



Exercise Management

Undertaking a debrief and evaluation

Debriefs

A series of debriefs is required at the end of an exercise



Hot debrief (immediately post-exercise) for:

Participants	EXCON	Role players	Agency-specific debrief	Formal multi-agency debriefs involving all participants and EXCON staff	Exercise management debrief
--------------	-------	--------------	-------------------------	---	-----------------------------

An essential component of a successful exercise is the ability to debrief the activities.

This can be undertaken at various times during the exercise.

The debrief must be planned and communicated to those who need to be involved.

In a debrief, detailed information is collected at a lower level, and the information gathered contributes to higher-level and subsequent debriefs.

Debrief

The debrief may be conducted at the end of an activity or at the end of the exercise and is generally divided into two categories:

- hot debrief
- formal debrief



A hot debrief will focus on



WHAT WORKED
WELL



WHAT DIDN'T
WORK WELL



SAFETY ISSUES



SEEK
CONSTRUCTIVE
INFORMATION



WHAT, IF ANY
IMMEDIATE
ACTION IS
REQUIRED?



RECORD
RELEVANT
INFORMATION



SUMMARISE
MAJOR POINTS

Cold Debrief – Formal

A well run debrief has a learning focus and is built around answering:

- What happened during the exercise?
- What went well?
- Did participants attain performance standards?
- Do plans, procedures, training need amendment?
- Was the exercise realistic and affective?
- Could the exercise be improved?

Effective debriefs:

- analyse the exercise to determine what went right, what went wrong and why (blame free);
- address specific questions which arise from the achievement or non-achievement of outcomes;
- acknowledge good performance;
- seek constructive information;
- focus on improving procedures and training;
- record relevant information for reports; and
- summarise major points and suggest follow-up action.

Debrief report

After any debrief the facilitator should prepare a debrief report, detailing what was discussed and what actions need to be taken, by whom, and when.

The exercise director or designated officer should use the debrief report/s to prepare a comprehensive exercise report.



Image source: VRA Rescue NSW Agricultural Exercise 2024

Exercise Evaluation

Evaluation is the final stage in exercise management.

- It involves determining whether the exercise has addressed the identified need.
- Validation involves comparing the performance of agencies and participants during the exercise against expected job performance measures.
- It measures the value of the exercise and deals with more strategic issues than debriefing.

What is evaluated?

There are two types of evaluation outcomes:

1. Exercise Management

Exercise personnel need to know what they did well and where to improve for subsequent exercises. Effective planning, delivery, and evaluation are crucial. Positive feedback hinges on factors like suitable venue booking, prepared resources, and coordinated participation of relevant experts.

2. Exercise Outcomes

Participants will be measured against performance criteria for the role they played during the exercise. A Liaison Officer role, for example, can be measured against a checklist of expectations for how a liaison officer should communicate and represent their agency in an emergency.

The Exercise Report

Exercise Baaka Mikatja – Menindee Interim Mass Fish Death Event Response Sub Plan



Dave Owens & Dave Donohue
RISK-E BUSINESS CONSULTANTS PTY LTD

The exercise report is produced to effect change and improvements

It describes:

- What happened
- What is working well
- Areas for improvement
- Recommendations

On approval, it should be released to those responsible for resolving identified issues.

The Evaluation Report

EVALUATION REPORT

State Level Exercise 2022

Exercise Grim Spectre

Resilience NSW

14 November 2022

noeticgroup.com

Noetic

EXERCISE
GRIM SPECTRE

Observations

- What worked well and why
- What didn't work well and why

Issues

- Matters drawn from the observations
- Flagging gaps in performance

Treatment options

- Potential solutions for addressing issues identified
- Only include if they are concrete, realistic and feasible

Activity

Based on your exercise aims, outcomes, exercise type and scenario write down:

1. What debriefs need to be conducted?
2. Who should attend these debriefs?
3. What questions would you ask at these debriefs?



Image source: VRA Rescue NSW Agricultural Exercise 2024