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Societal security — Guidelines for exercises

Sécurité sociétale — Lignes directrices pour exercice



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Contents

	Page
Foreword	iv
Introduction	v
1 Scope	1
2 Normative references	1
3 Terms and definitions	1
4 Planning, conducting and improving an exercise programme	4
4.1 General.....	4
4.2 Planning.....	4
4.3 Conducting.....	6
4.4 Reviewing and improving the exercise programme.....	7
5 Planning, conducting and improving exercise projects	7
5.1 General.....	7
5.2 Planning.....	8
5.3 Conducting.....	19
5.4 Improving.....	21
6 Continual improvement	21
6.1 General.....	21
6.2 Evaluation.....	21
6.3 Management review and corrective action.....	23
Annex A (informative) Exercises within a management system description	24
Annex B (informative) Needs analysis	27
Annex C (informative) National strategic exercises	29
Annex D (informative) Exercise enhancement	32
Annex E (informative) Creating scenarios through experience	33
Bibliography	35

Foreword

ISO (the International Organization for Standardization) is a worldwide federation of national standards bodies (ISO member bodies). The work of preparing International Standards is normally carried out through ISO technical committees. Each member body interested in a subject for which a technical committee has been established has the right to be represented on that committee. International organizations, governmental and non-governmental, in liaison with ISO, also take part in the work. ISO collaborates closely with the International Electrotechnical Commission (IEC) on all matters of electrotechnical standardization.

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*.

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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](#).

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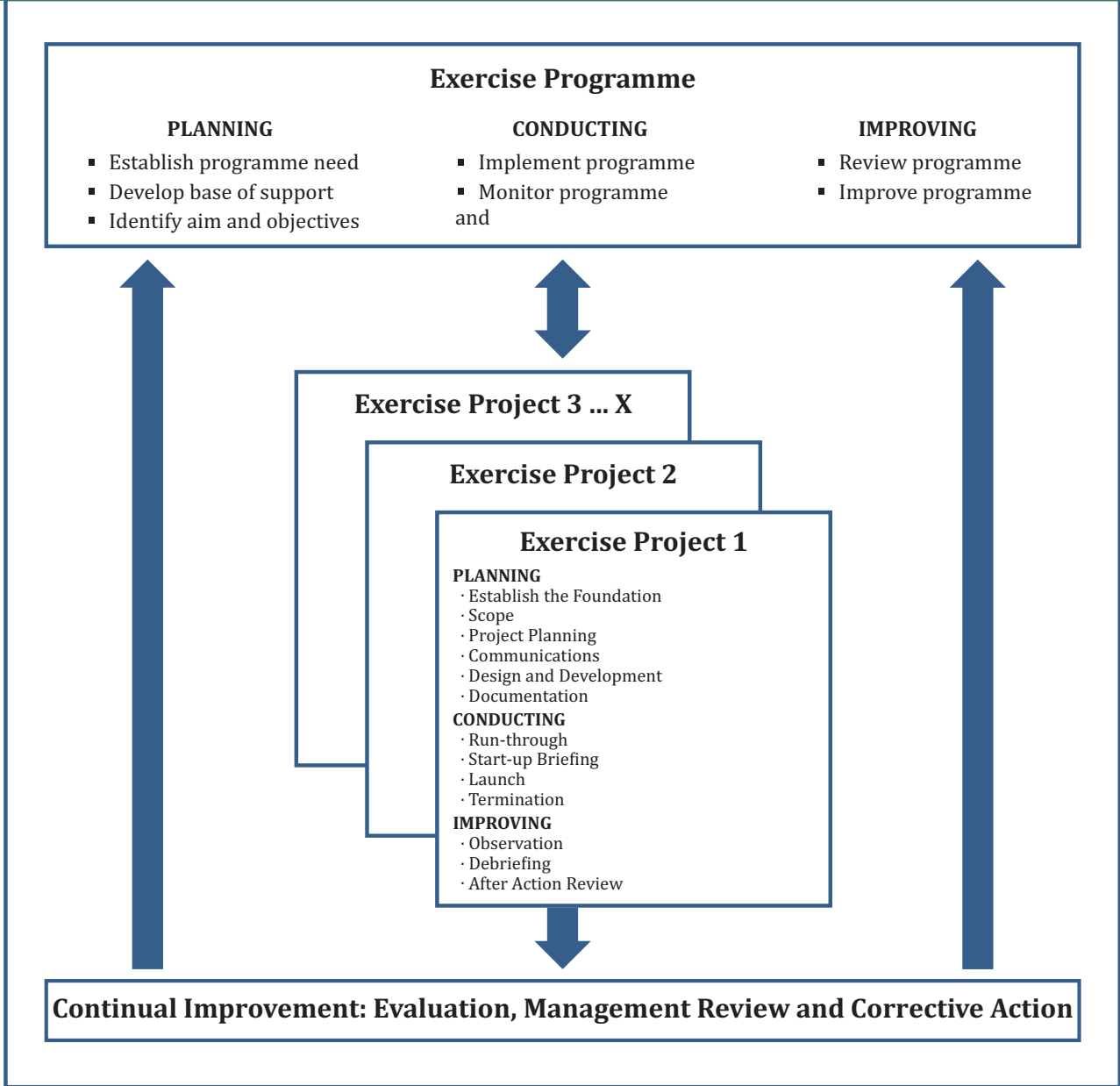


Figure 1 — Relation between exercise programme, exercise projects and continual improvement