

EXPRO National Manual of Assets and Facilities Management Volume 14, Chapter 2

Emergency Exercise and Drills Procedure

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Emergency Exercise and Drills Procedure

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Emergency Exercise and Drills Procedure

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Emergency Exercise and Drills Procedure

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Emergency Exercise and Drills Procedure

1.0 PURPOSE

The purpose of this document is to guide the Entity in establishing a set of business-specific emergency exercises and drills, which can be used to test its Emergency Operating Manual (EOM) and Emergency Management (EM) plans, thus, increasing the organization's level of Emergency Preparedness (EP).

The benefits of conducting emergency exercises and drills include, but are not limited to the following:

- Ensures that Entity staff and building users know their roles and responsibilities during an Emergency Incident (EI).
- Tests individual and organizational responsiveness to an EI.
- Feedback and lessons learned from Emergency Drills are used to drive continuous improvement of the Entity's EOM and Emergency Plans.

The Emergency Exercises & Drills Procedure is designed to be scalable dependent on the size of the Entity and the sector (i.e. Healthcare, Parks & Recreation, Schools & Universities, Roadways, Housing, Municipalities and Offices) to which it is applied.

Emergency Exercises and Drills, which are prepared by the Entity alongside Entity-specific EM plans, shall form part of an Entity's EOM, to be established by each Entity because of following guidance laid out within the National Manual of Assets & Facilities Management (NMA&FM).

2.0 SCOPE

This procedure will enable the Entity to test, develop, continuously assess, and improve its EP. It should be read in conjunction with the EM Procedure and EM plans. Volume 14 Chapter 2, EOM-ZE0-PR-000001 and EOM-ZE0-PL-000001.

The Emergency Exercise and Drills Procedure has been written specifically for senior ranking members of the organization accountable for EP; those who are most likely to form part of the Emergency Management Committee (EMC) – See EM Procedure volume 14 chapter 2. However, on the basis that EP is everyone's responsibility; all information contained herein should be accessible and understood by anyone working within the Entity, irrespective of their position.

There are varieties of different forms of exercise, which can be undertaken, and consideration must be given to several factors before deciding which format is most appropriate, including:

- Organization's maturity
- Exercising budget
- Risk profile (determined as a result of Hazard Vulnerability Analysis – HVA)

EP arrangements, of which the EOM is a fundamental component, cannot be considered reliable until they are exercised and have been proven to be workable and viable. Exercising should involve:

- Validating EM plans
- Rehearsing with key staff
- Testing systems which are relied upon to supply resilient and reliable services

The frequency of exercises will depend on services that the Entity provides but should account for; the rate of change to the organization and its risk profile and outcomes of previous exercises (i.e. weaknesses identified and changes made).

Each exercise should have clear objectives so that the associated response can be effectively evaluated.



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This procedure will cover the main methods in which testing of EM plans can be completed within a controlled environment, including:

- Table-top Drill
- Functional Exercise
- Full Live Exercise

Life Safety is a critical element within every EM plan. It is largely exercised through controlled evacuation of facilities. This procedure will cover the practical requirements for ensuring a successful emergency drill.

3.0 DEFINITIONS

Term	Definitions
AED	Automated External Defibrillator
EI	Emergency Incident
EM	Emergency Management
EMC	Emergency Management Committee
EOM	Emergency Operations Manual
EP	Emergency Preparedness
ESS	Emergency Support Services
HVA	Hazard Vulnerability Analysis
NMA&FM	National Manual of Assets & Facilities Management
O&M	Operations and Maintenance
OSHA	Occupational Safety and Health Administration
PA System	Public Announcement System

Table 1: Definitions

4.0 REFERENCES

- Pan American Health Organization: Guidelines for Developing Emergency Simulations and Drills 2011.
- Occupational Safety and Health Administration (OSHA): How to Plan for Workplace Emergencies and Evacuations 2001.
- World Health Organization.
- Emergency Management Procedure, NMA&FM EOM-ZE0-PR-000001.
- Emergency Management Plan, NMA&FM EOM-ZE0-PL-000001.

5.0 RESPONSIBILITIES

The EMC as described within the EM Procedure shall be responsible for leading in the planning and delivery of the emergency exercise program.

Roles and responsibilities associated with emergency exercise and drills are contained within the EM Procedure and the associated sector-specific EM plans. However, the Entity shall be responsible for defining its own roles and responsibilities (including detailed Job Cards) as part of establishing a business-specific EOM.



6.0 PROCESS

The testing of EM plans is a requirement for every entity and, as such, it shall be assigned, dedicated resource, budget and managerial support.

The process of understanding, planning, scheduling, and recording outcomes of exercises is contained within this section.

6.1 Types of Emergency Exercise

This section describes the types of Emergency Exercise which should be undertaken by each Entity. All exercises shall include representation from personnel at all levels of the organization and shall not be restricted only to participation from senior management.

6.1.1 Table-top Emergency Exercise

A Table-top exercise is a facilitated discussion of an EI, in an informal, low-stress environment. It is designed to elicit constructive participant discussion, identify and resolve problems, and refine existing operational plans. This type of exercise involves a level of role-play and may include script cards to aid delivery.

6.1.2 Emergency Drill

An Emergency Drill is a coordinated, supervised activity, normally used to test a single specific aspect of the EM Plan. Emergency Drills should be as realistic as possible; employing the use of the Fire Alarm (as applicable) and any equipment which may be required for the aspect of the EM plan being drilled.

6.1.3 Functional Emergency Exercise

A Functional Emergency Exercise is a fully simulated interactive exercise that tests the capability of an organization to respond to an EI. The exercise tests multiple functions of the organization's EM plan. It is a coordinated response to a situation in a time pressured, realistic simulation. A Functional Emergency Exercise focuses on the coordination, integration, and interaction of an organization's policies, procedures, roles, and responsibilities before, during, or after the simulated event.

6.1.4 Field/Full Scale Emergency Exercise

A Field or Full-scale Exercise simulates a real event as closely as possible and is designed to evaluate the operational capability of emergency management system in a highly stressful environment, simulating actual response conditions. This includes the mobilization and movement of emergency personnel, equipment, and resources. Ideally, the field/full-scale Exercise should test and evaluate most functions of the EM plan. Collaboration with Emergency Support Services (ESS) is a key part of delivering a successful field/full-scale exercise.



6.2 Establishing an Emergency Exercise Program

Exercises are not one-off events but should be undertaken as part of a pre-planned emergency exercise program which ensures rigorous testing of EM plans. The emergency exercise program is a vital component of EP activities and shall feature as part of the EOM. The EP Cycle which should be adopted by each Entity to enable a successful emergency exercise program is shown in Figure 1 below:



Figure 1: Emergency Preparedness Cycle

The emergency exercise program should be developed in accordance with each entity's strategic priorities arising from HVA and objectives contained within EM plans. Aligning the emergency exercise program to the entity's strategic priorities and objectives of each of the EM plans ensure that the emergency exercise program remains focused and coherent, enabling added organizational maturity, responsiveness and resilience over time.

An example of strategic priorities and associated objectives of an emergency exercise program is as follows:

Strategic Objective:

"Establish a program of long-term development activities whose goals are to strengthen the overall capacity and capability of each facility to manage efficiently all types of emergency and to bring about an orderly transition from event impact to recovery and back to normal operations."

Emergency Exercise Program Objectives:

- Develop and maintain simulation exercise tools.
- Implement all types of simulation exercise at all levels.
- Foster a network of simulation experts (facilitators).



6.3 Delivering a Successful Emergency Exercise

There are several key prerequisites to a successful emergency exercise:

- Set the purpose and objective of the exercise. This requires determining the emergency exercise to be used, members who will be taking part, and how the outcome of the emergency exercise will be assessed (i.e. what will 'success' look like?).
- Choose the most appropriate type of emergency exercise and resource this accordingly.
- Organize the time and venue and let the participants know what they need to do to prepare for the emergency exercise.
- Deliver the emergency exercise.
- Debrief participants to capture what worked well and what needs to be improved.
- Complete an emergency exercise summary report including lessons learned, actions with dates for completion.

6.4 Key Requirements of an Emergency Exercise

Meeting the key requirements outlined within this section shall enable emergency exercises and drills which:

- Are consistent with strategic objectives and exercise program objectives.
- Are based on well-planned relevant EM plans with clearly defined objectives.
- Measured over time, validate the Entity's level of emergency preparedness.
- Maximize the ability to maintain quality and security of supply.
- Produce formalized emergency exercise summary reports that contain lessons learned and actions with dates for completion.
- Are reviewed with the intention of promoting continuous improvement.
- Are conducted at planned intervals and when there are significant changes within the organization or to the environment in which it operates.

6.4.1 Purpose & Objectives

The emergency exercise purpose and objectives should be developed as early as possible and should be based on outputs of the HVA, which will help define the reasons to conduct the emergency exercise and identify the functions to be tested. A well-planned emergency exercise is based on the definition of its aim and objective which leads to relevant results and an efficient allocation of time and resource. The HVA will include for example, a review of existing EM plans.

6.4.2 Linking Hazard Vulnerability Analysis and Training

An exercise should be designed according to the results of HVA and identification of training needs. A well-planned and well-implemented emergency exercise program helps ensure that HVA, training and emergency exercises are aligned, consistent, progressive, and focused on common goals that complement and build upon one another.

The emergency exercise program should blend planning, organizing, training, equipping, and exercise events to ensure that participant's interest levels are maintained and to reflect lessons learned from previous exercises, as well as actual emergencies.

6.4.3 Senior Management Commitment

Senior management commitment is essential to provide a mandate the Entity to conduct emergency exercises and benefit delivery of emergency exercises. Senior management commitment will also help to allocate necessary resources, procure equipment and will ensure that the purpose and objectives are aligned with wider organization objectives. Furthermore, senior management commitment can help to ensure that lessons learned are captured and that actions set out in the emergency exercise summary report are completed.



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6.4.4 Planning and Delivery Time

The planning and delivery time required for emergency exercises depends on several factors, including: The purpose, scope, objectives of the emergency exercise as detailed within the Emergency Exercise Request Form EOM-ZE0-TP-000010 (see Attachment 1):

- The category and classification of the EI as described within the Entity's EM plan.
- The EMC's experience in emergency management and their workload outside of emergency preparedness.

Guidelines are provided within Section 6.6 of this document (Emergency Exercise Scheduling).

6.4.5 Budget

Direct costs of organizing an emergency exercise vary depending on the type of exercise. Costs may include:

- Travel and accommodation expenses for facilitators
- Renting a venue
- Stationery and printing
- Staff time
- Unproductive time associated with staff dedicating time to EP activities as opposed to producing outputs associated with the Entity's primary function

6.5 Emergency Exercise Selection

Exercises shall be selected in accordance with the process flow diagram, outlined in **Error! Reference source not found.** – Exercise Selection (below):

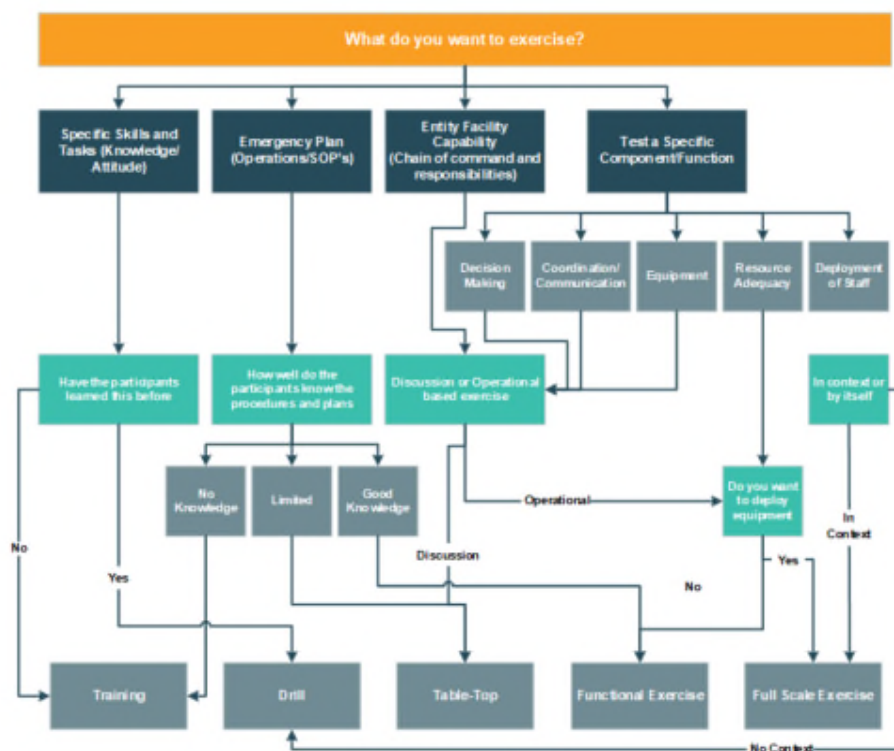


Figure 2: Exercise Selection

6.6 Emergency Exercise Scheduling

Time and resources required to conduct an emergency exercise will vary widely depending on the variables outlined within Section 6.4.4. Table 2 below provides an indication for each of the emergency exercise types.



Emergency Exercise and Drills Procedure

	Exercise Type	Organizational Exercise Experience	Scoping/ planning 4-6 weeks before	Planning Resources	Budget	Time for Preparation and Planning	Duration
Discussion Based Exercise	Table-top exercise	Low to medium	Optional	Low to medium	Low to medium cost	Low to medium (a few days/weeks)	0.5-1 day
Operational Based Exercises	Drill	Low to medium	Optional	Medium	Low to medium cost	Low to medium (a few days/weeks)	2-3 hours
	Functional Exercise	High	Yes	Large amount of resources	Medium to High cost	Extensive planning and preparation (a few weeks)	1-2 days
	Field/Full Scale Exercise	High	Yes	Large amount of resources	High cost	Extensive planning and preparation (a few months)	1-5 days

Table 2: Time and Resource Requirements

Best-practice is to adopt a comprehensive emergency exercise program, made up of progressively complex emergency exercises; each one, building on the previous one, until emergency exercises are as close to reality as possible. This 'building-block' approach is the recommended way to implement a successful emergency exercise program.

The Entity should start with basic exercise that test specific aspects of EP and staff response. Based on results from basic exercise, progressively complex exercises should be implemented, requiring more preparation time and resources. Each exercise within the series is linked to a set of common emergency exercise program priorities and designed to test associated capabilities. This formula is effective for all facilities, both large and small.

6.6.1 Emergency Exercise Program Planning

The key stages involved in planning a successful emergency exercise program are:

- Training.
- Scoping/Planning.
- Planning Preparation.
- Actual Event.
- Post exercise.

Each stage will require sufficient time to complete before moving to the next stage. Failure to complete correctly each stage is likely to affect the success of the emergency exercise program.

Attachment 2 of this document contains a fully populated sample of an Emergency Exercise Program Schedule.



6.7 Continuous Improvement

Staff de-briefing, reporting and capturing lessons learned are equally important for the overall emergency exercise program success – without these additional components, the full and proper building-block approach will not be maintained.

Examples of observations made during emergency exercises, which often lead to identification of continuous improvement measures include:

- Delay to contact the emergency services, staff choosing to report to line manager in the first instance.
- Staff member was unaware of the location of fire extinguisher and unaware of how to use it properly.
- Insufficient trained First Aiders within the company.
- During an Evacuation some staff members not know the location of Emergency Assembly Points
- Staff member did not know the correct reporting protocol during the exercise.

An Emergency Exercise Evaluation Form Template EOM-ZE0-TP-000012 - is contained within Attachment 3 of this document. This form is used to capture the observations and lessons learned during any exercise. This form is intended to assist any post exercise analysis by recording those continuous improvement measures identified for inclusion within the Emergency Exercise Summary Report (Template contained within Attachment 4 of this document).

Once identified, continuous improvement measures should be delivered to the EMC as described in the EM Procedure.

7.0 ATTACHMENTS

1. Attachment 1 – EOM-ZE0-TP-000010 – Emergency Exercise Request Form Template
2. Attachment 2 – Sample Emergency Exercise Program Schedule
3. Attachment 3 – EOM-ZE0-TP-000012 – Emergency Exercise Evaluation Form Template
4. Attachment 4 – EOM-ZE0-TP-000011 – Emergency Exercise Summary Report Template



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Attachment 1 – EOM-ZE0-TP-000010 – Emergency Exercise Request Form Template

1. Planning the Exercise

Exercise Parameters

Objectives

<Outline a list of objectives which need to be met by the exercise>

These can include:

- Confirm that the plans are viable and can be used in the manner required.
- Ensure that all participants are happy with their roles and responsibilities within the plan.
- Ensure that communication channels are reviewed

Scope

<Outline the scope of the exercise>

This can include:

- Specific process functions will be included in this exercise
- Specific process functions will not be included in this exercise
- The exercise will be pre-booked and therefore some planning has taken place which would not happen in the event of a real incident taking place
- The exercise will be a walkthrough, therefore no physical movement of any resources will be required during the exercise
- It will be a full relocation exercise and therefore physical movement of resources will be required

Assumptions

<Outline any assumptions made prior to the exercise which may have an impact on the exercise>

Resources

<List any resource requirements for the exercise, including any associated costs>

Success Criteria

<Detail explicitly criteria which must be met by the exercise to deem it successful or unsuccessful>



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Exercise Type:

Type	Summary	Included in this Exercise?
Table-top exercise	A Tabletop exercise is a facilitated discussion of an EI, in an informal, low-stress environment. It is designed to elicit constructive participant discussion, to identify and resolve problems and refine existing operational plans. This type of exercise involves a level of role play and may include script card to aid delivery.	
Emergency Drill	An Emergency Drill is a coordinated, supervised activity, normally used to test a single specific aspect of the EM plan. Emergency Drills should be as realistic as possible, employing the use of the fire alarm (as applicable) and any equipment which may be required for the aspect of the EM plan being drilled.	
Functional Exercise	A Functional Emergency exercise is a fully simulated interactive exercise that tests the capability of an organization to respond to an EI. The exercise tests multiple functions of the organization's EM plan. It is a coordinated response to a situation in a time pressured, realistic simulation. A functional emergency exercise focuses on the coordination, integration and interaction of an organization's policies, procedures, roles and responsibilities before, during or after the simulated event.	
Field/Full Scale Exercise	A Field or Full-scale Exercise simulates a real event as closely as possible and is designed to evaluate the operational capability of emergency management system in a highly stressful environment, simulating actual response conditions. This includes the mobilization and movement of emergency personnel, equipment, and resources. Ideally, the Field/Full-scale Exercise should test and evaluate most functions of the EM plan. Collaboration with ESS is a key part of delivering a successful field/full-scale exercise.	



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Scenario

<Detail scenario to be used during the exercise, if applicable>

Timing

The exercise will commence on <insert date and time> and finish on <insert date and time>.

Facilitators, Participants, Attendees and Stakeholders

Organisation	Name	Role	Responsibility During Exercise

Risk Assessment



Description of Risk	Measure of Risk (High/Medium/Low)	How will the risk be managed?



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1-Pre-Exercise Planning

Pre-exercise planning meeting(s) must be scheduled sufficiently in advance of the desired scenario/exercise date for the specific Business Continuity / Recovery Plan of interest.

The plan owner should chair the meeting(s).

Meeting Schedule

<Add to and remove as applicable>

Purpose	Date	Owner
Agree type of exercise to be carried out		
Pre-exercise planning requirements		
Pre-exercise meeting with technicians		
Agree exercise with customer/supplier/Internal personnel		
Post exercise review		

Pre-Exercise Activities

<List all the activities to be completed before the exercise can be performed>

Action	Assigned to	Completed?

Key Milestones

No	Milestone	Planned start time	Planned end time	Actual start time	Actual end time	Delivery method	Delivered by
Day 1							
Day 2							



1-Authorising the Exercise

Having completed the planning for the exercise, this document must be approved by the relevant Business Continuity sponsor for the contract/function.

Having reviewed this exercise proposal, the exercise can go ahead as outlined. <i><List any special conditions the exercise will be subject to></i>		
Approved by Name	Role	Date



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Attachment 2 – Sample Emergency Exercise Program Schedule

LEGEND				
Training	Scoping/ Planning Mission	Planning Preparation	Actual Event	Post exercise

Emergency Exercise Program

#	Activity type	Status	Subject area	Location	Location	Target audience	Responsible planning	Mar-16				Apr-16				May-16				Jun-16				Jul-16			
								Wk1	Wk2	Wk3	Wk4	Wk1	Wk2	Wk3	Wk4	Wk1	Wk2	Wk3	Wk4	Wk1	Wk2	Wk3	Wk4	Wk1	Wk2	Wk3	Wk4
1	Tabletop Exercise	In progress	Emergency response plan	Head quarters	Jeddah	All building users, stakeholders	Emergency exercise facilitator																				
2	Drill	Planned	Fire evacuation test	Head quarters	Riyadh	All users	Local O&M manager																				
3	Functional Exercise	Not started	Healthcare Emergency Phase Activated	The One Clinic	Border town of YYYY	Emergency services, Building users	Emergency exercise facilitator																				
4	Field/Full scale Exercise	Planned	Joint Emergency Services	AA Sports stadium	Hail	All users	Emergency exercise working committee																				



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Attachment 3 – EOM-ZE0-TP-000011 – Emergency Exercise Evaluation Form Template

The Emergency Drill Evaluation Form should be tailored to each Entity and used to evaluate performance of the Entity during execution of a drill. Drills are to be undertaken during the Pre-Emergency Phase.

Date: __/__/__ Operator/Inspector Name: _____

Time: _____ Location: _____

1. Did all staff understand and execute their duties?	
a. Appropriate raising of Alarm Code.	Y N
b. Followed communication protocols.	Y N
c. Incident Commander authorized initiation of the Emergency Operations Manual.	Y N

2. Was the Command Center established in a timely manner after raising of Alarm Code and issuance of communications.	Y N

3. Was traffic flow adequate or were bottlenecks identified?	Y N

4. Were all Emergency Operating Areas adequately staffed with personnel, supplies, and equipment?	Y N

5. Were all Emergency Operating Areas adequately staffed with personnel, supplies, and equipment?	Y N

6. Did the Resource Tracking Mechanism function adequately?	Y N



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1- Was PPE used appropriately?	Y N
<hr/>	
<hr/>	
2. Was communication effectively disseminated throughout the Incident Command Structure during the Emergency Incident?	Y N
<hr/>	
<hr/>	
3. Was communication effectively disseminated throughout the Incident Command Structure during the Emergency Incident?	Y N
<hr/>	
<hr/>	
4. Did personnel know...	
a. Their Role or specific tasks to be undertaken assignments?	Y N
b. Where to report?	Y N
c. The Chain of Command?	Y N
<hr/>	
<hr/>	
5. Regarding the Labor Pool...	
a. What was the number of persons reporting to the Labor Pool?	
b. Did the Labor Pool Operate effectively?	Y N
c. Was there spare capacity within the Labor Pool?	Y N
<hr/>	
<hr/>	
6. Was technology effectively used throughout the Emergency Drill?	Y N
<hr/>	
<hr/>	
7. Were message boards and Safety Bulletin boards effectively used?	Y N
<hr/>	
<hr/>	



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Attachment 4 – EOM-ZE0-TP-000012 – Emergency Exercise Summary Report Template

Team & Location:			
Exercise Type:		Discussion based/Scenario/Live/Command post (delete as app.)	
Scope of the Exercise: (add to or remove as applicable)		Specific process functions will/will not be included in this exercise This exercise has been pre-booked therefore some planning has taken place which would not happen in the event of a real incident taking place This is a walkthrough therefore no physical movement of any resources will be required during this exercise/this is a full relocation exercise and therefore physical movement of resources will be required (delete as app.)	
Objectives of the Exercise: (add to or remove as applicable)		Confirm that the plans are viable and can be used in the manner required Ensure that all participants are happy with their roles and responsibilities within the plans Ensure that communication channels are reviewed Review the exercise and highlight any recommendations for improvement Review the plans after the exercise and amend in line with recommendations	
Date Scheduled:		Time Scheduled:	
Participants		Role	Responsibility
		Monitor and record	Facilitate Observe exercise Post-exercise report
		Participant	Take part in exercise to ensure plan viability Discuss roles and responsibilities Review and sign off on post exercise report Update plan based on findings from exercise

Resources Required:	
----------------------------	--

Exercise Summary

Table walkthrough EOM document.



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General Observations

General Observations	Yes / No
Was there appropriate representation from the team present?	
Did all participants have a copy of the plan?	
Was the plan used or referred to within the exercise?	
Were participants familiar with the contents of their plan?	
Was the exercise well received?	
Were all participants engaged in the exercise?	

Main Exercise Observations

< Outline key activities discussed during exercise, including learning points or positive outcomes>

Success Against Objectives

This exercise was deemed as **successful/not successful** (delete as appropriate) based on the following objectives, observations made, and feedback during the session.

<List objectives met during the exercise>

Recommendations and Actions

Ref.	Actions	Assigned to	Complete by	Completed Date	Resolution/ Plan Updated