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EDWARDS AIR FORCE BASE**

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INSTALLATION EXERCISE PROGRAM



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This Edwards Air Force Base Instruction (EDWARDSAFBI) implements Air Force Instruction (AFI) 90-201, *The Air Force Inspection System*, and AFI 10-2501, *Air Force Emergency Management (EM) Program Planning and Operations*. It provides guidance and processes for the Installation Exercise Program. It applies only to the 412th Test Wing (412 TW/IG) and Wing Inspection Team (WIT) members in performance of inspection functions. This instruction does not require tiers at or below the Wing level. Waiver authority for this instruction is the Installation Inspector General (IG). Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using the AF Form 847, *Recommendation for Change of Publication*; route AF Form 847 from the field through the appropriate functional chain of command. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with (IAW) Air Force Manual (AFMAN) 33-363, *Management of Records*, and disposed of IAW Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS). The use of the name or mark of any specific manufacturer, commercial product, commodity, or service in this publication does not imply endorsement by the Air Force. This publication may not be supplemented or further implemented/extended.

1.	Overview.....	2
2.	Purpose.....	2
3.	Objectives.....	2

4.	Responsibilities.....	2
5.	Exercises.....	6
6.	IEP Exercise cycle.....	10
Attachment 1— GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION		15
Attachment 2— INSTALLATION EXERCISE PROGRAM (IEP) CYCLE MEETINGS		18
Attachment 3— MASTER SCENARIO EVENTS LISTING (MSEL) CARD		21
Attachment 4— 412 TW/IG OBSERVATION WORKSHEET		22

1. Overview. The 412 TW/IG office is responsible to develop realistic, relevant exercise scenarios, objectives and inspections to test wing plans and processes. The WIT is the main resource for the execution of wing exercises. The WIT members include subject matter experts from various units across the wing to include, but not limiting, IG Staff, Emergency Management Office (EM), and Safety Office. The WIT will design and evaluate installation exercises, based on the 412th Test Wing Commanders (412 TW/CC) intent. This will provide a means of validating and verifying the knowledge of guidance, roles and responsibilities to prepare, prevent, respond, recover and mitigate accidents, disasters, contingencies and threats to the installation.

2. Purpose. The Installation Exercise Program (IEP) synchronizes installation and geographically separated unit (GSU) exercise requirements as tasked by Department of Defense Instruction (DoDI) 6055.17, *DoD Installation Emergency Management (EM) Program*, AFI 90-201 and AFI 10-2501. The IEP measures the wings capability to:

- 2.1. Respond to and recover from a Natural and or Manmade disasters.
- 2.2. To test and evaluate all aspects of contingency operations.
- 2.3. Provide commanders and directors with an “unbiased” and accurate assessment.
- 2.4. Assess the degree of installation preparedness under adverse conditions and tests plans within the wing.

3. Objectives. The IEP’s three primary objectives are:

- 3.1. To provide the 412 TW/CC a means to plan and conduct realistic, integrated exercises for Edwards AFB and its GSUs.
- 3.2. To maximize the benefits and provide accurate, honest feedback to commanders for planning, preparation, and training purposes by enhancing readiness, boosting capabilities, streamlining procedures, and improving mission readiness.
- 3.3. To evaluate the minimum exercise core capabilities as listed in AFI 10-2501, Table 7.1.

4. Responsibilities.

- 4.1. The Installation Exercise Program Office (IEPO) responsibilities are:

4.1.1. Complete Air Force Mission Assurance Exercises (MAE) requirements IAW AFI 90-201, Table 5.2 and to evaluate the installation's capability to respond to incidents using an all-hazards approach IAW AFI 10-2501.

4.1.2. Ensure the EM core capabilities listed in AFI 10-2501, Table 7.1, are exercised annually IAW AFI 10-2501 to assess the installation Disaster Response Force (DRF) ability to respond to adversarial/human-caused, technological/accidental, natural threats outlined in Installation Emergency Management Plan (IEMP) 10-2.

4.1.3. Conduct installation or GSU exercises as required. In addition to exercising core capabilities IAW AFI 10-2501, Table 7.1, incorporate the following principles in every exercise:

4.1.3.1. Embody the "Train the Way We Fight/Respond" concept.

4.1.3.2. Use real-world events to assess vulnerabilities and validate solutions for enhanced protection of personnel and resources. In the event of a real-world incident or event, to include an installation real-world deployment or immediate assistance to civil authorities; real-world responses should be evaluated and substituted for exercise requirement fulfillment. Inspector safety must be considered before any actions and evaluators will not impede response or recovery operations. Immediate assistance to civil authorities or Defense Support of Civil Authorities (DSCA) may only be substituted when the Disaster Response Force (DRF) is fully activated and has entered the recovery phase. Document any actions taken and lessons-learned in a report, which must be filed in lieu of the exercise requirement listed in AFI 90-201, Table 5.2 when submitting for credit.

4.1.3.3. Include participation of appropriate leaders and decision-makers representing each of the emergency response functions on the installation and whenever possible, appropriate State, local and tribal governments; other Military Department(s); private-sector; and nongovernmental organization (NGO) partners in mitigating hazards to the maximum extent possible.

4.1.3.4. Develop a Situation Manual (SitMan) for each exercise. Special Instructions (SPINS) and a Master Scenario Events Listing (MSEL)/Sequence of Events (SOE) will be included in the SitMan as a minimum requirement.

4.1.3.5. Minimize simulations, emphasize participation, and reduce artificialities to assess actual abilities consistent with safety, exercise objectives, security, mission accomplishment, and other real-world constraints.

4.1.3.6. Analyze previous reports to identify any recurring deficiencies, trends and lessons learned to incorporate into the exercises After Action Report (AAR).

4.1.3.7. Conduct a thorough WIT hot-wash after each exercise to finalize unit strengths, weaknesses, observations and resolutions.

4.1.3.8. Publish an approved exercise report and distribute IAW AFI 10-2501.

4.1.3.9. Use the Joint Lessons-Learned Information Sharing (JLLIS) database for service wide exercises.

- 4.1.3.10. Forward exercise program trends and deficiencies to the Installation Readiness Board (IRB), Readiness Emergency Management Working Group (REMWG), Commanders Inspection Management Board (CIMB), and Air Force Materiel Command (AFMC) Exercise Planning Working Group (EPWG) upon request.
- 4.1.4. Validate commander's ability to conduct either home station or deployed combat operations for any unit with a wartime mission.
- 4.2. WIT Chief, 412 TW/IG Inspections Director and/or GSU Exercise Coordinator will:
- 4.2.1. Oversee and manage the IEP and/or GSU exercise program.
- 4.2.2. Develop and publish an annual installation exercise schedule. Submit a copy to AF Installation Mission Support Center (AFIMSC) DET6/CEX, IGIA, A3XX and A4C when requested IAW AFI 10-2501.
- 4.2.3. Establish an EPWG. The EPWG is the forum used to guide installation exercises.
- 4.2.3.1. The EPWG integrates requirements identified by the IRB and REMWG into exercises.
- 4.2.3.2. The WIT Chief or designated representative chairs the EPWG, determines membership composition, and meeting frequency.
- 4.2.4. Forward exercise program trends and deficiencies to the IRB, REMWG, CIMB, and AFMC EPWG, when requested.
- 4.2.5. Will be the OPR for Opposition Force (OP-4) activity during base-level exercises.
- 4.2.6. Manage IEP training courses.
- 4.2.6.1. The IEP course (locally developed) provides personnel appointed to the WIT and GSU exercise staff the knowledge and skills to plan, conduct, and evaluate installation MAE and EM exercises. Topics may include an overview of the Air Force EM program, team member roles and member's responsibilities; exercise planning, coordination, ground rules, scripting, conduct, evaluation, reports, and analysis.
- 4.2.6.2. Training documentation is accomplished and maintained by the IEPO and/or GSU exercise coordinator using localized procedures.
- 4.2.6.3. WIT members and GSU exercise staff must remain proficient by completing training at the required intervals as listed in AFI 10-2501 Air Force Materiel Command Supplement (AFMCSUP) 1, *Air Force Emergency Management (EM) Program Planning and Operations*, Tables 6.1 and 6.2 while assigned to the WIT. Note: WIT members performing exercise evaluations must be trained to the same level of the members they are evaluating IAW EDWARDSAFBI90-2501.
- 4.2.6.4. Utilize as required, functional area experts (Fire, Security Forces, Medical, EM, etc.) to instruct functional-specific requirements to ensure a coordinated effort is achieved.
- 4.2.6.5. Training must be completed upon assignment to the WIT and/or GSU exercise staff, and refresher training every 24 months thereafter. Refresher training

credit may be given when members conduct and evaluate an installation exercise within 24 months of training completion.

4.2.6.6. Simulator and smoke producing munitions training will be accomplished IAW AFMAN 91-201, *Explosive Safety Standards*.

4.3. WIT members and GSU exercise evaluators will:

4.3.1. Coordinate with leadership within their functional organization to determine exercise requirements. Additionally, WIT members and GSU exercise evaluators will provide leadership feedback following the exercise event.

4.3.2. Assist in planning, controlling, and managing exercise scenarios and events within their functional area.

4.3.3. Conduct a thorough and unbiased evaluation of the installation's state of readiness to applicable instructions, plans and procedures by observing, recording and reporting.

4.3.4. WIT members will identify events for their specific functional areas and include anticipated action/response for each event.

4.4. EM WIT member will:

4.4.1. Ensure MAEs, AF EM exercise requirements and scenarios meet the intent of the Department of Homeland Security 15 National Planning Scenarios in order to meet a capabilities-based planning process IAW AFI 90-201, para 7.3.1.

4.4.2. Coordinate with the IEPO, WIT chief, Commanders Inspection Program (CCIP) director and GSU exercise staff to review EM program status, assist with scheduling and designing MAE and EM exercises, monitor and inform the WIT chief of IEMP 10-2 updates, monitor Mutual Aid Agreement (MAA) updates, review Staff Assistance Visits (SAV), exercise trends and monitor updated Tactic Techniques and Procedures (TTP) relating to the Air Force Incident Management System (AFIMS).

4.5. Safety WIT member will:

4.5.1. Ensure Risk Management process and procedures are incorporated into all exercise scenarios.

4.5.2. Direct, approve and advise risk mitigation actions for exercise activities.

4.6. Security Forces (SF) WIT will:

4.6.1. Coordinate all weapons safety and arming requirements for installation exercises.

4.6.1.1. Ensure exercise participants or Trusted Agents meet requirements to bear arms. Follow AFI 31-117, *Arming and Use of Force by Air Force Personnel*, and AFMAN 31-229, *USAF Weapons Handling Manual*, guidance and procedures.

4.6.1.2. Create and approve a daily arming roster for personnel participating in the exercise and forward a copy to the WIT Chief for inclusion in the Situation Manual (SitMan).

4.6.2. Advise the IEPO of changes or new processes regarding the Integrated Defense Plan (IDP) and/or updated TTPs within SF career field related to exercises.

5. Exercises. An exercise is a focused event that places participants in a simulated situation requiring them to function in the capacity expected of them in a real event. Its purpose is to promote preparedness by testing policies, plans, procedures, actions and training. Exercises should employ the “Train the Way We Fight/Respond” concept, maximizing participation and minimize simulations to demonstrate actual capabilities. Exercises focus on performance and root causes for variances from expected outcomes so leaders can target limited resources on improvements for preparedness. Exercises are a practical, efficient and cost-effective way to prepare for emergency response and recovery. Simulations should only be used to allow focused efforts on stated objectives and not as a measure of convenience. In general, do not simulate required actions when they can be actually performed.

5.1. Exercise Design. Exercises will be designed with a logical starting scenario, clearly stated objectives, and a defined termination point. They will be designed in conjunction using the Homeland Security Exercise Evaluation Program (HSEEP) guidance in order to facilitate greater inter-agency collaboration. Additionally, it may be beneficial to utilize Federal Emergency Management Agency (FEMA) exercise terminology and guidance to enhance community partners and local agencies participation in the IEP. See DoDI 3020.47, *DoD Participation in the National Exercise Program (NEP)* for further information.

5.1.1. Operation Security (OPSEC) will be considered during all exercise phases.

5.1.2. Exercise considerations. The IEPO and the EPWG should consider the following items during the planning stage:

5.1.2.1. 412 TW/CC intent.

5.1.2.2. Exercise type.

5.1.2.3. Grouping of exercise requirements.

5.1.2.4. Expenses.

5.1.2.5. Time/date.

5.1.2.6. Participants to include community partners.

5.1.2.7. Location.

5.1.2.8. Experience/skill-level of personnel.

5.1.2.9. Seriousness of problem on the installation.

5.1.2.10. Capability of exercise to address the problem.

5.1.2.11. Highest priority threats to the installation/organization.

5.1.2.12. Threats that have not been exercised recently.

5.1.2.13. Recurring deficiencies/trends.

5.1.2.14. Recently developed problems.

5.1.2.15. Environmental considerations IAW AFI 32-7061, *The Environmental Impact Analysis Process (EIAP)*.

5.1.3. Exercise types. In order to ensure unit readiness, various exercises types will be employed including, but not limited to:

- 5.1.3.1. A drill exercise is a coordinated, supervised exercise activity, normally used to test a single specific operation or function.
- 5.1.3.2. Tabletop exercise simulates an emergency situation in an informal, stress-free environment, consisting of participants on a decision-making level. The participants gather to discuss general problems and procedures in the context of an emergency scenario.
- 5.1.3.3. Functional exercise simulates an emergency in the most realistic manner possible, short of moving real people and equipment to an actual site. The goal is to test or evaluate the capability of one or more functions in the context of an emergency.
- 5.1.3.4. Full-scale exercise is as close to the real scenario as possible. This type of exercise is lengthy and takes place on location, using the equipment, personnel and specialized teams activated during a real-world event. The crisis action team (CAT), emergency operations center (EOC), and Unit Control Center (UCC) will be activated in these types of exercises.
- 5.1.4. Exercise Roles and Concepts. The success of the exercise depends on preparation and execution of the exercise by the IEPO. Other key personnel are required to execute and meet the objectives. All exercises require different levels of participation to ensure a successful outcome. The primary roles and responsibilities of different participants are summarized below.
- 5.1.4.1. Players are personnel within operations to execute and meet the exercise objectives (CAT, EOC, EM, etc.). They are active during the development and execution phases of the exercises. Their inputs will shape their roles and responsibilities during the exercise. Players discuss or initiate actions in response to the simulated emergency.
- 5.1.4.2. Role Players support exercise scenarios by acting out specific roles in order to allow the player to meet the exercise objectives (e.g. actors and victims).
- 5.1.4.3. Trusted Agents are subject matter experts entrusted to assist the IEPO and the WIT during exercise planning and execution. They may serve as controllers and may initiate exercise events, but they will not evaluate exercises nor are allowed to serve as players during the exercises they help plan and develop.
- 5.1.4.4. White Cell controls exercise play, follows MSEL events and ensures events are on time and role players are in place. The White Cell will be used to act as higher headquarters or outside agencies when those agencies are not available to participate in the exercise. The White Cell role will be clearly defined in the SitMan.
- 5.1.5. Exercise objectives. Exercise objectives are precise, measurable, action-oriented statements identifying the goals for the exercise. All objectives should be simple, measurable, achievable, realistic, and task-oriented (SMART).
- 5.2. Situation Manual (SitMan). The WIT exercise members develop the SitMan with the assistance of the IEPO. The SitMan will include an exercise script (either a MSEL or SOE) and SPINS. The SitMan may also include a leadership brief, exercise overview; objectives;

ground rules, safety and security procedures, WIT listing, applicable references, plans or checklists and Rules of Engagements (ROE).

5.2.1. An exercise script consists of two parts: a narrative and exercise scenario.

5.2.1.1. The narrative gives a description of events to occur during the exercise. It must have an up to the minute sequence of events for the exercise.

5.2.1.2. Clearly stated exercise scenario to meet the objectives.

5.2.2. SPINs communicate procedures and rules of engagement and are tailored for each exercise. SPINs should include, but not limited to:

5.2.2.1. Standard exercise terminology rules and definitions (pause exercise (PAUSEX), end of exercise (ENDEX), etc.).

5.2.2.2. Standard simulations.

5.2.2.3. WIT rules or Standard Operating Procedures (SOP).

5.2.2.4. Off-limit facilities.

5.2.2.5. Recall procedures.

5.2.2.6. Perpetrator actions.

5.2.2.7. Use of weapons and blank ammo.

5.2.2.8. Safety ROE.

5.2.2.9. Real-world concerns.

5.2.3. The MSEL consists of the all the events planned during the exercise, listed logically and in chronological order. The list of all events should be linked with actions taken by the participants in order to meet the objectives and the expected actions or decisions that participants perform to demonstrate competence. The IEPO develops the MSEL with the inputs of the WIT subject matter experts (SME). The IEPO should seek tenant and other outside agencies inputs to further develop the MSEL.

5.2.3.1. The MSELs are developed to assist the WITs in monitoring the progress of the exercise and to keep it on schedule. This is the main document the WIT will use and is the core of the evaluation. The MSEL needs to be descriptive enough to keep everyone on track but not so cumbersome it becomes difficult to read and understand. A good MSEL has:

5.2.3.1.1. Rules with each objective (e.g. recall does not include personnel on crew rest).

5.2.3.1.2. Planned time of each occurrence and space to write actual time of occurrence.

5.2.3.1.3. Personnel Responsibilities, define who initiates and/or introduce injects.

5.2.3.1.4. The recipient of the inject.

5.2.3.1.5. How the inject was received (e.g. verbally, paper, phone, giant voice, etc.).

- 5.2.3.1.6. Details approved objectives and lists applicable regulations or guidance for those objectives.
 - 5.2.3.1.7. The expected actions by each organization and space to write the actual actions by the organization.
 - 5.2.3.1.8. Identify an action or capability players should perform or demonstrate.
 - 5.2.3.1.9. Cover sheet with key name and phones numbers for WIT members to call if there are questions.
 - 5.2.3.1.10. Key exercise terminologies and rules (e.g. “Knock it off”, “exercise, exercise, exercise”).
 - 5.2.3.1.11. Emergency information.
 - 5.2.3.1.12. Define event termination criteria.
- 5.2.3.2. The WIT uses the MSEL card (EDWARDSAFB Form 6011), to assist in gathering information for incorporating into the SitMan. Additionally, the MSEL cards have injects messages that can be filled out and incorporated into the MSEL.
- 5.2.3.2.1. Inject messages are used to communicate detailed events to exercise participants usually done through the white cell. The purpose of inject messages are to evoke a response to cause decisions and actions to meet the exercise objectives. They can also be used to move the exercise forward and onto the next measurable objective, and to bypass lengthy processes or procedures that do not provide added value to the overall objective.
 - 5.2.3.2.2. Inject messages can be transmitted in various ways, including landline or cellular telephone, radio, in person, written note, and/or fax. Inject messages must come from the IEPO, WIT Chief, or white cell members.
 - 5.2.3.2.3. “On the spot” or “Hip Pocket” injects should be kept to an absolute minimum and only when approved by the WIT Chief to get the exercise back on track if needed to meet objectives.
 - 5.2.3.2.4. Inject messages have four main variables. Not all variables will be explicitly stated in every message, but they should be kept in mind when writing them because these variables form the classic definition of communication:
 - 5.2.3.2.4.1. Message source. Who sends the message (must be a credible source).
 - 5.2.3.2.4.2. Transmission method. How the message is transmitted (must be a credible means of transmission).
 - 5.2.3.2.4.3. Message content. Information conveyed. (Does the message contain the information needed by the recipient to make a decision?)
 - 5.2.3.2.4.4. Recipient. Who should receive the message? (Who would credibly receive it, and who ultimately needs to receive it in order to take action?)

5.2.3.3. Simulations should be used only when appropriate and stress maximum realism consistent with safety, mission accomplishment, security, and financial constraints. The point of an exercise is to act out an emergency as realistically as the type of exercise warrants. There are low-cost creative approaches to make exercises more realistic. Below are a few examples:

5.2.3.3.1. Mouflage.

5.2.3.3.2. Props (actual aircraft parts, mannequins, smokes, sounds, crashed vehicles, etc.).

5.2.3.3.3. Roll players who are actors (local colleges/schools have drama clubs).

5.2.3.3.4. Graphics.

5.2.3.3.5. Videos, news broadcasts, etc.

5.2.3.3.6. Maps.

5.2.3.3.7. Products that depict odors.

5.2.3.3.8. "Videoing" actions for confirmation of deficiencies or strengths. Videoing can be accomplished by either camcorder or still camera.

6. IEP Exercise cycle. The IEP exercise cycle consists of four phases; planning, execution, evaluation and improvement.

6.1. Planning Phase. Planning phase includes all activities and measures taken prior to the execution of the exercise. This phase typically consists of four planning meetings:

6.1.1. Concept and Objective (C&O) Development Meeting initiates the planning phase of each exercise. The C&O Meeting is attended by IEPO, all required WIT members (based on the type of exercise), and other SMEs or Trusted Agents. The C&O meeting develops a purpose statement, a general exercise scenario, identifies any scheduling conflicts, and review/validate the exercise baseline which will be proposed to the Installation Commander or delegated representative for approval. The C&O meeting aids planners in determining the exercise program priorities to be addressed based on commander's intent. Additionally, the C&O meeting will design objective priorities, align exercise objectives to core capabilities and identify needed WIT members for the exercise. See Attachment 2, Table A2.1., for topics, general issues and deliverables associated with this meeting.

6.1.1.1. C&O Commander's Briefing. The information gained from the C&O meeting will become the basis of the C&O Commander's briefing. This briefing will propose the concept, scope, requirements, major objectives, expected cost (if any), and timeline for Commander's input and approval.

6.1.2. Initial Planning Meeting (IPM). The IEPO will schedule an IPM no less than four weeks prior to an exercise STARTEX and will invite all applicable WIT and SMEs. The purpose of the IPM is to review and refine the approved purpose statement, date(s), priorities, objectives, major events, and goals. Additionally, the IPM is needed to determine exercise scope by receiving the unit or group commander's intent and gathering input from the exercise planning team. It is also used to identify exercise design requirements and conditions (e.g., assumptions and artificialities), exercise

objectives, participant extent of play and scenario variables (e.g., time, location, hazard selection). A secondary purpose is to get all the key players together to collect inputs for the exercise, start brainstorming large events and injects, determine the level of participation, and begin drafting documents such as the SitMan to include the MSEL, simulations/deviations, logistics, and unit-level requirements (developed by the IEPO with the WIT member's inputs). See Attachment 2, Table A2.1., for topics, general issues and deliverables associated with this meeting

6.1.3. Mid-Term Planning Meeting (MPM). The IEPO will schedule an MPM no less than two weeks prior to an exercise and will invite all applicable WIT and SMEs. Review the draft SitMan, draft simulations/deviations, finalize the MSEL (including injects), and review unit-level requirements. The MPM is held to discuss exercise organization and staffing concepts, scenario and timeline development, scheduling, logistics and administrative requirements. It is also held to review draft documentation. A portion of the MPM should be devoted to reviewing the MSEL and set a deadline for final inputs. Prior to the MPM, the WIT members will solicit commanders a second time to provide awareness of the planning process, address any questions, and ensure alignment with intent. Logistics, scheduling and administrative requirements should be the main focus. See Attachment 2, Table A2.1., for topics, general issues and deliverables associated with this meeting.

6.1.3.1. MSEL Meeting. For more complex exercises, one or more additional planning meetings may be held to review the scenario timeline. If not held separately, topics typically covered in a separate MSEL Meeting can be incorporated into the MPM and final planning meeting (FPM). The MSEL Meeting is a line-by-line review of the entire MSEL. The focus of these meetings is to advance detail MSEL planning, de-conflict events, rehearse key components and requirements necessary to facilitate each inject, and reduce the possibility of unexpected player actions and MSEL outcomes.

6.1.4. Final Planning Meeting (FPM). The IEPO will schedule an FPM no less than one week prior to an exercise. Review final drafts of the SitMan, conduct a simple table top of the exercise events with all potential exercise outcomes and confirm logistics requirements of the exercise. An FPM should be conducted for all exercises to ensure all elements are ready for execution. Prior to the FPM, the exercise planning team receives a final draft of all exercise materials. The FPM ensures that all logistic requirements have been met and outstanding issues have been resolved. The FPM is the last opportunity for the planning team to review the process and procedures for the exercise. The exercise planning team finalizes all publications, prepares all supporting materials and ensures all approved training aids are prepped and ready. Prior to the exercise, documentation and any additional instructions should be disseminated to the appropriate personnel (e.g., presenters, facilitators, controllers, inspectors, simulators). There should not be any major changes made at this time, unless directed by the Wing Commander. See Attachment 2, Table A2.1., for topics, general issues and deliverables associated with this meeting.

6.2. Execution Phase. On the day of the exercise the IEPO will conduct a final exercise briefing, if requested by the WIT Chief. Exercise Controllers, Evaluators, and observers will be invited. WIT members will receive red inspector vests and Land Mobile Radios (LMRs)

(if needed) at this meeting and will be expected to turn them back in upon completion of their inspector duties. Hand receipts will be used to account for WIT vests and LMRs. See Attachment 2, Table A2.1., for topics, general issues and deliverables associated with this briefing.

6.2.1. WIT members should concentrate on simply recording what is happening and should not interrupt play to ask questions but should wait until there is a break in activity. The analysis of how well the exercise met expectations is done later.

6.2.2. Collecting Data: WIT members must keep an accurate written record of what they see and hear. To be reliable, WIT members should take notes as players take action and make decisions. Notes should identify the following (The five whys plus how):

6.2.2.1. Who (by name or position) performed the action or made the decision?

6.2.2.2. What occurred (the observed action)?

6.2.2.3. Why the action took place or decision was made (the trigger)?

6.2.2.4. Where (the location) the action or decision took place?

6.2.2.5. When (the time) the action took place?

6.2.2.6. How they performed the action or made the decision (the process)?

6.2.3. Immediately following the exercise, the WIT members should review their notes and fill in any gaps by obtaining supplemental data.

6.2.4. The 412 TW/IG Observations Worksheet (EDWARDSAFB Form 6010) is designed to assist the WIT in collecting data and recording observations.

6.3. Evaluation Phase.

6.3.1. Hot-wash. The importance of a hot-wash at multiple levels cannot be understated in contributing to the overall success of the exercise program. Ultimately, the hot-wash procedures are designed to improve the performance and execution of all subsequent exercises. At a minimum, a WIT hot-wash must occur, however; it is recommended to participate in other hot-wash opportunities.

6.3.1.1. Player hot-wash. This hot-wash is designed so participants can voice any concerns they have and freely comment on them. Furthermore, participants will be capable of identifying any areas they feel require to be evaluated in more detail and up-channel any shortfalls for resolution. The WIT can utilize this hot-wash to debrief exercise participants concerning the participants overall performance.

6.3.1.2. WIT hot-wash. The WIT hot-wash will normally be conducted one duty day after the conclusion of the exercise to review the planning and overall conduct of an exercise between the WIT and IEPO. The intent of this hot-wash is to capture player feedback, findings, observations, recommendations, and strengths; and consolidate any significant information. Additionally, the following should be documented during the hot-wash.

6.3.1.2.1. Roll call.

6.3.1.2.2. Missed MSELs events.

- 6.3.1.2.3. Review of all objectives to determine status of what happened?
- 6.3.1.2.4. What was supposed to happen?
- 6.3.1.2.5. If there was a difference, why?
- 6.3.1.2.6. What is the effect of that difference?
- 6.3.1.2.7. What should be learned from this?
- 6.3.1.2.8. What improvement should be made or exemplary practices adopted?
- 6.3.1.2.9. Objectives that were not accomplished and why.
- 6.3.1.2.10. Corrective actions and OPR if known.
- 6.3.1.2.11. Known deficiencies.
- 6.3.1.2.12. Objectives that went very well.
- 6.3.1.2.13. Rough outline of grades.
- 6.3.1.2.14. Lessons learned.
- 6.3.1.2.15. Strengths, outstanding performers/teams and benchmarked programs/processes.
- 6.3.1.2.16. The exercise timeline will also be reviewed at this Hotwash.

6.3.1.3. One-on-one. A good method for collecting data and WIT feedback is through one-on-one hot-washes. The IEPO will schedule a time to meet with each functional WIT Lead to consolidate feedback. If needed, or if feedback is directed at another area, the IEPO may schedule a meeting to adjudicate comments and findings.

6.3.1.4. Open Forum. The IEPO may conduct an open forum hot-wash. The IEPO will schedule a meeting time and location, and will invite all necessary WIT and SMEs to provide feedback. This will allow for on the spot adjudication but will require enough time for WIT to develop initial findings.

6.3.1.5. Leadership hot-wash. The leadership hot-wash will be conducted if directed by the WIT Chief or IEPO. The leadership hot-wash should be scheduled at least five days after the conclusion of the WIT hot-wash to give the exercise team time to compile and collate information. The purpose of this meeting is to brief the Installation Commander and all other participating senior leaders on the preliminary results of the exercise.

6.4. Improvement Phase.

6.4.1. Preliminary Findings Report allows participating commanders the opportunity to review findings and recommendations prior to a leadership hot-wash. The IEPO should allow corrections to these items by owning commanders, if requested. The findings may be in a draft AAR or a simple list of concerns, as required by the IEPO or WIT Chief.

6.4.2. Exercise AAR lists findings, deficiencies (Minor, Significant, or Critical), Recommended Improvement Areas (RIA), and/or strengths. These observations will be consolidated into an AAR for the Wing Commander or designated representative for approval within 60 days of the WIT exercise hot-wash.

6.4.3. Corrective Action Program. The Inspector General Evaluation Management System (IGEMS) will be the central repository for the tracking and improvement planning for all coded deficiencies noted in each published AAR. The 412 TW/IGI will load each deficiency and the report into IGEMS upon publication of every AAR. IGEMS tracks the number of days each deficiency is open, repeat write-ups, corrective action plans, get-well dates, and OPRs. See AFI 90-201 for more information.

CARL E. SCHAFER, Brigadier General, USAF
Commander

Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

References

- AFI 90-201**, *The Air Force Inspection System*, 21 April 2015
- AFI 10-2501**, *Air Force Emergency Management (EM) Program Planning and Operation*, 24 January 2007
- AFI 10-2501AFMCSUP1**, *Air Force Emergency Management (EM) Program Planning and Operations*, 17 March 2010
- AFI 31-117**, *Arming and Use of Force by Air Force Personnel*, 17 Mar 2015
- AFI 32-7061**, *The Environmental Impact Analysis Process (EIAP)*, 12 March 2003
- AFMAN 31-229**, *USAF Weapons Handling Manual*, 12 May 2004
- AFMAN 91-201**, *Explosive Safety Standards*, 12 January 2011
- DoDI 3020.47**, *DoD Participation in the National Exercise Program (NEP)*, 29 January 2009
- DoDI 6055.17**, *DoD Installation Emergency Management (EM) Program*, 13 January 2009, Incorporating Change 1, 19 November 2010
- Homeland Security Exercise Evaluation Program (HSEEP)*, April 2013

Prescribed Forms

- EDWARDSAFB6010**, *Observations Worksheet*
- EDWARDSAFB6011**, *Master Scenario Events Listing Card*

Adopted Forms

- AF Form 847**, *Recommendation for Change of Publication*

Abbreviations and Acronyms

- AAR**—After Action Report
- AFI**—Air Force Instruction
- AFIMS**—Air Force Incident Management System
- AFMAN**—Air Force Manual
- AFMC**—Air Force Materiel Command
- AFIMSC**—Air Force Installation Mission Support Center
- AFRIMS**—Air Force Records Information Management System
- C&O**—Concept and Objective
- CAT**—Crisis Action Team
- CCIP**—Commanders Inspection Program
- CIMB**—Commanders Inspection Management Board

DODI—Department of Defense Instruction
DRF—Disaster Response Force
DSCA—Defense Support of Civil Authorities
EIAP—Environmental Impact Analysis Process
EM—Emergency Management
ENDEX—End Exercise
EOC—Emergency Operations Center
EPWG—Exercise Program Working Group
FEMA—Federal Emergency Management Agency
FPM—Final Planning Meeting
GSU—Geographically Separated Unit
HSEEP—Homeland Security Exercise Evaluation Program
IAW—In Accordance With
IDP—Integrated Defense Plan
IEMP—Installation Emergency Management Plan
IEP—Installation Exercise Program
IEPO—Installation Exercise Program Office
IG—Inspector General
IGEMS—Inspector General Evaluation Management System
IPM—Initial Planning Meeting
IRB—Installation Readiness Board
JLLIS—Joint Lessons-learned Information Sharing
LMR—Land Mobile Radio
MAA—Mutual Aid Agreement
MAE—Mission Assurance Exercise
MPM—Mid-Term Planning Meeting
MSEL—Master Scenario Events Listing
NEP—National Exercise Program
NGO—Nongovernmental Organization
OP-4—Opposition Force
OPR—Office of Primary Responsibility
OPSEC—Operations Security

PAUSEEX—Pause Exercise

RDS—Records Disposition Schedule

REMWG—Readiness EM Working Group

RIA—Recommended Improvement Area

ROE—Rules of Engagement

SAV—Staff Assistance Visit

SF—Security Forces

SitMan—Situation Manual

SMART—Simple, measurable, achievable, realistic, and task-oriented

SME—Subject Matter Expert

SOE—Sequence of Events

SOP—Standard Operating Procedures

SPINS—Special Instructions

TTP—Tactics, Techniques and Procedures

TW—Test Wing

UCC—Unit Control Center

WIT—Wing Inspection Team

Terms

ENDEX —indicates the end of the exercise.

Inject Messages —provides the exercise a specific action or occurrence and would lead them to action.

ROE —are the agreed upon rules based on TW/CC policy and IEPO direction for the execution of the exercise.

SitMan —is the exercise script which consists of a Master Scenario Events List (MSEL) or Sequence of Events (SOE) and Special Instructions (SPINS).

SPINS —communicate procedures and rules of engagement and are tailored for each exercise.

STARTEX —indicates the start of the exercise

White Cell —An exercise command and control center which simulates exercise requirements.

Attachment 2

INSTALLATION EXERCISE PROGRAM (IEP) CYCLE MEETINGS

A2.1. This attachment provides topics, general issues and deliverables associated with IEP meetings and briefings.

Table A2.1. Topics, General Issues and Deliverables Associated with IEP Meetings and Briefings.

<i>Topics or issues generally covered during a Concept and Objective (C&O) development meeting include the following:</i>	
1.	Commanders intent
2.	Exercise scope
3.	Proposed exercise objectives and their aligned core capabilities
4.	Proposed date and duration
5.	Participants and anticipated extent of play for exercise participants
6.	Exercise planning team members needed
7.	Exercise assumptions and artificialities
8.	Exercise control and inspection concepts
9.	Exercise security
10.	Exercise safety
11.	Available exercise resources
12.	Exercise logistics
13.	Exercise planning timeline and milestones
14.	Local issues, concerns, and sensitivities
<i>The following outputs are expected from the C&O meeting:</i>	
1.	Recommended exercise concept (scope, type, mission area(s), exercise program priorities to be addressed), exercise objectives and aligned core capabilities
2.	Recommended exercise timeframe
3.	Anticipated extent of participation
4.	Identification of exercise planning and WIT team members
5.	Exercise planning timeline with milestones, including the date of the next planning meeting
<i>Topics or issues generally covered during an IPM:</i>	
1.	Clearly defined exercise objectives and aligned core capabilities
2.	Inspection requirements, including critical tasks
3.	Relevant plans, policies, and procedures to be tested in the exercise
4.	Exercise scenario
5.	Exercise planners' roles and responsibilities
6.	Any discussion points typically covered during a C&O Meeting (if a C&O Meeting was not conducted)
7.	Consensus regarding the date, time, and location for the next meeting

<i>The following outputs are expected from the IPM meeting:</i>	
1.	Any outputs listed in the C&O Meeting section above (if a C&O Meeting was not conducted)
2.	Clearly defined exercise objectives and aligned core capabilities
3.	Identified exercise scenario variables (e.g., threat scenario, scope of hazard, venue, and conditions)
4.	Identification and availability of all source documents (e.g., policies, plans, procedures) needed to draft exercise documents and presentations
5.	A refined exercise planning timeline with milestones
6.	Identification and availability of SMEs, as necessary, for scenario vetting and/or expert inspection
7.	Clearly identified and assigned responsibility for exercise logistical issues
8.	A list of tasks to be accomplished by the next planning meeting with established dates for completion and responsible planning team members identified
9.	A date, time, and location for the next planning meeting and the exercise date
<i>Discussion points, topics or issues for an MPM include the following:</i>	
1.	Construction of the scenario timeline
2.	Identification of exercise venue artificialities and/or limitations
3.	Agreement on final logistical items
4.	Assignment of additional responsibilities
<i>The following outcomes are expected from the MPM:</i>	
1.	A reviewed exercise scenario timeline
2.	Well-developed scenario injects (imperative if an additional MSEL Planning Meeting is not scheduled)
3.	Agreement on the exercise site
4.	Finalization of date, time, and location of the MSEL Planning Meeting and/or FPM
<i>Discussion points, topics or issues for an FPM include the following:</i>	
1.	Resolve any open exercise planning issues and identify last-minute concerns
2.	Review all exercise logistic activities (e.g., schedule, control elements)
<i>The FPM should not generate any significant changes. The following outcomes are expected:</i>	
1.	Exercise documents and materials for production are approved and distributed
2.	Attendees understand and approve exercise processes and procedures
3.	Last-minute issues are identified and resolved
4.	Logistic elements, including equipment, facilities, and schedules are confirmed
<i>Final exercise briefing. The following topics should be covered in this briefing:</i>	
1.	Overall purpose of the exercise

2.	Priorities and objective
3.	Major events and goals
4.	A review of the exercise Scenario, Logistics, Simulations, Assumptions, Setup, and MSEL (including Injects)
5.	OPSEC and safety, specific to the exercise

Attachment 3

MASTER SCENARIO EVENTS LISTING (MSEL) CARD

Figure A3.1. Master Scenario Events Listing (MSEL) Card

DESERT WINDS:		MSEL #:	
DRAFTED BY: (WIT Member)		PHONE:	
DATE/TIME:		LOCATION:	

EXERCISE SCENARIO EVENT (The input, i.e. "The north side of building # has a five foot hole in the wall.):
OBJECTIVE (What is the purpose of this event? For example: Notify control center of damage and request repairs, then have CES come to your bldg. and repair the hole in the wall. Test response IAW AFI #, para etc.)
EXPECTED ACTION BY RECIPIENT (This is what you expect the person to do by the <i>AFI, AFM, checklist, etc.</i> For example: The individual will take steps in checklist #, AFI # etc. to make appropriate notifications and/or fix the hole in the wall. You must have a checklist to evaluate the actions taken by personnel in the field. Go to the people you evaluate and get a copy of their checklists):
TERMINATION CRITERIA (What actions are required to complete the event. Consider other agencies for response or reporting of the event. Upon successful completion of checklist # and demonstrated this capability):
COORDINATION (Are other agencies involved, what starts the event, i.e. input card, smoke grenade, ground burst simulator, 911 or radio call? Is transportation required, role players, moulage, collateral effect on units?)

EVENT INPUT CARD (Detach as required)				MSEL#:
Method voice	Input Card	Call Phone #	Exercise Message	
Initiator:	Submit To:	Location:	Input Time:	
"Exercise Exercise Exercise"				
<u>Scripted Input:</u>				
"Exercise Exercise Exercise"				

Attachment 4

412 TW/IG OBSERVATION WORKSHEET

Figure A4.1. 412 TW/IG Observation Worksheet

*****412TW IG Observation Worksheet*****	
Inspector: (Full Name, Rank)	Date: (Ex: 12Nov2015)
WIT Mbr Phone #:	Major Graded Area:
Org of Finding: (Grp./Squad/TB)	Functional Area: (A1-7 and/or area (Sec))
Location of Finding: (Bldg, post, spot)	Observation Level: (Minor, Sig, Critical)
RIA: (Y/N)	Repeat Finding: (Y/N)
Reference Data:	<i>AFI XX-XXX, name, para xx (included exact wording of ref (i.e. copy/paste para/req into block as well.)</i>
Observation:	<i>The 412 TW:XX did not or failed to ensure that _____. (Should coincide with above reference data.) If RIA, included verbiage "should/would". The 412TW:XX should _____; would enhance _____. If outstanding performance noted (include name, position and details of event/procedures/practices (must include justifications)). All info supporting observation should be included in notes section unless sub-bullets are used for additional observations of the same finding. Refer to AFMC writing guide for examples.</i>
* Impact:	<i>Should match observation level descriptions (reverse page) and correspond with inputs above and how this observation impacts the Test Wings mission.</i>
* Notes:	<i>Included all relevant notes/data. Included sample sizes and metrics if used. Explain the finding in words that a non-SME would understand. Included who, what, when, where, why and how. Justify why and where you believe this observation should be binned LAW the MGA's. (Did you ask why is this happening?)</i>

*****412TW IG Observation Worksheet*****

Executing the Mission

- Missions
 - Primary Mission
 - AET Readiness
 - Mission Assurance (M)
 - Weight/air or UDF/CC satisfaction
- Measures
 - Right quality
 - Right quantity
 - Right time

Managing Resources

- Adequacy
 - Manpower
 - MFOC
 - Equipment
 - Facilities
 - Guidance
- Resourcing
 - Manpower
 - Skills
 - Equipment
 - Facilities & Environment
 - Guidance
 - Support & Time

Improving the Unit

- Strategic Alignment
- Process Operations
- OC/Operative Program (OOP)
- Data Driven Decisions

Leading People

- Communication
- Exposure
- Training
- Development
- Quality of Life
- Engagement

DEFICIENCIES:

CRITICAL:
Any deficiency that results or could result in widespread mission impact or failure.

Significant:
Any deficiency that has or could have significant mission impact.

Minor:
Any deficiency that is procedurally incorrect but has only modest mission impact.

RECOMMENDED IMPROVEMENT AREA (RIA):
An identified process, product, or capability which could be improved by a suggested course of action.

STRENGTHS:
An area that far exceeds compliance directives or mission requirements and/or expectations.

SUPERIOR PERFORMERS/TEAMS:
An organized group or dedicated individual whose knowledge, perseverance, and professionalism contributed greatly to the unit's compliance with directives and high state of mission success.

BEST PRACTICES:
Validated superior methods or innovative practices that contribute to improved performance and should be benchmarked for AF implementation.