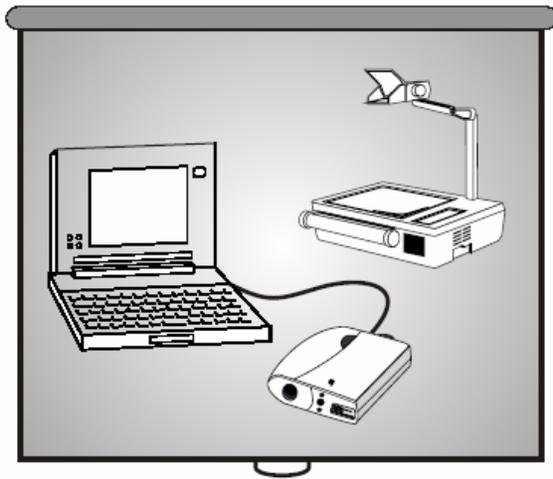
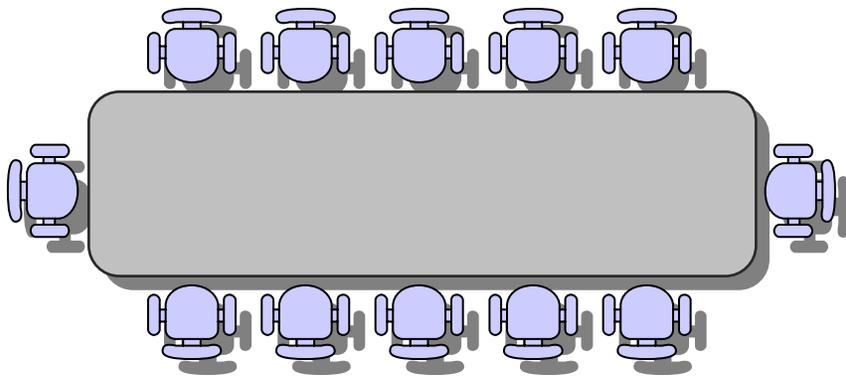




CONDUCTING THE TTX

ROOM SETUP: SMALL TTX



Characteristics:

- Large conference table
 - Chairs
- Audio/video
 - Computer
 - LCD projector
 - or overhead projector
 - Screen
- Visual aids
 - Maps
 - Dry erase/chalk board
 - Easel

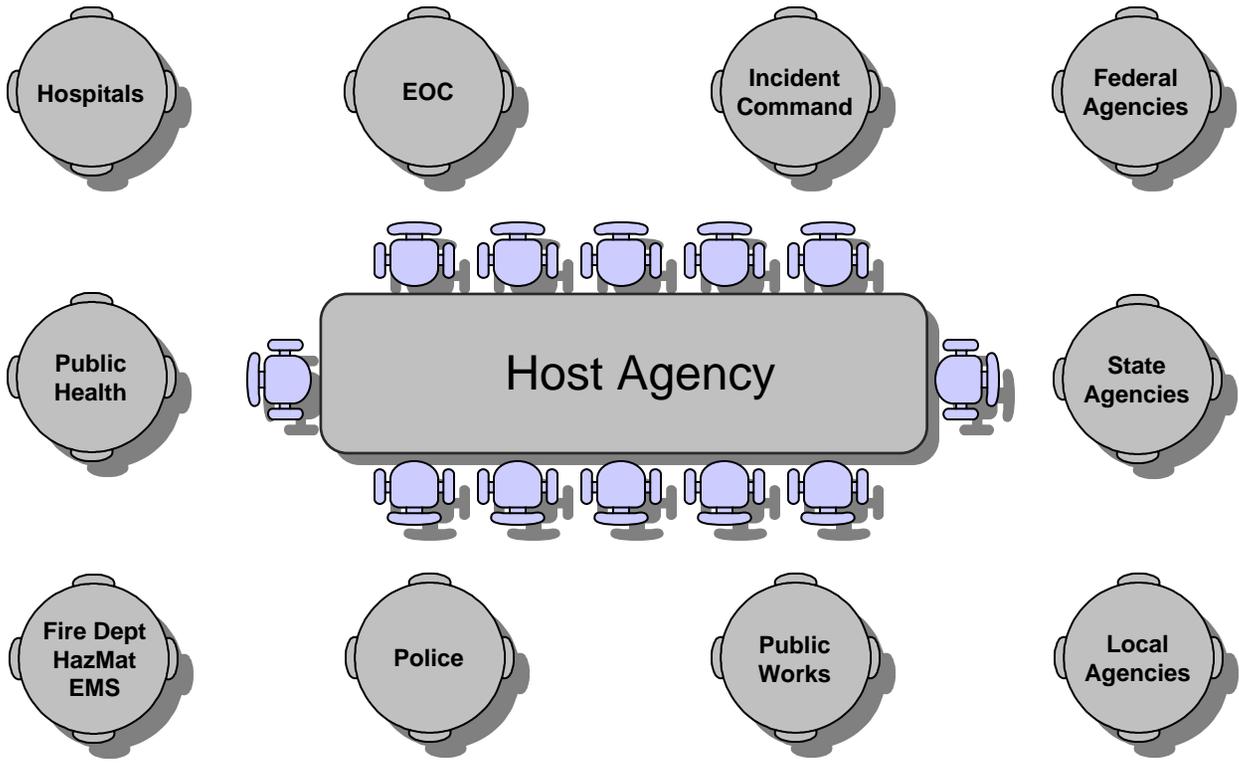
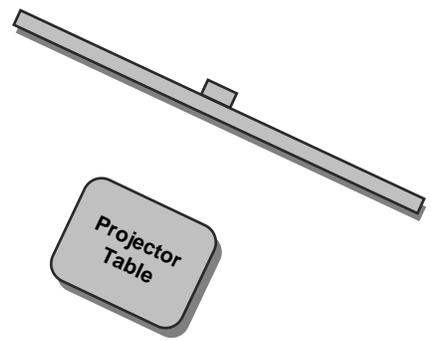
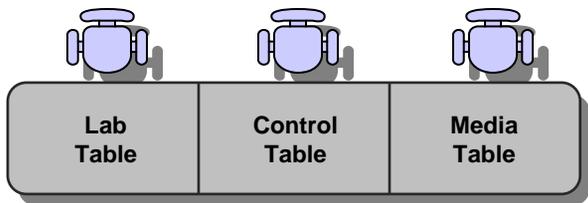
ROOM SETUP: LARGE TTX

Characteristics:

- Large, open space
- Moveable tables and chairs
- A/V requirements:
 - Computer w/ LCD projector
 - or overhead projector
 - Projection screen
 - Computer speakers
 - if necessary
 - Microphone
 - if necessary



ROOM SETUP: LARGE TTX

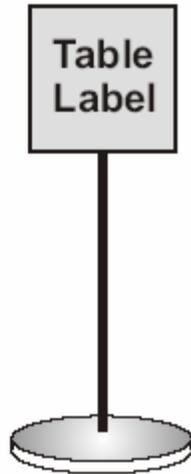


PRIOR TO THE EXERCISE

- Set up tables and chairs
 - Follow table layout diagram
- Post double-sided table signs to identify tables
- Print and place pre-exercise role-specific materials and maps on tables
- Set up exercise slide presentation on laptop and test projector



EXERCISE SETUP TIPS



- Select a facility that is somewhat secure and conduct training in a closed, private room
- Remind participants to provide valid ID (if necessary)
- Table labels should be visible to all participants

EXERCISE SETUP TIPS



- Provide additional copies of exercise materials (if group is large)
- Have spare forms on hand for participants

EXERCISE FACILITATION



FACILITATION

- Welcome
- Agenda
- Introductions
- Establish ground rules
- Review the purpose and objectives
- Conduct the exercise
- Hotwash
- Closing comments
- Adjourn

WELCOME

- Administrative notes
- Opening remarks
 - Exercise Director
 - Sponsoring agency
- Put the participants at ease

AGENDA

- Assists in maintaining timeline
- Respect the time of your participants
 - Stick to it!!



INTRODUCTIONS

- Allows participants to get acquainted
- Community partners
 - Police
 - Fire
 - EMS
 - Hospital
 - Public Works
- Briefly discuss experience



ESTABLISH GROUND RULES

- Participation is required
- No thin skin, speak freely, respect others when they are speaking
- All participants will fill their normal day-to-day roles as if they were at their own workplace
- If only one issue is solved, then it is a success
 - The goal is quality, not quantity
- Processes and decision making are more important than minute details
- The facilitator's job is to help **you** come up with the solutions

ASSUMPTIONS AND ARTIFICIALITIES

- In any exercise, a number of assumptions and artificialities may be necessary to complete play in the time allotted
- During the exercise, the following apply:
 - The scenario is plausible, and events occur as they are presented
 - There are no “hidden agendas” or trick questions
 - All players receive information at the same time

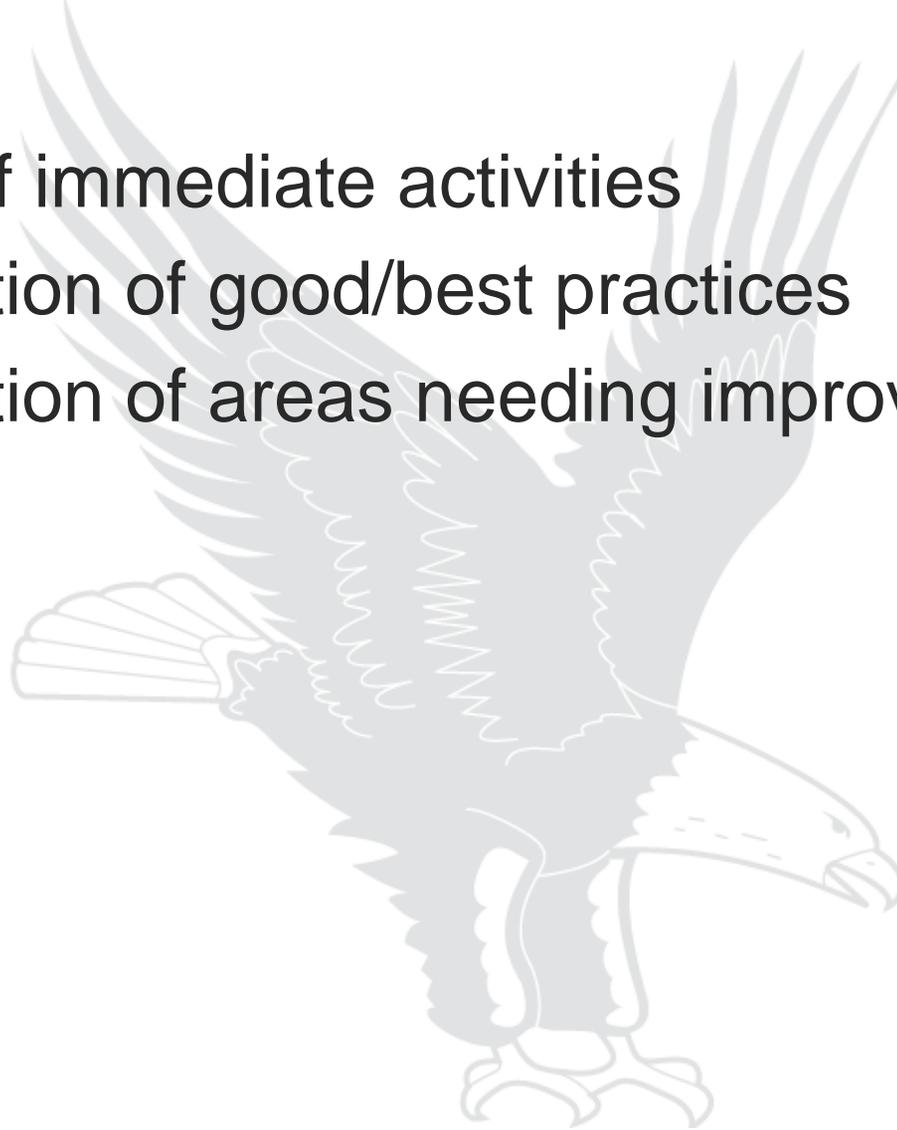
CONDUCT THE EXERCISE

- Narrative
- Scenario
- Break-outs
 - By agency
 - By functional groups
- Briefings
- Questions



EXERCISE HOTWASH

- Review of immediate activities
- Identification of good/best practices
- Identification of areas needing improvement



WHAT A HOTWASH IS *NOT*

- Gripe / Fault Finding Session
- After Action Review (AAR)
 - Evaluation data not discussed



FOCUS OF THE HOTWASH

- Response procedures
- Exercise purpose
- Solicit participant input to areas of strengths and improvements
- Encourage agencies to conduct their own internal Hotwash to discuss their specific plans and objectives

HOTWASH FORMAT

- Identify 3 strengths to be maintained and built upon
 - Sustaining procedures/operations
 - Best Practices
- Identify 3 potential areas for improvement
 - Remain Positive
 - Where are improvements needed?
 - Identify solutions – not just problems
- Identify 1 critical issue to improve and when it will be accomplished

CLOSING COMMENTS AND WRAP-UP

- Closing comments
 - Facilitator
 - Exercise Director
 - Sponsoring agency
- Wrap-up
 - Administrative notes
 - Last chance for questions

INVOLVING THE PARTICIPANTS

- Organize the exercise injects so that all organizations must deal with a question or problem
- Give extra encouragement to those who are a little reserved
- Avoid the temptation to jump in with the right solutions when players are struggling
- Model and encourage the behaviors you want from the participants:
 - Give eye contact
 - Acknowledge comments in a positive manner

IN-DEPTH PROBLEM SOLVING

- Don't move too fast!
 - You don't necessarily have to meet all of the objectives
 - Nothing may get settled
- Push the players past superficial solutions
 - A few carefully chosen, open-ended questions can keep the discussion going to its logical conclusion

SUSTAIN THE ACTION

- **Use multiple event stages**
 - As discussion begins to fade on one issue, introduce the next segment
- **Vary the pace**
 - Add or delete problem statements and messages to alter the speed of the action
- **Maintain a balance**
- **Watch for signs of frustration or conflict**
 - Always remember that the tabletop is basically training, not testing
- **Keep it low-key**
 - Avoid a bad experience by keeping in mind the low-key nature of the tabletop

CONTROLLING TIME AND PACE



- Keep track of time and keep on schedule – follow the exercise agenda!
- Maintain pace by timing the injects

CONTROLLING TIME AND PACE

If the exercise is progressing *too quickly*:

- Delay injects or information
- Introduce conflicting information or a “red herring” via an inject

CONTROLLING TIME AND PACE

If the exercise is progressing ***slowly*** or is ***stalled***:

- Jump-start the response actions using a planned or contingency inject
- Do not interfere as a facilitator, but as a simulator in the exercise



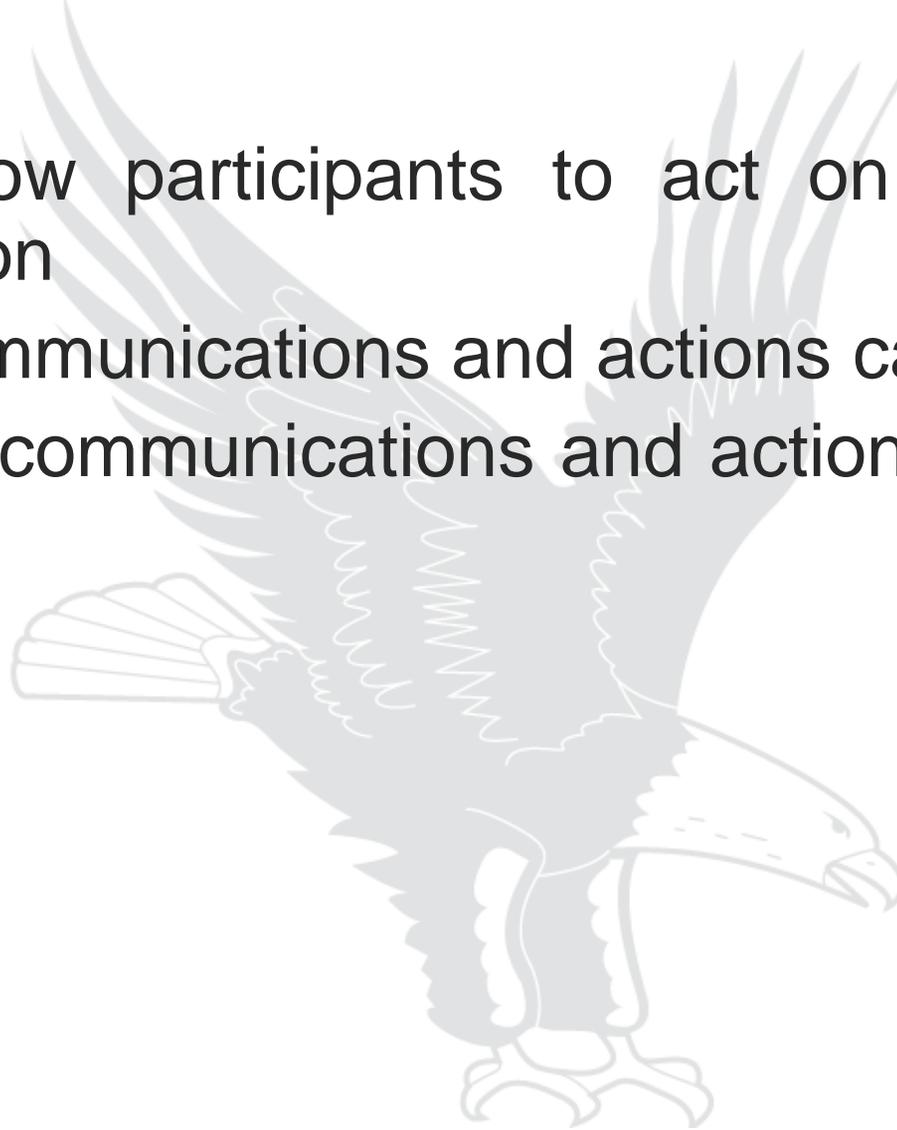
COMMUNICATIONS

- Let communications and actions evolve naturally
- Let participants guide the direction of the response actions
- Allow participants to falter
 - Address faults in the AAR



COMMUNICATIONS

- Don't allow participants to act on overheard information
- Track communications and actions carefully
- Flag key communications and actions for future reference



DEALING WITH ROLE FAILURE

Not all participants are equally prepared play in the exercise



- *In the event of an exercise breakdown...*
 - Identify the weak link (or links)
 - Confirm that their actions (or lack thereof) have significantly hindered the exercise
 - Interfere as a controller to set the exercise back on track

TIPS FOR FACILITATION

- *ALWAYS* remain neutral, objective, and fair
- Call people by name
- Encourage group members to speak to each other, not to you
- Don't allow the group to transfer ownership of the process, problem, or recommendation to you

[MORE TIPS FOR FACILITATION]

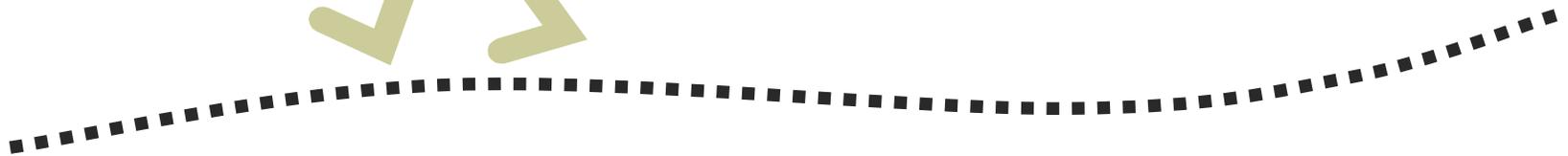
- Never say, “I told you so”
- Be confident and be flexible
- Involve the participants whenever you can
- Don't be afraid to cut off people who are rambling on
- Read the group and respond accordingly
- Preserve the integrity of the group and every individual
- Learn to laugh at yourself

EVEN MORE TIPS FOR FACILITATION



- Provide proper training before an exercise and set exercise goals
- Track all communications and actions carefully
- Allow the exercise to evolve naturally
- Interfere as little as possible
- If failure is inevitable, interfere to save the exercise

QUESTIONS





EXERCISE TOOLKIT

EXERCISE TOOLKIT

- Sign in roster
- Name plates
- Situation Manual
- Folders
 - Agenda
 - Ground rules
 - Discussion questions
 - Participant feedback form
 - Miscellaneous





COURSE WRAP-UP

THANK YOU FOR PARTICIPATING

