[CRC Drill Name]

Controller/Evaluator Handbook

[Date]

[Sponsoring organization]

# Administrative Handling Instructions

1. The title of this document is [CRC Drill Name] Controller/Evaluator Handbook.
2. This document should be safeguarded, handled, transmitted, and stored in accordance with appropriate [sponsoring organization] directives. Reproduction, distribution, or release of this document, in whole or in part, without the prior approval of [name of person/drill organizers] is prohibited.
3. The Controller/Evaluator (C/E) Handbook describes the roles and responsibilities of drill controllers and evaluators, and the procedures they should follow. Because the C/E Handbook contains information about the scenario and about drill administration, it is distributed to only those individuals specifically designated as controllers or evaluators; it should not be provided to drill players. This C/E Handbook is intended to supplement the Exercise Plan (ExPlan).
4. The Drill Coordinators are:

[sponsoring organization main contact name, title, organization, address, phone, email]

[contact information for any other drill coordinators]

1. The Drill Planning Team members include:

|  |  |
| --- | --- |
| [Name] | [Organization] |
| [Name] | [Organization] |
| [Name] | [Organization] |
| [Name] | [Organization] |
| [Name] | [Organization] |
| [Name] | [Organization] |
| [Name] | [Organization] |
| [Name] | [Organization] |

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# Drill Overview

|  |  |
| --- | --- |
| **Drill Name** | [Insert the formal name of drill, which should match the name in the document header] |
| **Drill Dates** | [Indicate the start and end dates of the drill. If only one day, include the start and end times.] |
| **Scope** | This is a drill, planned for [drill duration] at [drill location]. Play is limited to activities within the Community Reception Center (CRC) after the CRC has been activated and staffed. |
| **Mission Area(s)** | Response |
| **Core Capabilities** | Mass Care Services, Environmental Response/Health and Safety, Public Health and Medical Services, Public Information and Warning |
| **Main Objective** | The purpose of this drill is to evaluate player actions against current response plans and procedures for the elements of a response to a radiological incident that take place at a CRC. |
| **Threat or Hazard** | Radiological/nuclear incident |
| **Scenario** | An Improvised Nuclear Device (IND) is detonated in a city 100 miles away; the population is evacuated to other communities, and CRCs are established to screen the evacuees for contamination and provide assistance, referrals, and information. |
| **Sponsor** | [Insert the name of the sponsor organization, as well as any grant programs being used, if applicable] |
| **Participating Organizations** | [List participating organizations; if lengthy, include just the primary organizations here and the full list of participating agencies in Appendix C.] |
| **Point of Contact** | [Insert the name, title, agency, address, phone number, and email address of the primary drill point of contact (e.g., drill director or sponsor)] |

# General Information

This Controller/Evaluator (C/E) Handbook is intended to supplement the Exercise Plan (ExPlan), although some material has been repeated for context. The ExPlan should be consulted for information about topics such as participant roles and responsibilities, drill assumptions and artificialities, general drill logistics, drill rules, and general participant instructions. The information in this C/E Handbook is intended for use by controllers and evaluators only and should not be shared with others.

The purpose of this manual is to help controllers and evaluators conduct and evaluate an effective drill. This manual also enables controllers and evaluators to understand their roles and responsibilities in drill execution and evaluation. Information in this manual will be discussed in the controller/evaluator briefing/orientation prior to the start of drill play, with participants free to ask questions concerning their roles, responsibilities, and rules of drill play.

## Purpose

This CRC Drill is designed to establish a learning environment for players to exercise emergency response plans, policies, and procedures as they pertain to operating a CRC. The purpose of this drill is to evaluate player actions in operating a CRC in response to a radiological/nuclear incident against current CRC plans and procedures.

A CRC performs the following elements:

* Receives, registers and tracks potentially contaminated persons.
* Screens the affected population for external contamination.
* Decontaminates persons with identified external contamination
* Provides first aid for minor injuries.
* Provides psychosocial first aid as needed
* Refers individuals for additional medical, psychological, or health physics assistance as necessary.
* Addresses the communication and information issues related to the operation of the CRC.

## Drill Objectives

The following drill objectives describe the expected outcomes for the drill.

| Drill Objective |
| --- |
| Activate and manage a CRC with the appropriate command structure, assets, and resources to handle [XXX] evacuees over an [X]-hour period. |
| Conduct radiological monitoring and decontamination operations for potentially contaminated populations. |
| Conduct radiological assessments to determine if follow-up medical care is needed. |
| Provide psychosocial support and screen and provide referral for medical needs to sick and injured presenting at the CRC. |
| Address the communication and information issues related to the operation of the CRC. |

## Controller and Evaluator Briefing

The Controller and Evaluator Briefing will assist in preparing controllers and evaluators for performance of their functions and will include a detailed review of event activities. This briefing is the time for controllers and evaluators to ask questions and ensure that they completely understand their roles and responsibilities. Controller and evaluator questions should be addressed and information clarified so that controllers and evaluators feel confident that they can perform their assignments effectively.

## Drill Start, Suspension, and Termination

This CRC Drill will be conducted on [date], beginning at [time]. Drill play is scheduled for [duration] or until the Drill Director and Lead Controller determine that the drill objectives have been met at each station. The Drill Director will announce the start of the drill. The Drill Director will announce drill suspension or termination and will instruct participants to stop in place safely.

If an actual emergency occurs, the drill may be suspended or terminated at the discretion of the Drill Director, depending on the nature of the incident. The designated phrase in case of a medical or other emergency is “**real-world emergency**.” The Drill Director will announce resumption of the exercise.

Individual controllers may also suspend play in their immediate area by calling a “**time out**.” This may be done to provide clarification or training to players for a critical action. [The Drill Planning Team will need to determine if this will be permitted during the drill.]

## Drill Organization

This section describes the exercise control concept and the associated responsibilities for the management and control of the CRC Drill. (Additional details for the drill can be found in the Controller/Evaluator Handbook.) An essential element for successful conduct of this drill will be the molding of all drill controllers and evaluators into a cohesive team.

* **Drill Director.** The Drill Director has overall responsibility for planning, coordinating, and overseeing all drill functions. The Drill Director will manage drill activities and maintain close dialogue with the Lead Controller about the status of play and achievement of drill objectives.
* **Lead Controller.** The Lead Controller is responsible for overall organization of the drill and takes direction from the Drill Director. The Lead Controller will monitor drill progress and coordinate decisions regarding deviations or significant changes to the scenario caused by unexpected developments during play. The Lead Controller will monitor actions by individual controllers to ensure all appropriate actions are taken to manage an effective drill. He or she will coordinate any required modifications to the timeline, Symptomology Cards, or other individual event implementers with the appropriate controller. The Lead Controller will debrief controllers and evaluators after the drill and oversee setup and takedown of the drill. The Lead Controller will also manage the Simulation Cell (SimCell).
* **Safety Controller.** The Safety Controller is responsible for monitoring drill safety during setup, conduct, and cleanup of the drill. All drill participants will assist the Safety Controller by reporting any safety concerns. The Drill Director may serve as Safety Controller.
* **Controllers.** Controllers set up and operate the drill site, plan and manage drill play, and direct the pace of drill play. As requested, they may also simulate actions that drive play; for example, they may act in the roles of response organizations or individuals that are not playing in the drill. Controllers provide key data to players and may prompt or initiate certain player actions to ensure drill continuity. In addition, they issue drill material to players as required, monitor the drill timeline, and supervise the safety of all drill participants. Controllers are the only participants who will provide information or direction to the players. Controllers may compress time to ensure drill continuity and completion. Any changes that impact the scenario or affect other areas of play must be coordinated through the Lead Controller. Controllers will also record events and ensure documentation is submitted for review and inclusion in the AAR. Some controllers may also act as evaluators. Designated controllers will be assigned to handle the actors, observers, and media.
* **Actor Controller.** The Actor Cards are distributed by the Actor Controller, who will discuss their use at the Actor Orientation. Should an Actor have questions about the cards or a role, or if an Actor has concerns about what he or she is being asked to do, these should be brought to the attention of the Actor Controller.
* **Radiological Controller.** Each radiation monitoring lane during the drill should have an assigned Radiological Controller. This controller will be responsible for providing information (simulated instrument readings) to CRC radiological monitoring staff. The Radiological Controller will provide the readings from the card verbally as the frisking is in progress. The Radiological Controller will assess the monitoring staff’s monitoring technique to determine whether the reading has been “earned” (see instructions for Symptomology Cards).
* **Lead Radiological Controller.** The Lead Radiological Controller is responsible for assigning contamination cards to actors, coordinating the duties of other Radiological Controllers, and answering radiological questions and resolving issues, as needed. The Lead Radiological Controller must coordinate closely with the Lead Controller for the drill and receive feedback from other Radiological Controllers to increase or decrease rate of assigning cards with contamination to actors.
* **Simulation Cell (SimCell).** The drill SimCell will simulate activity for non-playing entities, either out of the SimCell area by telephone, fax, email, handout, or other communications channels as called for in the drill plans; through the controllers; or through face-to-face contact with players. Under the supervision of a SimCell Coordinator and the Lead Controller, simulators may enact roles (e.g., media reporters or non-playing officials) in accordance with instructions provided in the Master Scenario Events List (MSEL) (see Appendix A) or other injects. Players will receive the SimCell contact information to be used to interact with all non-participating agencies. However, for this CRC drill, the involvement of the SimCell is expected to be very limited, with play mainly driven by the actors as directed by the Symptomology Cards.
* **Lead Evaluator.** The Lead Evaluator is responsible for coordinating the assignments and duties of the evaluation team. If an evaluator is unable to determine if a specific player action is consistent with existing plans, he or she should consult the Lead Evaluator for clarification. Early termination of the drill will be allowed only after the Lead Evaluator determines that sufficient play has occurred to allow evaluators to complete their assessments. The Lead Evaluator will be responsible for collecting all completed Exercise Evaluation Guides (EEGs) from the evaluators and coordinating preparation of the After Action Report (AAR).
* **Evaluators.** Evaluators work as a team with controllers. Evaluators evaluate and provide feedback on a designated functional area of the drill or a designated part of the CRC. They will observe, assess, and document participant performance against the emergency plans and procedures established for the CRC, which form the basis for the drill evaluation criteria, in accordance with the Exercise Evaluation Guides (EEGs). Evaluators have a passive role in the drill and only note the actions of players; they do not interfere with the flow of the drill or have direct interaction with the players. However, evaluators may also serve as controllers.
* **Support Staff.** The drill support staff includes individuals who perform administrative and logistical support tasks during the drill (e.g., registration, catering).

## Confidentiality

This CRC Drill is an unclassified exercise. Control of drill information is based on public sensitivity regarding the nature of the exercise rather than the actual exercise content. Some drill material is intended for the exclusive use of drill planners, controllers, and evaluators, but players may view other materials deemed necessary to their performance. All drill participants may view the ExPlan, but this C/E Handbook is a restricted document that is intended for controllers and evaluators only.

All drill participants should use appropriate guidelines to ensure proper control of information within their areas of expertise and protect this material in accordance with current state and local directives. Public release of this drill’s materials to third parties is a coordinated responsibility of the drill organizer and the participating agencies.

# Controller Information and Guidance

## Drill Control Overview

Controllers maintain drill scope, pace, and integrity during drill conduct. The control structure in a well-developed drill ensures that drill play assesses objectives in a coordinated fashion at all levels and at all locations for the duration of the drill.

## Drill Control Documentation

### Controller Package

The controller package consists of the C/E Handbook, ExPlan, badge, and other drill tools (e.g., MSEL and Symptomology Cards) as necessary. Controllers must bring their packages and any additional professional materials specific to their assigned drill activities.

### Incident Simulation

Because the drill is of limited duration and scope, certain details will be simulated. Controllers are responsible for providing players with the physical description of what would fully occur at the incident sites and surrounding areas. Simulation Cell (SimCell) controllers will simulate the roles and interactions of nonparticipating organizations or individuals. [Provide a more detailed discussion of what will be simulated.]

Any needed player contact with the following organizations or individuals will be simulated.

* [name or organization or individual]
* [name of organization or individual]

If a player needs to contact any of these organizations or individuals, he or she should [tell a controller that this is what the player would normally do; act out the scenario with the controller, clearly indicating to the controller who is being contacted, how, using what contact information, and for what purpose; call the SimCell at XXX-XXX-XXXX and act out the scenario, clearly indicating to the simulator who is being contacted, how, using what contact information, and for what purpose].

In addition, some player actions will be simulated: [add/delete/qualify as needed]

* Players will use the appropriate radiation detection equipment according to procedure.
* Actors playing individuals requiring decontamination [will/will not] actually shower. [Add if needed: If you are required to shower, you will be instructed, prior to the drill, to wear appropriate swimwear under your clothing.]
* Individuals may be referred to internal dose assessment, but no actual assessment activities will take place and the person will then proceed to registration.
* Individual actors may tell players that they have pets, but actual pets will not be present. [The Drill Planning Team will determine if actual animals are to be used and if waivers and precautions are required.]
* A player may identify that a person needs first aid and take him or her to that station or have first aid staff summoned, but no actual first aid activities will take place.
* [other]

Otherwise, players should conduct operations as normally as possible and proceed to respond as called for in CRC plans, procedures, and protocols until stopped by the controller or evaluator.

### MSEL and Symptomology Cards

The MSEL outlines benchmarks that drive exercise play. It also details realistic input to exercise players, as well as information expected to emanate from simulated organizations (i.e., nonparticipating organizations or individuals who usually would respond to the situation). The MSEL consists of the following two parts:

* **Timeline.** This is a list of key drill events, including any scheduled injects and expected player actions. The timeline is used to track drill events relative to desired response activities.
* **Injects.**  An individual event inject is a detailed description of each drill event. The inject includes the following pieces of information: scenario time, intended recipient, responsible controller, inject type, a short description of the event, and the expected player action.

For the CRC drill, the MSEL itself is brief in terms of events in the scenario. Instead, play will mainly be driven by the Actors who will play the role of survivors or others affected by the incident who have been advised to go to the CRC or who have decided to self-report. The Actor Controller will give each Actor two Symptomology Cards that describe their roles or condition. The first card, called the Actor Card, identifies the individual’s demographic characteristics and what behaviors or symptoms to display. Some may prompt the actor to basically portray him or herself, while others may call for a greater level of acting. Actor Cards are used to drive specific situations or conditions requiring player response. The second card, called the Contamination Card, specifies the individual’s contamination levels, if any. The actor will hand this card to the Radiological Controller at the monitoring stations to provide to the CRC staff using the instruments.

Although the Symptomology Cards will serve as the main source of “injects” for the drill, the Drill Planning Team may have identified other events or injects to include during play in order to drive participants to perform all of the actions identified as necessary to demonstrate the selected capabilities, tasks, and objectives and meet the goals for the drill. [Modify as needed to explain decisions made for this particular drill.]

## Drill Control Structure

Control of the drill is accomplished through a drill control structure. The control structure is the framework that allows controllers to communicate and coordinate with other controllers throughout the drill venue and with the SimCell to deliver and track drill information. The control structure for this drill is shown in Figure 1.

Figure 1. Drill Control Structure

## Controller Communications

The principal methods of information transfer for controllers during the drill are [in person, landline or cellular telephone, radio, fax, and e-mail]. The controller communications network allows the Drill Director or Senior Controller to make and announce universal changes in drill documentation, such as changes to the MSEL. Controller communications will link control personnel at all play areas and will remain separate from player communications. In no case will controller communications interfere with or override player communications.

The primary means of communication among the SimCell, Controllers, and Players is [means of communication, e.g., in person radio (channels), telephone]. A list of key [telephone and fax numbers and radio call signs] will be available before the drill starts.

## Controller Instructions

Review the ExPlan for instructions that apply to all drill participants.

### Before the Drill

* Review appropriate CRC plans, procedures, and protocols.
* Review appropriate drill package materials, including the objectives, scenario, injects, safety and security plans, and controller instructions.
* Attend required briefings.
* Review the drill objectives and expected activities for your area of responsibility.
* Report to the drill check-in location at the time designated in the drill schedule and meet with the drill staff. The Lead Controller or Drill Director will present the Player Briefing.
* Be at the appropriate location (e.g., CRC station) at least 15 minutes before the drill starts.
* Obtain, locate, and test necessary communications equipment.

### During the Drill

* Wear controller identification items (e.g., badge). Controller badges will be issued at check-in.
* Avoid personal conversations with drill players.
* If you have been given injects, deliver them to appropriate players at the time indicated in the MSEL (or as directed by the Drill Director or Lead Controller). **Note:** If the information depends on some action to be taken by the player, do not deliver the inject until the player has earned the information by successfully accomplishing the required action.
* When you deliver an inject, notify the [Drill Director, Lead Controller, or SimCell] and note the time that you delivered the inject and player actions (using the log in Appendix E).
* The Actor Controller is responsible for distributing Symptomology Cards to actors:
* Actor Cards are used to drive specific situations or conditions requiring player response. The actors follow the instructions on the cards without showing the cards to the players.
* Contamination Cards provide information on the actor’s contamination levels. The actor will hand the card to the Radiological Controller at the monitoring station when requested.
* Radiological Controllers are responsible for proving simulated instrument readings to the players performing radiological monitoring operations. Contamination levels are provided through the use of Contamination Cards (see Appendix B for instructions).
* If there is no SimCell participating for this purpose, receive and record drill information from players that would be directed to nonparticipating organizations.
* Observe and record drill artificialities that interfere with drill realism. If drill artificialities interfere with drill play, report it to the Drill Director.
* Record all significant events you observe (using the log in Appendix E).
* Begin and end all drill communications (other than face-to-face communication within the CRC) with the statement, “**This is a drill.**” This precaution is taken so that anyone who overhears the conversation will not inadvertently mistake drill play for an actual emergency.
* Do not prompt players regarding what a specific response should be, unless an inject directs you to do so. Clarify information but do not provide coaching.
* However, you may choose to provide clarification or training to players for a critical action. [The Drill Planning Team will need to determine if this will be permitted during the drill.] Temporarily suspend play in their immediate area by calling a “**time out**” and note in your records that this training was provided.
* Ensure that all observers and members of the media stay out of the drill play area. If you need assistance, notify the Drill Director.
* As needed, remind Actors and Players that photography, videotaping, or recording of drill play is not allowed without permission from the drill organizers. Similarly, tweeting, uploading, posting, etc. of drill information or drill play is not allowed without permission from the drill organizers.
* Do not give information to players about scenario event progress or other participants’ methods of problem resolution. Players are expected to obtain information through their own resources.

### After the Drill

* Distribute copies of Participant Feedback Forms and pertinent documentation. They will be collected by the Lead Controller at the full Hot Wash.
* Conduct a brief Hot Wash at your assigned CRC Station and, in coordination with the station evaluator, take notes on findings identified by drill players. Do not discuss specific issues or problems with drill players before the Hot Wash.
* Participate in the full Hot Wash among all participants, sharing findings related to your station.
* Assist in cleanup of the drill site as requested.
* Summarize your notes from the drill and Hot Wash and prepare for the Controller and Evaluator Debriefing. Have your summary ready for the Drill Director. These materials will be used by evaluators in preparing the After-Action Report (AAR).

### Controller Responsibilities

The following table details controller responsibilities. For specific controller assignments, see Appendix C.

| Controller Responsibilities |
| --- |
| **Drill Director** |
| * Oversees all drill functions * Oversees and remains in contact with controllers and evaluators * Oversees setup and cleanup of drill and positioning of controllers and evaluators |
| **Lead Controller** |
| * Monitors drill progress * Coordinates decisions regarding deviations or significant changes to the scenario * Monitors controller actions and ensures implementation of designed or modified actions at the appropriate time * Debriefs controllers and evaluators after the drill * Oversees setup and takedown of the drill |
| **Safety Controller** |
| * Monitors drill safety during drill setup, conduct, and cleanup * Receives any reports of safety concerns from other controllers or participants |
| **Observer/Media/VIP Controller** |
| * Provides escort for observers, media, and VIPs * Provides narration and explanation during drill events, as needed * May perform pre-drill and post-drill public affairs duties, including media briefings |
| **CRC Station Controller** |
| * Issues drill materials to players * Monitors drill timeline * Provides input to players (i.e., injects, as described in the MSEL or Symptomology Cards) |
| **SimCell Controller** |
| * Role plays as nonparticipating organizations or individuals * Monitors drill timeline * Provides input to players (i.e., injects) as described in the MSEL |
| **Actor Controller** |
| * Briefs actors before the drill * Distributes Symptomology Cards to actors * Assists actors with instructions and answers any questions or concerns * Debriefs actors after the drill |
| **Radiological Controller** |
| * Users the actor’s Contamination Card to provide simulated instrument readings to the players performing radiological monitoring operations * Observes the player’s use of radiation detection instruments to determine whether the reading on the card would have been obtained under real circumstances |

# Evaluator Information and Guidance

## Drill Evaluation Overview

Drill evaluation assesses an organization’s capabilities to accomplish a mission, function, or objective. Evaluation provides an opportunity to assess performance of critical tasks to capability target levels.

The goal of drill evaluation for the CRC Drill is to validate strengths and identify improvement opportunities for the participating organization(s). In evaluating this CRC Drill, evaluators will seek to validate plans, procedures, and protocols of participating agencies and determine their level of capability with regard to the exercised target capabilities. Validation will attempt to answer the following questions:

* Were established plans, procedures, and protocols followed during the drill?
* Were the plans, procedures, and protocols effective?
* What level of capability do the plans, procedures, and protocols establish?

This validation is accomplished by the following means:

* Observing the event and collecting supporting data
* Analyzing the data to compare performance against expected outcomes
* Identifying strengths and areas for improvement in the AAR
* Determining and suggesting what changes need to be made to procedures, plans, staffing, equipment, communications, organizations, and interagency coordination to ensure expected outcomes

The evaluation results will provide an opportunity to identify ways to build on strengths and improve capabilities. Because jurisdictions are testing new and emerging plans, skills, resources, and relationships in response to a changed homeland security environment, every drill, exercise, or event can be expected to result in multiple findings and recommendations for improvement.

## Evaluator Placement and Monitoring

Evaluators should be located so they can observe player actions and hear conversations without interfering with those activities. In certain conditions, more than one evaluator may be needed in a particular setting or area. For specific evaluator assignments, see Appendix C. The ExPlan includes drill site maps highlighting key locations.

## Evaluation Documentation

### Evaluator Package

The evaluator package contains this C/E Handbook, the ExPlan, Exercise Evaluation Guides (EEGs), relevant plans and procedures, and other items as necessary. Evaluators should bring the package to the drill. They may reorganize the material so information that is critical to their specific assignment is readily accessible. Evaluators may bring additional professional materials specific to their assigned activities.

### Exercise Evaluation Guides

This CRC Drill will use tailored EEGs, provided in Appendix D, as a guide for conducting all drill evaluation. EEGs provide a consistent tool to guide drill observation and data collection. EEGs are aligned to drill objectives and core capabilities and list the relevant capability targets and critical tasks. Data collected in EEGs by each evaluator will be used to develop the analysis of capabilities in the AAR.

Each evaluator is provided with an EEG for each capability and/or station that he/she is assigned to evaluate. The EEG will give specific guidance regarding what data to collect during the drill, how to record it, and how to analyze it before submission to the Lead Evaluator. It will provide a list of subordinate activities and tasks that players are expected to perform during the drill to demonstrate the specified capability. These will be divided into critical tasks (i.e., tasks that are required to demonstrate the capability) and supporting tasks (tasks that enhance performance but are not required).

Evaluators should complete all assigned EEGs and submit to the Lead Evaluator at the conclusion of the Hot Wash and Controller/Evaluator Debriefing after the drill. The Lead Evaluator and Lead Controller will compile all evaluator submissions into the first working draft of the AAR.

### After Action Report/Improvement Plan

The main focus of the AAR is the analysis of core capabilities. For each core capability exercised, the AAR includes a rating of how the drill participants performed, as well as strengths and areas for improvement. Specific issues and observations will be identified for each capability and activity, and recommendations for resolving issues will be provided, based on input from controllers, evaluators, players, and drill planners.

Following completion of the draft AAR, elected and appointed officials confirm observations identified in the AAR, and determine which areas for improvement require further action. As part of the improvement planning process, elected and appointed officials identify corrective actions to bring areas for improvement to resolution and determine the appropriate organization with responsibility for those actions. Corrective actions are consolidated in the Improvement Plan, which is included as an appendix to the AAR.

## Evaluator Instructions

Player performance must be observed and analyzed against plans, policies, procedures, and practices, using criteria established before the drill. Evaluators document player performance by using EEGs and information obtained during the Hot Wash. This is supplemented with the observations of the controllers and players. The evaluations, documentation, Hot Wash, and debriefing discussion(s) provide important information that substantiates drill conduct and performance. The AAR/Improvement Plan will summarize the overall results of the drill and provide a comprehensive assessment of capabilities and plans that were demonstrated.

Evaluators must keep accurate records and notes because these records will form the basis for evaluation of player performance. Evaluation is valuable because it provides constructive feedback (positive and negative) to improve the effectiveness of an organization’s response to emergencies. Accurate and detailed documentation is critical to facilitate a full record of all the events in a drill and to understand player actions.

As noted above, evaluators will document the drill by using the appropriate EEGs for actions in their area. Evaluators should document key activities and those activities that require a timely response for later evaluation.

Evaluators should review their forms and notes immediately after the drill to ensure an accurate reconstruction of events and activities for discussion at the Controller and Evaluator Debriefing. Evaluation materials, including notes and forms, become part of the drill documentation. Checklists and evaluation forms must be completed as thoroughly and accurately as possible.

Specific evaluator activities include the following. Review the ExPlan for instructions that apply to all participants.

### Before the Drill

* Review appropriate plans, procedures, and protocols.
* Attend required evaluator training and other briefings.
* Review appropriate drill materials, including the drill schedule and evaluator instructions.
* Review the EEGs and other supporting materials for your area of responsibility to ensure that you have a thorough understanding of the core capabilities, capability targets, and critical tasks you are assigned to evaluate.
* Report to the drill check-in location at the time designated in the drill schedule, and meet with the drill staff.
* Be at the appropriate location (e.g., CRC station) at least 15 minutes before the drill starts.
* Obtain or locate necessary communications equipment, and test it to ensure that you can communicate with other evaluators and the Drill Director.

### During the Drill

* Wear evaluator identification items (e.g., badge). Evaluator badges will be issued during check-in.
* Stay in proximity to player decision-makers.
* Avoid personal conversations with players.
* Do not give information to players about event progress or other participants’ methods of problem resolution. Players are expected to obtain information through their own resources.
* Use EEGs to document performance relative to drill objectives, core capabilities, capability targets, and critical tasks.
* Focus on critical tasks, as specified in the EEGs.
* Take detailed notes concerning significant activities observed, including any stoppage of play initiated by the controller and its purpose.
* When more than one evaluator is assigned to an area, divide responsibilities to ensure detailed evaluation of player activities.
* Your primary duty is to document performance of core capabilities. After the drill, that information will be used to determine whether the drill capability targets were effectively met and to identify strengths and areas for improvement.

### After the Drill

* Participate in the station-specific and full Hot Washes, and take notes on findings identified by players. Do not discuss specific issues or problems with drill players before the Hot Wash.
* Assist in cleanup of the drill site as requested.
* Summarize your notes and prepare for the Controller and Evaluator Debriefing. Have your summary ready for the Lead Evaluator.
* Complete and submit all EEGs and other documentation to the Lead Evaluator at the end of the Controller and Evaluator Debriefing.

### Recording Important Events

Although numerous player actions may occur simultaneously, evaluators do not need to record all the action. Knowing which events are important helps evaluators eliminate superfluous data and provide the kind of information that is most useful for evaluation. Important events that evaluators should record (using Appendix E) include the following:

* Initiating scenario events
* Actions of players in relation to the event
* Key decisions made by station leaders and the times these decisions are made
* Deviations from plans and implementation procedures
* Times when significant actions are completed
* Equipment used

### Using the Exercise Evaluation Guides

#### Terminology

The EEGs are structured to capture information specifically related to the evaluation requirements developed by the Drill Planning Team. The following evaluation requirements are documented in each EEG:

* **Core capabilities:** The distinct critical elements necessary to achieve a specific mission area (e.g., prevention). To assess both capacity and gaps, each core capability includes capability targets.
* **Capability target(s):** The performance thresholds for each core capability; they state the exact *amount* of capability that players aim to achieve. Capability targets are typically written as quantitative or qualitative statements.
* **Critical tasks:** The distinct elements required to perform a core capability; they describe *how* the capability target will be met. Critical tasks generally include the activities, resources, and responsibilities required to fulfill capability targets. Capability targets and critical tasks are based on operational plans, policies, and procedures to be exercised and tested during the drill.
* **Performance ratings:** The summary description of performance against target levels. Performance ratings include both Target Ratings, describing how drill participants performed relative to each capability target, and Core Capability Ratings, describing overall performance relative to entire the core capability.

#### Documenting Observations

For each EEG, evaluators provide a target rating, observation notes with an explanation of the target rating, and a final core capability rating. In order to efficiently complete these sections of the EEG, evaluators should focus their observations on the capability targets and critical tasks listed in the EEG.

Observation notes should include *if* and *how* quantitative or qualitative targets were met. For example, a capability target might state, “*Within 30 minutes of a request….”* Notes on that target should include the actual time required for drill players to complete the critical tasks. Additionally, observations should include:

* How the target was or was not met
* Timeliness in actions
* Relevant decisions made and information gathered to make decisions
* Requests made and how requests were handled
* Direction and coordination of activities
* Resources used, including equipment
* Equipment issues that affected player efforts
* Plans, policies, procedures, or legislative authorities used or implemented
* Issues with plans or procedures that affected player efforts
* Creative player problem-solving, potentially beyond current plans and procedures
* Any other factors that contributed to the results

Evaluators should also note if an obvious cause or underlying reason resulted in players not meeting a capability target or completing a critical task. However, the evaluators should not include recommendations in the EEGs. As part of the after-action and improvement planning processes, elected and appointed officials will review and confirm observations documented in the AAR and determine areas for improvement requiring further action.

*Note:* Observation notes for actions based on simulation will focus on *discussion* of the how critical tasks would be completed, rather than actual actions taken. [Include more detail on how evaluators should consider specific simulations that are expected to take place.]

#### Assigning Ratings

Based on their observations, evaluators assign a target rating for each capability target listed on the EEG*.* Evaluators then consider all target ratings for the core capability and assign an overall core capability rating. The rating scale includes four ratings:

* Performed without Challenge (P)
* Performed with Some Challenges (S)
* Performed with Major Challenges (M)
* Unable to be Performed (U)

Definitions for each of these ratings are included in the EEG.

#### Wrap-Up

After the drill, evaluators will participate in a Hot Wash. During this time, the evaluators finalize their notes in the EEGs. At the end of the Hot Wash, evaluators should submit all completed EEGs and any other supporting documentation to the Lead Evaluator. This information will be used in preparing the AAR.

Appendix A: Drill Scenario and MSEL

**Background**

During the past 5 years, U.S. and international intelligence and law enforcement agencies have been tracking the activities of a new terrorist organization known as the Global Terror Faction. There are many gaps in current knowledge regarding the group’s leadership and the size of its membership. However, the available evidence suggests that the organization has received financing, training, technical know-how, and other support from one or more despotic regimes. In recent months, U.S. and international agencies have intercepted communications from the group suggesting it may have succeeded in acquiring sufficient fissile material for the construction of an improvised nuclear device (IND). The communications are consistent with other intelligence information suggesting the group seeks to target a U.S. or Western European city with a crude nuclear weapon. There has been increased vigilance in radiological monitoring at ports of entry, and the National Nuclear Security Agency has placed several of its emergency teams on standby.

**The Event**

A 10–15 kiloton IND explodes in the heart of Centropolis during the morning rush hour. All buildings within a 2-mile radius of ground zero are seriously damaged and fires rage throughout the area. Buildings up to 5 miles away from ground zero have minor building damage, primarily broken windows. There are few survivors within the 2-mile zone, and those within 5 miles have moderate to serious injuries. Most utilities within the city have been disrupted and electricity is out in most areas.

Centropolis has a population of 1,000,000 people and is a major business center. Major interstate highways and railways pass through the city center. Centropolis International Airport is located 12 miles downwind from ground zero.

Medical facilities were quickly overwhelmed with injuries, and hospitals, clinics, and nursing homes downwind of ground zero are still sheltering in place while the fallout plume passes.

News coverage of the devastation in Centropolis has been continuous and includes interviews with survivors. Eye-witness accounts indicate that thousands have been killed or seriously injured. Experts have been on all major networks speculating about size and type of weapon involved and the motive of the attackers.

**Actions Taken**

* The Governor has declared a State of Emergency and invoked the state’s emergency plan. State offices and schools have been closed until further notice.
* The President has made a Presidential Disaster Declaration. All regional federal assets, including Civil Support Teams, U.S. Department of Energy Radiological Assistance Program Teams, and National Laboratories have been activated and are deploying to Centropolis to assist with response and recovery operations.
* All residents and those in businesses, hospitals, clinics, and nursing homes downwind of ground zero have been ordered to stay indoors while the fallout plume passes.
* Residents upwind and within 10 miles of ground zero have been ordered to evacuate. School buses are being brought in from throughout the state to aid in the evacuation.
* The Federal Aviation Administration has restricted all air traffic within 200 miles of Centropolis, with the exception of military and approved emergency response aircraft.
* Railway traffic into and out of the city has been suspended.
* Vehicular traffic into Centropolis is restricted to approved emergency responders. Most roads and highways are supporting evacuation of the city.
* Military action is underway in the designated security area around ground zero (within a radius of 10 miles).

**Community Reception Centers**

As part of the integrated response, Community Reception Centers (CRCs) are activated to receive and screen evacuees for radiological contamination. The CRCs are located 100–300 miles upwind from Centropolis and are not at risk from radioactive fallout.

Those most severely injured were sent to aid stations in and around Centropolis. However, the CRCs are to expect to receive individuals with minor to moderate injuries. Hundreds of buses full of evacuees are expected to arrive over the next 48 hours. Thousands of self-evacuees are also expected to report to the CRCs.

Due to the extensive response needed at Centropolis, the CRCs must be self-sufficient for at least 48 hours, when additional resources and assets are expected to arrive from other regions of the country.

**[Locality Name] CRC**

The day after the IND explosion, a CRC has been set up in [your locality], 100 miles upwind from Centropolis. The first evacuees are expected to arrive within the hour.

Master Scenario Events List

Appendix B: Symptomology Cards

**Basic Concept**

To drive drill play, the CRC Toolkit includes two types of Symptomology Cards: **Actor Cards** and **Contamination Cards**. The Actor Cards describe the demographic, situational, and behavioral characteristics of individuals presenting at the CRC, and the Contamination Cards provide simulated radiological data for those individuals.

People going through the Community Reception Center (CRC) will receive one of each card type, with the combination of the two cards providing a snapshot of a person’s situation: characteristics, contamination status, symptoms, behaviors, etc.

## Actor Cards

Actor Cards provide the all of the *non-radiological* information about individuals presenting at the CRC. This includes basic demographics and other relevant characteristics, as well as any behaviors, signs, or symptoms taking place. In some cases, Actor Cards may instruct an Actor to basically portray himself/herself (age, gender, etc.). In other cases, Actor Cards may call for a greater level of acting. For example, a card may call for the Actor to portray someone who does not speak English, is upset or fearful, or any of a number of other possibilities CRC staff might encounter in a real emergency situation. The Actor Card provides an Actor with all the information he or she needs to effectively play the role of someone going through the CRC, except for the radiological contamination data. (That information is provided on the Contamination Card, discussed below.)

The front side of an Actor card has three sections. The first section provides the number of the card (from 1 to 105). The second section furnishes basic demographic details such as the person’s age and gender, as well as any other relevant information (e.g., that the person is hearing-impaired). The third section indicates whether the person is experiencing any unusual signs, symptoms or behaviors. The back side of the Actor Card provides the person playing the role with detailed information on how to behave, what to say, how to interact with drill participants, etc. For examples of Actor Cards, see Figure 1.

### Actor Controllers

### The Actor Cards are distributed by Actor Controllers, who will discuss their use at the Actor Orientation. Should an Actor have questions about the cards or a role, or if an Actor has concerns about what he or she is being asked to do, these should be brought to the attention of the Actor Controller.

### Use of the Actor Cards during Drill Play

Actors should play the role indicated on the Actor Card, using the Card information to complete the CRC registration process. Actors should avoid going beyond what is on the cards. For example, Actors should not ad lib (make up) symptoms or situations not on the card or directed to them by a controller. Actors should avoid overacting, but they should make their actions obvious enough for CRC staff to have an opportunity to take notice. To help CRC staff players notice physical characteristics that in a real situation would be obvious without having to interact with an individual, Actors can wear sticky labels near their badges indicating such characteristics (e.g., “child,” “wheelchair,” “elderly”). If the CRC staff players do not recognize an Actor’s behaviors, symptoms, or the situation being portrayed, an Actor may increase the intensity of symptoms, agitation, etc. as might occur in real life. Actors should not prompt the CRC staff players.

After an Actor finishes the CRC process and passes through the Discharge Station, the Actor should return to the Actor Controller to turn in the cards. Depending on the size of the drill, the cards may be reused. Likewise, Actors may be given a new set of cards so that they can proceed again, in a different role, through the CRC.

## Contamination Cards

The “Contamination Cards” are used by radiological controllers to provide simulated contamination readings to CRC staff conducting radiological monitoring operations. The cards are an effective way to present the radiological data needed to properly evaluate the performance of the radiological portion of the CRC. The front side of the card provides a graphical depiction of the body areas contaminated, and the back side provides simulated meter readings for the three most commonly used hand-held radiation detection instrument types. See Figure 2 for examples of the Contamination Cards.

### Radiological Controllers

Each radiation monitoring lane during the drill should have an assigned Radiological Controller. This controller will be responsible for providing information (simulated instrument readings) to the CRC radiological monitoring staff. The Radiological Controller will provide the readings from the card verbally as the frisking is in progress. The Radiological Controller will assess the monitoring staff’s monitoring technique to determine whether the reading has been “earned” (see next section). The players will be informed about this process during their pre-drill briefing. The Contamination Cards are a drill tool for the use of the Radiological Controller and must not be shared with the CRC staff players.

The Lead Radiological Controller is responsible for assigning contamination cards to actors, coordinating the duties of other Radiological Controllers, and answering radiological questions and resolving issues, as needed. The Lead Radiological Controller must coordinate closely with the Lead Controller for the drill and receive feedback from other Radiological Controllers to increase or decrease rate of assigning cards with contamination to actors.

### Use of the Contamination Cards during Drill Play

Radiological Controllers at the Contamination Screening Station will observe the frisking technique and provide a simulated meter reading when it is earned. For a reading to be earned, all of the following conditions must be met:

* The instrument must be turned on.
* The instrument must have a good battery.
* The instrument must be in good operational condition.
* The instrument must be satisfactorily checked with an appropriate radiological source.
* The monitor must use proper frisking technique (appropriate probe distance and speed).

The contamination levels listed on the cards are for exposed skin. If the outer layer of clothing is able to be removed without cross contaminating other body parts, the Radiological Controller will tell the CRC staff monitor that the readings for the previously covered body parts are to be “as read.” “As read” means that the radiation monitors must record the levels they are actually reading on their instruments.

Drill play assumes that the cards reflect actual instrument readings and are not necessarily an indication of the activity or specific isotopes on the skin. The derivation of specific instrument readings is not important, because the drill is designed to evaluate the performance of the monitoring staff and not the accuracy of the instruments.

Radiological Controllers at the Decontamination Station will observe the technique used by the decontamination team. They will need to pay close attention to the technique used to decontaminate specific body areas and determine if the contamination spreads to other areas. In addition to observing for proper monitoring technique, the controller will determine and provide a post-decontamination reading that is reduced from the initial contamination level based the effectiveness of the decontamination technique used. For example, a 50% effective decontamination of 15,000 counts per minute (cpm) will be reported as 7,500 cpm.

## Special Situations

Portable Radiological Portal Monitors: The portal monitors are very sensitive and alarm at low activities (1 µCi of Cs-137). For the purpose of this drill, any contamination noted on a card will be sufficient to set off the portal monitor. Blank cards will be reported as “as read.”

Contaminated Probes: If a controller observes a probe getting contaminated (e.g., a probe touches a contaminated surface), subsequent readings must reflect an appropriate level of contamination until the probe is replaced or decontaminated. The recommended level of probe contamination is 10% of the contaminated surface contacted (e.g., if the contaminated surface is 3,000 cpm, the contamination on the probe will be 300 cpm, and that becomes the new background reading for the probe).

Incorrect Scale: For instruments that are not self-scaling, the controller will give a reading of “off-scale” for scales that are below the contamination level. For example, a contamination level of 15,000 cpm will be reported as “off-scale” for a scale of 100 to 1,000 cpm. For scales that are above the contamination level, the reading will be reported as “as-read.” For example, a contamination level of 50 cpm will be reported as “as-read” for a scale of 100 to 1000 cpm.

Defective Instrument: Controllers will report readings from defective or turned-off instruments as “as-read.” Defective instruments include those that have failed radiological source checks.

**Figure 1: Examples of Actor Cards**





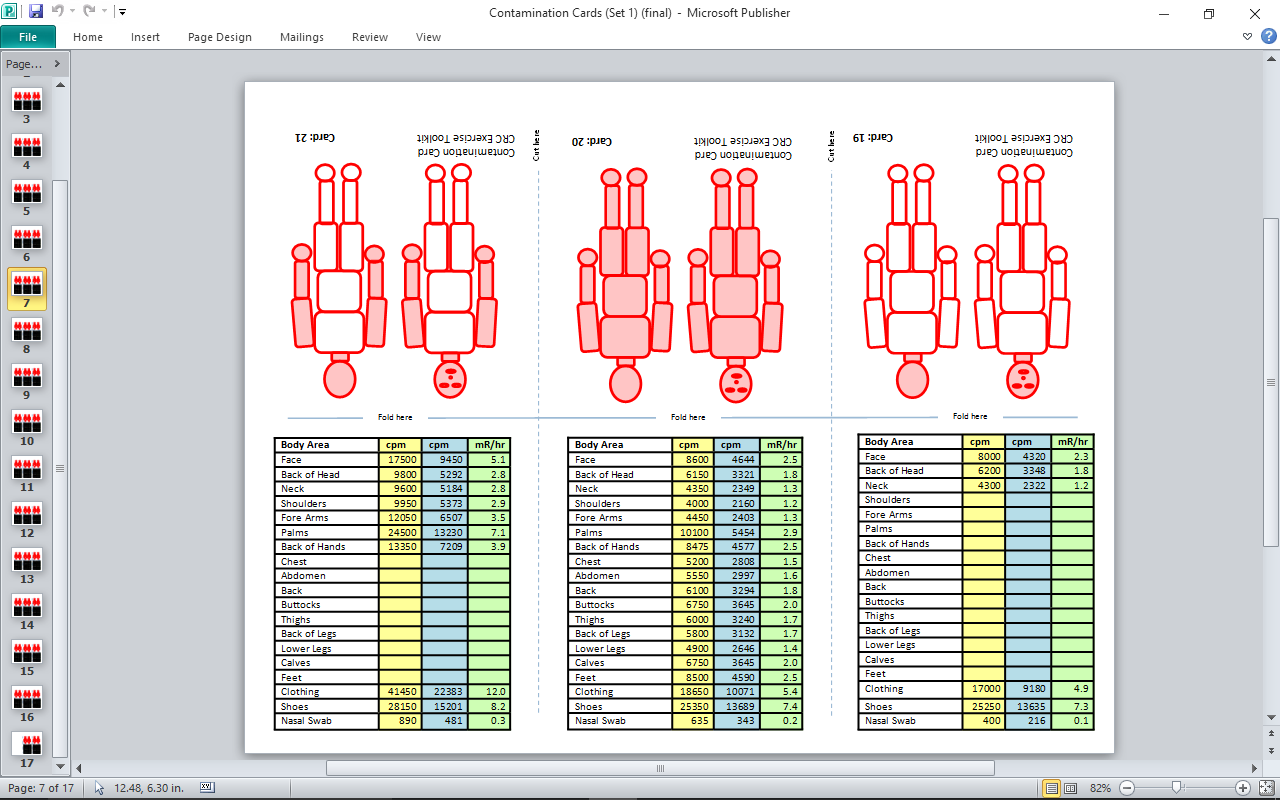
**Front of Actor Card**

1. The first section provides the number of the card (from 1 to 105). The cards provided in the Toolkit are numbered, and an Excel spreadsheet provides an index to allow the drill planners to select specific cards if they do not plan to use the entire card set, or if they wish to re-use specific types of card.
2. The second section furnishes basic demographic details such as the person’s age and gender, as well as any other relevant information (e.g., that the person is hearing-impaired).
3. The third section indicates whether the person is experiencing any unusual signs, symptoms, or behaviors.

**Back of Actor Card**

4. The back side of the Actor Card provides the person playing the role with detailed information on how to behave, what to say, how to interact with drill participants, etc.

**Figure 2: Examples of Contamination Cards**



**Front of Card (Figure)**

1. The blocks that are shaded indicate the contaminated areas of the body. The quick geographical reference will help the controller focus on the contaminated areas being monitored.
2. The unshaded blocks are uncontaminated, and the controller will report the level as “As Read.”
3. The cards provided in the Toolkit are numbered, and an Excel spreadsheet provides an index to allow the drill planners to select specific cards if they do not plan to use the cards as sets.

**Back of Card (Table)**

1. The first column represents the body parts that are contaminated. They correspond to the blocks on the front of the card.
2. The second (yellow) column represents instruments that report count rates (cpm) with higher efficiency, such as a pancake GM probe.
3. The third column (blue) is for instruments that reports count rates (cpm) with lower efficiency, such as an end-window or hotdog GM probe.
4. The fourth (green) column is for meter readings on instruments that report exposure rates (mR/hr).
5. A nasal swab (or nose blown into a tissue) is counted to determine if internal contamination is likely. This is normally conducted when there is heavy contamination on the face, especially around the nose and mouth.

**Hint: Controllers should place a colored dot on the instruments prior to the start of the drill to easily identify the corresponding column, especially if a variety of instruments will be used.**

Appendix C: Controller and Evaluator Assignments

**[Note:** This is a sample list of controller and evaluator assignments. The positions should be modified as needed. For example, if the drill will not include a Simulation Cell, then a controller does not need to fulfill that function. Both controllers and evaluators may be assigned to more than one area, or multiple controllers and evaluators may be assigned to each area if there are a large number of participants. The controller/evaluator role may also be filled by the same person for an area.]

| Name | Role | Notes |
| --- | --- | --- |
|  |  | Drill Director |
|  | Controller | Lead Controller |
|  | Controller | Safety Controller |
|  | Controller | Actor Controller |
|  | Controller | Observer/Media Controller |
|  | Controller | VIP Controller |
|  | Evaluator | Lead Evaluator |
| **Initial Sorting Station** | | |
|  | Controller |  |
|  | Evaluator |  |
| **First Aid Station** | | |
|  | Controller |  |
|  | Evaluator |  |
| **Pet Services Station** | | |
|  | Controller |  |
|  | Evaluator |  |
| **Contamination Screening Station** | | |
|  | Controller | Radiological Controller |
|  | Controller | Radiological Controller |
|  | Controller |  |
|  | Evaluator |  |
| **Decontamination Station** | | |
|  | Controller |  |
|  | Controller | Radiological Controller |
|  | Evaluator |  |
| **Registration Station** | | |
|  | Controller |  |
|  | Evaluator |  |
| **Radiation Dose Assessment Station** | | |
|  | Controller |  |
|  | Evaluator |  |
| **Discharge Station** | | |
|  | Controller |  |
|  | Evaluator |  |
| **Floating (All Stations)** | | |
|  | Controller |  |
|  | Evaluator |  |
| **Simulation Cell (SimCell)** | | |
|  | Controller | Lead SimCell controller, Master Scenario Events List manager |
|  | Controller | [Function/organization] simulator |
|  | Controller | [Function/organization] simulator |

Appendix D: Exercise Evaluation Guides

Appendix E: Events Log

Drill Name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Controller/Evaluator Name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Controller Evaluator Role/Station: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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| **Time** | **Observation** |
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Appendix F: Acronyms

| **Acronym** | **Term** |
| --- | --- |
| AAR | After-Action Report |
| C/E | Controller/Evaluator |
| cpm | counts per minute |
| CRC | Community Reception Center |
| EEG | Exercise Evaluation Guide |
| ExPlan | Exercise Plan |
| IND | Improvised Nuclear Device |
| MSEL | Master Scenario Events List |
| SimCell | Simulation Cell |
| VIP | Very Important Person |