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Societal security — Guidelines for exercises

Sécurité sociétale — Lignes directrices pour exercice

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Foreword

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The procedures used to develop this document and those intended for its further maintenance are described in the ISO/IEC Directives, Part 1. In particular the different approval criteria needed for the different types of ISO documents should be noted. This document was drafted in accordance with the editorial rules of the ISO/IEC Directives, Part 2. www.iso.org/directives

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For an explanation on the meaning of ISO specific terms and expressions related to conformity assessment, as well as information about ISO's adherence to the WTO principles in the Technical Barriers to Trade (TBT) see the following URL: Foreword - Supplementary information

The committee responsible for this document is ISO/TC 223, *Societal security*.

Introduction

This International Standard describes the elements of a generic approach to planning, conducting and improving exercise programmes and projects. The purpose of this International Standard is to:

— provide a basis for understanding, developing and implementing an effective exercise programme within an organization;

— provide guidelines for planning and conducting an exercise project;

— enhance the organization's ability to conduct exercises with internal and external involved parties;

— assist the organization with developing and assessing its exercising capability in a consistent and risk-assessed manner that reflects good practice; and,

— enable continual improvement in exercise programmes and projects within an organization.

It is applicable to all organizations, regardless of type, size and nature, whether private or public. The guidance can be adapted to the needs, objectives, resources, and constraints of the organization.

Exercises are an important management tool intended to identify gaps and areas for improvement as well as to determine the effectiveness of response and recovery strategies. In addition to measuring the competence of the organization and its personnel, exercises are excellent tools to assess revised plans and changed programmes for completeness, relevancy and accuracy.

Exercises can be used for validating policies, plans, procedures, training, equipment, and inter-organizational agreements; testing information and communication technology (ICT) disaster recovery systems; clarifying and training personnel in roles and responsibilities; improving inter-organizational coordination and communications; identifying gaps in resources; improving individual performance; identifying opportunities for improvement; and, providing a controlled opportunity to practice improvisation.

Exercise projects usually have performance objectives such as:

— *orientation/demonstration*: simulating experience of an expected situation to increase awareness of vulnerabilities and the importance of effective action in response to the simulated conditions;

— *learning*: enhancing knowledge, skills, or abilities by individuals or groups with the goal of mastering specific competencies;

— *cooperation*: providing an opportunity for people to work together to achieve a common end result;

— *experimenting*: trying new methods and/or procedures with the intent of refinement; and,

— *testing*: evaluating a method and/or procedure to assess which components are sufficiently developed.

See Figure 1.

Exercise Programme

PLANNING	CONDUCTING	IMPROVING
▪ Establish programme need	▪ Implement programme	▪ Review programme
▪ Develop base of support	▪ Monitor programme	▪ Improve programme
▪ Identify aim and objectives	and	

Exercise Project 3 … X

Exercise Project 2

Exercise Project 1

PLANNING
· Establish the Foundation
· Scope
· Project Planning
· Communications
· Design and Development
· Documentation
CONDUCTING
· Run-through
· Start-up Briefing
· Launch
· Termination
IMPROVING
· Observation
· Debriefing
· After Action Review

Continual Improvement: Evaluation, Management Review and Corrective Action
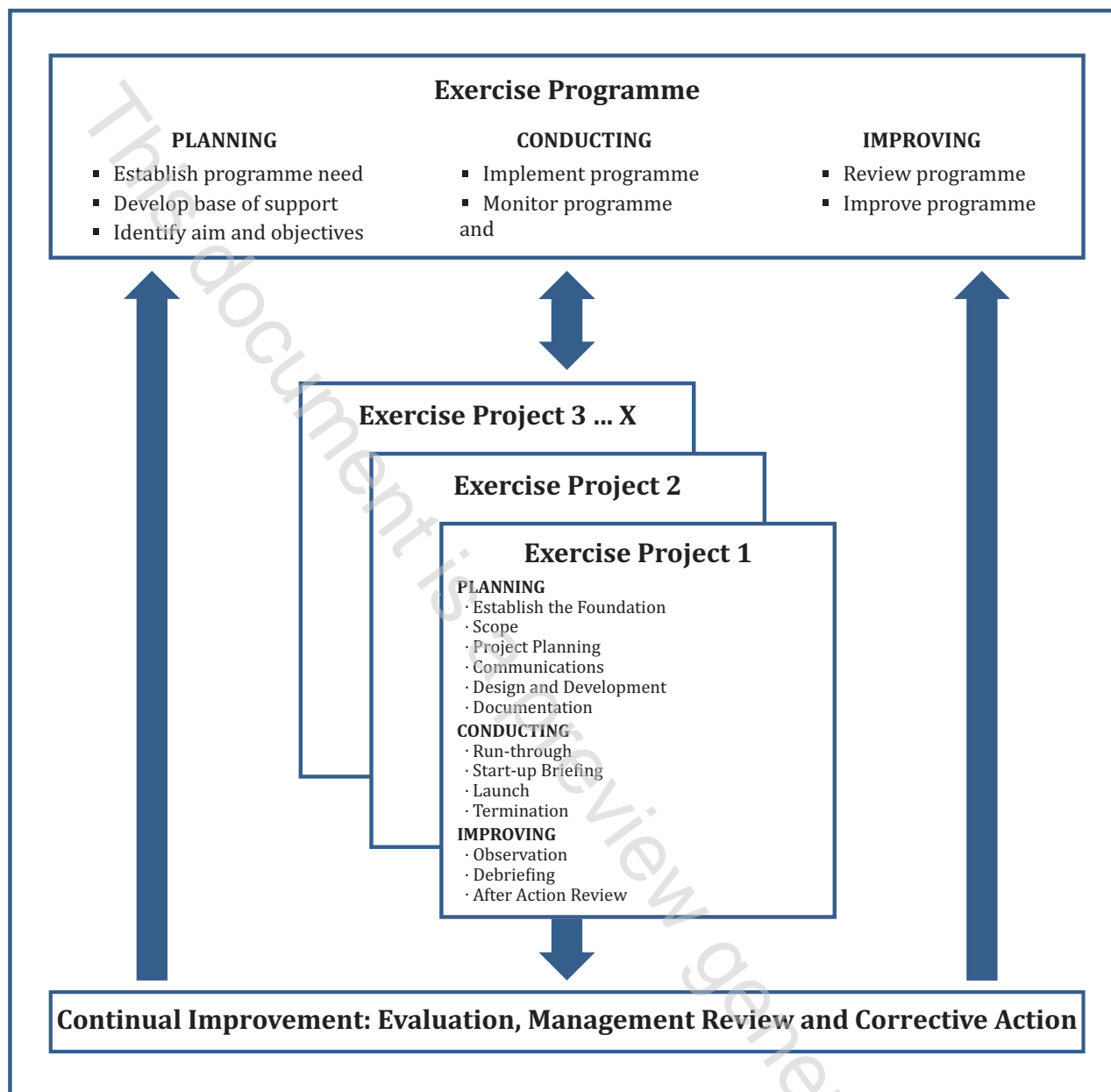
Figure 1 — Relation between exercise programme, exercise projects and continual improvement

Societal security — Guidelines for exercises

1 Scope

This International Standard recommends good practice and guidelines for an organization to plan, conduct, and improve its exercise projects which may be organized within an exercise programme.

It is applicable to all organizations regardless of type, size or nature, whether private or public. The guidance can be adapted to the needs, objectives, resources, and constraints of the organization.

It is intended for use by anyone with responsibility for ensuring the competence of the organization's personnel, particularly the leadership of the organization, and those responsible for managing exercise programmes and exercise projects.

2 Normative references

The following documents, in whole or in part, are normatively referenced in this document and are indispensable for its application. For dated references, only the edition cited applies. For undated references, the latest edition of the referenced document (including any amendments) applies.

ISO 22300, *Societal security — Terminology*

3 Terms and definitions

For the purposes of this document, the terms and definitions given in ISO 22300 and the following apply.

3.1
after-action report
document which records, describes and analyses the exercise, drawing on debriefs and reports from observers, and derives lessons from it

Note 1 to entry: The after-action report documents the results from the after-action review.

Note 2 to entry: An after-action report is also called a final exercise report.

3.2
competence
demonstrated ability to apply knowledge and skills to achieve intended results

3.3
drill
activity which practices a particular skill and often involves repeating the same thing several times

EXAMPLE   A fire drill to practice safely evacuating a building on fire.

3.4
evaluation
systematic process that compares the result of measurement to recognised criteria to determine the discrepancies between intended and actual performance

Note 1 to entry: The gaps are inputs into the continual improvement process.