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GUIDEBOOK FOR PREPARING PLAYERS' HANDBOOKS

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MASTER

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SECTION 1

INTRODUCTION

1.1 Purpose

This Guidebook has been written to assist DOE in planning and developing Players' Handbooks for test exercises. The Guidebook is focused especially on the AST, CERM and WINTEX-CIMEX exercises, but may be useful for planning and developing Players' Handbooks for other tests.

The main features of the Guidebook include Handbook Checklists and Model Shells for common sections of the AST, CERM and WINTEX-CIMEX Handbooks. The Checklist is a planning and organizing tool.

The Model Shells provide much of the text for five common sections of the Handbooks. Prompts, which indicate the placement and type of insertions required for specific Handbooks, are imbedded in the Model Shells. These are available as WordPerfect 5.0 files and feature an automatic search routine which locates all prompts for the user. Model Shells had been developed for the Exercise Plan (EXPLAN), Player Directory, Test Schedule, Communications Plan and Evaluation Plan (EVPLAN) sections of the Handbooks.

Two model EXPLANS have been developed. The first can be used to prepare both AST and CERM Handbooks. The second is designed specifically for the WINTEX-CIMEX Handbook. The model Player Directory is designed to accommodate either the AST or CERM Handbook; information on participants in WINTEX-CIMEX tests is included in the WINTEX-CIMEX EXPLAN. The model Test Schedule can be used for any of the three exercises, although schedules for WINTEX-CIMEX have been prepared by the Federal Emergency Management Agency (FEMA) in the past. Finally, both the Communications Plan and the EVPLAN can be used for all three exercises. It should be noted, however, that FEMA has prepared portions of these documents for past WINTEX-CIMEX Handbooks.

A word of caution to users of the Guidebook is appropriate. Both the Handbook Checklists and the Model Shells are based on recent AST, CERM and WINTEX-CIMEX Handbooks. Future test exercises, however, may have different designs and objectives. As a result, future Handbooks may be different from recent ones.

The instructions in this Guidebook are purposely kept brief. If any questions arise in using either the Checklist or the Model Shells, it is recommended that the user review a recent Players' Handbook.

1.2 Organization of Guidebook

Three sections and an appendix are included in this Guidebook in addition to this introductory section. In addition, an Addendum to the Guidebook has been prepared. Section 2 contains the Handbook Checklists. Section 3 provides instructions on how to use the Model Shells. Section 4 offers brief descriptions of other sections of the Handbook for which Model Shells have not been developed.

The Appendix of this Guidebook contains the Model Shells for each of the five common Handbook sections. The Addendum to the Guidebook contains sections of recent Handbooks for which Model Shells have not been developed. These sections are general enough to be included in future Handbooks with little or no editing.

1.3 Model Shell WordPerfect 5.0 Filenames

Table 1-1 contains a list of the Checklist and Model Shell WordPerfect 5.0 filenames available on floppy disks.

Table 1-1

WORDPERFECT 5.0 FILE NAMES

<u>File</u>	<u>Filename</u>
AST/CERM Checklist	CHASCE.89A
WINTEX-CIMEX Checklist	CHWICI.89A
AST/CERM EXPLAN Model Shell	EXASCE.89A
WINTEX-CIMEX EXPLAN Model Shell	EXWICI.89A
Player Directories Model Shell	PLAYER.89A
Test Schedule Model Shell	TESTSC.89A
Communications Model Shell	COMMUN.89A
Evaluation Plan (EVPLAN) Model Shell	EVPLAN.89A

SECTION 2

HANDBOOK CHECKLIST

- 2.1 Introduction
- 2.2 Using the Handbook Checklist

2.1 INTRODUCTION

The Handbook Checklists displayed as Tables 2-1 and 2-2, are designed as planning tools for preparing AST, CERM and WINTEX-CIMEX Players' Handbooks. The AST/CERM Handbook Checklist (Table 2-1) is based on reviews of recent Players' Handbooks for AST (1988) and CERM (1988). The 1988 AST-6 Players' Handbook served as the main format guide. The WINTEX-CIMEX Handbook Checklist (Table 2-2) is based on a review of the 1989 Players' Handbook. The section numbers on the Checklist are for planning purposes and do not necessarily indicate the numbering system for a given Handbook.

2.2 USING THE HANDBOOK CHECKLISTS

The Handbook sections are presented in outline form on the Checklists with the group primarily responsible for the section's preparation indicated in parentheses. For example, "(DOE)" means that DOE is responsible for preparing the section of the Handbook. Alternatively, "(IEA)" or "(FEMA)" mean that the International Energy Agency or the Federal Emergency Management Agency is responsible for preparing the section.

The middle two columns in the AST/CERM Checklist provide test-specific information for each section or sub-section. The entries in these three columns are interpreted as follows:

- An "X" indicates that the section was included in the most recent Handbook. The Handbook preparer may decide, however, that it is not appropriate to include such a section in the next Handbook.
- A "-" indicates that the section was not included in the most recent Handbook, but the preparer may decide to include such a section in the next Handbook.
- An "NA" indicates that the section is not appropriate for the Handbook. Of course, it is possible that an "NA" status could change for future test exercises.

The final three columns of both Checklists, "Person Assigned," "Due Date" and "Completed" are for the Handbook preparer to use while planning and completing a Players' Handbook. Tabs have been inserted for these columns in the WorkPerfect files CHASCE.89 and CHWICI.89A for the convenience of the user.

Table 2-1

AST/CERM HANDBOOK CHECKLIST

SECTION	AST	CERM	PERSON ASSIGNED	DUE DATE	COMPLETED
1.0 Exercise Plan (DOE)	X	X			
1.1 Introduction: Purpose and Scope	X	X			
1.2 Test Objectives	X	X			
1.3 Scenario	X	X			
1.4 Sequence of Test Events	X	X			
1.5 Test Management	X	X			
1.6 Control	X	X			
1.7 Evaluation	X	X			
1.8 Test Preparation	X	X			
2.0 Glossary (DOE)	X	-			
3.0 Test System Overview (DOE)	X	-			
3.1 Introduction	X	-			
3.2 Formula	X	-			
3.3 System Activation	X	-			
3.4 System Operation	X	-			
4.0 Test Schedule (DOE)	X	X			
4.1 Calendar	X	-			
4.2 Schedule of Activities	X	X			
5.0 Player Directories	X	X			
5.1 U.S. NESO	X	X			
5.1.1 EEMT Chairman	X	X			
5.1.2 Exercise Director	X	X			
5.1.3 Deputy Exercise Director	X	X			
5.1.4 Executive Officer(s)	X	X			
5.1.5 Program Operations Group	X	X			
5.1.6 Situation Analysis Group	X	X			
5.1.7 External Operations/Liaison Group	X	X			
5.1.8 Management/Administrative Support Group	X	X			
5.1.9 Evaluation Group	X	X			
5.1.10 Control Team	-	X			
5.2 EEMT Roster (DOE)	X	X			
5.3 IG-EV Response Development Subgroup (DOE)	X	-			
5.4 IEA/Paris Staffing (IEA)	X	X			
5.5 IEA Country Contacts (IEA)	X	X			
5.6 IEA Reporting Company Contacts (IEA)	X	NA			
6.0 Communications (DOE)	X	X			
6.1 System Description/Group Responsibilities	X	X			
6.2 Telecommunications Message Form	X	X			
6.2.1 Use	X	X			
6.2.2 Format	X	X			
6.3 EOC Chronological Communications Form	X	X			
6.3.1 Use	X	X			
6.3.2 Format	X	X			
6.4 Message Format	X	X			
6.5 MESSLOG System Capabilities	X	X			

Table 2-1 (continued)

	SECTION	AST	CERM	PERSON ASSIGNED	DUE DATE	COMPLETED
7.0	Test Guide (IEA)	X	X			
	7.1 Objectives and Scope	X	X			
	7.2 Scenarios and Response Measures	X	X			
	7.3 Test Timing and Duration	X	X			
	7.4 Test Activities/Sequences (Tables)	X	X			
	7.5 IEA-Paris based Groups	X	X			
	7.5.1 Responsibilities	X	X			
	7.5.2 Activities	X	X			
	7.6 NESO	X	X			
	7.6.1 Responsibilities	X	X			
	7.6.2 Activities	X	X			
	7.7 RC/RCA	X	NA			
	7.7.1 Responsibilities	X	NA			
	7.7.2 Activities	X	NA			
	7.8 Appraisal Process/Reports	X	X			
	7.9 Data Bases	X	X			
	7.9.1 Types	X	X			
	7.9.2 Periods	X	X			
	7.9.3 Questionnaires	X	X			
	7.9.4 Data Collection/Preparation Guidelines	X	X			
	7.10 Contacts in Administrations/Groups	X	X			
	7.11 Questionnaires and Tables	X	X			
	7.12 Control Plan	-	X			
8.0	EEMS (DOE)					
	8.1 Introduction	X	X			
	8.2 EEMS Structure	X	X			
	8.2.1 Executive Management	X	X			
	8.2.2 Emergency Management	X	X			
	8.2.3 Control/Communications	X	X			
	8.3 EEMS Functions	X	X			
	8.3.1 Initial Emergency Actions	X	X			
	8.3.2 Situation Analysis	X	X			
	8.3.3 Response Options	X	X			
	8.3.4 Response Options Paper	X	X			
	8.3.5 Implement Response	X	X			
	8.3.6 Monitor and Coordinate Response	X	X			
	8.3.7 Executive Policy Direction and Guidance	X	X			
	8.3.8 Planning Time Frame	X	X			
	8.4 EEOM Overview	X	X			
	8.5 EEMT Charter	X	X			
	8.6 Report Formats - general	-	X			
9.0	Evaluation Plan (DOE)	X	X			
	9.1 Purpose	X	X			
	9.2 Organization	X	X			
	9.3 Objectives	X	X			
	9.4 Procedures	X	X			
	9.5 Schedule	X	X			
	9.6 Team Members	X	X			
	9.7 Exercise Participant Questionnaire	X	X			

Table 2-1 (continued)

SECTION	AST	CERM	PERSON ASSIGNED	DUE DATE	COMPLETED
10.0 Voluntary Offer Process (DOE)	X	NA			
10.1 Introduction	X	NA			
10.2 Information in Voluntary Offer					
Tracking System	X	NA			
10.2.1 Reference Files	X	NA			
10.2.2 Data Base Files	X	NA			
10.3 File Maintenance	X	NA			
10.3.1 Reference Files	X	NA			
10.3.2 Data Base Files	X	NA			
10.4 Reports	X	NA			
10.5 Import/Export of Data	X	NA			
10.6 System Maintenance and Use	X	NA			
11.0 State Participation (DOE)	X	-			
11.1 Purpose	X	-			
11.2 Scope	X	-			
11.3 Participants	X	-			
11.4 Acronyms	X	-			
11.5 Schedule of Events	X	-			
11.6 Description of State Cell Activities	X	-			
12.0 U.S. Reporting Company Training Manual (DOE)	X	NA			
12.1 Introduction	X	NA			
12.2 Overview of RC/RCA Responsibilities	X	NA			
12.3 Sequence of Principal Activities	X	NA			
12.4 Preparation of "Disrupted" QuA	X	NA			
12.5 Transmission of "Disrupted" QuA to					
US NESO	X	NA			
12.6 Voluntary Offers	X	NA			
12.7 US NESO Organization	X	NA			
13.0 Anti-trust Clearance Letter	X	NA			
13.1 Letter from Sec. (DOE)	X	NA			
13.2 Plan of Action (DOE)	X	NA			
13.3 Clearance Letter (DOJ)	X	NA			
14.0 CERM Operations Manual (IEA)	NA	X			
15.0 Control Plan (DOE)	-	X			

WINTEX-CIMEX HANDBOOK CHECKLIST

SECTION	PERSON ASSIGNED	DUE DATE	COMPLETED
Executive Summary (DOE)			
Exercise Plan (DOE)			
I. Introduction			
A. Purpose			
B. Objectives			
C. Concept			
D. Scenario Assumptions			
E. Level of Participation			
II. Major Events			
III. Exercise Management Structure			
A. Tasks and Responsibilities			
B. Level and Extent of Responsibilities			
C. Energy Emergency Management Team			
1. Organization and Structure			
2. Procedures			
3. Structure			
4. Operations			
D. NWO Executive Secretariat			
1. Organization and Structure			
2. Procedures			
IV. Security			
V. Reports			
VI. Evaluation			
VII. Control			
VIII. Administration and Logistics			
APPENDICES			
A. WINTEX-CIMEX Objectives (FEMA)			
B. Detailed Scenario (FEMA)			
C. Player Arrival Schedule (DOE)			
D. Map of NETL and Training Notes (FEMA)			
E. Event Time Line (FEMA)			
F. Communications (FEMA, DOE)			
G. Security Classification Guide (FEMA)			
H. Evaluation Plan (FEMA, DOE)			

SECTION 3

USING THE MODEL SHELLS

- 3.1 Introduction
- 3.2 The Insertion Prompts
- 3.3 The Macro Search Routine
- 3.4 AST/CERM EXPLAN Insertions
- 3.5 WINTEX-CIMEX EXPLAN Insertions
- 3.6 Player Directory Insertions
- 3.7 Test Schedule Insertions
- 3.8 Communications Insertions
- 3.9 EVPLAN Insertions

3.1 INTRODUCTION

Model Shells of the common sections of recent AST, CERM and WINTEX-CIMEX Players' Handbooks have been developed to facilitate preparation of Handbooks for future tests. Specifically, model shells have been developed for the following sections: the EXPLAN, the Test Schedule, the Player Directory, the Communications Plan and the EVPLAN. Although the model shells provide much of the text for the above sections, Handbook preparers are required to make insertions appropriate for a specific test exercise.

Two versions of the model EXPLAN have been developed. The first can be used for either AST or CERM Handbooks. The second is designed specifically for the WINTEX-CIMEX Handbook. The latter is organized somewhat differently and contains classified information when completed. The model shell for the WINTEX-CIMEX EXPLAN, however, contains no classified information.

The model shells contain prompts where insertions appropriate for specific test exercises are required. These are described immediately below in Section 3.2. A "Macro Search Routine," which searches for locations in the model shells where insertions are required, is described next in Section 3.3. It is recommended that users of the Model Shells read these two sections. Finally, Sections 3.4 through 3.8 contain brief descrip-

tions of the test-specific insertions required in each of the model shells.

3.2 THE INSERTION PROMPTS

Four different types of insertion prompts appear in the model shells. All prompts appear in bold face in the model shells provided in the appendix; however, only those that would logically appear in bold face are so coded in the WordPerfect files.

The symbol [] indicates that a name or some other brief entry pertaining to a specific test needs to be inserted in that space. For example, when preparers of an AST Handbook see "[Test Name]," they should insert "AST" in that space.

The symbol < > also indicates that an insertion by the Handbook preparer is required; however, this symbol represents the need for the insertion of text as opposed to a name or brief entry. A brief description of the type of insertion required is provided inside this prompt. Text insertions, for example, may include paragraphs describing specific test procedures, proper authority relations or group responsibilities.

In some cases, examples of text from recent AST and CERM Handbooks have been provided as clarifications of the types of

text insertions that are required. The notation "***A*,...,*A***" indicates that the text between the two "***A***" marks is an excerpt from a recent AST Handbook. The notation "***C*,...,*C***" indicates sample text from a recent CERM Handbook.

When insertions of specific lists are required, the following prompt will be present:

@1

@2

An example of a possible list insertion is specific test objectives that need to be considered or evaluated. This prompt only indicates the need for a list insertion; it does not necessarily dictate the length of the list.

3.3 THE MACRO SEARCH ROUTINE

The Macro Search Routine is designed to locate automatically places in the model shells where insertions are required. This routine requires the use of two macro files named ALTI.WPM and ALTD.WPM. Both of these files must be copied to the user's directory that contains the WordPerfect keyboard/macro files.

ALTI.WPM searches for the first (next) occurrence of an insertion prompt in any of the five model shells. It is invoked by pressing the "ALT" and "I" keys simultaneously. Note that the

insertion prompts must be manually deleted after the required insertion is made.

ALTD.WPM deletes a "shadow code" that precedes each insertion prompt (ALTI.WPM actually searches for the shadow code and not the insertion prompt that appears on the screen). ALTD.WPM is invoked by pressing the "ALT" and "D" keys simultaneously. It is recommended that ALTD.WPM be invoked after each insertion is made. If it is not, and the user goes to the beginning of the model shell after completing some edits (as might occur if the user takes more than one session to complete the insertions), then ALTI.WPM will find shadow codes for insertions that have already been completed.

It is possible that some users may already have macros named either ALTI.WPM or ALTD.WPM in their directories. If this is the case, then ALTI.WPM or ALTD.WPM can be renamed and invoked by the new name (e.g., if ALTI.WPM is renamed ALTK.WPM, it can be invoked by pressing the "ALT" and "K" keys simultaneously).

The recommended use of the Macro Search Routine is as follows:

1. Place the cursor at the beginning of the WordPerfect 5.0 file and invoke ALTI.WPM.
2. After the search routine finds the first occurrence of a prompt, make the required insertion.

3. Delete the prompt that appears on the screen and then invoke ALTD.WPM to erase the shadow code. (ALTD.WPM should not be invoked if the user intends to go back later to address the prompt. If it is, ALTI.WPM will not find the prompt).
4. Repeat Steps 1 through 3 as necessary.

Naturally, the user will want to rename any file that contains edits when the file is saved. This will avoid writing over the model shell.

3.4 AST/CERM EXPLAN INSERTIONS

AST/CERM EXPLAN OUTLINE

1. Introduction
 - A. Purpose
 - B. Scope
2. Objectives of the Test
3. Scenario
4. Sequence of Test Events
5. Test Management
 - A. Organization
 - B. Support Requirements
6. Control
7. Evaluation
8. Test Preparation

3.4 AST/CERM EXPLAN INSERTIONS

The AST/CERM EXPLAN model shell requires several text and list insertions indicated by the prompts < > and @1, @2. Brief descriptions of these are described below. Those insertions indicated by the prompt [] are largely self-explanatory and are not discussed below.

AST/CERM EXPLAN: Section 1.A -- Introduction/Purpose

Two text insertions are required in Section 1.A. The first is a paragraph on the authority relationships and responsibilities pertaining to the specific test being planned. The next insertion required in this section is a paragraph summarizing the evaluation procedure for the specific test. Sample text from recent AST and CERM Handbooks is provided.

AST/CERM EXPLAN: Section 1.B -- Introduction/Scope

Section 1.B requires one text insertion and two list insertions. The text insertion is a paragraph summarizing the scope of the test. Sample text from recent AST and CERM Handbooks is provided. The first list insertion requires descriptions of various data systems involved in the test. The second listing to be inserted requires descriptions of aspects of U.S. participation in the test not listed in the model guide.

AST/CERM EXPLAN: Section 2 -- Objectives

Two list insertions are also required in Section 2. The first is a list of test procedures and mechanisms that are not included in the model guide. The second list insertion involves describing U.S. objectives to be pursued during the test, other than those listed in the model guide.

AST/CERM EXPLAN: Section 3 -- Scenario

Section 3 requires a brief insertion describing what is known in advance about the disruption scenario.

AST/CERM EXPLAN: Section 4 -- Sequence of Test Events

The one text insertion required in Section 4 is a brief description of the sequence of events to be followed during the test. Sample text from recent AST and CERM Handbooks is provided.

AST/CERM EXPLAN: Section 5.A -- Test Management/Organization

In addition to filling in the appropriate names on the Organization Chart (Figure 1) in Section 5.A, lists of other responsibilities for the Program Operations, Situation Analysis and External Operations groups must also be inserted in the chart. These lists of responsibilities must also be inserted in the body of text in this section.

AST/CERM EXPLAN: Section 6 -- Control

Section 6 requires one text insertion describing the control function for the specific test. Sample text from recent AST and CERM Handbooks is provided.

AST/CERM EXPLAN: Sections 7 and 8

Sections 7 and 8 require no text or list insertions.

3.5 WINTEX-CIMEX EXPLAN INSERTIONS

WINTEX-CIMEX EXPLAN OUTLINE

- I. Introduction
 - A. Purpose
 - B. Objectives
 - C. Concept
 - D. Scenario Assumptions
 - E. Level of Participation
- II. Major Events
- III. Exercise Management Structure
 - A. Tasks and Responsibilities
 - B. Level and Extent of Responsibilities
 - C. Energy Emergency Management Team (EEMT)
 - D. NWOO Executive Secretariat
- IV. Security
- V. Reports
- VI. Evaluation
- VII. Control
- VIII. Administration and Logistics

3.4 WINTEX-CIMEX EXPLAN INSERTIONS

Brief descriptions of the text, [], and list @1, @2, insertions required in the WINTEX-CIMEX EXPLAN model shell are provided below.

WINTEX-CIMEX EXPLAN: Section I.A -- Introduction/Purpose

Section I.A requires two text insertions. The first is a description of the general purpose of the exercise. The second is a description of DOE's mission for the exercise.

WINTEX-CIMEX EXPLAN: Section I.B -- Introduction/Objectives

Section I.B requires a list insertion of specific DOE objectives for the exercise.

WINTEX-CIMEX EXPLAN: Section I.C -- Introduction/Scenario Assumptions

Section I.C requires a list of assumptions regarding the exercise scenario.

WINTEX-CIMEX EXPLAN: Section I.D -- Introduction/Level of Participation

Section I.D requires two text insertions. The first is a discussion of why the level of participation by various Federal civil departments and agencies in the exercise varies. The second is a description of DOE's role, the DOE location, time and

dates of participation and the responsibilities of various DOE groups (e.g., DAS/IA, PE, CP, OSE, DP, etc.)

WINTEX-CIMEX EXPLAN: Section II -- Major Events

Section II requires list insertions describing, day-by-day, the major events of the exercise.

WINTEX-CIMEX EXPLAN: Sections III through VIII

Sections III through VIII require no text or list insertions.

3.6 PLAYER DIRECTORY INSERTIONS

PLAYER DIRECTORY OUTLINE

1. U.S. NESO
2. EEMT
3. IG-EV Response Development Subgroup
4. IEA Headquarters
5. IEA Country Contacts

PLAYER DIRECTORY INSERTIONS

The Player Directory model guide requires several name, telephone number and room number insertions specific to the test being prepared.

PLAYER DIRECTORY: Section 1 -- U.S. NESO

Section 1 requires the insertion of the names, telephone numbers and room numbers of players representing the U.S. NESO in the exercise.

PLAYER DIRECTORY: Section 2 -- EEMT:

Section 2 requires the insertion of the names, telephone numbers and room numbers of the EEMT.

PLAYER DIRECTORY: Section 3 -- IG-EV Response Development Subgroup

Section 3 requires name and telephone numbers of the IG-EV Response Development Subgroup.

PLAYER DIRECTORY: Section 4 -- IEA Headquarters

Section 4 requires name and telephone number insertions corresponding to the list of official titles at IEA Headquarters. Telefax and telex numbers for the U.S. MISSION OECD and IEA Secretariat Staff must also be provided.

PLAYER DIRECTORY: Section 5 -- IEA Country Contacts

In Section 5, the Handbook preparer needs to insert the names, telephone numbers, telex numbers and telefax numbers for each country contact.

Any additional player directories specific to a particular test should be inserted in this section of the test Handbook. Any player directories included in this Guidebook that are not relevant to a specific test should be deleted. Finally, model shells have not been provided for player directories that are the responsibility of agencies other than DOE. Test preparers should obtain and insert these player directory lists as necessary.

3.7 TEST SCHEDULE INSERTIONS

TEST SCHEDULE OUTLINE

1. Calendar
2. Schedule of Activities

TEST SCHEDULE INSERTIONS

The Test Schedule portion of the test Handbook is in calendar and table form as shown in the model guide. The following is an explanation of the required insertions.

TEST SCHEDULE: Section 1 -- Calendar

Section 1 should include monthly calendars covering the time period of the test exercise. The preparer may identify various exercise events in the appropriate dates on the calendar. This provides test exercise players with an overview of the test schedule sequence and time frame.

TEST SCHEDULE: Section 2 -- Schedule of Activities

Section 2 is a more detailed table of exercise events. The preparer may insert any additional terms in the acronym list preceding the table in this section. The table displays days, dates and times for conducting each event in Column 1; the "day/date/time" series should be inserted and repeated as often as necessary for the specific Handbook being prepared.

Column 2 of the Schedule is headed "Activity." The model guide lists the EEMS activities that would be conducted in most test exercises, although some may be "SIMULATED" or "NOREAL" (see below for term definitions). The test preparer may insert in

this list, where appropriate, other activities specific to the individual exercise.

The third column on the Schedule of Activities table is headed "Responsible Group." In this column, the preparer may insert the name of the group or official responsible for conducting or simulating the corresponding activity. This column is also used for noting the group or official responsible for conducting a "NOREAL" activity in a "real" situation.

The final column, "Status (NOREAL, SIMULATED)" is where the preparer indicates whether each specific test activity is "NOREAL" or "SIMULATED." The term "NOREAL" refers to an event which is assumed to occur but requires no action during the test exercise. The term "SIMULATED" indicates activities that will be simulated by exercise players. The status given to the various EEMS activities listed in the model shell are based on recent exercises; these, of course, may change in future tests.

3.8 COMMUNICATIONS PLAN INSERTIONS

COMMUNICATIONS PLAN OUTLINE

1. Introduction
2. Telecommunications Message Form (TMF)
3. EOC Chronological Communications Form (EOC CCFORM)
4. Message Format
5. MESSLOG System Capabilities
6. TMF Sample
7. EOC CCFORM Sample

COMMUNICATIONS PLAN INSERTIONS

The Communications model guide requires no insertions by Handbook preparer. However, certain tests may require additional communications instructions. In such cases, the preparer should insert these instructions where appropriate in this section of the Handbook. Attachments 1 and 2 are sample communications forms from a recent Handbook.

3.9 EVALUATION PLAN INSERTIONS

EVALUATION OUTLINE

1. Purpose
2. EVPLAN Organization
3. Evaluation Objectives
4. Procedures
5. Schedule
6. Evaluation Team Members - Attachment 1
7. Exercise Participant Questionnaires - Attachments 2, 3, 4 and 5

EVPLAN INSTRUCTIONS

The EVPLAN model guide requires three text insertions indicated by the prompt < >. The EVPLAN also requires the insertion of several names, dates, etc. indicated by the prompt []. These are not described below.

EVALUATION PLAN: Section 3 -- Evaluation Objectives

In Section 3 the preparer should insert specific evaluation objectives or activities other than those listed in the model guide.

EVALUATION PLAN: Section 5 -- Schedule

The second text insertion is in Section 5. The preparer should insert, if necessary and where appropriate, additional events into the evaluation schedule.

EVALUATION PLAN: Section 7 -- Exercise Participant Questionnaire

Section 7 (Attachment 2, page 2) requires, if necessary, insertions describing other test specific activities and processes to be evaluated.

SECTION 4

OTHER SECTIONS

- 4.1 Introduction
- 4.2 Other Sections of the AST Handbook
- 4.3 Other Sections of the CERM Handbook
- 4.4 Other Sections of the WINTEX-CIMEX Handbook

4.1 INTRODUCTION

Model Shells have been developed only for those Handbook sections which are common to AST, CERM and WINTEX-CIMEX but which require editing for specific test exercises. In addition to these, other sections, which are listed in the Handbook Checklist, have appeared in recent Players' Handbooks. These other sections include:

- Sections prepared by agencies other than DOE (e.g., IEA has prepared the Test Guidebook for recent AST and CERM exercises).
- Sections which are not common across AST, CERM and WINTEX-CIMEX exercises (e.g., the Antitrust Clearance Letter in the recent AST Handbook has not been required for either CERM or WINTEX-CIMEX Handbooks).
- Sections which are sufficiently general so that these do not necessarily require editing from one test exercise to another (e.g., the recent AST Handbook contained an overview of the EEMS process which could be included in future CERM or WINTEX-CIMEX Handbooks).

These other sections of Players' Handbooks are briefly described, in turn, for the AST, CERM and WINTEX-CIMEX exercises. Some of these other sections are included in the Addendum to this Guidebook.

4.2 OTHER SECTIONS OF THE AST HANDBOOK

Other sections of the recent AST Handbook for which Model Shells have not been developed are listed in Table 4-1. The

first column of this table displays, as a reference, the Handbook Checklist section number. The final two columns of Table 4-1 indicate, respectively, the agency responsible for preparing the section and whether the section is included in the Addendum.

Table 4-1
OTHER SECTIONS OF THE AST HANDBOOK

Checklist Section Number	Section Title	Responsible Agency	Included in Addendum
2.0	Glossary	DOE	Yes
3.0	Test System Overview	DOE	Yes
5.6	Player Directory: Reporting Company Contacts	IEA	No
7.0	Test Guide	IEA	No
8.0	EEMS	DOE	Yes
10.0	Voluntary Offer Process	DOE	Yes
11.0	State Participation	DOE	No
12.0	U.S. Reporting Company Training Manual	DOE	No
13.0	Anti-Trust Clearance Letter	DOE/DOJ	No

Glossary

The Glossary is a listing of the acronyms and definitions of terms that are included in the AST Handbook. This glossary, which was prepared by the DOE, is included in the Addendum. Of course, the glossary should be expanded if additional acronyms appear in future AST Handbooks.

Test System Overview

Preparation of the Test System Overview is also the responsibility of the DOE. This section describes the Emergency Sharing System in terms of overall purpose, activation and operation. Outlines of the groups and agencies involved in the system and their basic responsibilities are also found in this section, which is included in the Addendum.

Player Directory: Reporting Company Contacts

Part of the AST Player Directory section includes Reporting Company Contacts. Since the preparation of this list of contacts is the responsibility of the IEA, it is not included in the Addendum.

Test Guide

The AST Test Guide is an IEA developed document. The Guide contains instructions for all Test participants and country-by-country data for use as background conditions before the Test disruption scenario commences. Various appendices include

communication information, explanations and descriptions of the Voluntary Offer Process, reporting instructions for preparing Questionnaires A and B and supply information to assist the ISAG. This section is not included in the Addendum.

EEMS

The section entitled EEMS is prepared by the DOE and includes brief overviews of both EEMS and EEOM. This section, which is included in the Addendum, is sufficiently general so that it can be included in future AST Handbooks without editing (assuming no future changes to EEMS or EEOM). In addition, this section could be included in future CERM or WINTEX-CIMEX Handbooks, at the discretion of the Handbook preparer.

Voluntary Offer Process

This section, which was prepared by DOE, is a brief description of the Voluntary Offer Process. It is sufficiently general so that it could be included in future AST Handbooks with only minor editing. Accordingly, it is included in the Addendum.

State Participation

In this section, the participation of State Energy Office personnel in the recent AST exercise is described and a schedule of events is provided. This section was prepared by DOE; however, since the level of participation of States in future AST exercises may change, it is not included in the Addendum.

U.S. Reporting Company Training Manual

The U.S. Reporting Company Training Manual, the eighth section, provides U.S. Reporting Companies and their affiliates in the U.S. with information and guidance on carrying out their responsibilities during the recent AST exercise. Questionnaire preparation and data transmission instructions are also included in this section which is prepared under DOE direction. This section is not included in the Addendum because substantial editing may be required, depending on the objectives and design of future AST exercises.

Anti-Trust Clearance Letter

The section entitled Anti-Trust Clearance Letter, which is the joint responsibility of DOE and DOJ, provides antitrust clearance for companies' participation in AST exercises. Because clearance must be received for each individual exercise, this section is not included in the Addendum.

4.3 OTHER SECTIONS OF THE CERM HANDBOOK

A list of other sections of the recent CERM Handbook for which Model Shells have been developed is provided in Table 4-2.

Table 4-2

OTHER SECTIONS OF THE CERM HANDBOOK

Checklist Section Number	Section Title	Responsible Agency	Included in Addendum
2.0	Glossary	DOE	Yes
7.0	Test Guide	IEA	No
8.0	EEMS	DOE	Yes
14.0	Operations Manual	IEA	No
15.0	Control Plan	DOE	No

Glossary

The CERM Glossary is prepared by the DOE and is a list of acronym and term definitions used in the CERM Players' Handbook. It is included in the Addendum, but should be expanded if future CERM Handbooks contain additional acronyms.

Test Guide

The IEA is responsible for preparing the CERM Test Guide. The Test Guide outlines, for training purposes, the process for conducting coordinated stock drawdowns and implementing demand restraint measures in response to a significant oil supply disruption. Disruption scenarios, response measures, a sequence of test activities and various group and agency responsibilities are also included in this section. It is not included in the Addendum.

EEMS

The section entitled EEMS is prepared by the DOE and includes overviews of both EEMS and EEOM. This section, which is included in the Addendum, is sufficiently general that it can be included in future CERM Handbooks without editing (assuming no future changes to EEMS or EEOM).

Operations Manual

The CERM Operations Manual is an IEA document. The purpose of this manual is to set forth the procedure to be followed in implementing decisions made by the Governing Board concerning stocks and supply disruptions. It is not included in the Addendum.

Control Plan

The Control Plan, which is the responsibility of the DOE, includes descriptions of the functions that the Control Group needs to perform as a result of the CERM exercise objectives, scenario and design. Some of these functions are verifications of exercise activities, maintaining records of exercise activities and interpreting data inputs when necessary. Since the control plan is likely to change for future exercises, it is not included in the Addendum.

4.4 OTHER SECTIONS OF THE WINTEX-CIMEX HANDBOOK

Other sections of the recent WINTEX-CIMEX Players' Handbook for which Model Shells have not been developed are listed in Table 4-3.

Table 4-3

OTHER SECTIONS OF THE WINTEX-CIMEX HANDBOOK

Checklist Appendix Number	Section Title	Responsible Agency	Included in Addendum
A	WINTEX-CIMEX Objectives	FEMA	No
B	Detailed Scenario	FEMA	No
C	Player Arrival Schedule	DOE	No
D	Map of NETL & Training Notes	FEMA	No
E	Event Time Line	FEMA	No
F	Security Classification Guide	FEMA	No

Appendix A. WINTEX-COMEX Objectives

Appendix A contains descriptions of WINTEX-CIMEX objectives. This document, which is prepared by FEMA, is not included in the Addendum.

Appendix B. Detailed Scenario

Appendix B provides the details of the WINTEX-CIMEX scenario that are known prior to the start of the exercise. This document is prepared by FEMA and is not included in the Addendum.

Appendix C. Player Arrival Schedule

The Player Arrival Schedule is a one page document prepared by DOE that describes planned arrival times for the JOS-WEST, JOS-EAST, NOEB-WEST and the NATO Military. Because the names and arrival times will likely change in future exercises and because the document is so brief, there is little to be gained by including it in the Addendum.

Appendix D. Map of NETC and Training Notes

This document provides background information for participants expected to take part in FEMA training exercises. It is prepared by FEMA and it is not included in the Addendum.

Appendix E. Event Time Line

The Event Time Line is a schedule of events that will occur during the exercise. This document, which is prepared by FEMA, is not included in the Addendum.

Appendix G. Security Classification Guide

This document describes security procedures to be followed before, during and after the exercise. It is prepared by FEMA and is not included in the Addendum.

APPENDIX
MODEL SHELLS

- 1 AST/CERM EXPLAN
- 2 WINTEX-CIMEX EXPLAN
- 3 Player Directories
- 4 Test Schedule
- 5 Communications
- 6 EVPLAN

[Test Name] PLAYERS' HANDBOOK

TAB [Appropriate #]

EXERCISE PLAN (ExPlan)

1. INTRODUCTION

A. PURPOSE AND BACKGROUND

This Exercise Plan (ExPlan) establishes the guidance for United States participation in the [Test Name] to be conducted from [date] to [date] under the sponsorship of the [Agency].

<Insert paragraph on authority and responsibility: see AST-6 and CERM examples>

A The Agreement on an International Energy Program (IEP) establishes an international Emergency {Oil} Sharing System (ESS) which, when activated, requires the participating countries to share available oil supplies according to an established formula. The IEP further provides that the IEA shall, on a continuing basis, review and assess the readiness of the ESS. In accordance with this responsibility under the IEP, the IEA periodically schedules tests in an effort to assure that readiness. ***A***

C On July 11, 1984, the IEA Governing Board's Decision on Stocks and Supply Disruptions established a framework for international consultations on coordinated drawdown of petroleum stocks and other response measures in the event of a significant or potentially significant oil supply disruption. Procedures for implementing the July 1984 Decision were developed by the IEA

Standing Group on Emergency Questions (SEQ) and are set forth in the CERM Operations Manual. Included in the Operations Manual are subjects to be considered in international consultation; information requirements for such consultations (i.e., information on the disruption and countries' response capabilities); a general methodology for developing a coordinated response; and procedures for monitoring country performance in carrying out the coordinated response. In September 1987 the International Energy Agency's (IEA) Governing Board provisionally approved the Operations manual and agreed that the test of these procedures should be undertaken. *C*

This ExPlan is based on the [Test Name] Test Guide which was prepared under the auspices of the [Name of Committee]. The Test Guide, which is appended at [Appropriate Tab #] in the Players' Handbook, contains the instructions to be followed by all test participants including [List Groups of Participants]. Accordingly, the Test Guide sets forth the objectives of the test, the overall test timetable, and provides detailed guidance for carrying out the test.

[Name of Test] is conducted for training purposes and will not involve any physical drawdown of stocks or actual implementation of demand restraint measures. In general, each participating country is to exercise its energy emergency response measures, including management procedures, appropriate and

necessary to cope with a supply disruption specified in the disruption scenario.

<Insert paragraph summarizing evaluation procedures: See AST-6 example.>

A Following the test, participants will prepare self-appraisal reports for review by the SEQ. The Secretariat report will summarize and, possibly, evaluate the comments and observations provided by the country appraisals. The IEA appraisal process will be concluded by a Governing Board discussion of the report submitted to it by the SEQ. DOE's appraisal report to the IEA will be based on observations by the DOE players. In addition to the appraisal prepared for the IEA, an internal DOE evaluation report will be prepared and submitted to the Deputy Assistant Secretary for Energy Emergencies (DAS/EE). ***A***

B. SCOPE

<Insert paragraph summarizing scope: See AST-6 and CERM examples.>

A The test will involve one full monthly allocation cycle of the ESS (Cycle I) and a truncated cycle (Cycle II) that will end after countries' Allocation Rights/Obligations have been calculated. It is expected that all twenty-one IEA member

countries will be actively involved in the test. Member countries are free to simulate implementation of domestic programs which are consistent with their national policies. The test will not involve, however, any actual redirection of oil or the actual implementation of any program which would affect the consumers of member countries. ***A***

C The IEA Executive Director and Secretariat will conduct the international aspects of the CERM test in Paris. Test activities in Member countries will be carried out by their respective national Emergency Organizations (EOs). The Department of Energy (DOE) is the EO for the United States. ***C***

The following generally describes the scope of U.S. participation:

- The test will be carried out primarily by DOE supported by State Department personnel. Members of the Response Development Subgroup of the Interagency Group on Energy Vulnerability (IG-EV) also will be involved.
- Domestic activities taking place outside DOE and the State Department, except for coordination functions by the IG-EV, will be either performed by DOE surrogates or otherwise simulated.
- To the maximum extent feasible, participants will use the facilities of the DOE Emergency Operations Center (EOC) in carrying out their responsibilities. A substantial portion of exercise activities will be performed at normal duty stations. The test [will, will not] involve the exercise of any field procedures.
- The exercise will occur primarily during regular duty hours. It is possible, however, that some weekend and/or after-hours work will be required.

- As with previous energy emergency exercises, Energy Emergency Management Systems (EEMS) procedures will be followed. An excerpt of the Energy Emergency Operations Manual (EEOM) which sets forth these procedures, annotated for the purposes of this test, is provided at Tab [Appropriate #].
 - @1. <describe other aspect of U.S. participation>
 - @2. <describe other aspect of U.S. participation>
- The test will involve the operation of special data systems which are required to support the [procedure being tested]; these are:
 - @1. <describe data system 1>
 - @2. <describe data system 2>

2. OBJECTIVES OF THE TEST

The objectives for [Test Name], as stated in the Test Guide are as follows:

- To train the [Office Name], Member governments and oil company personnel in the essential procedures and mechanisms of the [Name of System Tested], this includes:
 - Exercising, to the maximum extent possible, the procedures for the compilation, transmission, handling and verification of data on the detailed flows of [Energy Source] supplies for companies and countries.
 - @1. <describe other procedure/mechanism>
 - @2. <describe other procedure/mechanism>

In line with these objectives, DOE will focus on the operational procedures necessary for U.S. participation in the [Name of

System Tested] and not on the policy aspects of responding to major international oil supply disruptions in which the [Name of System Tested] could be activated. Accordingly, the following additional objectives will be pursued:

- To exercise implementation of U.S. energy emergency responses, including the operation of the EEMS.
 - To identify modifications and improvements to U.S. energy emergency response procedures.
- Q1. <describe other U.S. objective>
- Q2. <describe other U.S. objective>

3. SCENARIO

The supply disruption scenario for each test cycle will be selected by the [Name of Control Group] and issued by telex by the [Identity of Telex Issuer]. The details of the scenarios will be [known, unknown] to participants [when, until] the Disruption Telexes are issued. However, the scenario will involve <brief description of what is known about disruption scenario>.

The disruption scenario will identify the date on which the [System Name] has been activated, the procedures to be adopted to reflect the net effect of the supply disruption as of [Date] and the measures taken to counter it. DOE controllers will expand

details within that scenario to provide a more realistic backdrop for the measures to be exercised.

4. SEQUENCE OF TEST EVENTS

The [Test Name] Test Guide sets forth the sequence of activities which will govern the conduct of the test for all participants. Tab [Appropriate #] provides a detailed schedule of activities which the U.S. will be carrying out during the test. This schedule conforms to the sequence of activities in the [Test Name] Test Guide, and, in addition, includes activities internal to the U.S. (e.g., analyses, EEMT meetings, etc.)

<Describe, briefly, sequence of events: See AST-6 and CERM examples.>

A There will be one and a half test cycles in October and November 1988, corresponding to a petroleum supply data base for the same months in 1987. Each cycle will be initiated by a disruption telex to be sent by the IEA Executive Director to all NESOs, the Commission of the European Communities and Reporting Companies. The disruption telex for the first cycle will be sent on September 23, and this will initiate the test activities (although the nominal starting date of the exercise is October 1). ***A***

C A summary of these test events is as follows:

- Prior to the test, member countries prepare and submit to the Secretariat, information on their emergency response capabilities.
- On January 13, 1988, the IEA Executive Director initiates the test with a Telex describing the disruption.
- From January 13 through January 18, countries analyze the situation and take appropriate preliminary steps for implementing emergency response measures pending an agreement on a coordinated response. Countries also review the previously submitted response capabilities information.
- On January 19, countries notify the IEA Secretariat of the emergency response measures they will "implement" and the level of implementation (for example, the SPR drawdown rate). (Note: This is an artificial step for the test. In an actual situation, country representatives to the IEA Consultative Group would have reviewed response option information and instructions and would use this information in negotiating a coordinated response.)
- Also on January 19, countries confirm to the Secretariat their emergency response capability information, updated as necessary.
- On January 20, a meeting of the Consultative Group at IEA Headquarters in Paris is simulated. Energy officers or advisors from country missions or embassies in Paris will attend. (Note: no negotiations will take place. The purpose is to train IEA Secretariat staff in preparing for such meetings and to inform countries as to each others plans for the test.)
- After the meeting on January 20, the Executive Director sends a telex confirming (simulating) "agreement" of the coordinated actions and requesting implementation.
- From January 21 through February 12, countries exercise, to the maximum extent feasible, their emergency response measures.
- On February 12, countries submit a report describing the measures implemented and the simulated affects. ***C***

5. TEST MANAGEMENT

A. ORGANIZATION

The U.S. organization structure for [Test Name] is adapted from the EEMS. Figure 1 displays the struture and the personnel assignments for each component group. A Staffing List is found at Tab [Appropriate #].

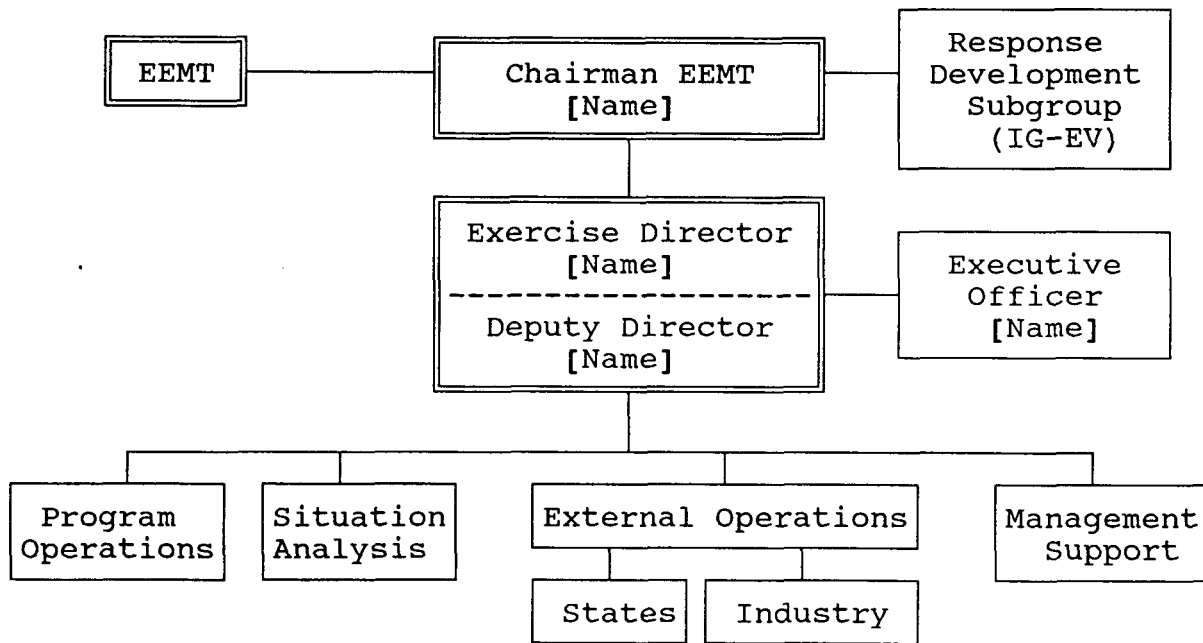
The Chairman of the Energy Emergency Management Team (EEMT) serves as the Head of the U.S. [Name of U.S. Organization; e.g., NESO]. Day-to-day management of the exercise will be provided by the Exercise Director and the Deputy Exercise Director who will also function as the Operational Head and Deputy Operational Head, respectively, of the U.S. [Name of U.S. Organization]. An Executive Officer will provide administrative assistance in coordinating exercise activities. The staff of the [Name of U.S. Organization] will consist of four groups:

- The Program Operations Group is responsible for developing the U.S. response options to disruption scenarios
 - Preparing U.S. guidance telex
 - Investigating/resolving data discrepancies
 - @1 <description of other responsibility>
 - @2 <description of other responsibility>

Figure 1

[Test Name]

ORGANIZATION CHART



- Response Options
- U.S. Guidance
- a1 <other responsibility>
- a2 <other responsibility>

- Disruption Analysis
- SPR Simulation
- a1 <other responsibility>
- a2 <other responsibility>

- a1 <responsibility>
- a2 <other responsibility>

- Communications
- Message Control
- Action Tracking
- Facilities
- Administration

- The Situation Analysis Group is responsible for
 - Analyzing the disruption scenario and coordinating with the Program Operations Group
 - Performing computations in connection with the simulated SPR drawdown
 - Monitoring/analyzing effects of U.S. response options
 - @1 <description of other responsibility>
 - @2 <description of other responsibility>
- The External Operations Group is responsible for
 - @1 <description of other responsibility>
 - @2 <description of other responsibility>
- The Management Support Group is responsible for
 - Transmitting/receiving messages via DOE telefax/telex systems
 - Logging internal and external message traffic and communications into OEE's Message Logging system (MESSLOG)
 - Tracking tasks assigned by the EEMT Chairman, Exercise Director and Deputy Director
 - Ensuring the availability of appropriate facilities/equipment
 - Provide general administrative/clerical support

B. SUPPORT REQUIREMENTS

The EOC will be used during the test in an effort to simulate actual operation in an emergency. Overtime will be required only to complete test activities in progress which cannot reasonably be postponed until the following work day, or to review and

assess test progress, or to recover lost time or meet a critical schedule. The EOC will be used during normal working hours (0700 to 1800 hours) or on an as-needed basis. Exercise participants will be issued an identification badge for the EOC.

A [small, moderate, large] volume of message traffic is expected. Any communications services (messengers, telephone service, etc.) or other special equipment (computers, word processors, etc.) needed for the test that would normally be required in an emergency will be provided by the Management Support Group. (See Tab [Appropriate #] for communication instructions). The main EOC will be used by the EEMT. (It may be necessary to accommodate meetings during this period for other DOE offices. The Executive Officer will make alternate arrangements, if necessary.) The adjacent conference room will be used by the Management Support Group and for other staff requirements. Other Groups are asked to make alternative arrangements for meetings but may use the EOC if necessary by consulting with the Executive Officer.

Secure storage for working test documents is available in the EOC.

The Management Group will utilize the message tracking system developed by EE.

6. CONTROL

<Describe test control: see AST-6 and CERM examples.>

A The IEA will exercise the control function; therefore, there will be no DOE control function as such during AST-6. However, should a DOE control function be required, the EEMT Chairman may appoint an ad hoc team to perform that function. ***A***

C During the CERM Test, the Control Team will be charged with the responsibility for simulating all external domestic and Departmental events. (A Control Plan is included in Appendix I.) The team's responsibilities include:

- tracking the initiation, progress, and completion of test activities and communications;
- simulating and surrogating non-participating DOE officials, external domestic private and public organizations; and
- maintaining a record of activities, including activity durations, unusual events, test problems and their resolution. ***C***

7. EVALUATION

Each participant will be asked to evaluate his or her part in the achievement of the exercise objectives by means of a participant questionnaire and post exercise interviews. Each participant should pay particular attention to: (1) information and data supplied as input to each task or activity; (2) the

performance of the task or activity itself; and (3) the product for the succeeding task or activity.

The Program Operation Group will record findings based on the observation of exercise activities in the EOC and attendance at all key exercise meetings/briefings, as well as responses to participant interviews and questionnaires. The Group will provide a "First Impressions" summary of major findings to the Exercise Director within three days following completion of the exercise and an internal evaluation report to the DAS/EE within 30 days of exercise completion. (An Evaluation Plan is set out at Tab [Appropriate #]).

The appraisal report to be submitted to the [Committee Name] will be coordinated and integrated by the Deputy Operating Head in coordination with the Program Operations Group. The report will be completed by [date] and submitted to the [Receiving Office].

The guidelines governing the appraisal process are set forth in [Chapter #] of the Test Guide.

8. TEST PREPARATION

An orientation session will be held on [date] between [time] and [time] hours in Room [Room #] for all participants and will include:

- Description of the EEMS organization and process.
- Explanation of the test process.
- Discussion of the [Test Name] ExPlan and personnel assignments. This orientation will include:
 - certification that all documents and procedures required for the test are current and complete and note exceptions;
 - verify that all personnel, facilities and equipment are ready for the exercise; and
 - highlight exercise procedures, schedule and artificialities.

WINTEX-CIMEX [year] PLAYERS' HANDBOOK

EXERCISE PLAN (EXPLAN)

I. INTRODUCTION

(U) This Exercise Plan (EXPLAN) establishes the Department of Energy's (DOE) requirements for the North Atlantic Treaty Organization (NATO) sponsored exercise, WINTEX-CIMEX [year], a NATO Command Post Exercise (CPX). This Plan is based on concepts set forth in the Federal Emergency Management Agency's EXPLAN, which is directed to U.S. civil departments and agencies and NATO Emergency Planning Directorate's exercise documentation. The exercise also is designed to interface with the military exercise of the same name involving the Office of the Secretary of Defense (OSD), the Organization of the Joint Chiefs of Staff (OJCS), Defense agencies, and Unified and Specified Commands and Services.

(U) This EXPLAN identifies the objectives, pre-start of exercise or STARTEX scenario, operational organizations, participants, staff support, security and the communications and procedural requirements and assessment format for DOE.

A. (C) Purpose. The purpose of WINTEX-CIMEX [year] is to <insert paragraph on purpose>

(C) DOE's specific mission is to test and evaluate the operations and up-dated procedures of the <insert paragraph on DOE mission>

B. (U) Objectives. Overall WINTEX-CIMEX [year] objectives are set out in Appendix A. DOE specific objectives include the following:

@1 <list objective>

@2 <list objective>

C. (U) Scenario Assumptions. Exercise assumptions provide background information. The assumptions portray readiness preparations that might have been taken as prudent measures and set a baseline for further play.

@1 <describe scenario assumption>

@2 <describe scenario assumption>

D. (S) Level of Participation. The level of participation by Federal civil departments and agencies varies. <describe why level of participation varies>

(S) U.S. DOE. <insert description of DOE's role, location, hours of day, dates and duties for DOE groups, i.e., DAS/IA, PE, CP, OSE, DP, etc.>

(U) In addition to DOE, the following Federal departments and agencies will have a role in WINTEX-CIMEX [year].

1. (U) Department of State: Provide political and diplomatic policy assistance in support of the National Command Authority.

2. (U) Department of Health and Human Services: Provide input to discussions leading to a decision on whether or not noncombatant evacuation operations will be recommended for implementation.

3. (U) Department of Transportation: Participate through the Office of Emergency Transportation (OET) representing the Office of the Secretary and all other operating elements except the Maritime Administration (MARAD) and the U.S. Coast Guard. OET will provide support to OJCS and take other actions to simulate execution of operation or contingency plans.

4. (U) Maritime Administration: Provide shipping support operations and simulate actions.

5. (U) National Communications System (NCS): Operating from the National Coordinating Center and the NCS/DCA Operations Center, NCS will function in the support of the telephone and telegraph of [name system] to coordinate the provision and restoration of civil communication services, coordinate Security Emergency Preparedness telecommunication requirements for the Federal government and monitor the telecommunications services supporting the [name system].

6. (U) Federal Emergency Management Agency (FEMA): Coordinate U.S. civil agency participation during the conduct of

WINTEX-CIMEX [year], advise and assist the Exercise President, through the Department of State provide coordinated guidance to and coordinate and publish the NATO and national Civil Situation Reports (CIVSITREPS).

II. MAJOR EVENTS

(U) Prior to test

- (U) Analyze lead-in scenario (i.e., events prior to the start of the exercise -- STARTEX).
- (U) Consider response options.

@1 [1st day] [1st date]

- (U) Start of exercise ([time]).
- @1 ([classification]) <describe other first day activity>
- @2 ([classification]) <describe other first day activity>

@2 [2nd day] [2nd date]

- @1 ([classification]) <describe second day activity>
- @2 ([classification]) <describe second day activity>

III. EXERCISE MANAGEMENT STRUCTURE.

A. (C) Tasks and Responsibilities. DOE will involve senior management in the decision process to respond to [identify whose] actions and exercise various organizations with responsibilities in the [identify whose] area. DOE's main participation will occur through the Office of International Affairs and Energy

Emergencies (IE) and will involve the use of the Energy Emergency Management System (EEMS) for [DOE role] activities.

B. (C) Level and Extent of Participation. EEMS will be employed for U.S. [DOE role] from Headquarters in Washington D.C. during normal business hours and on extended hours on an "as necessary" basis. IE separately will provide staff support to [identify agencies] at [identify location] on a twenty-four hour basis.

C. Energy Emergency Management Team (EEMT).

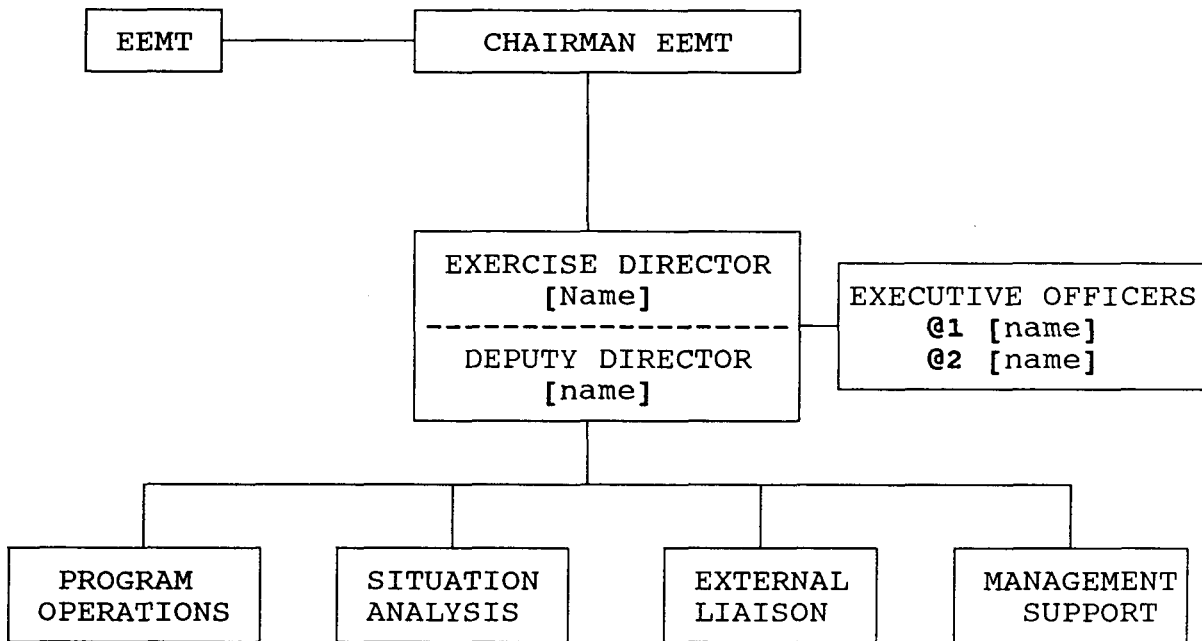
1. (C) Organization and Structure. For the purpose of WINTEX-CIMEX [year], the EEMT, composed of appropriate members from primary organizational elements of the department, will provide policy direction, guidance and coordination for all exercise tasks assigned to the [DOE role]. The DAS/EE will serve as Chairman of the EEMT and be assisted by an Executive Officer (EO) on his behalf. (See Figure 1 for [DOE role] organizational chart).

(U) Appropriate Secretarial Officers will be expected to designate representatives to the EEMT. Due to the emergency responsibilities of certain DOE elements, more than one EEMT member may be designated. During the exercise, each designated EEMT

Figure 1

[DOE role]

ORGANIZATION FOR WINTEX-CIMEX [year]



@1 [name]*	@1 [name]*	@1 [name]*	@1 [name]*
@2 [name]	@2 [name]	@2 [name]	@2 [name]

* Group Leader

representative will act as an Assistant Secretary and will have full authority to represent his/her particular organization.

(U) The EO is responsible for coordinating all activities of the EEMT and obtaining required concurrences prior to forwarding materials to the Chairman or OH for signature and transmittal.

(U) Generally, the EEMT will be responsible for coordinating the development of [DOE role] responses. It will meet at the call of the Chairman or the EO.

(U) Support Sections will provide analytical, mobilization and administrative support during the exercise and will report to the Chairman of the EEMT or to the EO. (The staff responsibilities for each of these Sections and DOE staff duty roster are set out in Appendix [appendix number]).

2. (U) Procedures. The EEMT will meet at the call of the Chairman or the EO in Room GA-293, (the Forrestal Emergency Operations Center). The EO will be responsible for preparing an agenda and notifying players of the meeting time.

(U) EEMT meetings will begin with an intelligence report, followed by a status report of actions completed and outstanding. Major issues will be considered by the EEMT and appropriate actions recommended. The agenda will identify the topics

scheduled for discussion and decision to facilitate EEMT discussions.

(U) All incoming and outgoing message traffic will be logged through the File and Document Control Officer of the Administrative Support Section. Message traffic directed to the [DOE role] will be logged by the Document Control Officer and forwarded to the appropriate Section for action and/or presentation to the EEMT for guidance. The details of this logging and communication system are set out in Appendix [appendix number].

(U) The EO will be responsible for insuring preparation of DOE's input into FEMA's daily CIVSITREP. This report, covering activities from noon of the previous day to noon of the reporting day, must be received in FEMA's Emergency Coordination Secretariat either electronically or by special messenger by 1400 hours each day. Consequently, the morning EEMT meetings will consider staff recommendations for inclusion in this daily report.

(U) Full staff to the [DOE role] will be maintained during normal working duty hours and while it will not be necessary for members to be in the Operations Center at all times, they should provide the EO with phone numbers where they can be reached if not at their usual work stations.

(U) After hours, the EO or his alternate may be reached through the Alert Coordination Officer (ACO) who in turn will notify appropriate DOE officials as necessary.

D. NWOO Executive Secretariat (EXSEC).

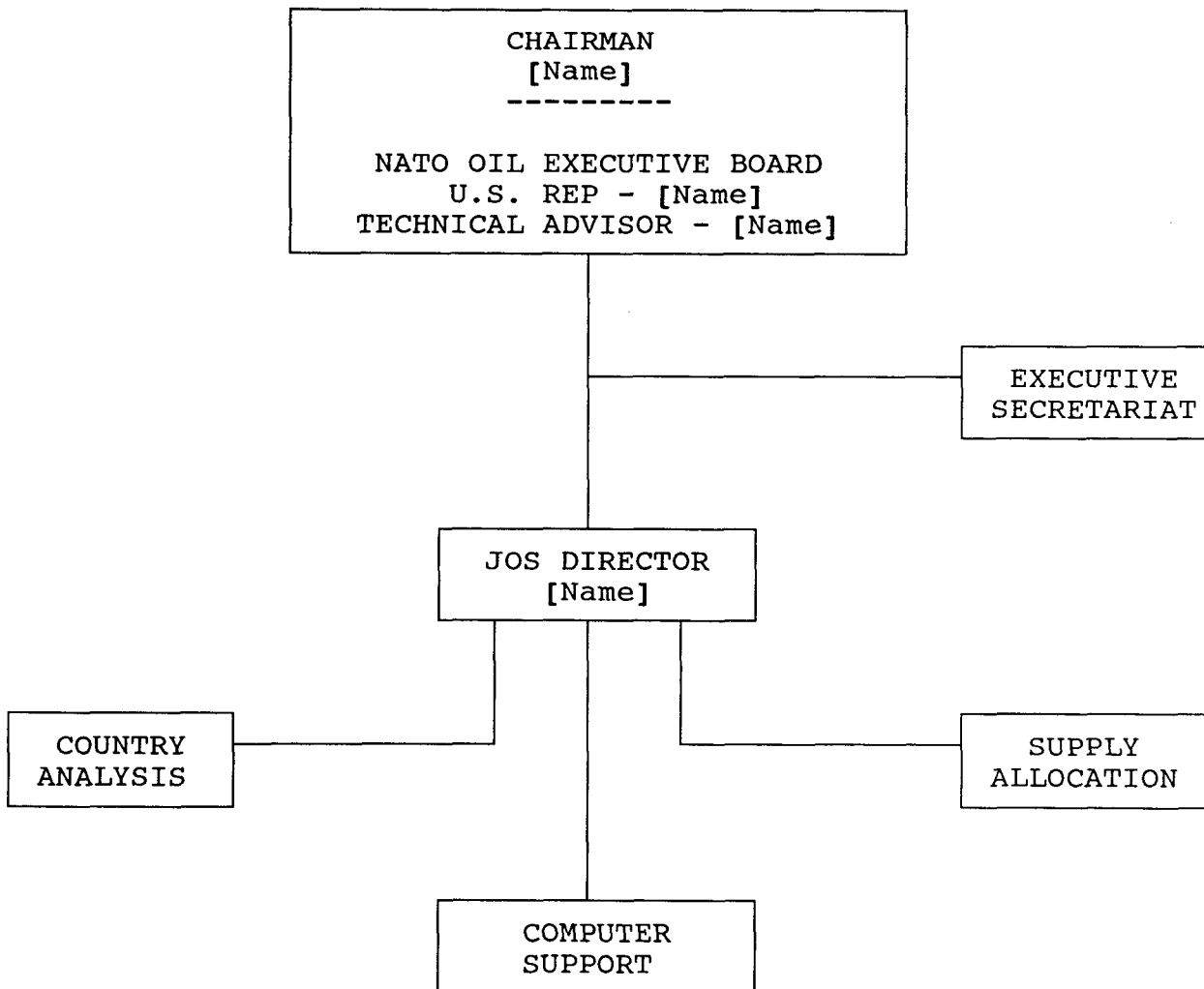
1. (U) Organization and Structure. The EXSEC supports the NOEB-West and responds to all NWOO-West requests for management support. (See Figure 2 for organization of NWOO).

(U) The EXSEC (See Figure 3) is responsible for operational and administrative management of the Secretariat and represents NWOO-West when dealing with NWOO's counterparts in other NCWAs. The EXSEC is also responsible for coordinating with NOEB-West and JOS-West to assure administrative support.

(U) The EXSEC is assisted by an Assistant Secretary for NOEB-West (AS-NOEB) and an Assistant Secretary for JOS-West (see Figure 3).

(U) Support staff consists of an Administrative Officer (AO) responsible overall staff support to the Secretariat. His staff includes a Communications Officer and two team Chiefs responsible for message logging, preparation and dissemination and for analytical support. (The support staff responsibilities and DOE staff duty roster are set out in Appendix [appendix number]).

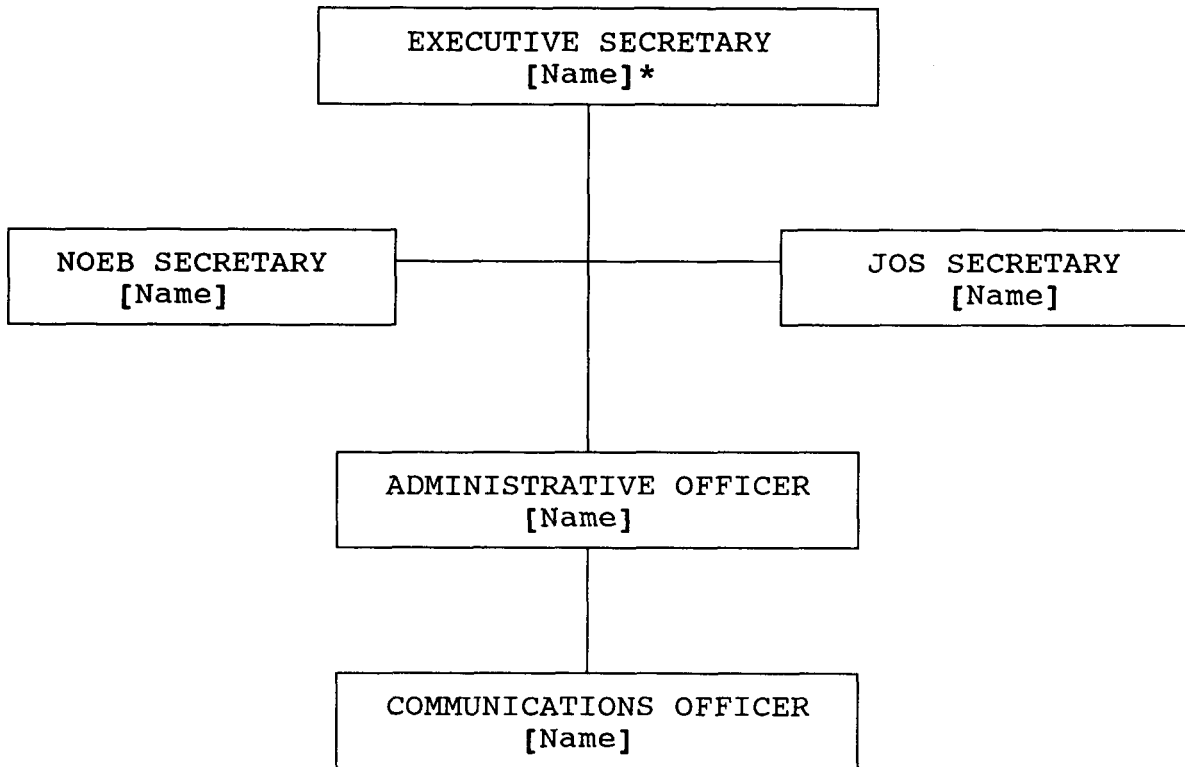
FIGURE 2
NWOO-WEST ORGANIZATION
WINTEX-CIMEX [year]



NOTE: U.S. Representative to NOEB-East is [Name].

Figure 3

NWOO-WEST EXECUTIVE SECRETARIAT



* Also serves as U.S. Rep. to NOEB-WEST.

(U) In addition, the department will provide direct administrative communication support to FEMA in its communications center at the wartime relocation site.

2. (U) Procedures. The S-NOEB and S-JOS are responsible for operational and administrative support to their respective organizations. All message traffic (incoming and outgoing) will be funneled through these two executives by the Logging and Administrative Support Team. (The same logging procedures applied to the NOB will be used for internal control of messages. However, a second layer of requirements will be applied to conform to FEMA procedures for messaging. These procedures are set out in Appendix [appendix number]).

(U) Nucleus DOE support staff will convene at the relocation site on [date] to assure completion of arrangements for participants arrival beginning [date] through [date]. (Staff arrival times are provided in Appendix [appendix number]. See Appendix [appendix number] for a list of non-DOE participants and their anticipated arrival times).

(U) Because the exercise will involve round the clock activity, an Administrative Duty Officer (ADO) will be assigned from available department staff to service participants and obtain needed support services whenever required during off hours

(1700 to 0800). ADO watch assignments will be posted in Room [room number] of [building name].

IV. (U) SECURITY. All DOE participants must have as a minimum a SECRET/NSI clearance and be authorized access to NATO Secret documents. For participants at the wartime site and for other observers at FEMA, this status must be authenticated to the FEMA Security Officer by the DOE Personnel Security Officer in coordination with [person responsible] ([phone number], Room [room number]). A roster of all personnel so authorized will be posted at the entrance to both facilities and participants will be issued a special badge to facilitate entrance and egress to the facility.

(U) Players are responsible for safeguarding documents in their possession and are urged to secure such documents in safefiles provided for that purpose.

(U) Not later than 60 days after completion of the exercise, participants must either destroy or formally control exercise documents. Up to 60 days, exercise working materials may be destroyed without record.

(U) Only official DOE exercise classifiers, [names] may classify DOE originated materials and messages.

(U) If a document is addressed to NATO and is expected to be NATO classified, it must be transmitted to the U.S. Mission, NATO or to FEMA with instructions that the document is releasable to NATO. (Appendix [appendix number] contains a Security Classification Guide and general procedures for safeguarding security).

(U) Disposal of discarded classified material will be in the normal manner and undertaken regularly by the support staff.

(U) The Office of Secretary of Defense for Public Affairs has been established as the sole authority for approving all U.S. news releases concerning WINTEX-CIMEX [year]. All inquiries about the exercise should acknowledge that an exercise is being conducted and the inquirer should be referred to [name] in FEMA's Office of External Affairs, [phone number].

V. (U) REPORTS. DOE will be required to submit a daily report to FEMA on energy matters for incorporation into the U.S. CIVSITREP. In addition, DOE staff will be required to submit a "First Impressions Report" to the Emergency Coordination Secretariat ATTN: FEMA NP-FP-FE by [time and date]. (Report should be submitted according to the format contained in Appendix [appendix number]).

(U) Critique reports will be submitted to FEMA ATTN: NP-FP-FE no later than [date].

VI. (U) EVALUATION. The evaluation function will be performed by a specially designated group within EE. This group will be responsible for developing a basic plan to collect player comments, assess and consolidate them and prepare a report within the guidelines required by FEMA. In addition, the group will be responsible for preparing an internal evaluation document which will assess how well DOE test objectives were met.

(U) All participants will provide information for development of these reports in the form of periodic (as necessary) assessments. (For the form of this FEMA required assessment, see Appendix [appendix number]).

VII. (U) CONTROL. The primary responsibility for design and conduct of the exercise rests with NATO. The Civil Emergency Planning Directorate of NATO Headquarters will provide the overall control function.

(U) Specific coordination of U.S. civil activity will be the responsibility of the FEMA Exercise Control Team located in the Emergency Information Center, Room M-1, FEMA Headquarters. The Center will operate 24 hours per day, seven days a week during the exercise.

(U) The DOE exercise control function will be limited to monitoring the flow of exercise play and, if necessary, injecting additional messages if play warrents.

(C) The COSIN will not be released to players or unauthorized persons but will be available to key staff who have a specific "need to know."

VIII. ADMINISTRATION AND LOGISTICS

A. (U) Training. Because Department personnel will be operating at [number of sites] sites (including [identify locations]), FEMA has tailored the training component to meet the specific needs of each group. The attached Milestone Chart indicates the dates training will be offered by FEMA.

B. (U) Logistics. Room arrangements, assignments, as well as general facility layouts will be provided to each of the players. In addition, players will be provided with a list of events during the exercise, available equipment as well as names of players and phone numbers. In the case of non-DOE employees, phone numbers and room assignments will be made available in advance of their arrival to afford them an opportunity to make appropriate arrangements with their offices.

[Test Name] PLAYERS' HANDBOOK

TAB [Appropriate #]

PLAYER DIRECTORIES

[Test Name] PLAYERS' HANDBOOK

TAB [Appropriate #]

PLAYER DIRECTORIES

[Appropriate #] .1

U.S. National Emergency Sharing Organization (U.S. NESO)

[Test Name]

U.S. NESO PLAYER DIRECTORY

<u>Official/Group</u>	<u>Name</u>	<u>Telephone Number</u>	<u>Room Number</u>
EEMT Chairman: (U.S. Political Head)	[Name]	[#]	[#]
EXERCISE DIRECTOR: (U.S. Operational Head)	[Name]	[#]	[#]
DEPUTY EXERCISE DIRECTOR: (U.S. Deputy Operational Head)	[Name]	[#]	[#]
EXECUTIVE OFFICERS:	[Name]	[#]	[#]
	[Name]	[#]	[#]
PROGRAM OPERATIONS GROUP			
CO-LEADER:	[Name]	[#]	[#]
CO-LEADER:	[Name]	[#]	[#]
MEMBERS:	[Names]	[#]	[#]

SITUATION ANALYSIS

LEADER:	[Name]	[#]	[#]
MEMBERS:	[Names]	[#]	[#]

<u>Official/Group</u>	<u>Name</u>	<u>Telephone Number</u>	<u>Room Number</u>
EXTERNAL OPERATIONS GROUP			
CO-LEADER:	[Name]	[#]	[#]
CO-LEADER:	[Name]	[#]	[#]
STATE SUBGROUP			
MEMBERS:	[Names]	[#]	[#]
INDUSTRY SUBGROUP			
MEMBERS:	[Names]	[#]	[#]
MANAGEMENT SUPPORT GROUP			
LEADER:	[Name]	[#]	[#]
MEMBERS:	[Names]	[#]	[#]
EVALUATION GROUP			
LEADER:	[Name]	[#]	[#]
MEMBERS:	[Name]	[#]	[#]

[Test Name] PLAYERS' HANDBOOK

TAB [Appropriate #]

PLAYER DIRECTORIES

[Appropriate #] .2 Energy Emergency Management Team (EEMT)

The Energy Emergency Management Team Roster for [Test Name]

<u>Name</u>	<u>Telephone Number</u>	<u>Room Number</u>
[Name]	[#]	[#]
CONSERVATION		
[Name]	[#]	[#]
CONGRESSIONAL INTERGOVERNMENTAL AND PUBLIC AFFAIRS		
[Name]	[#]	[#]
DEFENSE PROGRAMS		
[Name]	[#]	[#]
ENERGY INFORMATION ADMINISTRATION		
[Name]	[#]	[#]
FOSSIL ENERGY		
[Name]	[#]	[#]
GENERAL COUNSEL		
[Name]	[#]	[#]
INTERNATIONAL AFFAIRS AND ENERGY EMERGENCIES		
[Name]	[#]	[#]
MANAGEMENT AND ADMINISTRATION		
[Name]	[#]	[#]

<u>Name</u>	<u>Telephone Number</u>	<u>Room Number</u>
POLICY AND EVALUATION		
[Name]	[#]	[#]
OFFICE OF UNDER SECRETARY		
[Name]	[#]	[#]

[Test Name] PLAYERS' HANDBOOK

TAB [Appropriate #]

PLAYER DIRECTORIES

[Appropriate #] .3 IG-EV Response Development Subgroup (RDS)

**RESPONSE DEVELOPMENT SUBGROUP
of the
Interagency Group on Energy Vulnerability**

MEMBERSHIP LIST

<u>Agency</u>	<u>Member</u>	<u>Telephone Number</u>	<u>Alternates</u>	<u>Telephone Number</u>
DOE	[Name]	[#]	[Name]	[#]
State	[Name]	[#]	[Name]	[#]
CIA	[Name]	[#]	[Name]	[#]
		[#]	[Name]	[#]
CEA	[Name]	[#]	[Name]	[#]
DOC	[Name]	[#]	[Name]	[#]
CEA	[Name]	[#]	[Name]	[#]
DOC	[Name]	[#]	[Name]	[#]
DOD	[Name]	[#]	[Name]	[#]
DOI	[Name]	[#]	[Name]	[#]
DOJ	[Name]	[#]	[Name]	[#]
Treas	[Name]	[#]	[Name]	[#]
DOT	[Name]	[#]	[Name]	[#]
FBI	[Name]	[#]	[Name]	[#]
FEMA	[Name]	[#]	[Name]	[#]
NCS	[Name]	[#]	[Name]	[#]
NRC	[Name]	[#]	[Name]	[#]
NSC	[Name]	[#]	[Name]	[#]
OMB	[Name]	[#]	[Name]	[#]

[Test Name] PLAYERS' HANDBOOK

TAB [Appropriate #]

PLAYER DIRECTORIES

[Appropriate #] .4 IEA Headquarters

[Test Name]

ROSTER OF EXERCISE PLAYERS IN PARIS

To Call Paris: [number]

<u>Name</u>	<u>Title</u>	<u>Telephone</u>
-------------	--------------	------------------

U.S. MISSION, OECD:

[Name]	Energy Officer	[#]
--------	----------------	-----

Telefax for [Name]		[#]
--------------------	--	-----

Verification for telefax		[#]
--------------------------	--	-----

IEA SECRETARIAT STAFF:

[Names]	Head, Stat Div	[#]
---------	----------------	-----

Contact, Stat Div	[#]
-------------------	-----

IEA Dep Exec Dir	[#]
------------------	-----

Head, EPP Div	[#]
---------------	-----

Head, DP Div	[#]
--------------	-----

EPP Div	[#]
---------	-----

Legal Office	[#]
--------------	-----

EPP Div	[#]
---------	-----

IEA Exec Director	[#]
-------------------	-----

EPP Div	[#]
---------	-----

Director, IESO	[#]
----------------	-----

Telefax number:	[#]
-----------------	-----

Telex number:	[#]
---------------	-----

IESD: Information and Emergency System Directorate

EPP Div: Emergency Planning and Preparation Division

Stat Div: Statistics Division

DP Div: Data Processing Division

[Test Name] PLAYERS' HANDBOOK

TAB [Appropriate #]

PLAYER DIRECTORIES

[Appropriate #] .5 IEA Country Contacts

[Test Name] - CONTACTS IN ADMINISTRATIONS

<u>Country</u>	<u>Name</u>	<u>Country Code</u>	<u>Town Code</u>	Telephone [#] <u>Phone No</u>	<u>Telex</u>	<u>Telefax</u>
<u>Australia</u> (Canberra)						
Political Head	[Name]			[#]	[#]	[#]
Operational Head	[Name]	61	62	[#]	[#]	[#]
Dep. Operational Head	[Name]	61	62	[#]	[#]	[#]
Data Contact	[Name]	61	61	[#]	[#]	[#]
<u>Austria</u> (Vienna)						
Political Head	[Name]	19-43	222	[#]	[#]	[#]
Operational Head	[Name]	19-43	222	[#]	[#]	[#]
Dep. Operational Head	[Name]	19-43	222	[#]	[#]	[#]
Data Contacts	[Name]	19-43	222	[#]	[#]	[#]
<u>Belgium</u> (Brussels)						
Political Head	[Name]	32	2	[#]	[#]	[#]
Operational Head	[Name]	32	2	[#]	[#]	[#]
Dep. Operational Head	[Name]					
Data Contact	[Name]	32	2	[#]	[#]	[#]
<u>Canada</u> (Ottawa)						
Political Head	[Name]	1	613	[#]	[#]	[#]
Operational Head	[Name]	1	613	[#]	[#]	[#]
Dep. Operational Head	[Name]	1	613	[#]	[#]	[#]
Data Contact	[Name]	1	613	[#]	[#]	[#]
<u>Denmark</u> (Copenhagen)						
Political Head	[Name]	45	1	[#]	[#]	[#]
Dep. Political Head	[Name]	45	1	[#]	[#]	[#]
Operational Head	[Name]	45	1	[#]	[#]	[#]
Dep. Operational Head	[Name]	45	1	[#]	[#]	[#]
Data Contact	[Name]	45	1	[#]	[#]	[#]
<u>Germany</u> (Hamburg)						
NESO-Secretary	[Name]	1949	40	[#]	[#]	[#]
<u>Greece</u> (Athens)						

<u>Country</u>	<u>Name</u>	<u>Country Code</u>	<u>Telephone Town Code</u>	<u>Phone No</u>	<u>Telex</u>	<u>Telefax</u>
<u>Portugal</u> (Lisbon)						
Political Head	[Name]	351	1	[#]	[#]	[#]
Operational Head	[Name]			[#]	[#]	[#]
Dep. Operational Head	[Name]	351	1	[#]	[#]	[#]
Data Contact	[Name]	351	1	[#]	[#]	[#]
<u>Spain</u> (Madrid)						
Political Head	[Name]	34	1	[#]	[#]	[#]
Operational Head	[Name]	34	1	[#]	[#]	[#]
Dep. Operational Head	[Name]	34	1	[#]	[#]	[#]
Data Contacts	[Name]	34	1	[#]	[#]	[#]
<u>Sweden</u> (Stockholm)						
Political Head	[Name]	46	8	[#]	[#]	[#]
Operational Head	[Name]	46	8	[#]	[#]	[#]
Dep. Operational Head	[Name]	46	8	[#]	[#]	[#]
Data Contact	[Name]	46	8	[#]	[#]	[#]
<u>Switzerland</u> (Berne)						
Political Head	[Name]	41	31	[#]	[#]	[#]
Operational Head	[Name]	41	31	[#]	[#]	[#]
Dep. Operational Head	[Name]	41	31	[#]	[#]	[#]
Data Contact	[Name]	41	1	[#]	[#]	[#]
<u>Turkey</u> (Ankara)						
Political Head	[Name]	90	1	[#]	[#]	[#]
Operational Head	[Name]	90	1	[#]	[#]	[#]
Dep. Operational Head	[Name]	90	1	[#]	[#]	[#]
Data Contact	[Name]	90	1	[#]	[#]	[#]
<u>United Kingdom</u> (London)						
Political Head	[Name]	44	1	[#]	[#]	[#]
Operational Head	[Name]	44	1	[#]	[#]	[#]
Dep. Operational Head	[Name]	44	1	[#]	[#]	[#]
Data Contact	[Name]	44	1	[#]	[#]	[#]
<u>United States</u> (Washington)						
Political Head	[Name]	1	202	[#]	[#]	[#]
Operational Head	[Name]	1	202	[#]	[#]	[#]
Dep. Operational Head	[Name]	1	202	[#]	[#]	[#]
Data Contact	[Name]	1	202	[#]	[#]	[#]

<u>Country</u>	<u>Name</u>	<u>Country</u> <u>Code</u>	<u>Town</u> <u>Code</u>	Telephone [#] <u>Phone</u> <u>No</u>	<u>Telex</u>	<u>Telefax</u>
<u>Ireland</u> (Dublin)						
Political Head	[Name]			[#]	[#]	[#]
Operational Head	[Name]	353	1	[#]	[#]	[#]
Dep. Operational Head	[Name]	353	1	[#]	[#]	[#]
Data Contact	[Name]	353	1	[#]	[#]	[#]
<u>Italy</u> (Rome)						
Political Head	[Name]	1939	6	[#]	[#]	[#]
Operational Head	[Name]	1939	6	[#]	[#]	[#]
Dep. Operational Head	[Name]	1939	6	[#]	[#]	[#]
Data Contacts	[Name]	1939	6	[#]	[#]	[#]
<u>Japan</u> (Tokyo)						
Political Head	[Name]	31	70	[#]	[#]	[#]
Operational Head	[Name]	31	70	[#]	[#]	[#]
Dep. Operational Head	[Name]	31	70	[#]	[#]	[#]
Data Contact	[Name]	31	70	[#]	[#]	[#]
<u>New Zealand</u> (Wellington)						
<u>Norway</u> (Oslo)						
Political Head	[Name]	30	2	[#]	[#]	[#]
Operational Head	[Name]	30	2	[#]	[#]	[#]
Dep. Operational Head	[Name]	30	2	[#]	[#]	[#]
Data Contact	[Name]	30	2	[#]	[#]	[#]

[Test Name] PLAYERS' HANDBOOK

TAB [Appropriate #]

TEST SCHEDULE

[Test Name] PLAYERS' HANDBOOK

TAB [Appropriate #]

TEST SCHEDULE

[Appropriate #] .1 Calendar

[MONTH YEAR]

SUN	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SAT

[Test Name] PLAYERS' HANDBOOK

TAB [Appropriate #]

TEST SCHEDULE

[Appropriate #] .2 Schedule of Activities

[Test Name]

SCHEDULE OF ACTIVITIES

This schedule lists the day-by-day activities which the Department of Energy and State Department personnel will perform in connection with [Test Name].

The following are acronyms and legends used in this schedule:

Exercise Participants

EEMT	Energy Emergency Management Team
C-EEMT	Chairman of the EEMT
ExD	Exercise Director and/or Deputy Exercise Director
XO	Executive Officer
POG	Program Operations Group
SAG	Situation Analysis Group
EOG	External Operations Group
MSG	Management Support Group

DOE Products/Systems

ROP	Response Option Plan
SAR	Situation Analysis Report
VOTS	Voluntary Offer Tracking System

<Insert test specific products/systems>

Special IEA Related Terms

NESO	National Emergency Sharing Organization
RC	Reporting Company and/or Reporting Company Affiliate
NRC	Non-reporting Company
USRC	RC which operates in the U.S.
USNRC	NRC which operates in the U.S.
QuA	IEA Questionnaire A
QuB	IEA Questionnaire B
VO	Voluntary Offer
CLVO	Closed-Loop Voluntary Offer
AR	Allocation Right
AO	Allocation Obligation

<Insert test specific terms>

SIMULATED Indicates actions that will be performed by surrogates

NOREAL Indicates an event which is postulated to occur, but which requires no action, even by surrogates, during the exercise.

[Test Name]

SCHEDULE OF ACTIVITIES

Day/ Date/ Time/	Activity	Responsible Group	Status (NOREAL, SIMULATED)
[day] [date] [time]	• Receive and distribute Disruption Scenario	MSG	
[time]	• EEMT, ExD and Group Leaders notified	XO	
[time]	• C-EEMT (DAS/EE) notifies AS/IE and S-3 that test has commenced	C-EEMT	
[time]	• EEMT meeting: -- Exercise kick-off -- Scenario presented	EEMT	
[time]	• ExD meeting: -- Review Disruption Scenario -- Identify scenario events that may need clarification	ExD	
[time]	• Begin work on SAR	SAG	
[time]	• Begin work on preliminary ROP	POG	
[time]	• ExD meeting: -- Initial SAR presented/discussed/ modifications suggested -- Preliminary ROP presented/discussed	ExD	

[Test Name]

SCHEDULE OF ACTIVITIES

Day/ Date/ Time/	Activity	Responsible Group	Status (NOREAL, SIMULATED)
[day] [date] [time]	<ul style="list-style-type: none"> C-EEMT briefed on initial SAR and preliminary ROP 	ExD; GL-SAG; GL-POG; XO	
[time]	<ul style="list-style-type: none"> AS/IE briefed on initial SAR and preliminary ROP 	C-EEMT	NOREAL
[time]	<ul style="list-style-type: none"> Secretary and Secretarial Officers briefed by AS/IE 	AS/IE	NOREAL
[time]	<ul style="list-style-type: none"> SAR completed for EEMT review 	SAG	
[time]	<ul style="list-style-type: none"> EEMT meeting: <ul style="list-style-type: none"> -- Clarification of scenario (if necessary) -- SAR presented/discussed -- Review preliminary ROP/provide further guidance for ROP 	EEMT	
[time]	<ul style="list-style-type: none"> Begin drafting U.S. Guidance Telex 	POG	
[time]	<ul style="list-style-type: none"> Prepare draft ROP in light of EEMT guidance 	POG	
[time]	<ul style="list-style-type: none"> ExD meeting: <ul style="list-style-type: none"> -- Review SAR -- Review ROP -- Review draft U.S. Guidance Telex 	ExD	

[Test Name]

SCHEDULE OF ACTIVITIES

Day/ Date/ Time/	Activity	Responsible Group	Status (NOREAL, SIMULATED)
[day] [date] [time]	<ul style="list-style-type: none"> EEMT meeting: <ul style="list-style-type: none"> -- Review SAR (as necessary) -- Review draft ROP 	EEMT	
[time]	<ul style="list-style-type: none"> Send SAR and draft ROP to IG-EV 	MSG	
[time]	<ul style="list-style-type: none"> AS/IE briefed on SAR and draft ROP 	C-EEMT	NOREAL
[time]	<ul style="list-style-type: none"> Perform initial calculations for simulated SPR drawdown/distribution 	SAG	
[time]	<ul style="list-style-type: none"> Review initial simulated SPR drawdown/distribution calculations 	ExD, POG, SAG	
[time]	<ul style="list-style-type: none"> IG-EV meeting: <ul style="list-style-type: none"> -- SAR presented/discussed -- ROP presented/discussed 	Response Development Sub-group of IG-EV	SIMULATED
[time]	<ul style="list-style-type: none"> AS/IE briefs secretary on outcome of IG-EV meeting 	AS/IE	NOREAL
[time]	<ul style="list-style-type: none"> EEMT meeting: <ul style="list-style-type: none"> -- Discuss feedback from IG-EV -- Revise ROP (as appropriate) 	EEMT	

[Test Name]

SCHEDULE OF ACTIVITIES

Day/ Date/ Time/	Activity	Responsible Group	Status (NOREAL, SIMULATED)
[day] [date] [time]	<ul style="list-style-type: none"> Perform final calculations for simulated SPR drawdown/distribution 	SAG	
[time]	<ul style="list-style-type: none"> Complete U.S. Guidance Telex for ExD review 	POG	
[time]	<ul style="list-style-type: none"> ExD meeting: <ul style="list-style-type: none"> -- Review simulated SPR drawdown/distribution calculations -- Review U.S. Guidance Telex 	ExD	
[time]	<ul style="list-style-type: none"> Complete U.S. Guidance Telex for EEMT review 	ExD, POG,	
[time]	<ul style="list-style-type: none"> EEMT meeting: review/approve U.S. Guidance Telex. 	EEMT	
[time]	<ul style="list-style-type: none"> EEMT meeting: (final meeting during exercise period) <ul style="list-style-type: none"> -- Review test experience 	EEMT	

[Test Name]

SCHEDULE OF ACTIVITIES

Day/ Date/ Time/	Activity	Responsible Group	Status (NOREAL, SIMULATED)
[day] [date] [time]			

[Test Name] PLAYERS' HANDBOOK

TAB [Appropriate #]

COMMUNICATIONS PLAN

COMMUNICATIONS

The [Administrative Support Group name] will provide administrative services to participants in the [Test Name] exercise including message logging, periodic message traffic review to assure responses are timely, taking minutes during meetings, sending messages, and logging messages onto the MESSLOG System.

The Telecommunications Message Form (TMF) (see Attachment 1) will be used for replying to inquiries from the IEA in Paris and for requesting information from the IEA. In most cases, the TMF will address both individuals as shown in the attachment. In completing the form, it is important to include in Block 10 ("Originator") the name and phone number of the individual who actually prepared the message.

The [Administrative Support Group name] will be responsible for typing and otherwise completing the TMF prior to sending. The originator need only supply rough copy. No message will be sent without an authorizing initial from the Exercise Director.

The EOC Chronological Communications Form (CCFORM) (see Attachment 2) will be used when simulated contacts are made, by phone, in person or writing. Where a "contact" is made, two forms should be completed -- one by the person making the inquiry and the other by the "person" responding to the inquiry. The

form should be marked at the top with the words "SIMULATED" or "NOT SIMULATED." Similarly, if a communication is made via DIALCOM, this should be noted on the top of the form.

CCFORMS should be filed with the [Administrative Support Group name] for entry into the message logging system.

In order to facilitate the processing of messages, the following protocols should be observed:

- All messages should be typewritten, double spaced and in capital letters. Messages may be handwritten provided they are printed using capital letters.
- All outgoing messages in response to incoming messages should indicate the number that [Administrative Support Group name] assigned to the incoming message.
- All messages should be initialed by the appropriate group leader, alternate or acting before being submitted to the [Administrative Support Group name].
- Lengthy messages may be typed as above and attached to the TMF.

[Administrative Support Group name] will maintain [# of copies] copies of each message for filing in [location for message filing].

[Administrative Support Group name] will be using the MESSLOG system developed by the Office of Energy Emergencies to record message traffic. The system will provide reports on message traffic, status of messages and facilitate retrieval of

individual messages. Users may request reports in the following categories:

- Listing of all messages logged in the system
- Listing of those messages requiring action
- Listing of messages pending and completed
- Special sorts numerically and alphabetically (e.g., by date, recipient, organization or by any of the 28 categories of information stored in the data base)

ATTACHMENT 1

Replaces SF 14, Approved by NARS, June 1978

1. INSERT ABOVE CLASSIFICATION LEVEL UNCLASSIFIED, OR OFFICIAL USE ONLY		2. MESSAGE CONTAINS WEAPON DATA? (X appropriate box. Message Center will not forward message unless one box is marked.) <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	
U.S. DEPARTMENT OF ENERGY TELECOMMUNICATION MESSAGE <i>(See reverse side for instructions.)</i>		2. USE WHEN REQUIRED THIS DOCUMENT CONSISTS OF _____ PAGES NO. _____ OF _____ COPIES, SERIES _____	
4. PRECEDENCE DESIGNATION (X appropriate box): FOR NORMAL USE ACTION: <input type="checkbox"/> Routine <input checked="" type="checkbox"/> Priority INFO: <input type="checkbox"/> 15 Min. <input type="checkbox"/> 30 Min. <input type="checkbox"/> 60 Min. <input type="checkbox"/> ASAP EMERGENCY USE ONLY <input type="checkbox"/> Immediate <input type="checkbox"/> FLASH <input type="checkbox"/> DD Min. <input type="checkbox"/> (ASAP)		8. TYPE OF MESSAGE (X appropriate box) <input type="checkbox"/> Single Address <input checked="" type="checkbox"/> Multiple Address <input type="checkbox"/> Title Address <input type="checkbox"/> Book Message	
6. FROM Indicate Political Head, Operational Head or Dep. Operational Head US Energy Emergency Organization Department of Energy		7. OFFICIAL BUSINESS (TIME) _____ A.M. _____ P.M. (Signature of authorizing official)	
8. DATE _____		FOR COMMUNICATION CENTER USE MESSAGE IDENTIFICATION NR: _____ DTG: _____ Z _____	
9. TO Mr. Wolfgang Luding International Energy Agency Paris, France 331-4524-9956 TELEFAX: 331-4524-9988 VERIFICATION: <u>TELEFAX MESSAGE</u> TEST MESSAGE NOT RELATED TO REAL WORLD EVENTS MESSAGE ATTACHED		COMMUNICATION CENTER ROUTING 89 E P C 89	
10. ORIGINATOR (On separate lines, enter Name, Routing Symbol, & Tel. No.) Indicate name and phone # of individual who actually prepared the message.		11. DERIVATIVELY CLASSIFIED NSI NATIONAL SECURITY INFORMATION Dissemination Restrictions subject to Administrative and Criminal Sanctions. Derivative Classifier: (Name) _____ (Title) _____ Declassify on: (Date or EOACR) _____ Derivatively Classified by: _____ (Name or Source Document)	
12. ORIGINALLY CLASSIFIED NSI NATIONAL SECURITY INFORMATION Dissemination Restrictions subject to Administrative and Criminal Sanctions. Originally Classified by: (Name) _____ (Title) _____ Declassify on: _____ (Date or EOACR)		13. <input type="checkbox"/> RESTRICTED DATA This document contains Restricted Data as defined in the Atomic Energy Act of 1954. Unauthorized disclosure subject to Administrative and Criminal Sanctions. DERIVATIVE CLASSIFIER _____ (Name and Title)	
14. <input type="checkbox"/> FORMERLY RESTRICTED DATA Dissemination Restrictions subject to Administrative and Criminal Sanctions. Handle as Restricted Data in Foreign Dissemination Section 146.3 Atomic Energy Act, 1954. DERIVATIVE CLASSIFIER _____ (Name and Title)		15. INSERT BELOW CLASSIFICATION LEVEL UNCLASSIFIED, OR OFFICIAL USE ONLY	

REPRODUCED FROM BEST AVAILABLE COPY

ATTACHMENT 2
EOC CHRONOLOGICAL COMMUNICATIONS FORM

HRS
AM/1

DATE: _____ TIME OF RECEIPT/TRANSMISSION: _____

FROM: _____
Name of Individual and/or Organization & Phone Number

TO: _____
Name of Individual and/or Organization & Phone Number

SUBJECT: _____

REMARKS (Brief Summary): _____

(Continue on another form if necessary)

ACTION REQUIRED: (Include "what", "by whom", and "by when"):

* PASS THIS FORM TO EOC TYPIST ASAP FOR ENTRY INTO CHRONOLOGY

1. TYPIST COPY

FOR EOC USE: MSG # _____

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ATCH # _____

[Test Name] PLAYERS' HANDBOOK

TAB [Appropriate #]

EVALUATION PLAN

1. PURPOSE

The purpose of this document is to outline the process and schedule by which the [Test Name] exercise will be evaluated. [Test Name] is an [Sponsoring Agency]-sponsored test of procedures associated with the [Test System] which, when activated, requires participating members to [Required Action] in the event of an actual or potentially significant oil supply disruption. [Test Name] is intended to serve primarily as a training exercise, but will also serve as a basis for further development and refinement of emergency response measures including the [internal, international] decisionmaking process and operational procedures.

Because of the nature of the exercise, this evaluation plan (EVPLAN) emphasizes an informal no-fault approach to evaluation with several sources of input including observations of an evaluation team, self-evaluation by exercise players, and suggestions from all observers and participants. The focus of these inputs will be placed on evaluating the readiness and capability of existing procedures to support (1) compilation, transmission, handling and verification of data on [Relevant Data Categories or Headings] and (2) all features of the [Major Response Option Decisions]. Also of interest is the identification of system modifications and improvements; and evaluation of the effectiveness of the test as a training exercise to familiarize personnel

in the [Test System] procedures as set forth in the [Sponsoring Agency] Operations Manual.

The Evaluation Team will be comprised of staff as shown in Attachment 1. The Evaluation Team will rely on a combination of on-site observation in the EOC, attendance at all key exercise meetings/briefings, an exercise participant questionnaires, and post-exercise interviews with [Test Name] participants. The Evaluation Team's on-site observations will emphasize the effectiveness of the EEMS as outlined in [Appropriate Chapter #] of the Players' Handbook which contains excerpts from the Energy Emergency Management Plan (EEMP) and the Energy Emergency Operations Manual (EEOM). The objective will be to identify system deficiencies, unresolved issues, and appropriate follow-on activities. Each exercise participant will be asked to complete [a questionnaire/questionnaires] which emphasize(s) the operational procedures and activities (i.e., availability of information, adequacy of resources, etc.) with the objective of identifying more detailed operational issues which may otherwise not be readily observable. In each case, the evaluation will be concerned with the EEMS process and not with the basis or validity of individual actions taken as part of the decisionmaking process. Copies of the participant questionnaires are shown at Attachments 2, 3, 4 and 5.

2. EVPLAN ORGANIZATION

The [Test Name] EVPLAN contains three sections:

The first section discusses the exercise objectives and the broad evaluation criteria which will serve as the basis for exercise review.

The procedures section defines the role of the Evaluation Team and describes the nature and extent of the team's exercise activities. Also included is an overview of the contents of the Evaluation Report.

The final section presents a summary of the timing of key evaluation activities.

3. EVALUATION OBJECTIVES

As discussed earlier, the focus of the evaluation will be to assess the effectiveness of the EEMS process in supporting decisionmaking for the [Test System]. In order to evaluate the process, each evaluator will use the EEMP and EEOM activity descriptions contained in Chapter [Appropriate Chapter #] as a basis for reviewing exercise activities in the following areas:

- activation of the EEMT.
- production of situation analyses and response options.
- development and coordination of the emergency public information guidance and the flow of information to Congress, the White House, other Federal agencies, states, and the news media.
- suitability of support facilities (e.g., Emergency Operations Center (EOC), availability of meeting and work space, equipment, and communication facilities).
- validity of existing process documentation.

<Insert other specific test objectives or activities.>

While it is intended that evaluation criteria remain sufficiently broad to encourage a wide range of exercise observations to be made, the team will use such factors as player familiarity with their roles and responsibilities as defined by EEMS procedures and/or [Sponsoring Agency] guidelines, timeliness/lack of significant delays, availability of required data and information, responsiveness of products produced to upper management concerns/questions/issues, difficulties encountered in producing key EEMT products, and major discrepancies between process/procedures and actual exercise activities. Observations will be recorded by major activity categories and consolidated for the Evaluation Report.

The exercise participant questionnaires (Attachments 2, 3, 4 and 5) emphasize each participant's experiences in performing his specific EEMS role and responsibilities. Through these question-

naires, it is anticipated that more detailed operational deficiencies, which either may not be readily observable or may occur during work performed outside the EOC, can be documented. Examples of this type of observation include unavailability of specific types of information, or coordination/communication/resource obstacles. The questionnaire responses will be aggregated and reported in the Evaluation Report. In addition to these sources, other interested observers, including office managers and those providing analytical or data support to exercise players, will also be asked to submit suggestions for system improvements, particularly as they relate to their areas of responsibility.

4. PROCEDURES

The Evaluation Team is responsible for the following activities (in addition to becoming familiar with all key planning and procedural documents):

- development and distribution of the EVPLAN.
- observations of exercise planning activities.
- observation of exercise activities.
- attendance at all key [Test Name] meetings/discussions.
- development and distribution of the exercise participant questionnaire.
- compilation of exercise findings.
- post exercise interviews.

- "first impressions" briefing of the Exercise Director within 3 days of exercise completion.
- development of recommendations for specific follow-on activities.
- preparation of an Evaluation Report to be submitted to the [Appropriate Official or Agency] within 30 days of exercise completion.

The Evaluation Report will include summaries of the findings of exercise observations, questionnaires, and observer suggestions as well as suggested follow-on activities including issue resolution, system modification and training requirements.

5. SCHEDULE

<u>Date</u>	<u>Event</u>
[date]	Circulation of draft EVPLAN
[date]	Distribution of final EVPLAN
[date]	Exercise observation in the EOC
[date]	Post exercise interviews
[date]	"First Impressions" briefing for Exercise Director
[date]	Final Evaluation Report
[date]	<Insert other Events as appropriate.>

ATTACHMENT 1

EVALUATION TEAM MEMBERS

<u>Name</u>	<u>Room Number</u>
@1 [Name]	@1 [Room Number]
@2 [Name]	@2 [Room Number]

ATTACHMENT 2

<p>[Test Name]</p> <p>EXERCISE PARTICIPANT QUESTIONNAIRE</p>			
<p>THIS QUESTIONNAIRE IS DESIGNED TO PROVIDE A MEANS OF EVALUATING THE [Test Name] EXERCISE AND TO IDENTIFY FOLLOW-ON ACTIVITIES TO IMPROVE SYSTEM READINESS. PLEASE RESPOND TO EACH ITEM BASED ON YOUR EXPERIENCE IN THIS EXERCISE. PLEASE ONLY ANSWER THOSE QUESTIONS FOR WHICH YOU HAD DIRECT EXPERIENCE. ONLY AGGREGATED RESPONSES WILL BE REPORTED. ADDITIONAL SPACE IS PROVIDED ON PAGE [last page of questionnaire.]</p>			
<p>NAME: _____ ORG. CODE: _____</p> <p>PHONE NUMBER: _____</p> <p> PLAYER <input type="checkbox"/> OBSERVER <input type="checkbox"/> CONTROLLER <input type="checkbox"/> </p>			
<p>CHECK ONE ----- YES NO UNABLE TO RATE</p>			
WAS THE EXERCISE SUCCESSFUL IN DEMONSTRATING THE FOLLOWING CAPABILITIES:			
(1) ABILITY TO MOBILIZE THE EEMT TO ADDRESS POTENTIAL CRISIS CONDITIONS			
(2) USE OF THE "FAST TRACK" OR ACCELERATED EEMS DECISIONMAKING PROCESS			
(3) DEVELOPMENT OF SITUATIONAL ANALYSIS			
(4) RAPID IDENTIFICATION OF POTENTIAL RESPONSE OPTIONS			
(5) RAPID RESPONSE OPTION DECISION			

[Test Name] EXERCISE PARTICIPANT QUESTIONNAIRE
Page 2

CHECK ONE -----		YES	NO	UNABLE TO RATE
(6)	READINESS TO IMPLEMENT THE FOLLOWING OPTIONS:			
	DRAWDOWN OF THE SPR			
	FEMP			
	PUBLIC INFORMATION ACTIVITIES			
(7)	COORDINATION OF ANALYTICAL PRODUCTS WITHIN THE EEMT			
(8)	DEVELOPMENT OF EXECUTIVE LEVEL BRIEFINGS			
(9)	PRESENTATION OF EXECUTIVE LEVEL BRIEFINGS			
@1	<Insert specific test activities and processes to be evaluated.>			
@2	<Insert specific test activities and processes to be evaluated.>			

[Test Name] EXERCISE PARTICIPANT QUESTIONNAIRE
Page 3

CHECK ONE ----- YES NO UNABLE
TO RATE

--	--	--	--

IF YOU ANSWERED ANY ITEM NO, OR WISH TO PROVIDE CLARIFYING
COMMENTS, PLEASE EXPLAIN BELOW:

[Test Name] EXERCISE PARTICIPANT QUESTIONNAIRE
Page 4

CHECK ONE -----	YES	NO	UNABLE TO RATE
WAS SUFFICIENT DATA/ANALYTICAL CAPABILITY AVAILABLE TO DEVELOP THE FOLLOWING:			
<input type="checkbox"/> THE SITUATION ANALYSIS			
<input type="checkbox"/> THE RESPONSE OPTIONS PAPER			
<input type="checkbox"/> IEA DATA SUBMISSIONS			
IF YOU ANSWERED ANY ITEM NO, OR WISH TO PROVIDE CLARIFYING COMMENTS, PLEASE EXPLAIN BELOW:			
CHECK ONE -----	YES	NO	UNABLE TO RATE
WAS ADEQUATE SUPPORT PROVIDED DURING THE EXERCISE IN THE FOLLOWING AREAS:			
<input type="checkbox"/> WORK SPACE			
<input type="checkbox"/> MEETING ACCOMMODATIONS			
<input type="checkbox"/> EQUIPMENT			
<input type="checkbox"/> OTHER (SPECIFY: _____)			

[Test Name] EXERCISE PARTICIPANT QUESTIONNAIRE

Page 5

IF YOU ANSWERED ANY ITEM NO, OR WISH TO PROVIDE CLARIFYING COMMENTS, PLEASE EXPLAIN BELOW:

CHECK ONE ----- YES NO UNABLE
TO RATE

() DID THE TRAINING SESSIONS ADE-
QUATELY PREPARE YOU FOR THE TEST?

IF YOU ANSWERED ANY ITEM NO, OR WISH TO PROVIDE CLARIFYING COMMENTS, PLEASE EXPLAIN BELOW:

() DID YOU ENCOUNTER ANY SIGNIFI-
CANT OBSTACLES TO PERFORMING
YOUR JOB DURING THE EXERCISE?
HOW COULD THESE OBSTACLES BE
ELIMINATED? _____

[Test Name] EXERCISE PARTICIPANT QUESTIONNAIRE
Page 6

IF YOU ANSWERED ANY ITEM NO, OR WISH TO PROVIDE CLARIFYING
COMMENTS, PLEASE EXPLAIN BELOW:

() WHAT ASPECTS OF THE EXERCISE DO YOU THINK WENT
PARTICULARLY WELL? WHY?

[Test Name] EXERCISE PARTICIPANT QUESTIONNAIRE
Page 7

() WHAT AREAS OF THE EXERCISE OR EXISTING PROCEDURES
NEED ATTENTION OR IMPROVEMENT? HOW CAN THEY BE
IMPROVED?

() LIST SPECIFIC OPPORTUNITIES FOR SYSTEM IMPROVEMENT
IDENTIFIED AS A RESULT OF THE EXERCISE.

[Test Name]

(Please type or print legibly.)

Submitted by: _____ Date: _____

Office/Division: _____ Telephone: _____

INSTRUCTIONS: The Critique Report is optional and provides you with an opportunity to document observations and suggestions while the surrounding events are fresh, and provide information that may help remedy deficiencies in existing plans, policies and procedures. Where appropriate, please include recommendations for future exercises. Any number of Critique Reports may be submitted to the evaluation team at any time during or after the exercise, but not later than [Date].

REMARKS/RECOMMENDATIONS (Please type or print legibly):

Continue on back of page, if you need more space.
(REPORT CONTENT DETERMINES CLASSIFICATION)

[Test Name]

FIRST IMPRESSIONS REPORT

Submitted by: _____ Date: _____

INSTRUCTIONS: The First Impressions Report is required of all exercise players and other key participants. Your remarks may deal with substance or procedure, but should include those features of the exercise that made the most indelible impression upon you. This report should be submitted to the evaluation team by [Date].

[illegible]

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[Test Name]

Submitted by: _____

Office/Division: _____

Telephone: _____

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

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