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EXERCISE
INSTRUCTION



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CANATEX 3
EXERCISE
INSTRUCTION
(PARTICIPANT'S HANDBOOK)

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30 April, 1997

CANATEX 3
EXERCISE INSTRUCTION

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CANATEX 3
EXERCISE INSTRUCTION

SECTION 1

INTRODUCTION

1.1 General

1. **C**ANADIAN **N**ATIONAL **E**XERCISE (CANATEX) is the name for the family of national-level, no-fault exercises which are staged every three or four years to test and evaluate contingency plans designed to contain the effects of emergencies that Canada as a whole could face. To identify specific exercises, the nickname CANATEX will be followed by a space and an Arabic number. The CANATEX series should be viewed as a composite of all training, seminars and exercises conducted by participants in preparation for their responsibilities with respect to the federal plan to be evaluated by the exercise (*hereafter referred to as the Plan*). Such preparations need not necessarily have CANATEX in their title, nickname or aim, but will be listed in a compendium of activities associated with the preparation for CANATEX. Exercise designers will create this compendium. By taking this approach, should the final national-level exercise not take place for valid reasons and all lead-up training has been completed, Federal Ministers will have, to the best possible extent, satisfied the ministerial responsibilities of Section 7 of the **Emergency Preparedness Act** regarding federal arrangements for the type of emergency covered by the Plan. This umbrella concept for the CANATEX series of exercises is mentioned in the next paragraph, and in SECTION 2 - CONCEPT AND OBJECTIVES but from that point should be taken as a given.

2. CANATEX 3 (where appropriate, hereafter referred to in this document as simply CANATEX) is the nickname assigned to the national-level exercise designed to accomplish the AIM at paragraph 1.1.4 below and the OBJECTIVES in Section 2, and also to the umbrella covering preparation activities by all participants.

3. This Exercise Instruction addresses only the final test of the federal Plan to be evaluated and relevant federal, provincial and other arrangements.

4. The **Aims** of CANATEX 3 are:

"To evaluate the Federal Nuclear Emergency Plan and its interfaces with the nuclear emergency arrangements of the Province of Ontario;

To provide the opportunity for the Province of Ontario to evaluate the Provincial Nuclear Emergency Plan and the emergency arrangements of the affected regions, counties and municipalities;

To fulfill the requirements set out by the Nuclear Energy Agency [of the Organization for Economic Cooperation and Development (OECD)] for the conduct of periodic nuclear emergency exercises under the International Nuclear Exercise (INEX) series.

and,

To test the bilateral arrangements of the Joint Radiological Emergency Response Plan.”

5. The national and departmental Objectives which fall out of the exercise aim are found in Section 2.

1.2 Purpose of the Exercise Instruction

1. This Instruction is designed to provide the details for the preparation for, conduct and evaluation of, reporting on, and the post-exercise follow-up activities arising from, the final test exercise CANATEX. It is intended for use by the exercise designers of the participating organizations, Control Staffs, participants, and as a source for information about the exercise for interested parties.
2. The general exercise concept is above at paragraph 1.1.1 and is contained in the CANATEX 3 Exercise Outline, which is the keystone document that began the process of seeking agreement for the exercise. This instruction can be read without need to refer to the Exercise Outline, but exercise officials (see definition at paragraph 3.2.2) must ensure that their own internal arrangements, if going beyond this instruction, do not violate the parameters contained in the Outline which were the basis of agreement for CANATEX.
3. Additional separate direction in the form of Control Staff Instructions will be issued to those responsible for the detailed control aspects of CANATEX. For those readers who are not to be Controllers, Section 5 of this Instruction provides sufficient general control information to understand how it will be achieved.
4. The guidance contained in this Instruction may be repeated in several places within the document. This is judged to be necessary as users may refer to selected Sections or paragraphs for some specific purpose and need to be reminded of how something stated elsewhere affects the topic they are reading.

1.3 Exercise Scope

1. CANATEX directly involves the **federal institutions** and **national non-government organizations** with primary and secondary responsibilities in the Plan, and **includes Ontario** as the location of the candidate nuclear power plant and such other provinces who elect to participate.

2. The federal exercise will be done in two parts:

Part 1 - Functional (Paper) Exercise, based on events at the nuclear power site (three days), governed by this document; and,

Part 2 - Senior Officials' Seminar (one day). Under separate arrangements from this Exercise Instruction.

Ontario has undertaken maximum possible provincial participation for at least Part 1.

3. From a federal perspective, the exercise will not involve actual movement of people or resources except for the possible test of the ability of Federal officials to gather and operate at a location other than their normal business locations. Play by Ontario may involve some deployment, yet to be determined, but this will not affect the focus of other national participants.

1.4 Exercise Timing and Meteorology

1. CANATEX 3, Part 1 is programmed for the period 28-30 April, 1998. The date for Part 2 will be announced later.

2. The meteorological circumstances will be those at the time the exercise is conducted. This is true not only in the geographical exercise area, but also in the area of anyone participating in the exercise.

1.5 Opening Situation

1. The precise exercise scenario for CANATEX will not be known to players (see definition paragraph 3.2.3). **Information will be fed into the exercise as realistically as possible**, using the information systems set up in the Plan and other arrangements, and by exercise devices used by the Control Staff. As in real life emergencies, reliable information may be hard to acquire, especially in the early stages.

2. It will be impossible for exercise officials to paint an absolutely complete picture of the events and circumstances in the affected areas, and players will be required to use constructive

imagination and visualize realistically and pragmatically how things would be. Should players require help in this regard the local Control Staff may be asked to assist.

1.6 Planning, Control, and Evaluation

1. Exercise planning, control and evaluation are the topics of later Sections of this instruction. These activities are included here in abbreviated form to encapsulate the essence of these subjects for the casual reader who does not require detailed knowledge about them.
2. Exercise Planning. Federal departments and agencies, provincial authorities, and national organizations shall be responsible to prepare all necessary internal detailed planning and the incidents to test their elements of the Plan to achieve the objectives which they have set out for themselves. Emergency Preparedness Canada shall provide the exercise planning coordination and the major design outline to achieve the exercise national aim and objectives. The overall coordination of planning shall be achieved by an **Exercise Design Team**, with members from all major participating organizations. The planning schedule is a separate document and will be issued to the members of the Exercise Design Team. Exercise Design and Planning is discussed in more detail in Section 4.
3. Exercise Control. The conduct of the exercise shall be controlled through a hierarchy of Control Staffs as required, the senior being the Central Control Staff comprising senior controllers from all major players. See Annex A. Section 5 deals with Exercise Conduct and Control.
4. Exercise Evaluation. Section 6 covers in detail the Evaluation and Reporting requirements of this exercise. The evaluation of the Plan is the fundamental reason for this exercise and it therefore follows that evaluation is a key activity within the exercise. The national objectives will be evaluated by a Central Evaluation Staff. Participating organizations shall conduct internal evaluation as they deem appropriate.

SECTION 2

CONCEPTS AND OBJECTIVES

2.1 Background to the Exercise Concept and Aim

1. It must be stressed before discussing the development of the Concept and Aim of CANATEX that the **federal role in public welfare situations is one of support** to the affected province(s) or territory(ies), who have the mandated role of **response** to the emergency. The Plan which will be exercised in CANATEX is in reality a **support** plan. Provincial authorities will have control and the remainder of the national capability will react to their requirements. Stated another way, the process is a pull and not a push system. Provincial officials will request specific human and materiel resources in specified quantities (pull) and will look with displeasure on unrequested resources pushed on them from outside. That is not to say in an emergency that federal departments and national organizations cannot do prudent positioning of resources closer to the affected province, but only the people and materiel requested by the province should enter the affected area. Otherwise, one is likely contributing to the problem rather than assisting in its solution.

2. The essence of the **concept** for CANATEX is found in paragraph 1.1.1 of this document. The composite or umbrella nature of the exercise nickname was decided upon based on the necessity of meeting, as much as practicable and as early as possible, the Ministerial responsibilities for the emergency arrangements arising from the type of emergency covered by the Plan. By taking this approach, the emergency planning and exercise community of the federal government can do as much local preparation, training and exercising as time and budgets permit, while working towards the ultimate final exercise of the same nickname. Should a real emergency of the same type strike before the final exercise, those responsible for this aspect of their Minister's mandate will have met their obligation to be prepared for the occurrence to the best of their ability. Hopefully, we will be afforded the full time, and the Plan can be tested and evaluated in CANATEX and improved if needed by the exercise evaluation findings before being put to the real test.

3. This basic concept has been taken a step further by the intention of the exercise designers to involve other jurisdictions in CANATEX, using the opportunity to check the interfaces between plans of those jurisdictions. By accepting the basic concept of the umbrella, other jurisdictions accept the need for training and exercising their own arrangements as early as practicable to prepare for their part in the final exercise. In doing so, these jurisdictions also will have done as much preparation as time and resources will have allowed.

4. In deciding the **Aims** for CANATEX, exercise designers had to be as specific and precise as possible using the minimum number of words. The Aims had to describe the final exercise while acknowledging the umbrella nature of the nickname, thereby being inclusive and

all-encompassing. For the federal Aim, the action verb "evaluate" was decided upon as it incorporates the thoughts of examination and marking, and implies that one must do preparation and homework. The Aims of CANATEX 3 are at paragraph 1.1.4, and repeated below for ease of reference:

"To evaluate the Federal Nuclear Emergency Plan and its interfaces with the nuclear emergency arrangements of the Province of Ontario;

To provide the opportunity for the Province of Ontario to evaluate the Provincial Nuclear Emergency Plan and the emergency arrangements of the affected regions, counties and municipalities;

To fulfill the requirements set out by the Nuclear Energy Agency [of the Organization for Economic Cooperation and Development (OECD)] for the conduct of periodic nuclear emergency exercises under the International Nuclear Exercise (INEX) series.

and,

To test the bilateral arrangements of the Joint Radiological Emergency Response Plan."

2.2 National Objectives

1. The National Objectives shown in paragraph 2.2.2 below express the global elements of the exercise which have to be evaluated to prove the overall effectiveness of the Plan, and indicate the areas which participating organizations should evaluate internally by creating more precise and measurable statements of objectives.
2. a. To evaluate the Federal Nuclear Emergency Plan regarding the:
 - (1) coordination with the international community, including the Mutual Aid arrangements with the United States of America;
 - (2) effectiveness of the emergency structures and systems;
 - (3) consultative procedures associated with its invocation and operation;
 - (4) national emergency management operations and telecommunications; and
 - (5) interfacing between the national plan and the nuclear emergency arrangements of Ontario.

- b. To provide Ontario ministries and agencies and officials of Federal organizations in Ontario an opportunity to evaluate their local joint and several response and support arrangements and interfacing structures, procedures and systems.
- c. To meet the objectives of the second International Nuclear Exercise (INEX 2), an exercise sponsored by the Nuclear Energy Agency of the Organization for Economic Cooperation and Development.

2.3 Participants' Objectives

1. HEALTH CANADA

- a. As **federal lead Department**, to evaluate:
 - (1) Health Canada's ability to perform the lead role in the Federal Nuclear Emergency Plan organization, including the ability to lead the Coordinating, Operations, Technical and Public Affairs Groups.
 - (2) the coordination of Public Information with Provincial counterparts.
 - (3) liaison and coordination with the Provinces.
- b. Other Departmental responsibilities:
 - (1) To evaluate the ability of Health Canada to perform its Departmental roles in support of Federal Nuclear Emergency Plan, in particular:
 - (a) Radiation Protection Bureau to provide staff to the Coordinating and Technical Groups.
 - (b) Communications Directorate to support the Head of the Public Affairs Group.
 - (c) Radiation Protection Bureau to provide technical information to the Public Affairs Group for both the general and the scientific public.
 - (d) Emergency Services Division to provide staff for the Operations Group and continue to provide assistance to Provinces on Emergency Health and Social Services.
 - (2) To test Departmental alerting procedures and emergency operations.

(3) To evaluate the ability of Health Canada to deliver programs under the emergency conditions imposed by the Exercise.

(4) To evaluate the role of Health Canada representatives liaising with Ontario.

2. AGRICULTURE AND AGRI-FOOD CANADA

To test the:

- a. Departmental capability to meet its responsibilities as outlined in the Federal Nuclear Emergency Plan;
- b. application of the national Food and Agriculture Emergency Response System program within the context of a nuclear situation;
- c. ability of the Food and Agriculture Emergency Response System Central Component and the Ontario Provincial Component to implement a coordinated response

3. ATOMIC ENERGY CONTROL BOARD

(Note: Under the recently passed Nuclear Safety Control Act, prior to CANATEX 3 the Atomic Energy Control Board may have been renamed the Canadian Nuclear Safety Commission)

To evaluate:

- a. the departmental notification (fan-out) process and the ability to assemble staff at the emergency site and at the Emergency Operations Centre in Ottawa;
- b. our Emergency Response Plan to:
 - (1) test the awareness of the role of each member of the Emergency Response Team to perform their function as set out in the plan,
 - (2) determine the ability of its staff to gather information to assess correctly the situation(s), classify the event(s), initiate the appropriate response(s) and complete the notification requirements,
 - (3) provide liaison and cooperation in a supporting role to the Federal Nuclear Emergency Plan,
 - (4) provide advice when needed by interfacing with departments, agencies or organizations at all levels (licensee, provincial, federal, international) during the emergency,
 - (5) respond to enquires from the public and the media and to coordinate and produce public information.

4. ATOMIC ENERGY OF CANADA LIMITED

- a. To practise the alerting channels contained in the Federal Nuclear Emergency Plan, specifically to Atomic Energy Canada Limited, Chalk River.
- b. To familiarize the designated personnel at Atomic Energy Canada Limited, Chalk River with the operation of the Technical Advisory Group and the Coordination and Operations Group.
- c. To evaluate the Atomic Energy Canada Limited processes in place to support the Federal Nuclear Emergency Plan.

5. DEPARTMENT OF FISHERIES AND OCEANS

- a. To outline departmental national emergency management responsibilities to Department of Fisheries and Oceans' senior executives and Responsibility Centre Managers.
- b. To familiarize Department of Fisheries and Oceans staff with the Federal Nuclear Emergency Plan.
- c. To evaluate appropriate Departmental National Emergency Response Framework "Objectives to Achieve" and related Responsibility Centre Manager's Concepts of Operations and Tasks.
- d. To practise internal and external emergency response operations integration and consultative procedures.
- e. To adjust Department of Fisheries and Oceans Responsibility Centre Manager Concepts of Operations in the Departmental National Emergency Response Framework, as required.
- f. To fulfil the Minister of Department of Fisheries and Oceans' responsibilities for civil emergency plan exercising under the *Emergency Preparedness Act* in relation to a potential nuclear emergency.

6. DEPARTMENT OF FOREIGN AFFAIRS AND INTERNATIONAL TRADE

- a. To confirm that communications facilities and procedures are in place which will provide the Department with adequate and timely information to:
 - (1) inform foreign governments and international agencies of events as required by international agreement or other understanding/arrangement;

(2) respond to enquiries from foreign governments and international agencies who may be seeking information not covered by international agreement; and

(3) verify that established lines of communication within the Department are adequate to cope with a nuclear emergency situation.

b. To ensure that inter-departmental and intra-departmental cooperation is such that the Department of Foreign Affairs and International Trade will be able to satisfy all international obligations related to a nuclear emergency.

7. DEPARTMENT OF NATIONAL DEFENCE

To exercise the Department of National Defence and Canadian Forces response when requested to provide assistance to civil authorities.

8. EMERGENCY PREPAREDNESS CANADA

a. To evaluate Emergency Preparedness Canada's ability and capability to support a lead department in the management of an emergency.

b. To assess the usefulness and practicality of the communications support required from Emergency Preparedness Canada and its responsibilities as a member of the Public Affairs Group (PAG), as outlined in the Federal Nuclear Emergency Plan.

c. To use the exercise as an opportunity to validate the interdepartmental and federal-provincial coordination provisions of the National Emergency Arrangements for Public Information.

9. ENVIRONMENT CANADA

To evaluate Environment Canada's emergency response role as stated in the Federal Nuclear Emergency Plan.

10. INDUSTRY CANADA

To observe and assess response from various areas, to identify potential industrial problem areas which might occur in event of nuclear incident, and to follow up by increasing awareness in Industry Canada.

11. INDUSTRY CANADA (TELECOMMUNICATIONS)

a. To evaluate the Industry Canada (Telecommunications) responsibilities as listed in the Federal Nuclear Emergency Plan.

b. To measure the:

- (1) preparedness of Industry Canada (Telecommunications) personnel to augment emergency telecommunications staff during a disaster situation.
- (2) effectiveness of our inventory program to facilitate the provision of appropriate telecommunications equipment or services required in emergency response operations.
- (3) capability to coordinate and manage programs and new technologies (Line Load Control, Cellular priority, Prompt provision of emergency telephone lines at the scene of a disaster, VSAT, MSAT, INTERNET) to ensure the availability of telecommunications to meet federal/provincial and municipal requirements during periods of system overload or degradation.
- (4) effectiveness of the Canada/United States' agreements on emergency telecommunications.
- (5) effectiveness to manage the Radio Spectrum during a disaster situation as a result of interference problems, use of or requirements for new frequencies, operating permits or spectrum monitoring from an observation centre.

c. To observe:

- (1) how the Ontario Regional and the National Emergency Telecommunications Committees and their affiliated Working Groups will organize key telecommunications undertakings in Canada; and provide a body of telecommunications management expertise and networking contacts; to advise and assist Federal, Provincial and Municipal response/support agencies and identified non-government organizations.
- (2) the effectiveness of the Emergency Broadcast and Warning Systems based on existing telecommunications facilities and services.

12. NATURAL RESOURCES CANADA

- a. In addition to the department's emergency preparedness and emergency management responsibilities, Natural Resources Canada can provide remote sensing and other surveying services; assist as required in gathering technical information; and, provide information on the nuclear energy option.

- b. The following are Natural Resources Canada's objectives:
- (1) test the department's procedure for alerting key officials;
 - (2) evaluate the Communications Unit's participation on the Federal Nuclear Emergency Plan Public Affairs Group;
 - (3) test the capabilities of the available survey services at the Geological Survey of Canada (GSC) and the Low Level Radioactive Waste Management Office (LLRWMO);
 - (4) require assistance from the Low Level Radioactive Waste Management Office for land and building decontamination measures during the recovery phase;
 - (5) observe Atomic Energy Control Board's and Atomic Energy Canada Limited's participation in the exercise (NB: both of these organizations report to Parliament through the Minister of Natural Resources Canada);
 - (6) assess the effectiveness of communications to the Minister's Office.

13. PRIVY COUNCIL OFFICE

To define more clearly the emergency response role of PCO, specifically:

- (a) vis-à-vis the Prime Minister and Cabinet, as may be required; and
- (b) support to the lead federal department in the formulation and management of a national communications plan.

14. REVENUE CANADA

To evaluate:

- a. implementation of the "Goods for Emergency Use" Remission Order, as required; and
- b. Revenue Canada's ability to assist federal institutions in carrying out their responsibilities in the Federal Nuclear Emergency Plan.

15. TRANSPORT CANADA

To evaluate Transport Canada's emergency response role as stated in the Federal Nuclear Emergency Plan.

16. PROVINCIAL MINISTRIES AND AGENCIES

Will be issued separately by Ontario.

SECTION 3

EXERCISE ROLES AND RESPONSIBILITIES

3.1 General

1. This Section is dedicated to explaining the exercise roles and responsibilities of persons and organizations connected to CANATEX.
2. The following paragraphs are meant to identify most of the exercise management methodologies that will be used in the course of the preparation, and the conduct and reporting of the exercise.

3.2 Participants, Officials and Players

1. The term **participant** is used to connote anyone involved in an exercise in any capacity, and includes exercise officials, players, official guests and casual observers.
2. Exercise **officials** are those participants who have been assigned responsibilities for preparation, conduct, supervision, or evaluation. If feasible, exercise officials should not also be players.
3. **Players** are the persons who must react to exercise events as they would do under normal day-to-day or special emergency responsibilities. *The term is not intended to connote play-acting*, although some participants may be required to represent someone or some organization essential to the exercise play but who is not available or is not involved. Such an occasion should be viewed as an exercise artificiality rather than play-acting. The term **player organization** is also used and refers to an organization that is subjected to play events.

3.3 Federal Exercise Management

1. The **Exercise Sponsor** is the Minister Responsible for Emergency Preparedness.
2. The **Exercise Authority** is the Deputy Chief Defence Staff who, through the Emergency Preparedness Advisory Committee, will provide overall guidance for the preparation and conduct of CANATEX, and will supervise the exercise.
3. The **Deputy Exercise Authority** is the Executive Director of Emergency Preparedness Canada who, through the Federal Exercise Director and the Interdepartmental Exercises Coordinating Committee, will coordinate and facilitate the essential elements of the exercise to

ensure that the guidance of the Exercise Authority is achieved. He will also function as the primary arbitrator for disputes should any arise, with recourse to the Exercise Authority.

4. The **Exercise Director** is a shared function because of the inter-jurisdictional nature of CANATEX. The Federal **Exercise Co-Director** is the Director of Emergency Programs and Exercises (Emergency Preparedness Canada). The other **Exercise Co-Director** will be assigned from the primary participating province. The Co-Directors will oversee all aspects of the preparation, conduct, evaluation and final report(s) of the exercise. They will also constitute the first level of arbitration should that be necessary. The Exercise Co-Directors will also hold the appointments of Chiefs of Control Staff during the conduct of the exercise. Deputy Exercise Directors may be appointed.

5. Management of the conduct phase of the exercise will be done by a Control Staff, with representation from every organization and level of player. The corps of the Control Staff will normally be formed from the members of the Exercise Design Team. See Section 5 for details and ANNEX A for Central Control Staff Senior Appointments.

6. For the federal Government, CANATEX will be developed, conducted and evaluated under the aegis of the Interdepartmental Exercise Coordinating Committee. Follow-up corrective action arising from the Final Report will be overseen by the Interdepartmental Coordinating Committee. Both of these committees will report to the Emergency Preparedness Advisory Committee as required or directed. The draft Final Report will be agreed by the Interdepartmental Exercise Coordinating Committee. Copies of the CANATEX Final Report will be circulated first to the Emergency Preparedness Advisory Committee for sponsorship to the Minister Responsible for Emergency Preparedness. Subsequently, copies will be sent to the members of the other two committees, participating provinces, and all participating national and foreign organizations.

3.4 Provincial Exercise Management

1. Exercise management for provincial participation will be contained in separate documentation, and will approximately parallel the federal management structure described in this instruction.

2. Copies of the Federal Final Report will be sent to the participating province(s) at the same time as it is issued to the federal committees, however, the federal directive for corrective follow-up actions will not be sent. In this latter regard, it is intended that provincial officials will be notified separately of any items wherein they are implicated, including the corrective actions proposed for federal purposes.

3.5 Exercise Management By Player Organizations

1. Player organizations will be responsible for their own internal exercise management, however, it is suggested that a system similar to that explained in this Section is appropriate.
2. For the conduct of CANATEX, Senior Controllers should be appointed by player organizations. The Senior Controller is the point of contact for the Chiefs of Control Staff for the conduct of the exercise. See Annex A.

3.6 Player Organizations and Their Event Codes

1. Listed at Annex C are the national and international organizations that will be players. The **tri-alpha event code** opposite the name of the organization has been assigned to identify play events or incidents created by that organization. The play event code is completed by a **number** from 1 to 999, thereby permitting up to 999 injections from each tri-alpha. **The play event code is an exercise management tool.**

3.7 Emergency Management Structures Used for Injection of Exercise Play

1. The Plan creates some special emergency management groups, committees and functions, which the exercise will cause to be activated. These will function as intended in the Plan, but also may be used by exercise management officials to inject play events and incidents.
2. Exercise officials at any level may also use player organizations to stimulate play by requesting that a player inject a scripted event or incident as though it actually transpired at that level and location.

SECTION 4

DESIGN AND PLANNING

4.1 Exercise Design

1. Decision regarding the design of the national aspects of CANATEX has been made by the Interdepartmental Exercise Coordinating Committee who directed that an **Exercise Design Team** be formed from participating organizations, and charged with designing the exercise, within the guidelines of the approved Exercise Outline, to achieve the exercise Aim given in that document. An early task within that direction is the production of this document, the Exercise Instruction. The next major exercise activities to be performed by the Team will be the creation of the Control Staff to conduct the exercise and the production of the Control Staff Instruction.
2. **CANATEX will be based on the version of the Plan which exists six months prior to the exercise dates.** Amendments to the Plan issued subsequent to that date cannot be incorporated into the exercise, unless they are very minor in nature.
3. The exercise will be designed to be conducted by a multi-level Control Staff using a Master Events List comprising planned events and incidents to be injected at specific times from specified locations. Such events and incidents will in turn be designed to test aspects of the Plan to achieve either national or organizational objectives.

4.2 Exercise Play

1. Players will respond to play events and incidents by using either normal or emergency procedures. Generally, no attempt should be made actually to move persons or materiel. The exception to this would be when designers have created the need to do so and the players are aware of this fact.
2. Players must expect an information flow which is incomplete, as would occur in a real event. Operational confusion may exist as players try to grasp what has really transpired and what is actually transpiring at the moment.

4.3 Exercise Artificialities and Simulation

1. Only essential exercise artificialities are to be used in the design. These may be necessary because participating organizations cannot dedicate their full resources to the exercise, thus are not able to resolve a multiplicity of similar, concurrent problems as would

arise in the real event. Therefore, the number and foci of such problems may have to be artificially constrained to only those that will satisfactorily test the organization's plans while not causing an unrealistic systems overload as little useful would be proved. A major example of such an exercise artificiality would be that, although an emergency would likely affect a wide area and many communities, the exercise will only address problems in an artificially prescribed geographic area so that the situation is manageable by a limited number of players and Control Staff. Selective play outside of the prescribed area may occur in particular organizations if their designers have a requirement to make it so, but care will be taken to ensure that the effects of such play do not unexpectedly impact on other organizations who were not participants in the design of the external, selective play.

2. The first known artificiality is that exercise play has been directed to be restricted to normal working hours at all locations, this as a result of the guidance in the approved Exercise Outline.

3. Some participants may be required to be both an exercise official and player. In such circumstances, insider information about the exercise must not be used to artificially influence decisions that would be made differently based only on available information from players.

4. Players may not be permitted to deal with persons or organizations with whom they would normally inter-relate, because those persons are not playing in the exercise. If these persons or organizations are essential, simulation of them may be arranged by designers.

5. Under certain circumstances events may be accelerated in time when it is decided by designers or Controllers that nothing is to be gained from waiting out the normal time that would be involved if the real actions were actually taking place. Players may not make such decisions.

4.4 Federal Exercise Documentation

1. Exercise Outline. This document identifies the CANATEX aim(s), national objectives, desired participation, exercise overview and concept, and development methodology and provides the basis for the preparation of the Exercise Instruction. The intentions and guidance of the Exercise Outline must be respected by exercise designers.

2. Exercise Instruction. Analogous to a Participants' Handbook, it contains the coordinating instructions to enable participants to carry out the exercise. Because this document is produced well in advance of the exercise dates some aspects of coordination may be issued after the main Instruction, but for inclusion with it.

3. Control Staff Instruction. This limited-distribution document contains procedures and guidance specifically for the officials who will conduct the exercise through the medium of the Master Events List, and those who will do the evaluation.
4. Master Events List. Used by the Control Staff, this is a chronological list of exercise events and incidents designed to stimulate play, monitor the pacing of activities, track the direction of play, and follow the accomplishment of exercise objectives.
5. Final Report. Contains the evaluation results of both the effectiveness of the Plan under the situations caused in the exercise, and the exercise itself as a vehicle to test the Plan. It includes the First Impression Reports and meetings held to capture the results of the exercise.
6. Participating organizations may, and in fact are encouraged to, create parallel documentation similar to those above in the preceding paragraphs, particularly an internal Exercise Instruction and Final Report. Large organizations may have a requirement for their own internal Control Staff Instruction, especially if they are involved at several levels and many locations.

SECTION 5

EXERCISE CONDUCT AND CONTROL

5.1 Participant Orientation and Training

1. Organizational duties. Although most players will participate in CANATEX by performing their normal duties and responsibilities and therefore will require no additional training in that regard, some will be co-opted to emergency duties and arrangements in accordance with the Plan and these persons should receive appropriate training before the exercise. Regardless, all should have a working knowledge of the Plan and the particulars of their organization's emergency structures, procedures and supporting systems as required by the Plan.

2. All participants will require, as a minimum, **orientation** about CANATEX exercise methodology: how it is structured and their place in that structure; exercise artificialities; etc. In other words, all participants should be familiar with the contents of the **Exercise Outline** and this document, the **Exercise Instruction**. **Training** on exercise Control Staff duties must be conducted for those so involved.

3. It can be seen from the previous paragraphs that a requirement exists for orientation and training on two aspects, the Plan and the exercise. Orientation and training on the Plan is the responsibility of the **planners** in each participating organization, and it is **not** the intention that this exercise document give any instructions in that regard as familiarization on the Plan is a requirement regardless of whether there is an exercise. The responsibility to provide **exercise** orientation and training rests with those who are charged with bringing their organization into the exercise, normally the Exercise Designer(s).

4. Orientation and training can be accomplished in many ways, and it is likely that organizers will have to employ more than one of the methods shown below in an effort to reach the many levels of management and diversified employment areas of their organization. Methods may include, but are not limited to:

- a. formal presentations, including agenda item briefings;
- b. seminars, work groups and discussion sessions;
- c. circulars, bulletins and newsletters;
- d. rehearsals and practices;
- e. sector exercises building to organizational exercises; and
- f. taped (video, audio) lessons.

Those responsible should exploit the most effective and interesting methods of imparting their messages.

5. Time and effort expended on participant orientation and training are resources well spent and will pay dividends in a real emergency involving this Plan even if the exercise never takes place.

5.2 Exercise Conduct

1. CANATEX will be conducted by a Control Staff who will have been specifically appointed by their organization. The Control Staff will have special insider information before the exercise, and access to restricted information during play, which will only be developed after this Exercise Instruction is issued. Control Staff Instructions will be created but distribution will be restricted to those duly appointed. General Controller Information is the subject of later paragraphs in this Section, and provides enough detail so that all participants will be sufficiently aware of the Control Staff organization and method of operation. The Federal Central Control Senior Staff is found at Annex A.

2. The conduct of CANATEX should not involve overtime, although special arrangements such as a minor adjustment of working hours may be necessary to accomplish this.

3. Duration. The exercise duration is the minimum judged necessary to evaluate the various elements of the Plan.

4. Work Hours. Although a real emergency would likely necessitate that extended hours be worked by those involved, the personal upheaval and expense that this would incur during an exercise is unwarranted, thus the exercise will be conducted only during normal working hours. Time differences across Canada could compound this aspect. The exercise artificialities that time anomalies will create must be accepted, and to the extent possible will be compensated for in the exercise design.

5. The exercise will be conducted and controlled using the actual time in the operational Time Zone as the base-time for events. This should not directly affect players who will react in the time of their Zone, however, participants should be aware of this aspect of exercise conduct and control.

6. During the full-play period exercise players will seek answers by contacting provincial agencies who would normally be contacted, advising the recipient that it is a CANATEX matter in accordance with exercise contact procedures given in later paragraphs. When provinces are being simulated, players seeking answers will contact the Control Staff Simulation Cells (Simcell) who will represent the agency desired. Simulation Cells for other non-playing organizations will exist as required. For example, players requiring answers from non-playing provincial agencies might be required to contact a Simulation Cell at Central Control Staff in Ottawa. Telecommunications Lists covering Simulation Cells, et al, will be provided to participants.

7. An illustrative Control Staff and Simulation Cell Structure is found at **Annex B**.
8. The timing of the happening of the exercise emergency will only be known by Controllers, but it will take place early in the assigned exercise period. This artificiality is required to ensure that preparations are aimed at a known date, and the valuable time and resources of participants are budgeted, set aside and poised. To a great extent, preparations for a large exercise are analogous to those for a serious Olympic team. The date is known well ahead, but many months of preparations of all sorts are necessary.
9. Player Imagination in the Conduct of the Exercise. The effects or possible effects which would be caused by the exercise emergency could affect a large area. Because of the limitations on time and resources, exercise play may be constrained to a smaller area. The situation elsewhere will be portrayed through information injected into the exercise by Control Staff. Any artificiality which might result should be understood to be necessary to retain as much realism as possible within the resource limitations of the exercise.

5.3 Basic Exercise Rules

1. Real emergencies take precedence over the exercise.
2. Procedures to deal with exercise problems must be those stipulated in the Plan. If special procedures are not dictated then exercise problems will be dealt with by the normal procedures of the organization. Should there be no special procedures and normal procedures do not work effectively, players may design and seek appropriate organizational approval for ad hoc procedures, advise their Control Staff, and proceed to use the ad hoc procedures. These must be carefully monitored by players and Control Staff, and if effective be suggested for inclusion in the Plan as special procedures when exercise reports are written.
3. Players should use actual organization data and information to solve problems. If checks with suppliers or other non-playing external agencies are required as part of the procedure or process (e.g. to establish availability), it must be made clear that the contact is only part of an exercise. If a Simulation Cell for the purpose does not exist, and if players can avoid such external contacts by making reasonable assumptions or "guesstimates" they should do so and record the fact as part of the exercise audit trail.
4. The text of all exercise written communications shall be prefaced with "EXERCISE CANATEX EXERCISE" and concluded with "EXERCISE, EXERCISE". This includes letters, memoranda, facsimiles, hand-written notes, messages, electronic mail, etc.
5. Telephone, radio or person-to-person exercise conversations shall begin with "THIS IS CANATEX-RELATED" or "THIS IS EXERCISE-RELATED" and conclude with the reminder "EXERCISE, EXERCISE".

6. Care must be taken at all times not to contaminate real databanks or records with exercise information.

5.4 General Controller Information

1. The purpose of the succeeding paragraphs is to provide general Controller information to all participants so that they will know how the conduct and control of the exercise will be achieved. Detailed **Control Staff Instructions** will be issued to senior Controllers who will arrange for further appropriate distribution.

2. The "Control Staff" is a team of individuals charged with the responsibility of conducting an exercise to achieve its objectives. In the theatre, it is analogous to everyone behind the stage, in the front office, and the orchestra. In other words, the Control Staff takes the play (exercise scenario and injections) written by the Exercise Design Team, rehearses and refines the cues and blocking without the players present, makes the sets and costumes, provides the appropriate music, markets the product, conducts the play with actors who studied their parts separately, counts the money (results), and, reports to the backers (Ministers and senior officials in this case).

3. Control Staff is a generic term that includes Controllers, Simulation Cells, and Evaluators.

4. Participants may hear the following Controller exercise terms of which they should be aware. As you read the next few paragraphs below, refer to Annex B for a notional schematic of the relationships between player organizations, three levels (Central, Higher, and Lower) of Control Staffs, and Simulation Cells.

Central Control (CENCON) - ultimate control authority. Also national HICON

Higher Control (HICON) - senior control in an organization

Lower Control (LOCON) - other control nodes in an organization

Simulation Cell (SIMCELL) - usually collocated with HICONS or LOCONS, they represent non-playing elements.

5. Locations and Duties of Control Staffs.

a. Central Control is a group of senior exercise officials who are responsible for the overall conduct of the exercise. The Federal Chief Controllers will be located in the offices of Emergency Preparedness Canada. They will consult with the Senior Controllers of player organizations on significant control matters and issued the necessary instructions. The Central Control Staff Senior Appointments for CANATEX are found at Annex A.

- b. Higher Control is the location of the organization's Senior Controller, and will provide inputs into the organization from the top (e.g. play caused by the Deputy Minister, very senior officials, executive committee) to drive internal play by parallel and lower levels of the organization.
- c. Lower Control will inject inputs as though they originated from the bottom of the organization (e.g. non-playing regions, district offices, desk officers) to cause play by the levels of the organization above them, or parallel levels.
- d. Simulation Cells represent non-playing agencies within and from outside the organization, and may represent any non-playing political or senior officials. They do not inject play but are available to respond by providing realistic answers to matters referred to them by players. Usually a Simulation Cell is simply a telephone or facsimile number or address to which players must refer queries as they would to the non-playing organization being represented. Simulation Cells can exist at any or all levels of Control Staff. See Annex B for an illustrative structure.

6. A member of senior management should oversee the exercise and appoint the Senior Controller who should be of sufficient rank level to have access to senior management. The Control Staff should be comprised of officers who have good knowledge of the activities being tested and have the necessary access to information, including security clearances. Clerical and other persons supporting the Control Staff should also possess the necessary security clearances.

7. For an exercise as large and complex as CANATEX, the Control Staff will be extensive.

SECTION 6

EVALUATION AND REPORTING

6.1 Evaluation Methodology

1. **The fundamental reason for conducting an exercise is to prove and improve that which is being subjected to the exercise. Evaluation is the key to this, and the opportunity to evaluate is the justification for the exercise.** Evaluation is the means by which an exercise is systematically examined from two perspectives: a) how well the organizations responded to the elements of play; and; b) how effective the exercise was as a test vehicle.
2. CANATEX is a **no fault exercise. Evaluation focus will be on plans, procedures, organizational structures and supporting systems**, and not on individual performance. However, this focus may necessitate mention of the department, agency or sub-element that should correct an evaluation observation. This cannot be avoided in the exercise reports and post-exercise directives issued to follow-up on corrective measures.
3. The evaluation and recording of how well things were done during exercise play is essential to proving any findings and providing the basis for follow-up corrective action. To the extent practicable, subjective assessment should be avoided through the use by Evaluators of objective, measurable assessment criteria which have been developed by knowledgeable persons to describe the aspect being tested and evaluated.
4. **Participating provinces, non-government organizations and federal players shall evaluate themselves.** It is suggested that the evaluation be done by internal specialists tasked solely for the purpose (eg. internal audit or inspections staffs, or, a specially created Evaluation Staff). If this is not practicable, the internal Control Staff should assume the Evaluation Staff responsibility. Regardless of who is to evaluate, they should be assisted with the creation of objective measurement criteria by experts on each area to be assessed. This is a time-consuming process which should preferably be done concurrently with the creation of play events. Sector experts who assist with measurement criteria should be co-opted into the Control Staff or Evaluation Staff and, if possible, not be players as they will be privy what is to be tested and how it is to be done.
5. **The Central Evaluation Staff shall only evaluate the interconnections, coordination and cooperation between federal and provincial plans, procedures, organizational structures, and supporting systems and those same elements between federal players.**
6. It warrants mention that the setting up and proper functioning of an evaluation mechanism is one of the most important aspects of an exercise.

6.2 Evaluation Procedures

1. Provinces and participating federal and non-government organizations should decide how their internal evaluation is to be done and appoint specific Evaluators at the same time as the Control Staff, assigning dual responsibilities if that is necessary. **The names of those authorized to evaluate should be known to all participants in the organization, as Evaluators require special access to documents, offices and meetings to do their job.**
2. Evaluation should be conducted as unobtrusively as possible. Evaluators must behave as though they are really not present, and should not participate in discussions of exercise subjects except if necessary to explain their purpose in being present or for requesting access to a document.
3. Those responsible for evaluation should develop an evaluation plan outlining the critical meetings to be attended, the places to be visited and who will do so. Such plans should be developed in conjunction with the creation of play incidents, as the evaluation elements of the incidents are key to why the event is necessary. A flexible evaluation plan is essential as players may not react as predicted.
4. **Evaluators have no role in keeping the exercise on track**, as that is a primary responsibility of the Controllers. This is one reason that a separate Evaluation Staff is very desirable. If Controllers also have the dual duty of Evaluator they must ensure that if they have to interfere in the exercise it is clear that they are doing so as Controller and not Evaluator. Players may have difficulty with this distinction, but it is important that it be preserved so that authorities realize that if granted attendance, an Evaluator will be inconspicuous. As stated earlier in Section 5 - Exercise Conduct and Control, such interventions must be done very carefully, regardless of the level of those in attendance or present.

6.3 Post Exercise Reporting

1. Reports by the Central Control Staff will only address conclusions pertaining to the aspects of the exercise shown above in paragraph 6.1.5. It is suggested that organizations set up requirements for internal reports that parallel those below, but which are limited to intra-organizational conclusions and remedies.
2. First Impression Reports and First Impression Debriefing. The Central Control Staff will conduct a Central First Impression Debriefing with Controllers and Evaluators from participating organizations on the Friday, one week after the end of CANATEX. This will permit the Controllers of these organizations to conduct internal debriefings and make First Impression Reports on those exercise aspects which they wish to be known externally. First Impression Reports are to be received by the Exercise Director in written form, and if possible

with computer diskette, by 1:00 pm on the Thursday before the Central Debriefing. Provincial and non-government organizations' Controllors are welcome to attend, or may send their First Impression Reports by facsimile for written copy or courier for written and diskette copy, by the Due-Time. These, and the general results of the discussions at the Debriefing will form the basis for the consolidated First Impression Report which will be issued in English within one week after the Central Debriefing, followed by a translated version as soon as practicable.

3. First Impression Reports should be prepared as raw impressions based on factual data concerning the effectiveness of the Plan, and of work and responses caused by play in an organization; the major lessons learned; recommendations for improvement; and of secondary importance, major comments on the success of the exercise as a vehicle. The Report need not represent the judgments of senior management as these will generally involve higher level internal conclusions which should be allowed to develop over time, nor should they include comments on exercise administrative problems which may surface. Meetings on this latter aspect will be held after the First Impression Reports have been addressed, as part of the process of the Final Report.

4. Final Report. Participating organizations ought to submit Final Reports which are required three weeks after the Central Debriefing, preferably with computer diskette. The CANATEX Final Report will be coordinated by the Central Control Staff based on the Final Reports submitted by organizations, Evaluators and the Control Staff. The draft Final Report will be issued in English two weeks later, and recipients will have two weeks to comment. It will be comprised of an Executive Summary of major lessons and suggested corrective actions, and a comprehensive listing of all conclusions and suggested corrective actions. Comments on the success or otherwise of the exercise events and incidents to elicit meaningful play and on any exercise administrative problems will be included for historical reasons and correction if necessary in subsequent exercises of a similar type. The Final Report will be as concise as practicable, but may consist of more than one volume if judged appropriate at the time, and should be issued in bilingual form within four months of the issue of the final version of the First Impression Report.

5. A format for submissions for either the First Impression or Final Reports is not practicable because of the varied procedures, formats and styles of the participating organizations. However, as a minimum the elements which should be covered are:

- a. regarding organization or inter-organization policies, procedures, methods or structures or other elements of the Plan-
 - (1) a concise explanation of the issue being discussed and how the testing or evaluating of the issue was attempted,
 - (2) what resulted, and the lessons which accrued,

- (3) recommendations for retention or correction of each lesson;
- b. pertaining to exercise methodology and administration;
 - (1) the success or otherwise of the event or incidents to elicit the desired response or reaction,
 - (2) appropriateness of reliance on exercise effects on such issues,
 - (3) recommendation for use on future exercises of similar type.

6.4 Summary

1. Participating organizations shall be responsible for their own internal evaluation, and should create their evaluation system as early as possible, preferably concurrently with the appointment of their exercise designer(s). An Evaluation Staff, dedicated solely to that purpose, is the desired method.
2. Evaluation objectives and criteria should be developed concurrently with play events and incidents.
3. The Central Evaluation Staff shall only assess federal/provincial and inter-federal connections.
4. To the extent possible, Evaluators should only evaluate and not control.
5. There will be a Central First Impression Debriefing approximately one week after CANATEX ends, at which time First Impression Reports are due.
6. Work on the Final Report begins immediately after the exercise ends, and the Report will be issued within approximately 18 weeks.

SECTION 7

ADMINISTRATIVE GUIDANCE

7.1 Exercise Administration

1. During the course of the exercise, there may be a requirement to make adjustments in the procedures of the exercise. Should the requirement arise, Central Control Staff will pass the administrative change to the Senior Control Staff in each department for their dissemination. It will be their responsibility to ensure that everyone in their organization who is involved in the exercise is made aware of the new procedure.

2. As participating organizations are responsible for their own administration, special administration provisions for the exercise are not foreseen except for the withdrawal or termination procedure described below.

3. Procedure to Withdraw From or Terminate the Exercise.

a. A real event or emergency could necessitate that:

- (1) one or more organizations withdraw permanently or temporarily from the exercise; or,
- (2) the exercise be terminated.

b. The procedure to do so will be as follows:

- (1) If an organization is considering withdrawal from the exercise, or, recommending termination, the Exercise Director should be notified as early as possible so that the potential impact on the entire exercise can be assessed, and if a withdrawal is involved, solutions developed to work around the void created. Written confirmation from the official delegated to sign such matters on behalf of the organization should be sent as early as practicable to the equivalent Central Control Staff member (eg. a Deputy Minister would write to the Exercise Authority).
- (2) The Deputy Exercise Authority (Executive Director, Emergency Preparedness Canada), may be requested by the Exercise Authority to acquire additional information from affected organization authorities. An extraordinary meeting of the Emergency Preparedness Advisory Committee may be called to discuss exercise ramifications collectively.

- (3) Notification of withdrawal or termination will be sent to all by the Exercise Director.

7.2 Oral and Written Communications

1. The most important aspect of all exercise written and oral communications is that they be identified as such so that real files are not contaminated or real action is not undertaken.
 - a. All written exercise communications must be prefaced with "EXERCISE CANATEX EXERCISE" and concluded with "EXERCISE, EXERCISE". This includes all letters, memoranda, facsimiles, hand-written notes, messages, telemessages, computer modem dispatches, etc.
 - b. Telephone, radio or person-to-person exercise conversations shall begin with "THIS IS CANATEX-RELATED" or "THIS IS EXERCISE-RELATED" and conclude with the reminder "EXERCISE, EXERCISE".
2. Care must be taken when using cellular telephones and car radios as conversations on these devices can be easily intercepted. Certainly classified or designated matters should not be discussed on these means.
3. Exercise officials should plan for the following physical telecommunications to exist in their organization:
 - a. **For Control Staff Use.** All Control Staff documentation will be equivalent to the PROTECTED "A" designated level (see paragraph 7.4.5 below). This will require that care be taken when discussing such matters on either telephones or facsimile machines. The Control Staff Instructions will contain a telephone and facsimile list for Controllers.
 - b. **For Player Use.** Play will be conducted at an unclassified level, but occasions may arise when players must have recourse to secure telecommunications facilities (see paragraph 7.4.3 below). Because of the free-play nature of CANATEX, a player telephone and facsimile list will NOT be produced. If the Plan requires that special arrangements (e.g. committees) be created, it is a player responsibility to advise other players of locations, mailing addresses, telephone numbers et al.

7.3 Public Affairs

1. **The public affairs strategy for CANATEX will be active and overt.**

2. Public Information is an important component of the Plan and will be tested. Organizations should not overlook this essential element of their operations, and exercise planners should ensure that they have public affairs play events for internal play.
3. Participants are encouraged to use this exercise as an opportunity to increase public awareness of the emergency planning community at all levels, and to emphasize the important role of all citizens in responding to emergencies.
4. It is intended that the media be involved in the exercise in two aspects.
 - a. Media of all types will be encouraged to cover the exercise as a public interest event. This will offer participant organizations the additional opportunity of practising dealing with the media in matters of public concern in simulated emergency conditions.
 - b. In addition to the anticipated real media interest in CANATEX, the Exercise Design Team will develop events and incidents for media play within the exercise. It is hoped that media representatives and/or journalism students can be co-opted into the Control Staff for certain specific exercise injections.

7.4 Security

1. For federal participants, the security policy of the Government of Canada and the instructions on the classification and handling of sensitive information assets are contained in the Treasury Board publication "*Security Policy and Standards of the Government of Canada*".
2. **The onus for proper security remains with the individual and organization.**
3. Generally, it is the intention of designers that CANATEX be developed and conducted at an unclassified security level. This intention does not absolve participants from using the security classification or designation demanded by the information, facility or material asset involved as defined in the document cited in paragraph 7.4.1. In a natural disaster there may be some information that ought not to be treated in an open manner because of the potential harm or adverse effects it would have on the general public or the response operations. This is a judgment decision by officials who must balance the public need-to-know with the requirement to avoid unnecessary angst, confusion and operational interruption. Thus, low level security designations by players may arise in the conduct of the exercise.
4. Depending on the findings from the exercise, some aspects of the Final Report and the directions for follow-up corrective actions may have to be franked with a security classification or designation.

5. Control Staff documents will be issued under a PROTECTED A - CONTROL STAFF EYES ONLY designation with an expiry date as shown below. This is simply to protect the insider information which should not be divulged to players before or during the exercise.

PROTECTED A - CONTROL STAFF EYES ONLY
(Downgrade to UNCLASSIFIED at Exercise End)

7.5 Official Languages

1. The Exercise Design Team will prepare all final copies of formal exercise documentation to be issued prior to the exercise in both official languages.
2. During the conduct of the exercise Central Control Staff will ensure that either official language can be used in communications with them. It is recommended that participating organizations also make similar arrangements. Time will likely not exist to permit that all written communications be done in both languages while the exercise is underway. The language of the originator protocol will pertain.
3. Copies of the final versions of all exercise reports and directions for follow-up action will issued in both official languages.

ANNEX A
TO CANATEX
EXERCISE INSTRUCTION

CANATEX

FEDERAL CENTRAL CONTROL STAFF
SENIOR APPOINTMENTS

EXERCISE SPONSOR	Minister Responsible for Emergency Preparedness
EXERCISE AUTHORITY	Deputy Chief Defence Staff
DEPUTY EXERCISE AUTHORITY	Executive Director, Emergency Preparedness Canada Assistant Deputy Minister Medical Services Branch, Health Canada.
EXERCISE DIRECTOR	M.R. Braham
ASSISTANT EXERCISE DIRECTORS	R.S. Donnelly Kelly Hart

CONTROL STAFFS (ILLUSTRATIVE)

NATIONAL CONTROL

LOWER CONTROL [LOCON]

SIMULATING

Provincial politicians
Non-playing municipalities, provincial organizations
Local media/Distressed citizens
Contiguous United States Authorities
Regional offices of non-playing federal organizations

¹ PLAYERS

CENTRAL CONTROL [CENCON and HICON]

SIMULATING

Federal politicians
Non-playing Federal Departments, officials
Non-playing Provincial Governments and Departments
Foreign Governments, International Agencies
National-level and international media

- ● ● ● -

ORGANIZATION CONTROL

HIGHER CONTROL [HICON]

SIMULATING

Non-playing organization senior managers
Non-playing organization sectors

² PLAYERS

LOWER CONTROL [LOCON]

SIMULATING

Non-playing organization field offices, staffs
Industry contacts
Local media

-
- 1a. This graphically represents ALL Players in a national exercise, including the Players in an organization depicted below the line drawn across the page.
- 1b. Players in this location who are regional staff of an organization will also be subject to the LOCON and HICON of that organization.
- 2a. See also Note 1 a. and b.
- 2b. Players in this location may have recourse to contact Central Control on some issues, if such action would be in accordance with normal or emergency procedures.

CANATEX

PLAYER ORGANIZATIONS AND THEIR EVENT CODES

Codes will be assigned to all play events by exercise designers. The code will be an tri-alpha/up to tri-numeric with the letters indicating the organization, followed by the Arabic numbers 1 to 999. This allows each organization 999 play events/incidents, and permits sub-allocation of the codes, for example to federal regional offices. Below are the letters assigned to organizations. A tri-alpha is required by Transport Canada to accommodate their modal groups, therefore an "A" (the second letter in Canada). The one exception is Transport Canada where the "A" indicates "Air". If required an "O" (for Ontario) may be assigned to provincial organizations whose normal alpha code would only be two letters.

Federal

AAF Agriculture and Agri-Food Canada
AEB Atomic Energy Control Board
AEC Atomic Energy of Canada Limited
CMH Canada Mortgage and Housing Corporation
DFO Department of Fisheries and Oceans
DFA Department of Foreign Affairs and International Trade
DND Department of National Defence
EPC Emergency Preparedness Canada
ECA Environment Canada
FCA Finance Canada
HCA Health Canada
HRD Human Resources Development Canada
INA Indian and Northern Affairs Canada
ICA Industry Canada
ICT Industry Canada (Telecommunications)
JCA Justice Canada
NRC Natural Resources Canada
PCO Privy Council Office
PWG Public Works and Government Services Canada
RCA Revenue Canada
SGC Solicitor General Canada
TCA Transport Canada (Air)
TCE Transport Canada (Executive)
TCM Transport Canada (Marine)
TCS Transport Canada (Surface)
TBS Treasury Board Secretariat (Canada)

PQB Province of Québec

Province of Ontario

AFR Agriculture, Food and Rural Affairs

CSS Community and Social Services

EMO Emergency Measures Ontario

MEE Ministry of Environment and Energy

MOH Ministry of Health

MOL Ministry of Labour

MOT Ministry of Transportation

DUR Regional Municipality of Durham

OHC Ontario Hydro

Non-Government Organizations

CRC Canadian Red Cross Society

SAL Salvation Army

SJA St. John Ambulance