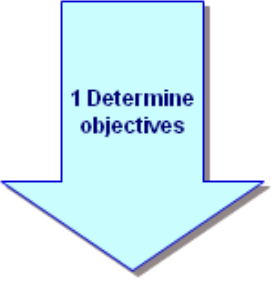





The Design, Management and Evaluation of Exercises/Tests

NAME	Design, manage and evaluate exercises/tests of business continuity and emergency management
DESCRIPTOR	A four step approach to design, manage and evaluate activities which exercise/test elements of management
STEP	ACTIVITY and PERFORMANCE CRITERIA
 <p>1 Determine objectives</p>	<ol style="list-style-type: none"> 1. The need for the exercise/test is identified 2. The aim and objectives of the exercise/test which meet the identified need are determined
 <p>2 Design exercise/test</p>	<ol style="list-style-type: none"> 1. Exercise/test style, consistent with the objectives, is selected in consultation with stakeholders 2. Exercise/test is designed to ensure that objectives are met 3. Resources to support the exercise/test are identified and secured
 <p>3 Manage exercise/test</p>	<ol style="list-style-type: none"> 1. Personnel involved in the exercise/test are briefed in respect of aims, objectives, expectations and activity outcomes 2. The exercise/test plan is used to initiate and facilitate the conduct and direction of the exercise/test 3. The progress of the exercise/test is monitored and feedback provided to personnel.
 <p>4 Evaluate outcomes</p>	<ol style="list-style-type: none"> 1. A post exercise/test debrief is planned based on the conduct and outcomes 2. Debriefs are conducted with relevant personnel and stakeholders 3. The outcomes of the activities are reviewed against objectives 4. A report of the activity is prepared and distributed to stakeholders

Exercise/Test Management Checklist

Name of exercise/test	
Date of exercise/test	
<div style="background-color: #d9e1f2; padding: 10px; margin: 10px auto; width: 80%; border: 1px solid black;"> <p style="margin: 0;">Step 1: DETERMINE OBJECTIVES</p> </div> <p style="margin-top: 20px;"><i>1 Identify the need for the exercise/test.</i></p> <div style="display: flex; justify-content: space-between; align-items: flex-start;"> <ul style="list-style-type: none"> • Identify elements of management that require exercising or testing. • Demonstrate the need for and benefits of exercising or testing the specific elements of management. • Gain commitment (human, physical & financial resources) from stakeholders to be involved in the exercise or test. <div style="text-align: right; margin: 0;"> <p><i>Tick</i></p> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> </div> </div>	
<p><i>2 Determine the aim and objectives of the exercise/test, which meet the identified need.</i></p> <div style="display: flex; justify-content: space-between; align-items: flex-start;"> <ul style="list-style-type: none"> • Document the aim and objectives in clear, simple and measurable terms. • Identify pathways to achieve the determined objectives. • Evaluate the determined objectives. <div style="text-align: right; margin: 0;"> <p><i>Tick</i></p> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> </div> </div>	

Step 2: DESIGN EXERCISE/TEST

3 Select exercise/test style/format consistent with the objectives.

Tick

- Examine the strengths and weaknesses of a range of alternative exercise/test styles/formats.
- Review, modify and justify the selection of exercise/test style/format.

4 Design the exercise/test to suit the determined objectives.

Tick

- Utilise an existing exercise/test style/format to design the exercise/test.
- Customise existing exercise/test styles/formats to design the exercise/test to suit determined objectives.
- Facilitate the design of an exercise/test with measurable outcomes that meets the determined objectives.

5 Identify and secure resources to support the exercise/test.

Tick

- Identify and secure required resources through informal processes.
- Negotiate the securing of identified resources with participating individuals and organisations.
- Identify and secure all resources required to support the exercise/test through formal processes.

Step 3: MANAGE EXERCISE/TEST

6 Brief personnel involved in the exercise/test with respect to aims, objectives, expectations and activity outcomes.

Tick

- Issue exercise/test documents to the participating individuals and organisation(s).
- Prepare and conduct a briefing of the participating organisation(s)?
- Brief control staff and outline the parameters by which the success of the exercise/test will be measured.

7 Use the exercise/test plan to initiate and facilitate the conduct and direction of the exercise/test.

Tick

- Apply a predetermined timetable defined within the exercise/test plan.
- Monitor exercise/test progress against the timetable.
- Where appropriate, adapt to changes in circumstances and contexts and modify the exercise/test to ensure that objectives are achieved.

8 Monitor the progress of the exercise/test and provide feedback to personnel.

Tick

- Conduct routine monitoring of the progress of the exercise/test.
- Consider the impact of changes to the activity program.
- Establish communication processes with control staff to ensure continual reporting and feedback of information.

Step 4: EVALUATE OUTCOMES

9 Plan a post exercise/test debrief based on the conduct and outcomes of the exercise/test.

Tick

- Plan a debrief of participants at the conclusion of the exercise/test (e.g. hot wash-up).
- Plan a debrief of the departments/organisation(s).

10 Conduct debriefs.

Tick

- Conduct a debrief with exercise/test participants to gather feedback on performance, the exercise/test process and areas needing improvement.
- Conduct a debrief with exercise/test control staff to gather feedback on the conduct of the exercise/test.
- Conduct a debrief with umpires/referees to gather feedback on performance of participants and the validity of the objectives.

11 Review the outcomes of the activity against the objectives.

Tick

- Use a structured approach to determine whether the outcomes of the activity have met the determined objectives.
- Identify varying levels of achievement of objectives and reasons for non-achievement of objectives.
- Review the exercise/test process and identify deficiencies and opportunities for improvement.

12 Prepare a report of the activity for stakeholders.

Tick

- Prepare and distribute minutes of the exercise/test debrief.
- Compile and distribute a report on the activity which contains all relevant documentation.
- Analyze the activity outcomes to develop recommendations.
- Present a report summarizing the activity and recommendations.

RANGE OF VARIABLES	
Activities which exercise/test elements of management (exercise/tests) may	<ul style="list-style-type: none"> explore issues promote awareness educate assess and demonstrate capability evaluate risk treatment strategies validate training audit performance evaluate management plans
Activities may include	<ul style="list-style-type: none"> Scenario analyses Case studies Role plays Discussion exercise/tests Functional centre exercise/tests (including specific task environments within the workplace) Field exercise/tests Synthetic training High level architecture Multi media Virtual reality Distributed interactive software
Stakeholders may include	<ul style="list-style-type: none"> Staff Client groups Members of the public Community groups Industry groups Public and private sector organisations Politicians
The design process may include	<ul style="list-style-type: none"> Determination of activity management structure Development of documentation Design of activity Issuing notification Briefings and de-briefings
Activity personnel may include	<ul style="list-style-type: none"> Activity director Directing staff/coordinators/facilitators Safety officers Assessors/umpires Public relations staff Casualty simulators Role player liaison officers Administrative/welfare personnel to support learning and assessment tools Assessment tools

Resource needs may include	Equipment Finance Personnel Facilities Logistics Activity communications
Activity documentation may include	Activity notification Activity management checklists General instruction Safety instructions Timetable/schedule of events Activity inputs (general idea special idea problems specific inputs)
EVIDENCE GUIDE	
Critical aspects of evidence	Ability to effectively plan, conduct and evaluate exercise/tests and activities devised for the demonstration of management.
Underpinning knowledge	Legislative and regulatory arrangements relative to management Adult learning principles Problem solving and decision making techniques management concepts and principles Consultation Monitoring Assessment and review techniques Project management principles
Underpinning skills	Conduct needs analysis Negotiate with client groups and stakeholders Plan and deliver briefings and de-briefings Provide feedback Manage and direct exercise/test activities Communicate in a group setting

Developing and Managing Exercise and Tests – performance framework¹

Item	Performance Quality Level		
	Level 1	Level 2	Level 3
<p>Concepts & Objectives (C&O)</p> <p>1.1 The need for exercise/test is identified in consultation with stakeholders</p>	Identify which risk management strategies will require being "exercise/tested".	<p>Communicate and consult with stakeholders.</p> <p>Determine roles, responsibilities and resource implications of involvement in exercise/test.</p>	Achieve and foster commitment from relevant stakeholders (financial and human resources) of involvement in exercise/test.
1.2 Objectives of the exercise/test which meet the identified need are determined	<p>Determine the objectives of the exercise/test.</p> <p>Document objectives in clear, simple and measurable terms.</p>	Determine pathways to achieve those objectives.	Determine context evidence required to evaluate stated objectives.
1.3 Exercise/test style, consistent with the objectives, is selected in consultation with stakeholders	Select the exercise/test style to meet stated objectives in consultation with stakeholders.	Justify the selection of exercise/test style to stakeholder groups	<p>Examine the strengths and weaknesses of a range of alternative exercise/test styles</p> <p>Review and modify.</p>
<p>Initial Planning Conference (IPC)</p> <p>2.1 Exercise/test design team is assembled for developmental workshop(s)</p>	Identify appropriate personnel to design and write exercise/test.	Assemble and brief exercise/test writing team and allocate tasks.	Evaluate and provide guidance to meet stated objectives.
2.2 Design exercise/test	Implement existing exercise/test formats.	Customize existing exercise/test formats to suit objectives.	Design innovative exercise/test(s) to meet objectives.
2.3 Resource allocation	Identify required resources.	Justify resource allocation to stakeholder groups.	Secure resources required to implement exercise/test in consultation with stakeholders.
3. Manage exercise/test	Communicate aims, objectives, expectations and activity outcomes to personnel involved in exercise/test.	<p>Initiate and facilitate exercise/test.</p> <p>Consult with participating personnel and relevant stakeholders on evaluation of exercise/test.</p>	<p>Actively monitor the progress of the exercise/test.</p> <p>Debrief & evaluate the exercise/test, reviewing activity outcomes against objectives; provide feedback to participating personnel & stakeholders</p>

¹ This quality definition matrix integrates Australia's National Emergency Management Competency Standards (PUAEMR005A); developmental work by Griffin & Gillis, 2002 (Ref <http://www.aare.edu.au/02pap/gri02636.htm>); and approaches in the Homeland Security Exercise/test & Evaluation Program of the United States of America to maximize the performance of due diligence.