



**ABU DHABI WATER AND ELECTRICITY  
AUTHORITY (ADWEA)**

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**ADWEA CORPORATE CRISIS MANAGEMENT PLAN  
DRILLS & EXERCISES MANUAL**

Approved by:

Planning & Development Director:



**ADWEA CORPORATE CRISIS MANAGEMENT PLAN  
DRILLS & EXERCISES MANUAL**

**Prepared by:** \_\_\_\_\_ **Date:**  
HSE SPECIALIST

**Reviewed by:** \_\_\_\_\_ **Date:**  
TECHNICAL ADVISOR

**Approved by:** \_\_\_\_\_ **Date:**  
PLANNING & DEVELOPMENT  
DIRECTOR



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### ADWEA CORPORATE CRISIS MANAGEMENT PLAN DRILLS & EXERCISES MANUAL

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## 1. INTRODUCTION

The majority of emergencies or crises occur without warning. As a result, members of all levels of Emergency/Crisis Response Teams within an organization usually must begin their work in a reactive mode. The first priority for ADWEA Affiliates' and ERTs and EMTs, the Shared Facilities Co., and ADWEA's CMT is to move from a reactive to a proactive mode of operation, as quickly as possible. This is done by engaging ADWEA and its Affiliates in a disciplined, fully integrated Crisis Management System (CMS), whose primary objective is to establish and maintain Command and Control (CC) over the emergency, the emergency response operations, and the crisis implications of an emergency.

ADWEA's Corporate Crisis Management Plan requires Drills and Exercises be conducted to assess and improve emergency response and crisis management capabilities and overall preparedness. ADWEA's Plan requires Tabletop Exercises quarterly and Field Exercises (Drills) every 2 years. Both the Tabletop and Field Exercises have to involve all 3 levels of Emergency/Crisis Response, given that a Crisis is an escalation of an Emergency. The 3 Levels of Responses are:

- Affiliates' Emergency Response Teams (ERTs) and Emergency Management Teams (EMTs).
- Shared Facilities Company (when it exists).
- ADWEA's Crisis Management Team (CMT).

## 2. TYPES OF EXERCISES

ADWEA will run two types of exercises:

**Tabletops** are non-threatening and non-dynamic. They are meant to provide ADWEA's CMT and Affiliates' ERT, and EMTs with experience in the details and operation of their respective plans, but in a learning environment, without time pressure.

**Field Exercises** are real-time, dynamic improvisations of crisis conditions. Their purpose is to identify strengths and areas that need improvement in the respective plans and teams in elevated-tension conditions that closely resemble those of a genuine crisis.

**Activation and notification exercises** are a subcategory of Field Exercises and involve assembling the teams as quickly as possible, regardless of the nature of the crisis.

### Developing Scenarios for Exercises

Both successful tabletop and field exercises require disaster scenarios that are serious. One common design failure is to pose a challenge that is insufficiently realistic or too small to hold the team's attention.



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None of the participants should learn the content of the scenarios in advance. To ensure an engaging scenario, the simulation designers should meet privately with managers who will not be involved in the exercise. Every aspect of the story must be challenging, realistic and believable.

On the other hand, it is possible to overwhelm a team especially one that is newly formed by introducing something that is too elaborate, complex or fast moving. An exercise scenario should have the right level of intricacy, detail, and emotional tension. Designing simulation exercises is an exacting, detailed task.

An exercise scenario should cover the following:

- Fully utilize the content of ADWEA's crisis manual.
- Incorporate challenges into the scenario that will exercise and test (but not overwhelm) every member on ADWEA's crisis management team.
- Engage the Affiliates' ERTs and EMTs under an escalating emergency scenario.

**Tabletop Exercises**

A table top exercise is a scheduled meeting that takes place in a conference room or Crisis Command Center. Using a discussion-based approach, a tabletop exercise introduces the teams (ADWEA CMT and Affiliates ERTs and EMTs) to crisis management concepts. No equipment is involved, and all activity occurs inside the meeting room.

The exercise leader begins by reviewing the process, ground rules and basic crisis management concepts. Next, each "player" receives a copy of the scenario, and the leader walks team members through their expected responses. Then two or three additional "information updates" are distributed, followed by a similar discussion of appropriate responses. After the exercise, a short debriefing is conducted. Written comments and feedback are collected. An evaluation report outlines the strengths observed and improvements needed.

A tabletop exercise is both practice for team members and a test for the emergency/crisis plan itself – the ADWEA CCMP and Affiliates ERPs. The tabletop exercise allows the identification of the gaps that can result when team members are not fully involved. People whose normal roles are highly specialized will have the chance to recognize the interconnectedness, in emergency response situations, of the various corporate disciplines.

**Field Exercises (Simulation Drills)**

The objectives of this type of exercise are to:

- Improve the teams' ability to handle a real corporate crisis.
- Validate the ADWEA crisis plan and the Affiliates emergency plans under simulated real-time, dynamic crisis conditions.
- Identify strengths and weaknesses in the plans and determine the revisions required.
- Allow the team members to experience the emotional and resource issues of a crisis.



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- Identify strengths and weaknesses in the team members in an “under tension” situation and determine appropriate training, if needed.

The primary difference between tabletops and simulations is that during simulations, in place of a fixed script and a limited objective, the teams face a range of occurrences that require team members to improvise. A simulation is a role-playing exercise. It involves two groups – the “players”, who are the members of ADWEA’s, CMT and Affiliates’ ERTs and EMTs responding to the incident scenario and being drilled, and the “simulators”, who are producing the incident (drill), controlling the drill, and observing and evaluating the players’ responses. In addition to being evaluators, “simulators” also play the roles of the media, public, regulators, customers, government officials, activists, and so on.

The “simulators” are usually located in a room separate from but near to that of the Crisis Management Team. They are people chosen for their knowledge and expertise in areas appropriate to the simulated incident – such as plant managers.

Drills generally begin at a prearranged start time, with everyone assembled. As the teams improve, ADWEA might conduct some drills without telling the team members in advance. Intermittent surprise simulations can disrupt busy schedules, but they will ensure the teams’ readiness. While highly effective, surprise drills require the full support of senior management since they can be disruptive to other priorities.

The “players” will be operating in the same rooms they would use in a real crisis. A telephone call typically brings the first news of the “crisis”. The drill then moves in real time, as “simulators” introduce additional information to the “players” via phone, fax, e-mail, pre-recorded mock newscast and in person. The information revealed to the players about the scenario is dynamic and can change based on the players’ decisions and actions.

In responding, the “players” always contact a member of the simulation team. The backroom “simulators” in turn have a bank of prepared, predefined moves that they can introduce – events that might actually occur as a crisis unfolds. At the end of the drill, both groups are brought together for a complete debriefing. It is through practice that a team becomes a cohesive unit.

### **Activation and Notification Drills**

This subgroup of the Field Exercises is not concerned with a specific risk. Its sole purpose is to streamline the process of assembling the team or teams so that they can quickly get to work. Activation and notification focuses on the processes that have to occur from the moment a company is first made aware of a crisis until all team members are in place.

Some aspects of it are counterintuitive. The first person called is typically not the one with the most decision-making power, but the one who will take longest to arrive at the crisis room. That’s because it is desirable to have as much of the entire team as possible present when critical decisions are made.



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Sometimes these exercises are called “code blue” emergencies, so that when the persons on the notification list are called, they understand that it’s not a real emergency. Still, team members understand that code blue emergencies take precedence over normal business engagements, just as a real incident would.

### **3. SPECIFIC OBJECTIVES OF ADWEA’S CRISIS EXERCISES**

ADWEA’s exercises are designed to test and evaluate the ability of ADWEA and ADWEA Affiliates to identify, respond to, mitigate, and generally manage a crisis, based on the approaches contained in the Affiliates’ Emergency Response Plans and ADWEA’s Crisis Management Plan.

The exercises seek also to evaluate the crisis management interfaces amongst the various Affiliates, and between ADWEA and its Affiliates, as well as other parties, including government authorities that may be involved in the response to an emergency, the media, and relatives of employees.

The purpose of the exercises is one of evaluation and learning, seeking to refine and improve the Crisis Management Plan of ADWEA and the Emergency Response Plans of ADWEA’s Affiliates, and increase the level of preparedness of their employees responsible for responding to emergencies and crises.

The objectives of ADWEA’s crisis exercises are to:

- Improve the ADWEA Crisis Management Team's (CMT) preparedness to handle a real corporate crisis.
- Improve ADWEA’s Affiliates Emergency Response Teams (ERT) and Emergency Management Teams (EMT) preparedness to handle a real facility emergency, especially when two or more Affiliates are involved.
- Test and improve coordination between ADWEA’s CMT and Affiliates EMTs, and between ADWEA and external parties.
- Validate ADWEA’s Crisis Management Plan under simulated real-time, dynamic crisis conditions by applying a well defined and relevant disruption scenario that may highlight discrepancies or inconsistencies.
- Validate the participating Affiliates’ Emergency Response Plans under simulated real-time, dynamic crisis conditions.
- Identify strengths and weaknesses in the Affiliates’ Emergency Team and ADWEA’s Corporate Crisis Team in an "under tension" situation.
- Allow the emergency/crisis team members to experience the pressure and resource issues of a crisis.
- Provide hands-on training of the responsible team members on the workings of the Emergency Plans.

### **4. CORE COMPONENTS OF ADWEA’S CORPORATE CRISIS MANAGEMENT PLAN**

All the components of ADWEA’s Corporate Crisis Management Plan (CCMP) must be exercised during the Tabletop and Field Exercises. The purpose for the Exercises is to ensure that all CCMP components function adequately for response to crisis.

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The Core Components listed in the Table below include the Core Components of ADWEA's CCMP that must be exercised, as well as the Core Components of ADWEA Affiliates' ERPs, which are an integral part of ADWEA's exercise scenarios.

	CORE COMPONENTS	ADWEA ROLE	AFFILIATE ROLE	COMMENTS
<b>1</b>	<b>Notification:</b> Test the notification procedures identified in the ADWEA CCMP and the Affiliates ERPs.	YES	YES	
<b>2</b>	<b>Staff Mobilization:</b> Demonstrate the ability to timely assemble the essential employees to a crisis, identified in the ADWEA CCMP and the Affiliates ERPs.	YES	YES	
<b>3</b>	<b>Ability to Operate Within the Crisis Management / Emergency Response System Described in ADWEA CCMP and Affiliates ERPs:</b>			
	<b>3.1 Operations:</b> Demonstrate the ability to implement the crisis operations related to the action plans contained in the ADWEA CCMP and Affiliates ERPs.	YES	YES	
	<b>3.2 Logistics:</b> Demonstrate the ability to provide the necessary support to Affiliates through the coordination of internal and external resources.	YES		
	<b>3.3 Finance/Administration:</b> Demonstrate the ability to document the daily expenditures of the organization (ADWEA and Affiliates) and provide cost estimates for continuing operations during a crisis and remedial operations after a crisis.	YES	YES	
	<b>3.4 Safety:</b> Demonstrate the ability to monitor all field operations and ensure compliance with safety standards.		YES	
	<b>3.5 Legal:</b> Demonstrate the ability to provide ADWEA CMT with suitable legal advice and assistance.	YES		
	<b>3.6 Planning:</b> Demonstrate the ability to consolidate the various concerns of the members of the ADWEA CMT and Affiliates EMTs into joint planning recommendations for crisis management.	YES	YES	



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	CORE COMPONENTS	ADWEA ROLE	AFFILIATE ROLE	COMMENTS
<b>4</b>	<b>Resources:</b>			
	<b>4.1 Supplemental Internal/External Resources:</b> Demonstrate the ability to assemble and deploy emergency resources identified in the crisis management / emergency response plans.	YES	YES	
	<b>4.2 Fire Fighting:</b> Demonstrate the ability to assemble and deploy the fire fighting resources identified in emergency response plans.		YES	
	<b>4.3 Equipment Maintenance and Support:</b> Demonstrate the ability to maintain and support all equipment associated with the response.	YES	YES	
	<b>4.4 Personnel:</b> Demonstrate the ability to procure sufficient personnel to mount and sustain an organized response. This requirement includes insuring that all personnel have qualifications and training required for their position within the response organization.	YES	YES	
	<b>4.5 Operational and Administrative Spaces:</b> Demonstrate the ability to provide suitable operational and administrative spaces for personnel involved with the management of the response.	YES	YES	
<b>5</b>	<b>Assessment/Judgment:</b> Demonstrate the ability of the ADWEA CMT and Affiliates EMTs to provide initial and on-going assessments of the severity of the incident and provide continuing assessments of the effectiveness of the tactical operations.	YES	YES	
<b>6</b>	<b>Recovery:</b> Demonstrate the ability of the ADWEA CMT and Affiliates EMTs to turn their response from "reaction" to "command and control" as soon as possible following a crisis.	YES	YES	
<b>7</b>	<b>Protection:</b> Demonstrate the ability of the entire ADWEA organization to protect people, the environment and property.	YES	YES	



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	CORE COMPONENTS	ADWEA ROLE	AFFILIATE ROLE	COMMENTS
<b>8</b>	<b>Communications:</b> Demonstrate the ability to establish an effective communications system for the emergency response organization.			
	<b>8.1 Internal Communications:</b> Demonstrate the ability to establish an intra-organization communications system, between ADWEA and its Affiliates.	YES	YES	
	<b>8.2 External Communications:</b> Demonstrate the ability to effectively handle communications between ADWEA and other entities (e.g., media, community, Regulatory Organizations, Governmental Authorities, etc.).	YES		
<b>9</b>	<b>Documentation:</b> Demonstrate the ability of ADWEA's CMT and Affiliates' EMTs to document all operational and support aspects of the response and provide detailed records of decisions and actions taken.	YES	YES	

**5. CRISIS SCENARIO DEVELOPMENT**

a. **Selection Criteria**

The crisis simulation exercise scenario selection criteria will be:

- The scenario should be able to concurrently exercise multiple elements of the ADWEA CCMP and the Affiliates ERPs.
- The scenario should involve significant communication and coordination elements.
- The scenario may be severe, but not beyond possibility.

b. **Development**

ADWEA's Crisis Exercise Scenario will be developed in collaboration with the Management of ADWEA's Affiliates.

c. **Preparation**

Prior to the scheduled simulation exercise, the following activities should be performed:



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1. Identification of all participants, “players” and “simulators.”
2. Assigning of appropriate location for the simulators.
3. Communicate roles and expectations, to the degree possible, to all participants.
4. Scheduling of simulation exercise.

**Description:**

A “Players Book” will be developed for each ADWEA Crisis Field Exercise. The “Players Book” will include the following items:

1. Introduction
2. Crisis Exercise Scenario Description
3. Players’ Rules
4. Players’ Characters
5. Contact Information for Actual Recipients (Employees of ADWEA and Affiliates) and Characters (External Individuals).
6. Exercise Format
7. Exercise Methodology
8. Evaluation/Feedback Forms
9. Activity Cards – providing detailed, step by step progression of the emergency/crisis, as played out by all “players” and “simulators.”

**6. DEBRIEFING AND EVALUATION**

**Debriefing**

No drill should be considered complete until all participants – players and simulators alike – have been debriefed for lessons learned. The evaluators also participate in the debriefing. Debriefing has three objectives:

- Everyone involved should feel increased confidence in their ability to function during a crisis.
- Management should learn what parts of the plan(s) need more work. Participants should express these observations, such as “We need more telephones,” or “We need somebody who can go to the scene with a laptop specifically loaded for response work,” or, “Changing this detail would have made it easier for us to function.” Management will not only find out how to improve the plan(s), but will also build ownership on the part of team members.
- Team members (ADWEA’s and Affiliates’) should understand that this is important work, and that the time spent has generated important lessons.



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There are four possible conclusions, which ADWEA and its Affiliates will learn through field exercises:

- The teams responded well, and the plans proved to be adequate.
- The teams responded well, but the plans turned out to be inadequate. The plans need revision.
- The teams failed to follow the plan. Team members need additional training.
- The teams followed the plan, but their response was ineffective. In this case, clearly, the plan needs revision, after which the teams will need additional training.

After a crisis response exercise, ADWEA wishes to report upon its major strength in its crisis response capacity and its Affiliates' emergency response capacity, and identify, where appropriate, opportunities for improvement.

An ADWEA Crisis Exercise Evaluation Report will be prepared after each exercise. The main part of the report will present the facts obtained throughout the exercise at all main locations of the exercise by Controllers, Observers/Evaluators and Participants. All these individuals will be asked to fill out a series of Feedback Forms during, when feasible, and immediately after the exercise, presenting their personal observations of successes and shortfalls as experienced during the exercise. Appendix 1 offers a format to document the exercise participants' names. Examples of Feedback Forms follow under Appendices 2 through 4.



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**APPENDIX 1**

**Exercise Controllers:**

No.	Name	Company	Location
1			
2			
3			
4			
5			

**Observers/Evaluators:**

No.	Name	Company	Location
1			
2			
3			
4			
5			

**Players (Team Members of ADWEA's CMT and Affiliates' ERTs and EMTs):**

No.	Name	Company	Location
1			
2			
3			
4			
5			



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**Reporting**

After the exercise, ADWEA wishes to report upon its major strengths in its emergency response capacity, and identify, where appropriate, opportunities for improvement.

The main parts of the report will be based on facts obtained throughout the exercise in all of its main locations from Controllers, Evaluators/Observers and players.

In the appendices that follow, there are a series of feedback forms, which ADWEA will ask individuals to complete during, if feasible, and immediately after the exercise to tell their personal experiences of successes and shortfalls.

The production of the report will be co-ordinated and edited by Moudher Ibrahim, ADWEA HSE Specialist, to whom any additional feedback should be channelled.



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**APPENDIX 2**

**GENERAL OBSERVATIONS FEEDBACK FORM  
EXERCISE**

Name: \_\_\_\_\_ Exercise Date: \_\_\_\_\_  
Role: \_\_\_\_\_ Player No. \_\_\_\_\_  
Location: \_\_\_\_\_

**What went well?**

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_

**What did not go well?**

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_

**Strengths of ADWEA's CMT**

1. \_\_\_\_\_
2. \_\_\_\_\_

**Strengths of Affiliates' ERTs and EMTs**

1. \_\_\_\_\_
2. \_\_\_\_\_



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**Weaknesses of ADWEA's CMT**

1. \_\_\_\_\_
2. \_\_\_\_\_

**Weaknesses of Affiliates' ERTs and EMTs**

1. \_\_\_\_\_
2. \_\_\_\_\_

**Did the team members you observed act as you would have expected? Yes / No**

**If no, please comment below:**

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**APPENDIX 3  
POST-EXERCISE SURVEY EVALUATION RESULTS  
EXERCISE - - - - -**

:

Survey Question		Ranking*
1.	How well were the test objectives met?	
	1.a.1 Identify Crisis – ADWEA	
	1.a.2 Identify Severity of Emergency – Affiliate	
	1.b.1 Respond to Crisis – ADWEA	
	1.b.2 Respond to Emergency – Affiliate	
	1.c.1 Mitigate Crisis – ADWEA	
	1.c.2 Mitigate Emergency – Affiliate	
	1.d. Internal Communications	
	1.e. External Communications	
2.	How well did participants display understanding of their roles/responsibilities?	
3.	How effective was ADWEA's CCMP in handling crisis?	
4.	How effective were Affiliates' ERPs in handling emergency?	
5.	How appropriate was the approach to the exercise (assumptions, scope, complexity, etc.)?	
6.	How well was the exercise facilitated given the time constraints?	
7.	How well were the follow-up action items captured and assigned?	
8.	Did exercise improve preparedness of participants?	
9.	Did exercise function as training ground for participants?	

\*Rankings:

- 1 = not at all
- 2 = somewhat
- 3 = satisfactory
- 4 = very satisfactory
- 5 = excellent



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**APPENDIX 4**

**EVALUATION OF AFFILIATE'S EXERCISE PERFORMANCE  
EXERCISE - - - - -**

**AFFILIATE: \_\_\_\_\_**

Areas	What to Observe	Finding
<b>COMMUNICATION</b>	How effective.	
	How fast.	
	Are all informed.	
	Difficulties faced.	
	Problem foreseen.	
<b>RESPONSE TIME</b>	What can be the minimum time of response?	
	What can be done to improve response?	
	Are there problems of transportation?	
<b>RIGHT ACTION / TIMELY ACTION</b>	Check if all 'actions' taken are correct.	
	Check if all "actions" taken are timely.	
	Are there any missing 'actions.'	
<b>DECISIONS MADE</b>	Any decisions involved during the drill?	
	How effective are communications leading to decision making?	
	Have any emergency decisions been taken in the absence of availability of proper communication from top management?	
<b>TRANSPORTATION</b>	Rescue vehicle arrived in time or not.	
	Engine is kept running or not?	
	Whether driver is in his seat at all times?	
	Whether the rescue team observed wind direction (as applicable).	
	Whether the rescue team used safety mask (as applicable).	