EXERCISE MANAGEMENT GUIDANCE MATERIALS
Executive Summary

Organisations may have preparedness and contingency plans for emergencies, however it is only when these plans are put to a test through drills can managers determine gaps and areas that needed strengthening. Emergency exercises are one of the best ways to test emergency plans. Exercises are essential components to ensure that emergency management professionals are prepared to face emergencies and disasters.

This resource aims to provide standardised exercise templates for use when conducting exercises for emergencies and disasters. The document was developed through a review of relevant literature and consultation with emergency exercise managers. A draft was presented before the State Emergency Management Committee.

It is envisaged that exercise planners will find this document useful in preparing for their emergency exercises and plans. This publication is a part of a series of tools and guides for NSW Emergency Management that focus on preparedness, risk reduction, emergency planning and management ensuring a resilient and responsive NSW community.
PART 1: OVERVIEW

Purpose

This document provides the resource materials, examples and forms to assist in exercise activities conducted under the auspices of the State Emergency Management Committee (SEMC).

SEMC Emergency Management Exercise Principles

Exercise activities conducted as part of the SEMC capability development program support continuous improvement through the maintenance, development and evaluation of the NSW capability. The SEMC Exercise Program provides the opportunity for multi-agency, cross sector engagement and can satisfy various needs including:

- Testing current plans and arrangements to identify capability gaps;
- Validating and confirming levels of capability achievement;
- Validating training and informing training requirements;
- Developing and maintaining interoperability across NSW agencies and other identified stakeholders;
- Informing the review and development of legislation, policy, plans, arrangements and processes, and
- Maintaining consistency in the application of the emergency management arrangements.

SEMC exercise activities must have a clear state wide benefit and align with the agreed SEMC exercise components (Appendix 1). Agencies propose exercises and, once agreed by the SEMC, are responsible for leading the development and conduct of the activities in consultation with other key stakeholders.

Exercises must have clearly defined aims, achievable and measureable objectives, and incorporate a comprehensive evaluation strategy.

Funding Application Process

An annual call for proposals will be made at the beginning of the financial year.

The Exercise Working Group will consider proposals submitted and applicants and will be advised by the Secretariat of the outcome. In extenuating circumstances the Exercise Working Group may consider urgent exercise proposals out of session.
PART 2: SEMC EXERCISE PROGRAM

Exercise Development

SEMC exercises may be proposed by member agencies and funded through the SEMC State Wide Multi Agency Exercise Policy. Priority exercise components (Appendix 1) should be incorporated into the aim and objectives of state and regional exercise regardless of scenario or lead agency.

Priority 1 components are to be incorporated in all exercises and priority 2 components are to be included as appropriate to the scenario.

Urgent or high priority issues can also be addressed out of session by the SEMC at any time.

SEMC Exercise Proposal Process

All exercise proposals are to use the Exercise Proposal Template (Appendix 2) and submitted to the SEMC Exercise Management Working Group for initial consideration. In accordance with its terms of reference, Exercise Management Working Group provides advice to the sponsors of individual proposals, and recommends an SEMC Exercise Schedule to the Exercise Management Committee.

The exercise proposal process is highlighted in the diagram below.
In determining an exercise proposal, the Exercise Management Working Group ensures it reflects one or more of the agreed SEMC components, is needs-based, objective-driven and demonstrates value for money. When possible, exercises will be aligned where similar need/s exist. **NB.** The SEMC Components (Appendix 1) identify the focus areas for the SEMC Exercise program. Proposals must align to at least one of the identified components, event and priority areas unless the Lead Agency is able to provide justification for a new exercise proposal in a non-priority area. For further information on SEMC components, please send an email to trainingadmin@mpes.nsw.gov.au

All exercise proposals are to be submitted using the *SEMC Exercise Proposal Template (Appendix 2).*

**Organisation of the Exercise Planning Team**

To begin, the lead agency should establish a multi-agency Exercise Planning Team. An example of an Exercise Concept Development meeting agenda is located in Appendix 3.

The team’s overall responsibilities include the development of the Exercise Concept Document (Exercise Plan) (Appendix 4), which outlines;

1. A timeline for the planning process
2. Defines the exercise’s purpose
3. Selects the aim goals, and objectives with a suitable scenario for the exercise
4. Schedules events, location, date, time, and duration of the exercise
5. Defines the exercise control and preparing all documentation and exercise materials
6. Facilitates exercise organisation, including communication needs, rules of conduct, scope, security and safety issues, and logistics, e.g., parking, assembly areas, transportation, rest-rooms, food/water for participants, maps and directions, etc.
7. Provides training on the responsibilities/activities of the team, exercise participants, and evaluator(s)

The team’s size will depend on the scope of the exercise and should be modified to fit the field of a particular exercise. The roles and responsibilities for the planning team must be clearly defined and should include delegation of responsibilities among team members as described below.

- **Exercise Director/Lead Planner:** Assigns tasks and responsibilities, establishes the timeline, and guides and monitors exercise development. In the case of large-scale exercises, other staff members may assist the team leader.

- **Operations:** Ensures scenario accuracy and applicability, and develops the evaluation criteria. Participants in this group typically include subject matter experts and technical experts.

- **Planning:** Collects and reviews all policies and procedures applicable to the exercise. Also develops simulation and *injects* (i.e., intermediate changes or challenges to the exercise participants) (example template provided in Appendix 5) needed to sustain exercise flow.

- **Logistics:** Gathers all supplies, materials, equipment, services, and facilities required for the implementation of the exercise.

- **Administration/Finance:** Keeps an account of the costs involved in conducting an exercise.
A final Exercise Planning Committee meeting (Appendix 6) should be conducted to review all the exercise planning and confirm that planning is complete before the conduct of the exercise. This should include a final check of the Exercise Master Schedule of Events (Appendix 7).
Exercise Styles

Exercises may be conducted in a range of styles, formats and scales depending upon the identified need and objectives. The three main formats utilised under the auspices of the SEMC are:

- Discussion Exercises;
- Functional Exercises, and
- Field (Deployment) Exercises.

Exercise Schedule

All exercises endorsed by the SEMC for a given financial year will be documented in the SEMC Exercise Schedule. The schedule may require adjustment as a result of changes to the threat environment, the announcement of significant events as well as other unforeseen issues. The SEMC Exercise Committee must be notified immediately of changes to the schedule.

SEMC Exercise Evaluation

Evaluation plays a key role in the validation of emergency management arrangements and informs the determination of priorities for the development and maintenance of capabilities.

The most important step in planning an exercise is developing an exercise evaluation plan. An exercise is only as useful as the results of its evaluation. It is therefore critical to clarify evaluation criteria early on, which should include the following:

Use of Evaluation

Evaluation is the systematic and objective collection and analysis of information in order to make better decisions regarding effectiveness\(^1\), efficiency\(^2\) and/or appropriateness\(^3\) of capability, processes, procedures, communication, integration etc.

Evaluation Approach

The recommended evaluation approach follows the ANZCTC Evaluation approach and processes and is designed to support the objectives for the exercise. The evaluation will identify both strengths and areas for improvement, and is designed to guide the capability development process where required.

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\(^1\) Effectiveness – the extent to which actual outcomes are achieved against planned outcomes (i.e. Are we doing the thing right).

\(^2\) Efficiency – the extent to which inputs (including resources and budget) are minimized for a given level of outputs, or where outputs are maximized for a given level of inputs (i.e. Can we do the thing better).

\(^3\) Appropriateness – the extent to which planned outcomes match community need and government priorities (i.e. are we doing the right thing).
The aim of the approach is to facilitate:

- Consistent quality in evaluations and evaluation findings,
- Resolution of evaluation findings,
- Sharing of the findings, and
- Further analysis to identify recurrent or systemic issues.

In accordance with the SEMC Exercise Evaluation Plan (Appendix 8), achievement against exercise objectives will be evaluated and reported on, with the outcomes systematically considered to ensure that all significant issues are addressed.

**Evaluation Plan**

An example SEMC Evaluation Plan (Appendix 8) may include the detail on the following:

- The method of evaluation, (an example Evaluation/Assessor Data Collection Summary template is located in Appendix 9)
- Collection of evaluation information and the reporting of the evaluation outcomes, including procurement arrangements for a report writer,
- The scope of the report writer’s role as well as the number of reports that are to be produced, and
- The timeline for drafts and submission of the reports.

**Exercise Management, Finance & Post-Exercise Reporting**

The Exercise Planning Committee will be responsible for exercise management, financial management and post-exercise reporting.

Exercise and financial management must be in ‘accordance with the Australian Government obligations under the Public Governance Performance and Accountability Act 2013 and the Commonwealth Procurement Guidelines. Agencies will be responsible for procurement and the management of contractual arrangements associated with exercise management and the production of an exercise report.’

The Post-exercise report should address the exercise objectives and:

- Identify whether these were achieved,
- Provide a summary of evidence supporting the conclusion, and
- Present recommendations resulting from the exercise.

The Post-Exercise Report (Appendix 11) should include an executive summary and relevant attachments such as Evaluation/Assessor Data Collection Summary template (Appendix 9) to support findings and recommendations in the Evaluator/Assessor Report (Appendix 10).
Risk Management

The sponsors of all SEMC exercise activities must include risk management strategies in the planning phase in accordance with the Risk Management Standard AS/NZS 31000:2009.

There are two aspects of exercise risk that need to be addressed:

- The risk to the exercise. (Includes such things as cancellation, adverse reaction, political issues, protest, failure to achieve objectives, budget issues etc.), and
- The risk in the exercise. (Includes risk to participants, legal and regulatory risk associated with the conduct of the exercise).
PART 3: APPENDIX

Appendix 1 – Exercise Components 2015 - 2018
Appendix 2 – Exercise Proposal template
Appendix 3 – Exercise Concept Development – Meeting Agenda template
Appendix 4 – Exercise Concept Document (Exercise Plan) template
Appendix 5 – Exercise Inject template
Appendix 6 – Final Exercise Planning Meeting Agenda template
Appendix 7 – Exercise Master Schedule of Events template (excel spread sheet)
Appendix 8 – Exercise Evaluation Plan template
Appendix 9 – Evaluator/Assessor Data Summary template
Appendix 10 – Evaluator/Assessor Data Summary template
Appendix 11 – Exercise Report template
Appendix 1: Exercise Components 2015-2018

In accordance with State Wide Multi Agency Exercise Policy Document, Section 2.3, the following components are proposed for the period 2015 - 2018

<table>
<thead>
<tr>
<th>Priority</th>
<th>Theme</th>
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<tr>
<td>1</td>
<td>Interagency Communication</td>
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<td>1</td>
<td>Public Information and Warnings</td>
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<td>1</td>
<td>Control and Co-ordination</td>
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<td>Logistics</td>
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<td>Recovery</td>
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<td>Hazardous Materials</td>
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<td>Engineering Impacts</td>
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<td>Waste Management</td>
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<td>Utility Failure</td>
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<td>2</td>
<td>Major Transport Emergency</td>
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<td>2</td>
<td>Emergency Accommodation (temporary and longer term)</td>
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</table>

The priority exercise components should be incorporated into the aims and objectives. Each year the lead agency for the state-level exercise rotates between the major combat agencies. Personnel and resources to design, manage and evaluate the exercise are contributed by the other agencies in support of the lead agency.

Following each exercise, an evaluation is conducted and reported to the SEMC to inform the review of the priority themes for the following year.
## Appendix 2: Exercise Proposal

### Title of Exercise Proposal

Provide the title of this proposal. Title should be kept as short as possible (less than 10 words eg. Marine SAREX Northern Region)

<table>
<thead>
<tr>
<th>Exercise Name:</th>
<th>State</th>
<th>Regional</th>
<th>Local</th>
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<tbody>
<tr>
<td><strong>Exercise Details</strong> (Summary)</td>
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### Lead Agency/ Capability

Provide the details of the lead agency

### Contact Officer Details

Please provide contact details of the person best able to articulate the specifics of this proposal.

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<th>Title</th>
<th>Agency</th>
<th>Position</th>
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<th>Email Address</th>
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### Exercise Sponsor (Required for State Level Exercises)

The Exercise Sponsor should be a member of either the SEMC or the SRB.

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<th>Title</th>
<th>Agency</th>
<th>Position</th>
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### Exercise Proposal Endorsement

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SECTION 1

1.0 New exercise or an enhancement to a previous agreed activity

This exercise proposal is a new project
This exercise proposal is not a new project but it enhances a previously agreed activity

1.1 Previously Agreed Activity

1.2 Exercise need / Capability Gap

1.3 Gap Analysis

<<Identify the likelihood and consequence (and subsequent risk level) of the gap prior to the implementation of the treatment option.>>

1.4 Expected Outcomes

<<Predict and explain how the likelihood and consequence (and subsequent risk level) of the gap will be reduced after implementation of the exercise treatment option.>>
SECTION 2 - EXERCISE DETAILS

2.0 Exercise Aim
<<Provide a statement that encompasses what the exercise hopes to achieve. There should only be one aim per exercise.>>

2.1 Exercise Overview
<<Provide details on what the exercise will achieve and who the target audience will be.>>

2.2 Exercise Objectives
<<List the objective(s) of the exercise. Objectives must relate to the aim.>>

2.3 Exercise Scope
<<Outline the scope of the exercise.>>

2.4 Type and Style of Exercise
<<Outline the type/s and style of the exercise>> Discussion Exercise, Functional Exercises, Field Exercise

2.5 Participation
List the agencies participating in the activity

Stakeholders
☐ NSW Police Force  ☐ Ambulance Service  ☐ NSW RFS
☐ Fire & Rescue NSW  ☐ NSW VRA  ☐ NSW SES
☐ Marine Rescue NSW  ☐ OEM  ☐ Agriculture
☐ Telecommunications  ☐ Energy & Utilities  ☐ Engineering
☐ Environment  ☐ Health  ☐ Maritime
☐ Public Information  ☐ Transport  ☐ Welfare
☐ Premier & Cabinet  ☐ NSW Treasury  ☐ ADF
☐ NSWPF – CT  ☐ NSWPF – MAC  ☐ NSWPF – Rescue
☐ Other

Other Stakeholders

Stakeholder Involvement
<<Provide details on how each of the identified Stakeholders are to be involved with this project>>
2.6 Governance Structure
<<Provide an outline of the governance structure, including Exercise Directors (level or appointment).>>

2.7 Exercise Location/s
<<If there is a particular location where the exercise should be conducted, please provide justification.>>

2.8 Proposed Dates
<<If there are particular dates when the exercise should or should not be conducted, please provide details.>>

2.9 Project Risk Management
<<Identify key risks to this exercise (during planning and conduct) and state how these risks will be managed.>>

2.10 Exercise Key Milestones
<<List the exercise key planning milestones. Provide the start date, schedule and budget of the key milestones.>>

2.11 Initial Budget Estimate

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<th>Budget Estimate</th>
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### 2.12 Budget Bid

Please nominate the total budget bid:

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<td>Travel</td>
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<td>Logistics</td>
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<td>Reporting</td>
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<td>Other</td>
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<td><strong>Total</strong></td>
<td><strong>$0.00</strong></td>
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**TOTAL: $__________________**
SECTION 3 - REPORTING AND EVALUATION

3.1 Reporting schedule

Note: Within six (6) weeks following the conduct of the exercise the Exercise Committee is to provide an exercise report summary of the evaluation, outcomes and recommendations to the Office of Emergency Management for tabling to the State Emergency Management Committee.

<<Provide specific details on exercise planning progress and final reporting schedule i.e. the type of report that will be provided to, which group, at what time.>>

3.2 Evaluation

<<How will the exercise be evaluated? Include a brief overview of the extent of evaluation and how this will be planned and managed.>>
SECTION 4 – EM EXERCISE SUB COMMITTEE GUIDANCE & RECOMMENDATIONS

4.1 Reference, Descriptor and Priority

4.2 Endorsed Treatment Option

4.3 Guidance and/or General Guidance
Appendix 3: Exercise Concept Development

MEETING AGENDA

AIM: To discuss agree and further develop the broad exercise concept and key parameters including aim (purpose), objectives, evaluation concept, core dates, exercise localities and participants.

INPUTS: Exercise Scope Documents

OUTCOME: General agreement and sufficient guidance to develop the Exercise Plan.

AGENDA:

1. Need/direction for the exercise
2. Aim (Purpose) of the exercise program
3. Objectives for the exercise program
4. Planning milestones, key events and related activities
5. Participating agencies and level of participation
6. Planning limitations and risk assessment
7. Resource requirements
8. Action plan
Appendix 4: 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 agencies

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 5: Exercise (Insert Name)

INJECT

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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 that will assist an imputer, facilitator or umpire to follow up on this input, if required)
Appendix 6: Final Exercise Planning

**MEETING 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. Validation of the exercise scenario and associated documentation
4. Identify and resolve outstanding issues
## Appendix 7: Exercise (Insert Name) Master Schedule of Events

### EXERCISE (INSERT NAME)

<table>
<thead>
<tr>
<th>Serial</th>
<th>Day</th>
<th>Date</th>
<th>Time</th>
<th>Location</th>
<th>Event</th>
<th>Live or Notional</th>
<th>Desired Outcomes</th>
<th>Control Documents</th>
<th>Resources</th>
<th>Responsible</th>
<th>Completed</th>
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**ADMINISTRATION AND LOGISTICS**

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**EXERCISE PHASE**

- Commencement of Exercise.
- Exercise Start

**ENDEX**

**ADMINISTRATION AND LOGISTICS**

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Appendix 8: Exercise (Insert Name) Evaluation Plan

1. 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.

2. 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?

3. 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.

4. 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?

5. Parameters of the evaluation
The following matters are IN scope:
The following matters are OUT of scope:

6. 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.

7. 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.

8. 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.

9. 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.

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

11. 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.

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

13. Evaluator preparation
Training requirements
Briefing requirements
Awareness of jurisdiction or agency legislation, arrangements, policy, plans, SOPs

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

15. Resources
Budget/administrative
Guidance (e.g. policy and templates)
Evaluators

16. 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 9: Evaluator/Assessor Data Summary

[Exercise Name]

Author

*Please include your title, given name and surname, post nominal, agency and position within your agency*

Using this template

Before this exercise, you should familiarise yourself with the capability objectives and the applicable capability performance indicators for the capability you are going to observe. You should be aware of jurisdiction-specific considerations when completing this template. Finally, because this template offers minimal space for writing, you should decide how you will take supplementary notes. Your goals should be to become familiar with this template, and to develop a plan for observing key events within the context of this jurisdiction’s plans, processes and procedures.

Definitions of P²OST²E capability elements:

| **People** | roles, responsibilities and accountabilities, skills |
| **Process** | includes plans, policies, procedure, processes |
| **Organisation** | structure and jurisdiction |
| **Support** | infrastructure, facilities, maintenance |
| **Technology** | equipment, systems, standards, interoperability, security |
| **Training** | capability qualifications / skill levels, identify courses required |
| **Ex – Man** | exercise development, structure, management, conduct |
**New South Wales State Emergency Management Committee**

Example Only

<table>
<thead>
<tr>
<th>Capability Objective 1:</th>
<th>Assess the deployment of XPOL PTG in response to complex high risk situations.</th>
</tr>
</thead>
</table>

*Capability Objective completed:* Fully ☑  Partially ☐  Not ☐  N/A ☐

**Comment (Not restricted to one capability element)**

NOTE: If you make a COMMENT you **may** make a recommendation.

<table>
<thead>
<tr>
<th>People</th>
<th>☐</th>
</tr>
</thead>
<tbody>
<tr>
<td>Process</td>
<td>☐</td>
</tr>
<tr>
<td>Organisation</td>
<td>☐</td>
</tr>
<tr>
<td>Support</td>
<td>☐</td>
</tr>
<tr>
<td>Technology</td>
<td>☑ Use of wireless linked tactical intelligence network greatly assisted execution of PTG tasks.</td>
</tr>
<tr>
<td>Training</td>
<td>☐</td>
</tr>
<tr>
<td>Ex – Man</td>
<td>☐</td>
</tr>
</tbody>
</table>

**Recommendation (Not restricted to one capability element)** NOTE: You **cannot** make a recommendation without a predicating COMMENT.

<table>
<thead>
<tr>
<th>People</th>
<th>☐</th>
</tr>
</thead>
<tbody>
<tr>
<td>Process</td>
<td>☐</td>
</tr>
<tr>
<td>Organisation</td>
<td>☐</td>
</tr>
<tr>
<td>Support</td>
<td>☐</td>
</tr>
<tr>
<td>Technology</td>
<td>☑ That this technology be considered for further development by the capability.</td>
</tr>
<tr>
<td>Training</td>
<td>☐</td>
</tr>
<tr>
<td>Ex – Man</td>
<td>☐</td>
</tr>
</tbody>
</table>
Observations Summary

You may if you wish record, by exception observations in this section.

___________________________________________________________

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___________________________________________________________

Signed: <<Signature Block>>

Date:
Appendix 10: Evaluator/Assessor Report

[Exercise Name]

Author(s): <<Include Title(s), Given & Surnames, Post Nominals, Agency, and position(s) within Agency>>

Executive Summary

<<In this section cover specific matters based on your observations, interviews, measurements, etc. Where appropriate include specific comments and recommendations >>

Specific Observations

The comments and recommendations below are based on the pre-determined exercise objectives and performance indicators, as well as relevant items that arose during the preparation and conduct of the exercise.

Objective 1: [enter objective]

Comments

<<Provide succinct comment on whether the objective was achieved, if not, use the capability elements of P²OST²E to advise why not, and the factors that influenced the final outcome>>

Recommendation/s

<<Suggest concise and practical recommendations that will address the factors that hindered the capability achieving the exercise objectives. These should be the recommendations you have already identified in your umpiring template. Recall: You cannot make a recommendation without a supporting comment>>

Objective 2: [enter objective]

Comments

<<Provide succinct comment on whether the objective was achieved, if not, use the capability elements of P²OST²E to advise why not, and the factors that influenced the final outcome>>

Recommendation/s

<<Suggest concise and practical recommendations that will address the factors that hindered the capability achieving the exercise objectives. These should be the recommendations you have already identified in your umpiring template. Recall: You cannot make a recommendation without a supporting comment>>
Objective 3: [enter objective]

Comments
<<Provide succinct comment on whether the objective was achieved, if not, use the capability elements of P²OST²E to advise why not, and the factors that influenced the final outcome>>

Recommendation/s
<<Suggest concise and practical recommendations that will address the factors that hindered the capability achieving the exercise objectives. These should be the recommendations you have already identified in your umpiring template. Recall: You cannot make a recommendation without a supporting comment>>

Objective 4: [enter objective]

Comments
<<Provide succinct comment on whether the objective was achieved, if not, use the capability elements of P²OST²E to advise why not, and the factors that influenced the final outcome>>

Recommendation/s
<<Suggest concise and practical recommendations that will address the factors that hindered the capability achieving the exercise objectives. These should be the recommendations you have already identified in your umpiring template. Recall: You cannot make a recommendation without a supporting comment>>

Other Issues
<<Discuss briefly any other issues that were observed or arose during the course of the exercise, and what impact they had – if any - on the achievement of exercise objectives. These should be based on the Supplementary Notes and be presented using the capability elements of P²OST²E

Recommendation/s
<<Suggest concise and practical recommendations that will address the factors that hindered the capability achieving the exercise objectives, or flag the issue for further attention where appropriate>>

Summary of Recommendations
<<In this section, summarise and highlight those major recommendations that you believe form the crux of your report and require corrective action. Flag the capability elements (P²OST²E) they pertain to so as to provide a focus for the corrective actions>>

Conclusion
<<In this section summarise your overall impression of the capability you umpired, concluding with a crisp statement if in your opinion the objectives were or were not met>>
## Appendix 11: Exercise (Insert Name) Report

<table>
<thead>
<tr>
<th>SECTION</th>
<th>HEADING</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>INTRODUCTION</strong></td>
<td>(Introduces the exercise in the form of an executive summary)</td>
</tr>
<tr>
<td><strong>BACKGROUND</strong></td>
<td>• Background of the exercise&lt;br&gt;• Exercise management&lt;br&gt;• Exercise aim&lt;br&gt;• Expected exercise objectives&lt;br&gt;• Exercise scope&lt;br&gt;• Participating organisations</td>
</tr>
<tr>
<td><strong>EVALUATION REPORT</strong></td>
<td>• Structure of the report&lt;br&gt;• Commentary (for each outcome)&lt;br&gt;• Objective&lt;br&gt;• Rationale for objective&lt;br&gt;• Observations&lt;br&gt;• Recommendations</td>
</tr>
<tr>
<td><strong>CONCLUSIONS</strong></td>
<td>(Summary of the key findings and evaluator’s comments)</td>
</tr>
<tr>
<td><strong>ATTACHMENTS</strong></td>
<td>• Consolidated list of recommendations&lt;br&gt;• Glossary of terminology and acronyms&lt;br&gt;• Exercise diagrams</td>
</tr>
</tbody>
</table>