emergency Operations Center	Actual	
Health and Safety Team Coordinator	Actual	
Plant Shift Superintendent	Actual	
Technical Support Center	Actual	
All other Y-12 Internal Organizations	241-xxxx	Fax 241-xxxx
NNSA and DOE Organizations		
DOE HQ Emergency Operations Center	241-xxxx	Fax 241-xxxx
DOE HQ Watch Office	Actual	
Oak Ridge National Lab LSS Office	Actual	
Oak Ridge Operations Center	Actual	
Other DOE Federal Agencies	241-xxxx	241-xxxx
State and Local Governments and Agencies		
Anderson County	241-xxxx	Fax 241-xxxx
City of Oak Ridge 911 Center	Actual	
Methodist Medical Center	241-xxxx	Fax 241-xxxx
Other State and Local Agencies	241-xxxx	Fax 241-xxxx
Regional Medical Communications Center	Actual	
State of Tennessee Emergency Operations Center	241-xxxx	Fax 241-xxxx
TEMA Operations Officer	Actual	
Other State and Local Agencies	241-xxxx	Fax 241-xxxx
Other Governments and Agencies		
All local and national news media outlets	241-xxxx	Fax 241-xxxx
Other Federal Agencies	241-xxxx	Fax 241-

Exercise Evaluation Guides

Exercise Evaluation Guides (EEGs) are the primary tools used by an Evaluator to analyze the response. The EEGs list the exercise objectives to be demonstrated, and the criteria for meeting each objective. Based on the information observed and documented on Observation Sheets, the Evaluator fills out the EEGs after the exercise.

Finally, the EEGs include the definitions of the rating system used to document performance.

Example: Rating System	
The following definitions of the rating system are used to document performance.	
Noteworthy Practices	<p>Actions worthy of being emulated by other DOE/NNSA facilities/sites or activities. When an evaluated organization demonstrates a superior and unique approach, technique, product, tool, etc., this may be documented as a Noteworthy Practice.</p> <p>Noteworthy Practices are described in sufficient detail so that interested parties and subsequent reviewers understand the justification for the designation and can modify the practice to suit their particular situation.</p>
Superior Performance	<p>Observed site performance or documented practice that demonstrates/implies excellence in a specific aspect of an emergency management activity. They are not necessarily recommended for other DOE/NNSA sites across the complex.</p> <p>Examples need not be developed for every facility/site or activity; therefore, the absence of specific instances of Superior Performance does not reflect shortcomings on their part.</p>
Met	Responders/Players met their exercise objective. The Evaluator documents his/her observations.
Not Met	The Responders/Players did not meet their exercise objective. The Evaluator documents why the objective was not met.
Not Observed	The Evaluator did not observe the performance.
Not Applicable	The Responders/Players did not have the opportunity to meet the objective either due to early termination or required conditions did not exist for their completion of the action.

Example: Exercise Evaluation Guides

Objective: Given an Operational Emergency, *activate the EOC, achieve operational status, and staff the EOC in accordance with xxxxx procedures.*

Criteria:

P/E8.1 A facility is available for use as a command center by the Emergency Director (ED) and the members of the ERO during an emergency response.

P/E6.7 The ERO activation is based on actual or potential emergency conditions.

P/E6.8 Initial response functions are performed by on shift operations staff.

P/E6.9 The ERO is functionally staffed and activated in a timely manner; key emergency response facilities are operational within an hour after declaration of an Operational Emergency.

References: Site Emergency Plan, Site EOC Implementing Procedure.

CHECKLIST

Criterion P/E8.1 –

_____ A facility is available for use as an EOC.

Criterion P/E6.7 –

_____ ERO activation is based on criteria specified in the Emergency Plan

Criterion P/E6.8 –

_____ On shift operations staff has completed initial response functions according to the Emergency Plan.

Criterion P/E 6.9 –

1. The following positions were staffed within 1 hour:

_____ Emergency Director

_____ Federal Communicator

_____ Plume Modeler

_____per procedure

2. The Emergency Director

_____ Completed a turnover from the Shift Supervisor and assumed overall direction and control within 15 minutes of arrival at the EOC

_____per procedure

OBJECTIVE STATUS

MET _____ NOT MET _____ NOT OBSERVED _____

JUSTIFICATION:

Note: This concludes the Sample Controller and Evaluator Handbook examples.

Controller and Evaluator Exercise-specific Training

Controller and Evaluator Task:	Attends required Controller and Evaluator Exercise-specific Training.
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The Controller and Evaluator Exercise-specific Training assists in preparing Controllers and Evaluators for performance of their functions.

Controller and Evaluator Exercise-specific Training includes the following:

- A detailed review of the scenario, normally accomplished by reviewing the MSEL
- Review of the Safety and Security Plans
- Identification of the pre-approved simulations and how each is implemented
- A schedule for pre-exercise, exercise, and post-exercise activities



Controllers and Evaluators Attending Exercise-specific Training

- Team building where the Controllers and Evaluators meet other members of the Control and Evaluation Organizations and to work out positioning, transportation needs, and any other administrative or technical issues or concerns

During this training, each Controller and Evaluator asks questions, receives clarification about the exercise activities, and ensures that he/she completely understands his/her roles and responsibilities.

Responder/Player and Observer Briefings

Controller and Evaluator Task:	Attends Responder/Player and Observer Briefings.
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Responder/Player and Observer Briefings are accomplished through formal briefings, postings, e-mails, or Web sites. It is important for Controllers and Evaluators to be aware of what is communicated to Responders/Players and Observers prior to an exercise. As part of the evaluation of the Control Organization, Evaluators may be required to evaluate these types of briefings.

Responders/Players and Observers are normally briefed regarding:

- Rules of conduct
- Scope of the exercise



Observer Briefing

- Safety and security precautions
- Approved simulations
- Methods for identifying various exercise Participants
- Any special administrative, logistical, or communications arrangements in effect during the exercise

Observers may attend the Controller and Evaluator Exercise-specific Training or may be provided separate briefings.

Staging Area

Controller and Evaluator Task:	Reports to staging area.
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Unless the Controller and Evaluator are at a remote facility/area(s), he/she reports to the staging area arriving on time with his/her notes, Observation Sheets, identification (vest, hat, arm band), safety equipment (hard hat, safety glasses), scenario messages, data sheets, communications directories or communications equipment, and any other materials assigned.

Note: The Exercise Director and the Senior Controller ensure that all positions are filled. If the Controller or Evaluator is not on time, the Exercise Director and Senior Controller must find an alternate to fill the assigned position.



Staging Area

At the staging area, each Controller and Evaluator does the following:

- Reports to the Senior Controller
- Receives last minute instructions
- Picks up needed equipment (i.e., vest, radio, personal protective equipment) from the Senior Controller
- Receives instructions on how to use radio, if applicable, and what call sign is assigned
- Confirms directions to the assigned facility/area(s)

Simulations

Controller Task:	Set-up approved simulations.
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The Controller uses the MSEL to set-up approved simulations such as:

- Preparation of smoke generators
- Positioning of special equipment or vehicles
- Creation of simulated spills
- Positioning of injured Actors/Role Players

Pre-staging for later use in the exercise or for contingency purposes

Note: A Controller does not allow Responders/Players to pre-stage unless it is pre-approved.



Simulation Set-up

Example: Simulation 1	
Simulation	Simulation Method
Moulage Actors:	Moulage 8 Actors to simulate the injured persons.
Ambulance Maintenance Casualty	One ERC ambulance will be tagged out for use as the shadow force ambulance.
Fire Alarm	The fire alarm will sound on the loading dock of Building X-100 by pulling the pull box.
Smoke and Fire	The fire at the event scene will be simulated by using the smoke generator and digitized photographs.
State EOC	The State EOC will be simulated in the ERC Control Cell by Actors.
Joint Information Center	The JIC will be simulated in the ERC Control Cell by actors.
HQ EOC	The HQ EOC will be simulated in the HQ EOC by HQ Actors.
Offsite Medical	Lomas Flats Medical Center will receive the Patients but will not simulate treatment or decontamination. The Patients will be staged next to the ambulance dock and be returned to the ERC by the logistics team.
Protective Actions	Protective actions on the ERC will be limited to Building X-100. The event scene will be cordoned to keep non-participants away from the exercise.
Emergency Lights and Sirens	Emergency lights and sirens are authorized onsite but NOT offsite. All traffic laws will be followed.
Missing Persons	Three Building X-100 employees will be randomly selected by the Lead Event Scene Controller during the building evacuation as "missing" employees. They will be found uninjured by the entry team.
Truck Placard	The truck will have the placard 2032 on the side in accordance with DOT procedures.

Example: Simulation 2	
Simulation	Simulation Method
Simulated Organizations	Controllers will issue a Responder/Participant Directory listing simulated personnel and organizations.
Access and Egress Controls	Access and Egress controls will be simulated. No portals will be impacted during the exercise.
Alarmed Doors	The Security/RADCON Plan identifies alarmed doors which may be accessed.
Emergency call-in of off-shift personnel	Emergency call-in of off-shift personnel will be simulated by a call to the Control Cell.
Ambulances	One ambulance is down for maintenance.
Fire and Smoke	Simulated by digitized photographs.
Ventilation Systems	Controllers will issue a Responder/Participant Directory listing simulated personnel and organizations.
Protective Actions	Simulated except for the buildings within the exclusion (evacuation) zone.
Medical Operations	<ol style="list-style-type: none"> 1. Body Maps and moulage will be used to simulate injuries and contamination. 2. Invasive procedures will be simulated. 3. Actors will wear privacy clothing (swim suit) under their clothing and PPE.
Mutual Aid Ambulances	Request for EMS support will be actual. EMS response is simulated in the Exercise Control Cell.
Transport to Offsite Medical Facilities	Simulated by transporting the patient to the Exercise Control Cell.
Use of Water	Fire attack hose lines will not be charged. All other use of water is allowed (field and medical decon).
Fire Fighting Operations	Fire entry will be simulated by stopping at the facility entrance door and 'talking through' the response.
Monitoring Data	Monitoring data will be provided to responders as they correctly monitor evacuees, equipment and surrounding areas.

Pre-start Safety Checks

Controller Task:	Conducts pre-start safety checks.
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The Controller uses Safety and Security Plans and the MSEL to conduct pre-start safety checks.



Pre-start Safety Check

Example: Pre-start Safety Checks
<p>A few examples of pre-start safety checks follow:</p> <ul style="list-style-type: none">• Checks simulations safety• Posts “EXERCISE IN PROGRESS” signs• Conducts weapons safety checks• Conducts final communications check with Senior Controller

Roles and Responsibilities Prior to an Exercise Section Quiz

Instruction: Select the one best answer. Answers are given following this quiz.

- 1 of 4: What does a Controller use to set-up approved simulations?
- A. A Controller does not set-up simulations
 - B. Observation Sheet
 - C. Master Scenario Events List
 - D. Data Sheets
- 2 of 4: This document lists the exercise objectives to be demonstrated, and the criteria for meeting each objective.
- A. Master Scenario Events List
 - B. Exercise Evaluation Guide
 - C. Observation Sheet
 - D. Exercise Instructions
- 3 of 4: This provides a detailed review of the scenario, normally accomplished by reviewing the MSEL, review of safety and security plans, and the identification of pre-approved simulations and how they are implemented.
- A. Controller and Evaluator Exercise-specific Training
 - B. Controller and Evaluator Post-exercise Briefing
 - C. Responder/Player Pre-exercise Training
 - D. Responders'/Players' Hotwash
- 4 of 4: Why is it important for Controllers and Evaluators to attend a Responder/Player Briefing?
- A. Evaluators may be required to evaluate this type of briefing
 - B. Controllers and Evaluators need to be knowledgeable about the exercise timeline
 - C. Controllers and Evaluators need to be aware of what is communicated to Responders/Players
 - D. Both A and C

Section Quiz Answers (Note: Correct Answers are in bold)

1 of 4: What does a Controller use to set-up approved simulations?

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- B. Observation Sheet
- C. Master Scenario Events List**
- D. Data Sheets

2 of 4: This document lists the exercise objectives to be demonstrated, and the criteria for meeting each objective.

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- C. Observation Sheet
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