

LESSON PLAN

**PART I
COVER SHEET**

LESSON TITLE: Exercise Evaluation Program

TRAINING METHOD: Briefing

REFERENCES: AFI 32-4001, Disaster Preparedness Planning and Operations
AFI 10-204, Participation in the Military Exercise Program

AIDS AND

HANDOUTS: PIN 606050DF (A Block), A5 - Exercise Evaluation Team

LESSON OBJECTIVE: Brief students on the installation exercise evaluation program. Students should understand the training requirements and composition of the exercise evaluation team as well as the responsibilities of the exercise evaluation team chief and evaluators.

Samples of Behavior: Not used; the material covered in this briefing is not testable.

ORGANIZATIONAL PATTERN: Topical

SUGGESTED COURSE(S) OF INSTRUCTION: Exercise Evaluation Team Training

STRATEGY: Explain exercise policies to the class and discuss the types of exercises the base is required to conduct. Brief the requirements for exercise planning and coordination and the ground rules that apply locally. Brief the areas normally evaluated during each type of exercise. Finally, explain the exercise critique, report, and analysis. Ensure that all local and command requirements are addressed. This lesson should follow RTP A1 (The Disaster Preparedness Program) so that students understand their role in the installation disaster preparedness program.

NOTE: Sections 3 and 4 are not used in this lesson plan.

LESSON OUTLINE:

- Main Point 1. Purpose of the Air Force Exercise Program
 - a. Objective
 - b. Planning Guidelines

- Main Point 2. Exercise Evaluation Team (EET) Composition, Prerequisites and Responsibilities
 - a. Composition and Prerequisites
 - b. Responsibilities

- Main Point 3. Base Exercise Requirements
 - a. Attack Response Exercise (ARE)
 - b. Major Accident Response Exercise (MARE)
 - c. Natural Disaster Response Exercise (NDRE)

- Main Point 4. Ground Rules

- Main Point 5. Areas of Evaluation
 - a. ARE
 - b. MARE
 - c. NDRE

- Main Point 6. Exercise Critiques, Reports, and Analysis
 - a. Critique and Reports
 - b. Trend Analysis

PART II
TEACHING PLAN
INTRODUCTION

ATTENTION:

What is the Exercise Evaluation Team (EET)? What are the team's objectives? What is your role with the team? More importantly, how do you know if your base can survive an attack, major accident, or natural disaster?

MOTIVATION:

As EET members, it's important that you know the functions of the EET, what is required of you, and how to be an effective evaluator.

OVERVIEW:

This lesson will cover:

1. The AF exercise program.
2. EET composition and prerequisites.
3. Base exercise requirements.
4. Ground rules.
5. Areas of evaluation.
6. Critiques, reports, and analysis.

TRANSITION:

Let's begin by discussing the purpose of the Air Force exercise program.

BODY

MAIN POINT 1. THE AF EXERCISE PROGRAM.

a. objective

The AF exercise program exists to enhance readiness and improve crisis response.

The objective of the AF exercise program is to maximize the benefits gained through exercises. Specifically, it strives to enhance readiness, boost combat capability, streamline procedures, and improve system support by stressing and testing your OPlans.

b. Planning
Guidelines

Regardless of the type of exercise, there are guidelines for conducting an effective exercise and you, as an evaluator, will have a great deal of input. Guidance on the types of scenarios for exercises is provided by the MAJCOM.

(1) conditions:
"no fault"

Conditions: Design, conduct, and evaluate under "no fault" conditions. The objective is to learn from the exercise.

(2) concept:
"train the way we
fight"

Concept: Embody the "train the way we fight" concept. Plan exercises to reflect the real world.

(3) relevancy:
match exercises with
your taskings

Relevancy: Make sure that your scenario inputs are relevant to MAJCOM taskings which your OPlans support.

(4) objectives:
use the same criteria
as the IG

Objectives: Develop objectives for each exercise. Keep in mind that the EET should use the same exercise evaluation criteria as the Inspector General uses. As a part of this effort, review unit requirements, applicable plans, after-action reports, and guidance from higher headquarters.

(5) environment:
consider the impacts

Environment: Consider all environmental impacts during your exercise. For example, ground burst simulators wouldn't be welcome in a nature sanctuary.

(6) pre-briefing:
the who, what, where,
when, and how's

Pre-briefing: Another important part of exercise planning is the pre-exercise briefing on such topics as:

- ⇒ scenario, date, time, and location
- ⇒ timing of events
- ⇒ the areas of evaluation
- ⇒ situation cards, augmenters, and props in the exercise
- ⇒ evaluation checklists
- ⇒ security of exercise information
- ⇒ safety
- ⇒ communications used during the exercise
- ⇒ time and location for the exercise debriefing

(7) coordination:
ensures cooperation
and participation

Coordination: This final step mentioned is not only important for a safe exercise but also almost guarantees more cooperation and participation. Prior to the start of an exercise the EET Chief should:

- ⇒ get the installation commander's approval.
- ⇒ check the flying and maintenance schedule of host and tenant units.
- ⇒ coordinate the date and time of the exercise, but not the exercise details, with the fire chief and the chief of air traffic control operations.
- ⇒ inform the base populace, surrounding civilian population, and local authorities well in advance if the installation alarm system will be used.

TRANSITION:

That's just a quick look at some of the work that goes into conducting an exercise and why exercises are important. Now let's talk about the actual team composition.

MAIN POINT 2.
EET
COMPOSITION,
PREREQUISITES,
AND
RESPONSIBILITIES

As EET members, you need to know the composition and prerequisites that make up the team.

a. Composition and Prerequisites

Consider the threat (from attack, natural disaster, or major accident), location, size etc., when deciding the make-up of the EET.

(1) Chief

The EET chief is usually a lieutenant colonel or above or civilian equivalent appointed by the installation commander.

(2) Evaluators

Evaluators are normally selected based on the size of the team and types of exercises. The prerequisite for being an evaluator usually comes down to a required level of expertise in a particular functional area.

b. Responsibilities

To ensure the exercise evaluation program is producing tangible results, the EET Chief and evaluators are assigned certain responsibilities.

(1) EET Chief's Responsibilities

As the EET Chief, responsibilities include the following:

⇒ determine the number of evaluators and the functional areas that require evaluation and ensure member training.

⇒ establish exercise objectives.

⇒ develop, schedule, conduct, and evaluate local exercises.

⇒ obtain the installation commander's approval before establishing or conducting exercises.

⇒ coordinate exercises with the fire chief and the chief of air traffic control operations.

⇒ provide a debriefing, critique, and report for each exercise.

⇒ review corrective actions and perform trend analysis of the exercise program.

⇒ obtain all the proper authorization, training, and documentation for the use of training munitions.

(2) Evaluator's Responsibilities

Evaluator's responsibilities include the following:

(a) be qualified

⇒ must be functionally qualified in the area that they evaluate. For example, any evaluation of HAZMAT response must be accomplished by someone trained and qualified in HAZMAT response operations.

(b) communicate clearly

⇒ must evaluate with a "no fault" point of view. The activities of the unit should not be hindered and, when necessary, inputs should be explained to ensure that a misunderstanding does not degrade the entire exercise.

(c) watch safety and security

⇒ must take actions to prevent any safety or security violation from occurring.

TRANSITION:

That's the team make-up. Now let's talk about the specific exercises that are covered under the installation disaster preparedness program.

MAIN POINT 3:
BASE EXERCISE
REQUIREMENTS

There are three types of disaster preparedness exercises that the base may be evaluated on: attack response exercise (ARE), major accident response exercise (MARE), and natural disaster response exercise (NDRE).

a. Attack Response
Exercise (ARE)

Attack response exercises are conducted consistent with the threat. For example a chemical/biological versus nuclear attack threat. The frequency for conducting attack response exercises are:

⇒ two AREs per year for installations in chemical-biological threat areas.

b. Major Accident
Response Exercise
(MARE)

(1) conventional
munitions

(2) chemical weapons

(3) hazmat

⇒ one ARE per year for installations in a non-threat area.

⇒ based on the threat within the deployment area, a separate exercise is conducted for units with mobility commitments.

Major accident response exercises (MAREs) are conducted at least once in a calendar quarter. The following scenarios are used:

A conventional munitions exercise is conducted at least once a year.

Chemical weapons or agents at least once a year if the installation stores, ships, or employs chemical agents or munitions.

HAZMAT emergency response teams at least once a year.

(4) radioactive material

Radioactive material once a year, if the installation is an Air Force fixed nuclear facility. This exercise includes off base and civilian agencies tasked in the emergency plan or base disaster preparedness operations plan. To maintain proficiency, the reactor facility management and staff conduct facility emergency exercises or evaluations according to the reactor's Emergency Plan.

(5) nuclear weapons

An exercise involving nuclear weapons once a year. Exercises involving the Response Task Force (RTF) in the continental US is conducted, at a minimum, every other year.

(6) off-base deployment

An exercise involving off base deployment at least once a year. Coordinate with local civil authorities and get approval from MAJCOM before conducting an off base exercise with local, state, and federal emergency response agencies.

(7) after duty hours

An exercise starting before or after normal duty hours once a year.

(8) mass casualty

A mass casualty exercise once a year.

Installations must also evaluate their capability to respond to a natural disaster.

c. Natural Disaster Response Exercise (NDRE)

Once a year, installations subject to catastrophic natural disasters must conduct a natural disaster response exercise (NDRE) of the type that would affect their installation. Other installations need only to review their response procedures.

TRANSITION:

Although realism is important during these exercises, we must have some degree of practicality as well. That's why we will discuss some common ground rules.

INSTRUCTOR'S NOTE: Expand this section by stressing locally established ground rules.

MAIN POINT 4.
GROUND RULES

Scenarios are thoroughly planned and designed to create the stress and pressure situations that will occur in a real disaster situation. During exercises it is important to establish ground rules as a means to regulate the exercise. Keep simulation to a minimum to maintain realism as much as possible. Here are some common ground rules used during exercises:

a. give all reports to evaluators

Required operational reports (voice and message) are prepared in writing and given to the evaluator. However, don't transmit these reports off base unless instructed to do so.

b. don't recall personnel

Don't recall personnel on leave or temporary duty. However, necessary forms are completed and given to the evaluator.

c. sirens but no lights

Emergency vehicles use warning lights, but not sirens when responding to the exercise. Vehicle mounted sirens or horns are used to announce withdrawal from the accident scene.

d. don't evacuate priority facilities

Limit and control entry/exit into key facilities but do not evacuate the following without prior coordination:

⇒ command post, control centers, base operations dispatch desk, launch control facilities, air traffic control facilities, telephone switchboards, communications centers, and fire and weather stations.

⇒ alert aircraft facilities, liquid oxygen and nitrogen plants, petroleum, oil and lubricant hydrant systems; computer rooms, and waste disposal facilities.

⇒ hospital, clinic, and dental facilities.

⇒ classrooms where promotion or academic testing is in progress.

e. protective equipment should be worn whenever possible

f. comm

TRANSITION:

⇒ security and law enforcement entry control points and posts.

⇒ schools, day care centers, base exchange facilities, commissaries, credit unions, banks, and post offices.

⇒ religious services.

⇒ munitions storage areas.

⇒ military court facilities.

⇒ navigation aids facilities.

⇒ dining facilities.

All individual protective training equipment, including protective masks, should be worn during the exercise if required. The installation commander is the only one to authorize MOPP variations.

Include the phrase "This is an exercise" in all written and verbal communications.

Now let's cover the areas that will be evaluated during an exercise.

MAIN POINT 5.
AREAS OF
EVALUATION

Major accidents, attack, and natural disaster response exercises have similar, and yet different, areas that should be evaluated. Your MAJCOM will make the determination on specific areas. Checklists, based on higher headquarters plans, local plans, and directives, are developed to guide the exercise evaluation.

Common-core criteria establish selected AF readiness inspection areas which all MAJCOMs will evaluate during inspections.

Inspection scenarios shall be developed to evaluate a unit's ability to operate under expected wartime conditions and taskings. MAJCOMS will develop standards for mobilizing, deploying, and employing their personnel and assets.

a. ARE

Consider these areas for evaluation during an attack response exercise:

(1) command and control

- ⇒ commander's staff
- ⇒ unit control centers
- ⇒ communication systems
- ⇒ warning systems
- ⇒ plan implementations

(2) operations

- ⇒ operations
- ⇒ shelter preparations
- ⇒ installation specialized teams
- ⇒ recovery operations

b. MARE

During a major accident response exercise you will probably be looking at these areas:

(1) command and control

- ⇒ commander's staff.
- ⇒ control tower and base operations
- ⇒ control centers
- ⇒ communication systems

(2) operations

- ⇒ disaster response force (DRF)
- ⇒ on-scene control point
- ⇒ evacuation, national defense area, and disaster cordon
- ⇒ recovery operations

c. NDRE

Areas evaluated during a natural disaster response exercise or review can include:

(1) command and control

- ⇒ information systems
- ⇒ planning
- ⇒ MSCA affecting installation mission capability

(2) implementation

- ⇒ evacuation and shelter preparation
- ⇒ resource protection
- ⇒ reporting procedures
- ⇒ recovery

TRANSITION:

As you can see, many of the areas of evaluation overlap between scenarios. The last area we will discuss covers exercise critiques, reports, and analysis.

MAIN POINT 6. EXERCISE CRITIQUES, REPORTS, AND ANALYSIS

Exercise results must be validated and documented. The EET Chief provides a debriefing, critique, and report for each exercise, as well as, distributes the reports to participating agencies.

a. Critiques and Reports

Major problem areas are discussed with the EET members to validate findings, assign offices of primary and collateral responsibility, and assign a rating (if rated).

The reports identify the type of exercise, summarize the scenario, identify findings, assign a suspense for replies, and list ratings, (if used).

INSTRUCTOR'S NOTE: Use the format for writing the report as required by MAJCOM for explaining reports to the students.

Units listed as having deficiencies must monitor and document corrective actions.

A reply of corrective actions is sent to the EET Chief, with an information copy going to the CE Readiness Flight office. Follow-up reports are provided to the EET chief until the problem is resolved.

Deficiencies are tracked as part of a self-inspection system or as directed by higher headquarters.

b. Analysis

The EET Chief maintains copies of exercise reports for all base and higher headquarters exercises in which the installation participates. Exercise reports are analyzed to identify recurring or common deficiencies. Recurring deficiencies identified in the exercise report can be used as objectives in future exercises.

CONCLUSION

SUMMARY:

During this lesson we have covered:

1. The AF exercise program.
2. EET composition and prerequisites.
3. Base exercise requirements.
4. Ground rules.
5. Areas of evaluation.
6. Critiques, reports, and analysis.

REMOTIVATION:

You can now help ensure the base has a viable program and that the installation is always in a high state of readiness.

CLOSURE:

This concludes this lesson.

TRANSITION:

(Develop locally to transition to next topic.)

TRAINING PACKAGE COMMENT REPORT

RTP # _____ RTP DATE _____

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