



**KING ABDULLAH UNIVERSITY OF SCIENCE & TECHNOLOGY**

# **EMERGENCY EXERCISE GUIDE**

This guide contains guidance and templates which can be used to conduct and document emergency exercises and include the following:

- **Emergency Exercise Framework**
- **Emergency Exercise Observer Role**
- **Emergency Exercise Observer Evaluation Form**
- **Emergency Exercise Attendance Record**
- **Emergency Exercise Report Template** – *Refer to the separate PowerPoint template with guidelines inserted in the slide notes (at the bottom of each slide) to guide completion of the exercise report.*



Emergency Exercise Framework		
Planning Stages	1	Introduction, reason and requirement for the exercise
	2	Finance / Budgetary requirements
	3	Identify Stakeholders (Planning Group)
	4	Exercise Type decision - <ol style="list-style-type: none"> <li>1. Seminar / Workshop</li> <li>2. Table-top</li> <li>3. Live</li> </ol>
	5	Exercise Design – <ol style="list-style-type: none"> <li>1. Aim – The reason and requirement you are carrying it out</li> <li>2. Objectives – What do you want to test and what outcomes you want? – Must be “SMART”</li> <li>3. Scenarios – A credible type of incident to base your exercise on</li> <li>4. Injects – An incremental development of the scenario to test participants further on wider issues</li> </ol>
	6	Location – Where to hold it and what permissions are required?
	7	Safety and Welfare arrangements – <ul style="list-style-type: none"> <li>• All participants must be kept safe</li> <li>• Planning for the welfare of all participants</li> </ul>
	8	Exercise Control – <ul style="list-style-type: none"> <li>• Exercise Duration</li> <li>• Exercise Director – Final say in Exercise Start and Termination</li> <li>• Exercise Facilitators</li> <li>• Exercise Evaluators</li> <li>• Exercise Observers</li> <li>• Exercise Safety Officers</li> <li>• Command Words</li> <li>• Communications</li> <li>• Key Role Identification</li> </ul>
During Event	9	Briefing – Bringing together all stakeholders prior to the exercise to ensure full understanding of objectives, roles and full commitment
	10	Conduct the exercise/drill – <ul style="list-style-type: none"> <li>• On agreed date</li> <li>• At agreed location</li> <li>• Adhere to timeframe</li> </ul>
Post Event	11	Debriefs – <ul style="list-style-type: none"> <li>• “Hot Debrief” with participants directly after the exercise to identify any safety critical issues</li> <li>• “Formal Debrief” with stakeholder leadership on a date agreed post exercise and invite participants and evaluator’s comments in advance</li> </ul>
	12	Exercise Report: Review, Revise & Record (3 Rs) – Based on the Exercise Debrief and Evaluation <ul style="list-style-type: none"> <li>• Compile and distribute Exercise Report</li> <li>• Review future operations requiring changing</li> <li>• Record all changes and updates</li> </ul>



## Emergency Exercise Observer Role

1	<p>The <b>Observer is a key component</b> in the learning process during an exercise/drill. Incorrectly conducted an evaluator/observer can diminish the learning experience. The best tool you have is that of paying attention.</p>
2	<p><b>What an observer should not do</b></p> <ol style="list-style-type: none"> <li>1. Don't try to direct or guide the group, let them work things through. Allow them to make errors, discuss amongst themselves without interference. Do not offer advice unless they ask or you call a "time out".</li> <li>2. Do not comment or criticize, do not voice an opinion during the exercise or in time outs.</li> <li>3. Do not interrupt or "shut out" individuals.</li> <li>4. Don't interfere, interrupt or try to guide. Stand back and let the exercise run. If you feel they are going very wrong or the group has become ineffective (all talking, all wanting to speak etc.) then call a time out.</li> </ol> <p>A time out is a point where the group stops and the observer discusses their behaviors, reasoning, direction etc. when ready the time out ends and they resume the exercise.</p>
3	<p><b>Evaluation Form</b></p> <ol style="list-style-type: none"> <li>1. Exercise evaluation assesses the ability to meet exercise objectives and capabilities by documenting strengths, areas for improvement, capability performance, and corrective actions in an After-Action Report/Improvement Plan.</li> <li>2. An evaluation form needs to be completed by each observer.</li> </ol>
4	<p><b>Observer key requirements</b></p> <ol style="list-style-type: none"> <li>1. During the exercise stand back and OBSERVE.</li> <li>2. Fill in the evaluation form designed for this exercise or drill.</li> <li>3. Be impartial and objective. During "time-outs" <u>ask questions</u> that lead to the group thinking about alternatives.</li> <li>4. If no successful responses arise, "suggest" options and ask them to think about each.</li> <li>5. "Seek" information much more than you "give" information.</li> <li>6. You are a facilitator. Listen and observe carefully. Make notes to assist. Keep to the subject matter.</li> <li>7. Observe body behavior as it will help you understand individual contributions to the group.</li> <li>8. If one of the group wants to speak, encourage it.</li> <li>9. During time outs, if others wish to contribute, "bring them in" to the conversation and encourage their input.</li> <li>10. During time outs, avoid one person dominating the group behaviors.</li> <li>11. Look for members contributing new ideas and those that remain quiet. During timeouts ask the quiet ones what they think, their opinion/input.</li> </ol>
5	<p><b>Concluding feedback</b></p> <p>When providing concluding feedback ask questions. Don't give opinions. Prior to interacting you should be asking yourself if the group achieved the objectives. Recognize defensive behavior or answers and find techniques to dispel defensiveness.</p> <p>To the group ask:</p> <ul style="list-style-type: none"> <li>• What went well and why?</li> <li>• What could have gone better?</li> <li>• What would you change?</li> <li>• How can we improve the process?</li> <li>• What has the group learned?</li> </ul>



## Emergency Exercise Evaluation Form

This template can be customized to evaluate specific emergency actions/procedures/technical knowledge

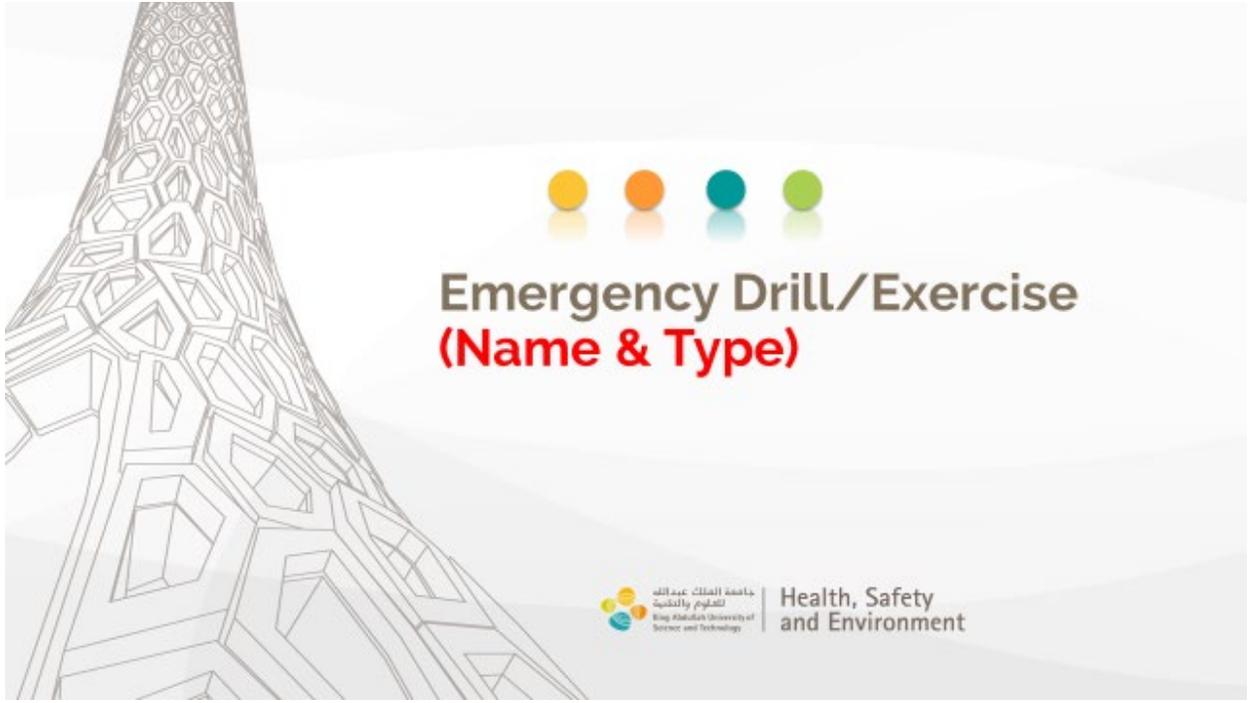
Areas of Evaluation	1	<p><b>Strengths observed while dealing with the incident</b> – Provide details of what went well</p> <ul style="list-style-type: none"> <li></li> <li></li> </ul>
	2	<p><b>Communication and coordination amongst team members</b></p> <p><input type="checkbox"/> Adequate <input type="checkbox"/> Inadequate</p> <p>If inadequate, provide details.</p> <ul style="list-style-type: none"> <li></li> <li></li> </ul>
	3	<p><b>Escalation of emergency</b></p> <p>Triggering alarm systems</p> <p><input type="checkbox"/> Adequate <input type="checkbox"/> Inadequate</p> <p>If inadequate, provide details.</p> <ul style="list-style-type: none"> <li></li> <li></li> </ul> <p>Notification/escalation protocol followed</p> <p><input type="checkbox"/> Adequate <input type="checkbox"/> Inadequate</p> <p>If inadequate, provide details.</p> <ul style="list-style-type: none"> <li></li> <li></li> </ul>
	4	<p><b>Handover of the incident scene to Principal Emergency Services / Emergency Support Functions</b></p> <p><input type="checkbox"/> Adequate <input type="checkbox"/> Inadequate</p> <p>If inadequate, provide details:</p> <ul style="list-style-type: none"> <li></li> <li></li> </ul> <p><b>Point of Contact</b> – Immediate Response Leader (representative to meet principal emergency services at the scene and provide info)</p> <p><input type="checkbox"/> Available <input type="checkbox"/> Not available</p>
	5	<p><b>Evacuation</b></p> <p><input type="checkbox"/> Adequate <input type="checkbox"/> Inadequate</p> <p>If inadequate, provide details.</p> <ul style="list-style-type: none"> <li></li> <li></li> </ul>
	6	<p><b>Equipment Set-up/Safe shutdown</b></p> <p><input type="checkbox"/> Adequate <input type="checkbox"/> Inadequate</p> <p>If inadequate, provide details.</p> <ul style="list-style-type: none"> <li></li> </ul>



	<ul style="list-style-type: none"> <li>•</li> </ul>
7	<p><b>Resources</b> (fire extinguishers, AED, first-aid kits, spill kits, tools, materials, equipment etc.)</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Adequate</li> <li><input type="checkbox"/> Inadequate</li> </ul> <p>If inadequate, provide details.</p> <ul style="list-style-type: none"> <li>•</li> <li>•</li> </ul>
8	<p><b>Following correct procedures/protocols</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Yes</li> <li><input type="checkbox"/> No</li> </ul> <p>If no, provide gap details.</p> <ul style="list-style-type: none"> <li>•</li> <li>•</li> </ul>
9	<p><b>Capabilities - Team</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Adequate</li> <li><input type="checkbox"/> Inadequate</li> </ul> <p>If inadequate, provide gap details.</p> <ul style="list-style-type: none"> <li>•</li> <li>•</li> </ul>
10	<p><b>Plans, Policies &amp; Procedures</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Adequate</li> <li><input type="checkbox"/> Inadequate</li> </ul> <p>If inadequate, provide details.</p> <ul style="list-style-type: none"> <li>•</li> <li>•</li> </ul>
11	<p><b>Overall Assessment - Emergency preparedness and response</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Effective ( strong, mature and appropriate)</li> <li><input type="checkbox"/> Needs Improving (need to be enhanced in some areas to mitigate risk – no material weakness present)</li> <li><input type="checkbox"/> Ineffective (significant non-compliance with plan, policies and procedures)</li> </ul>
12	<p><b>Areas for improvement</b> (Observation Ratings)</p> <p><b>High Priority Areas</b> - Recommendations which are fundamental to emergency preparedness upon which management should take immediate action:</p> <ul style="list-style-type: none"> <li>•</li> <li>•</li> </ul> <p><b>Medium Priority</b> - Recommendations which although not fundamental to emergency preparedness, are important and provide scope for improvement to be made:</p> <ul style="list-style-type: none"> <li>•</li> <li>•</li> </ul> <p><b>Low Priority</b> - Recommendations which are considered to be of a minor nature, but which nevertheless need to be considered by management; or opportunities to enhance processes:</p> <ul style="list-style-type: none"> <li>•</li> <li>•</li> </ul>
13	<b>Potential Best Practices for Consideration</b>
14	<b>Any Other Comments</b>







# Emergency Drill/Exercise (Name & Type)

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King Abdullah University of  
Science and Technology | Health, Safety  
and Environment

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## Drill/Exercise Scenario



## Drill/Exercise Aim & Participants

**The aim of the drill/exercise is to test:**      **Participants:**

## Drill/Exercise Objectives



# Drill/Exercise Challenges / Hazards



# Site Specific Challenges



# Drill/Exercise Format

# Drill/Exercise Control

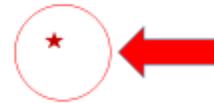
In case of live exercises:

- The Exercise Director (Manager directing the exercise) will have final say on Exercise Start and End Times.
- The Exercise Director will have final say on Exercise Safety and Termination.
- Any real emergency incident will terminate the exercise.
- If the exercise requires termination an Exercise Director will issue the command “Exercise Termination, Exercise Termination, Exercise Termination”.
- At the end of the exercise the Exercise Director will call “End-Ex” or “End of exercise”.
- The exercise will be evaluated, a debriefing conducted and final report issued.



## Drill/Exercise Location, Date & Time

- Location:
- Date:
- Time:
- Insert map to indicate the exercise location



## Drill/Exercise Chronology

Time	Scenario	Evaluator Observations/Comments



# Drill/Exercise Pictures

## Drill/Exercise Debrief

Scenario	Comments



## Summary of Recommendation / Action Items

#	Recommendation / Action Item	Owner / Due Date
1		
2		
3		
4		
5		
6		

## Drill/Exercise Evaluators

Department /Service Provider/Stakeholder	Evaluator position and name

