

# WP 12-ER3004

Revision 5

## WIPP Drills and Exercises

Management Control Procedure

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APPROVED FOR USE

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**CHANGE HISTORY PAGE**

<b>Revision No.</b>	<b>Date Issued</b>	<b>Description of Changes</b>
5	11/15/10	Added a section on drill development, and clarified "critiques" throughout document.

## INTRODUCTION <sup>1</sup>

Emergency management conducts drills and exercises for the purpose of training and preparing for response to emergency events and validating elements of the Emergency Management Program for the Waste Isolation Pilot Plant (WIPP). Drills/Exercises should be realistic simulations of emergencies that include command, control, and communication functions and event-scene activities. They may vary significantly in size and complexity to achieve their respective purposes.

Exercises are evaluated by qualified controllers and evaluators to document the integrated capabilities of emergency response resources (personnel, procedures, facilities, and equipment.)

Exercise-specific objectives are used to establish the exercise scope, specify the emergency response functions to be demonstrated, identify the extent of organization/personnel participation, and identify the breadth and depth of exercise activities to be accomplished or simulated. Typically, not all emergency management program elements are demonstrated in each exercise, and a systematic approach should be used, with emphasis on participation and coordination among the emergency response organizations, to demonstrate aggregate response capabilities over a period of five years.

Drills are training methods that allow an individual to put knowledge into practice in the context of a scenario-based simulation. Drills are supervised hands-on instruction and application sessions for individuals or teams. During drills, the desired skills or actions may or may not be first demonstrated by the instructor(s). These training activities are documented by a plan, which includes a performance checklist used by the instructor or evaluator. The checklist has two purposes: to provide feedback during the training and to summarize overall performance. Because the focus is training, it is often appropriate for the instructor to stop and correct participant actions during the activity rather than waiting until the end.

Conduct of drills requires a skilled and experienced instructor(s) who can present the scenario, control activities of responders, and provide feedback that enhances learning.

A drill is oriented toward training and is not a graded evaluation of the response activity. Because the focus of a drill is training, some aspects of drill conduct can be made more flexible than in an exercise. In a small drill, one instructor may plan, conduct and evaluate the performance.

Drill and exercise packages are developed and documented using a similar process.

This procedure provides instructions for developing, conducting, evaluating, and documenting drills and exercises. Actual events, competitions, drills, and exercises performed at WIPP are covered under Sections 1.0, 2.0, 3.0, and 4.0 of this procedure. The cognizant organization manager (COM) will determine which process should be followed to approve and document performance activity.

Performance of this procedure generates the following records, which will be maintained in accordance with the Emergency Management Records Inventory and Disposition Schedule.

- Drill/Exercise packages
- Actual Event packages
- Competition/Evaluation packages

## REFERENCES

### BASELINE DOCUMENTS

- WP 12-9, Waste Isolation Pilot Plant Emergency Management Program
- DOE Order 151.1C, *Comprehensive Emergency Management System*
- DOE Guide 151.1-1 Volume VII, *Exercises*

### REFERENCED DOCUMENTS

- WP 04-IM1000, Issues Management Processing of WIPP Forms

## PERFORMANCE

### 1.0 ACTUAL EVENTS

1.1 Responsible COM, document actual event and provide the Emergency Management (EM) Manager with the following documents (at a minimum):

- Participation attendance sheet
- Event details and actions taken
- CMR log (copy) entries
- Corrective actions (if any)
- Critiques report

1.2 EM Manager, perform the following actions:

- Review documentation for completeness.
- Assemble documents in event file.
- Assign and log event number.
- Provide copy of attendance sheet to Technical Training.

### 2.0 COMPETITIONS/EVALUATIONS

2.1 Team Trainer/and/or Captains, provide the EM Manager with the following documents, at a minimum.

- Attendance sheet
- Competition/Evaluation package and all supporting documentation

- Any corrective actions (if necessary)
- Critique report
- Evaluation reports

2.2 EM Manager, perform the following actions:

- Review documentation for completeness.
- Assemble documents in competition/evaluation file.
- Assign and log event number.
- Provide copy of attendance sheet to Technical Training.

### 3.0 DRILL DESIGN, DEVELOPMENT, AND CONDUCT

3.1 EM/COM, designate an evaluator or instructor for drill plan design, development, and conduct.

3.2 Evaluator or Instructor, develop drill plan to include the following, using information in Attachment 1.

- Performance Objectives
- Performance Checklist
- Scenario Description
- Controls
- Resource Requirements
- Documentation and Approval Process
- References

3.3 Evaluator/Instructor, obtain following approvals on drill package:

- Safety and Health
- COM of organization
- EM Manager
- USQ Review

3.4 Evaluator/Instructor, conduct the drill using information in Attachment 1 and applicable steps in Section 5.0, Conducting an Exercise.

3.5 Evaluator/Instructor, complete required documentation on drill plan.

3.6 EM Manager, review package for completeness.

3.7 Evaluator/Instructor, provide Technical Training attendance sheet.

### 4.0 EXERCISE DESIGN AND DEVELOPMENT

4.1 Emergency Management/COM, designate a Senior Controller (SC).

4.2 SC, identify the Exercise Team members.

- 4.3 SC, develop exercise plan to include the following using information in Attachment 2, Developmental Guidelines for Exercise Plans:
- Development of general guidelines
  - Development of a scenario time line
  - Development of subsequent steps to refine the time line and detailed scenario information; preparation of message injects (instructions to controllers) and data, and control, evaluation, and supporting documentation
  - Development of pass/fail criteria based on drill objectives
  - Completion of a Job Hazards Analysis/safety plan for exercise
  - Completion of a security plan.
  - Completion of final review of the package for overall completeness and accuracy to ensure that the responders are provided the opportunity to meet the exercise objectives

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**NOTE**

Only trained, qualified personnel will be used as team members, controllers, or evaluators.

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- 4.4 SC, obtain the following approvals on exercise package:
- Safety and Health
  - Operations
  - EM Manager
  - Cognizant manager of exercise evaluation
  - Nuclear Safety, USQ review
- 4.5 SC, submit the annual exercise to the CBFO for approval.
- 4.6 SC, conduct Exercise Team meetings as necessary to verify the following with all team members:
- Adequate number of exercise controllers and evaluators to maintain exercise objectives and provide for the safety of players, observers, and Exercise Team members
  - Exercise activities

- Exercise objective(s)
- Radiological conditions of exercise scenarios to be provided by Radiological Control
- Responsibilities of a controller/evaluator
- Safety issues that could impact exercise performance
- Potential events that could curtail exercise activities

4.7 SC, arrange logistic support for exercise.

## 5.0 CONDUCTING AN EXERCISE

5.1 SC, perform the following prestart activities:

5.1.1 Assemble exercise players.

5.1.2 Inform exercise players of the following:

- Safety considerations
- Security considerations
- Rules of conduct
- Participating organizations

5.1.3 Conduct Exercise Team prestart briefing and include the following:

- Confidentiality. Scenario information should be closely guarded and not discussed with potential responders. Guidelines for maintaining exercise confidentiality include the following:
  - Time lines must be completed by evaluators.
  - Controllers/evaluators should be careful of what they say and to whom because they may be overheard, including radio net communications.
  - Controllers/evaluators should be careful when positioning themselves to observe an activity to ensure they do not give away information by their actions.

- Controllers/evaluators should take care that no one can see their scenario notebooks or comments. They should never lay their scenarios, notes, or messages in a location where responders can read them.
- Exercise responders should receive scenario information only as it is earned.
- Simulation and Realism. Realism should be emphasized throughout any exercise.
- Presentation of Scenario Information. Data and evidence should be presented to the responders as it would be found, measured, or indicated, with a maximum degree of realism.
  - Information should be provided to responders only when it is earned through their observation(s), correct use of procedures, and accurate measurements.
  - Time-related parameters should be provided to the responders at the time identified on messages to ensure the progress of the scenario time line. For authenticity, and wherever possible, data sheets, recorder charts, and instrument output information should be provided in the scenario.
  - If responders require clarification (i.e., a reasonable request) about a particular message or visual cue, the controller should provide such data/information as accurately as possible considering the simulated time and the scenario conditions. If controllers need to create additional information (e.g., the message was incomplete) or do not know the information required, they should use prearranged protocols (e.g., obtain area controller or lead controller permission) to formulate a response.
- Free Play. Free play allows responders to make decisions and take actions they consider appropriate to the scenario. Realism is enhanced and responder motivation is improved when responders are provided the latitude to make decisions and take actions that may differ from those anticipated during the scenario development.
  - The key management aspect of free play is to allow such actions to occur, but to preclude actions by responders that would do the following:
    - Jeopardize personnel safety

- Jeopardize site/facility safety
  - Compromise security
  - Exceed established exercise scope or limitations
  - Preclude exercise objectives from being demonstrated
- During exercises, responders may interject innovative, unexpected response solutions or actions that can be accommodated by the scenario. In such situations, the controller(s) should allow the responders to proceed with their actions and notify the exercise lead controller that a deviation is occurring. If the responder actions compromise safety or security, or limit demonstration of stated exercise objectives, the controller should note the intended action but preclude that intended action from actually occurring. This information should be reported to the evaluator.
  - Actual equipment and procedural problems that are identified during the exercise interject a form of free play. Solutions to actual equipment or procedural problems on a real-time basis afford a valuable evaluation of the conduct of operation, training, and safety culture of the responders. Controllers should allow responders to solve such actual problems unless safety, security, or demonstration of exercise objectives may be compromised.
- Prompting. Explicit instructions should be given to all participants to avoid prompting during an exercise. Prompting occurs when responders are provided advance scenario-related information or guidance regarding appropriate response actions. Prompting may result from either unintentional or intentional action by controllers, evaluators, or observers.

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**NOTE**

All written and verbal communications among participants should be clearly identified as exercise information and all message transmissions should begin and end with the statement "THIS IS AN EXERCISE."

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- 5.1.4 SC, verify the initial conditions required to start exercise are satisfied.

5.2 SC and Exercise Team, conduct the exercise activities.

## 6.0 CRITIQUES, EVALUATIONS

### 6.1 Responder Hotwash/Critique

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#### **NOTE**

Evaluators should remain silent and document the observations and feedback from the responders in their area.

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6.1.1 SC, immediately after the exercise, assemble exercise players, evaluators, and controllers to provide a forum for constructive feedback from players/responders.

6.1.2 SC, provide responder with hotwash attendance forms, and self-critique forms to attendees to document information about the exercise.

6.1.3 SC, gather responder/player comments at the end of the hotwash.

### 6.2 Assessment of Drill

6.2.1 Evaluator/Instructor, document results of training drill in a formal report that should include the following elements:

- Description of the drill. Describe the conditions under which the test was performed and specifics of who participated.
- Summary of performance. Describe what was observed during the training drill. Include not only positives, but also opportunities for performance improvement.
- Results. Analyze data to describe observed performance against the performance standards from the objective.
- Remediation/corrective actions. List and discuss recommendations for emergency response measures that did not meet requirements. Identify the individuals or organizations for corrective actions. If remedial training is required, identify the schedule for conducting the training. Both immediate and long-term solutions should be addressed.

### 6.3 Exercise Critique

6.3.1 SC, schedule evaluation critique to be attended by all participating controllers and evaluators.

6.3.2 SC, lead discussions for the following areas:

- [ A ] Reconstruction and review of the scenario events and shortcomings in the scenario or exercise conduct
- [ B ] A comparison of anticipated versus actual responder activities
- [ C ] An assessment of performance based on objectives, criteria, plans, and procedures
- [ D ] An assessment of the adequacy of the plans and procedures
- [ E ] An assessment of the adequacy of facilities, equipment, and communications
- [ F ] A discussion of the preliminary results of responder performance for each objective

6.3.3 SC, gather documentation from controllers/evaluators.

6.3.4 SC, provide exercise training attendance sheet to Technical Training Section.

6.3.5 EM Manager, conduct a senior management critique that includes attendance by key participants, including manager-level responders, SC, lead controllers and evaluators to address overall performance, significant observations, findings, and preliminary corrective and improvement actions of exercises.

6.3.6 SC, provide draft after action report to Exercise Team and cognizant managers for technical accuracy review.

6.4 After Action Report

6.4.1 Determine exercise grade using the following ratings:

- **SATISFACTORY:** Control of situation maintained; changing events anticipated; pass/fail criteria is met; noted deficiencies are minor; many notable strengths.
- **UNSATISFACTORY:** Control of situation is lost, leading to possible growth of event; pass/fail criteria is not met. Noted strengths are not a modifier if control is lost.

6.4.2 SC, complete after action report and submit to the cognizant field element ***within 30 working days.***

6.4.3 SC, issue to affected department(s), ensuring that COM(s) is informed of deficiencies and/or weaknesses.

## 7.0 FOLLOW-UP ACTIVITIES

7.1 EM Manager or designee, ensure that any corrective actions from events, competitions, evaluations, drills, or exercises are documented and processed according to WP 04-IM1000.

7.2 SC, review exercise file to ensure required documentation is in the file.

## Attachment 1 - Developmental Guidelines for Drill Plans

Successful implementation of drills involves systematic planning, conduct, and assessment.

- Planning for drills should involve the following components:
  - **Performance objectives.** Identify the performance, including conditions and standards of performance. The objectives should reference a specific policy, procedure, or training requirement.
  - **Performance checklist.** Develop a checklist based on the performance objectives, conditions, and standards of performance. Also, identify how the drill will be conducted in the context of the assessment checklist.
  - **Scenario description.** Describe the elements or system being trained through use of the specific scenario. Scenarios may be restricted to specific, limited aspects of the emergency management system. Scenarios should be based on site hazards identified in the Hazards Survey or EPHA. The scenario description should include a detailed description of events and conditions that emergency responders need to deal with and a time line of events and actions that are expected to take place.
  - **Controls.** Describe the controls imposed to ensure the integrity of the drill (e.g., safety plans, security notifications, use of trusted agents, equipment controls, time limitations and coordination with other operational elements).
  - **Resource requirements.** Description of resources needed to conduct the drill (e.g., facilities, personnel, and equipment).
  - **Compensatory measures.** Describe the measures to be taken to compensate for any degradation of security or response capabilities during the training.
  - **Documentation and approval process.** Identify the approval process for drill plans, the dates on which drills were conducted, and the results/corrective actions identified.
  - **References.** Included are lesson plans, DOE Headquarters and site orders/manuals, and site policy documents containing requirements for objectives being tested.
- Conduct of a drill requires that the instructor adhere to the Emergency Plan. This ensures that the training provides an accurate and valid representation of the

## Attachment 1 - Developmental Guidelines for Drill Plans

emergency management program. Feedback from the instructor during the training is essential.

Guidelines for conduct of a drill include:

- **Explain** the purpose and objectives of the training drill/practical application.
- **Maintain** a calm and professional attitude.
- **Question** to verify the knowledge gained by participants.
- When there is a deficiency, stop the drill/application and provide **immediate corrective action**.
- **Provide fact-based feedback**.
- **Respect** participants' experience and expertise.

## Attachment 2 - Developmental Guidelines for Exercise Plans

### **Development**

- Development of general guidelines. These guidelines should address issues of exercise scope and duration, participants, objectives, administrative and logistical considerations, and operational or technical constraints. (Drills and training exercises shall not be combined with work activities.)
- Development of a scenario time line. The time line should be a listing of the sequence and timing of key operational, technical, and logistical events comprising the scenario.
- Development of subsequent steps to refine the time line and detailed scenario information, preparation of message injects (instructions to controllers) and data, and control, evaluation, and supporting documentation.
- Completion of final review of the package for overall completeness and accuracy, and to ensure that the responders are provided the opportunity to meet the exercise objectives.

### **Contents of Exercise Package**

Contents should include:

- **Scope.** The scope identifies all participating organizations, the extent of participation, and purpose of the exercise.
- **Specific Objectives.** Each exercise objective should clearly state what is to be demonstrated. Objectives should be attainable and measurable. Evaluation criteria should be developed to define how objectives will be measured by exercise evaluators.
- **Scenario Narrative.** The scenario narrative is a "storybook" summary of the background, initial conditions, initiating events, and expected responder actions. It contains descriptions of the simulated emergency situation, including the overall sequence of events, details, supporting data, and timing of activities.
- **Design and Development Guidelines.** This section describes any limitations placed on the design and development of the exercise, the exercise protocol, and a list of preapproved simulations.
  - Limitations are management policies and guidelines of concern to the exercise developers and scenario designers. They include issues such as conducting exercises on weekends, overtime restrictions or authorizations, and financial constraints.

## Attachment 2 - Developmental Guidelines for Exercise Plans

- Protocols (ground rules or rules of conduct) remind responders of drillsmanship and safety issues.
- Preapproved simulations list the major simulations applicable to the exercise. Examples include predetermined meteorological data.
- Safety Planning. The safety of personnel and the facility is paramount during exercises. The planning process and the management of exercises must ensure that sufficient precautions and limitations are established and followed for the safe conduct of the exercise. Complete job hazard analysis/safety plan.

During an exercise, all participants must comply with established safety rules and practices. Participants must understand that safety of exercise participants, nonparticipants, the public, and the environment is of the highest priority. An exercise safety plan is an effective method of documenting safety concerns and solutions. The plan should address generic and specific safety concerns, mitigative solutions, and required actions/notifications if a safety concern or emergency occurs during an exercise.

- Security Planning. Adherence to security requirements throughout all phases of an exercise by all participants is a necessity. Planning and management of exercises should include provisions for participation of appropriate security personnel.

Persons involved in exercise planning must be sensitive to information or activities that may have security implications. An exercise security plan is an effective method of documenting security concerns and solutions. The plan should address generic and specific security concerns, mitigative solutions, and required actions/notifications if a security problem or emergency occurs during the exercise.

The plan should establish parameters for exercise design, development, and conduct in view of identified security issues. Controllers are responsible for conducting the exercise within security limitations; however, all participants must comply with security requirements. Special provisions should be made for visitors and observers since they may not be familiar with DOE site security requirements.

- Public Information Education Planning. Scheduled exercises should be coordinated with the media and announced to the public. Interface with the public and off-site state, tribal, and local authorities requires management awareness and sensitivity.

The public typically has no involvement or participation in an exercise. All exercises at a facility that have the potential to affect the off-site population,

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either directly or indirectly, should include adequate provisions to prevent public concern, rumor, or inconvenience. The planning process and the management of exercises should provide for the development of a public information/education plan to coordinate activities with appropriate off-site state, tribal, and local authorities, the media, and the public. This plan should be developed early in the planning process to ensure coordination with interested off-site authorities/officials.

- Time line of Key Scenario Events. The exercise time line should include key scenario events and expected responder actions. Where possible, scenario events and expected actions should be tied to the exercise objectives.
- Message Injects. Message injects include instructions to controllers to begin simulations, insert information, and provide earned information, acting instructions, and contingency messages. They should be formatted/presented in such a manner as to reflect the actual data that would be observed by responders in a real event (e.g., strip charts, alarm printer output, use of accident mock-ups).
- Exercise Data. Data vary greatly depending on the scope of the exercise. Exercise data may include general and facility-specific, meteorological, hazardous material, and medical information.
  - General facility information is important when non-facility personnel participate in the exercise. This information includes a facility description; area, site, and facility maps; mission description; Emergency Management Program information; and a description of off-site interfaces.
  - Specific facility information provides operational data at the time of the event. These data may include diagrams, schematics, and data tables that will augment the scenario.
  - Meteorological data provide weather conditions and forecasts, both real and simulated, as required.
  - Hazardous material data may include radiation or chemical plume plots and tables, decontamination levels, and exposure levels. The technical basis and assumptions used to develop these data should be provided.
  - Medical information includes a description of medical conditions and moulage procedures, actor behavior instructions, and vital signs.

## Attachment 2 - Developmental Guidelines for Exercise Plans

- **Exercise Control.** This section provides guidance for effectively controlling an exercise.
  - The control organization is usually depicted on an organizational chart showing the categories of controllers and lines of communication. The categories of controllers include the lead controller, time line coordinator, area controllers, on-scene controllers, the control or simulation cells, and actors.
  - Controllers are assigned by name into each position listed in the control organization. The controller assignments should include alternates.
  - The detailed controller instructions include a schedule of events for all controllers, basic controller instructions, and the detailed requirements for each controller assignment. The detailed requirements should include the message injects that the controller is responsible for inserting in the exercise, contingency message injects and the authorization process for their use, and special equipment required for the position.
  - Special types of controller instructions, called "profiles," can be used for actors to define roles. Profiles are normally used for media actors in either a control cell or for interviewing in person or for control cell actors representing political figures. (Profiles are generally only used with experienced controllers.)
  - The Master Scenario Events List (MSEL) identifies the timing and summary content of all key events, messages, or injects; contingency messages; and expected responder actions for the duration of the exercise.
  - The suspension, or termination, of the exercise is managed through the control organization. Responders are instructed to contact a controller when an unsafe condition exists or when a real emergency is identified. This section details the notification of the control organization, instructions for exercise suspension and restart, and for exercise termination.
- **Exercise Evaluation.** This section provides the information to effectively evaluate an exercise as follows:
  - The evaluator organization is usually depicted by an organizational chart and a description of the categories of evaluators and lines of communication. The categories of evaluators include the lead evaluator, lead area evaluators, and evaluators.

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- Evaluators and alternates are assigned by name and listed in the evaluator organization.
- The evaluation criteria provides the standards and activity-specific criteria used to evaluate the exercise.
- Evaluator modules and/or checklists display the expected response in a time-sequenced format with which the evaluator can monitor responder progress. They are based on the exercise objectives, the evaluation criteria, and the participating organization's plans and procedures.
- Administration and Logistics. Planning includes the following:
  - The master schedule should address all the preparation activities, conduct of the exercise, the critique process, and the evaluation report.
  - The method to identify exercise participants and, if necessary, various nonparticipants, should be documented in this section. Participants can be identified by vests, hats, or arm bands of various colors. Ensure that the type of participant is printed on the identification method to assist those with color-impaired vision.
  - The communications plan documents radio and telephone requirements. It provides for radio frequencies, protocol, telephone numbers, and directories. Additionally, it provides information concerning controller communications, training, and systems testing. Normally, the following exercise telephone (communications) directories are prepared:
    - ▶ Control Cell Directory provided to responders, which lists the control cell telephone numbers of controllers simulating individuals or organizations.
    - ▶ Controller/Evaluator Directory, which includes telephone and radio channels/frequencies used for communication within the control and evaluation organizations.
    - ▶ Responder Directory is provided to control cell controllers and lists the telephone numbers of responders who may need to be contacted by the control cell.
  - The logistics plan specifies tasks to accomplish in support of the exercise preparation, conduct, and evaluation. This includes notification of controllers, obtaining meeting rooms and classrooms, identifying and setting up the control cell, communications requirements, meals, transportation, facility security badging/access, and acquiring/staging

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props (e.g., moulage dummies, smoke generators, damaged equipment, simulated material).

- Glossary of Acronyms. This glossary contains acronyms and definitions of a facility- and site-specific nature. It is used by personnel who are not familiar with the facility emergency response organization, operations, and site organization.

**Exercise Team**

The Exercise Team consists of Controllers, Evaluators, and Safety Observers. All controllers shall be trained/current on course EOC 103. The position description and responsibilities listed below may help in determining the number for an exercise. All controllers and evaluators should be familiar with the area they are evaluating or controlling.

**Controllers:** Conduct the drill/exercise and provide necessary scenario information to participants. Controllers ensure continuity of events, and act to preclude participant decisions and actions that may compromise the safety of the facility, personnel, or equipment. The designated Senior Controller for each exercise shall be in charge of all aspects of the scenario. Controllers will be identified with vests.

**Evaluators:** Technical and functional experts tasked to monitor, evaluate, and document the performance of the participants and the adequacy of facilities and equipment against emergency plans, procedures, and checklists. A member of Emergency Management will be available to assist in developing the drill package and for drill performance. Evaluators will be identified with vests.

**Controller/  
Evaluator:** Technical and functional experts tasked to monitor, evaluate, and document the performance of the participants and the adequacy of facilities and equipment against emergency plans, procedures, and checklists. In addition, the controller/evaluator will be used to provide limited scenario information to players (i.e., input to the Central Monitoring Room Operator as to phone numbers for control cell). Controller/Evaluators will be identified with vests.

**Safety  
Observer:** In certain drills/exercises, the Senior Controller may require a Safety Observer be stationed at a location of high potential safety risk(s) to verify all appropriate precautions are taken. A SAFETY OBSERVER SHALL HAVE COMPLETE AUTHORITY TO STOP OR SUSPEND EVENTS AS NECESSARY, AND NO OTHER DUTIES. Safety Observers will be identified with a vest.

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**Logistics** In certain drills/exercises, exercise logistics personnel will be used to provide transportation, develop meal distribution plan, and distribute meals. Others duties include setup of drill simulations, and other duties to assist the Senior Controller. Logistics personnel will be identified with a vest.

**Observers:** Observers are personnel that have a need to observe drills for regulatory requirements, management oversight, contractor oversight, training, etc. Observers are under the control of controllers and shall not interrupt drill events. If an observer has a question, that question shall be directed through the cognizant controller. Observers will be identified with a vest. Reflective vests will be worn in areas that require the use of a hard hat and in the underground.

### **Responder and Observer Briefings**

- When deemed necessary a responder briefing will be conducted.
- The responder briefing shall *not* include any information related to the scenario. Responders shall be briefed regarding the rules of conduct; scope of the exercise; safety and security precautions; approved simulations; methods of identifying various exercise participants; and any special administrative, logistical, or communications arrangements in effect during the exercise.
- All participants (players, controllers, and evaluators) should be reminded of their responsibility to prevent unsafe acts and to stop the exercise, if necessary, to ensure that an unsafe act does not occur.
- The observer briefing should occur prior to the exercise to ensure compliance with safety and security precautions and other rules of conduct. Observers may attend the controller briefing or may be provided separate briefings.

### **Exercise Setup**

Exercise setup includes setting up simulations, preparation of scenes and visual areas (e.g., smoke generators, simulated spills, actor moulage), performing controller communications checks, conducting responder initial conditions briefings, synchronizing clocks, initializing computer simulation data, and other scenario-specific activities. Exercise setup should be carefully planned to ensure that all logistics necessary to conduct the exercise are checked before the exercise begins.

## Attachment 2 - Developmental Guidelines for Exercise Plans

### **Other Pertinent Information the Senior Controller Needs to Know**

- Exercises should be managed so that they are as realistic as possible. Commensurate with the safety of personnel and the safety and security of the facility, exercises should attempt to duplicate the sense of stress inherent in a real emergency situation.
- Simulation should be kept to a minimum. During the responder briefings, responders should be briefed on which functions/activities are simulated.
- A control cell should be used whenever it is necessary for responders to interact with entities not participating in the exercise. It is located away from the responders and is staffed by experienced professionals who simulate or role-play nonparticipating organizations. This method of simulation enables realistic interactions to occur between the exercise responders and those they would expect to interact with during the course of an actual response.
- Actors/role players should be used to simulate personnel who would actually be encountered by responders if the scenario were real. Actors may come in face-to-face contact with the responders or may be members of a control cell.
- Responders should implement their appropriate plans, procedures, and training to respond as if the scenario information is real. Responders should rely upon the controllers or exercise simulation tools to supply scenario information.

### **Communications**

All written and verbal communications among participants should be clearly identified as exercise information and all message transmissions should begin and end with the statement "THIS IS AN EXERCISE." Because radio cellular telephone transmissions can be monitored by off-site parties, personal information, such as the names or phone numbers of individuals, should never be transmitted. All communications should be with security practices.

- Proper team selection
- Safety issues
- Operational/maintenance conflicts
- Potential problems that could occur during the drill/exercise
- Objectives based on new requirements and lessons learned (i.e., equipment changes, procedure changes, or philosophy)