Homeland Security Exercise and Evaluation Program (HSEEP) Training Course

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Target Audiences

	Mod 1 Intro-duction	Mod 2 Exercise Program Manage-ment	Mod 3 Foun-dation	Mod 4 Design and Devel-opment	Mod 5 Conduct	Mod 6 Evalua-tion	Mod 7 Improve-ment Planning
Planning Team Member	✓	✓	✓	✓	✓	✓	✓
Controller/ Facilitator	✓				✓	✓	
Evaluator	✓				✓	✓	✓
Exercise Pro-gram Manager	✓	✓	✓	✓	✓	✓	✓
Senior Official	✓						✓

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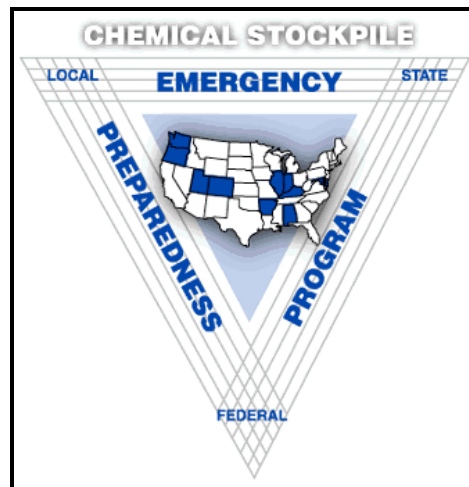# Purpose of the HSEEP Training Course

To give Federal, State, tribal, and local governments the
tools and resources needed to build and maintain
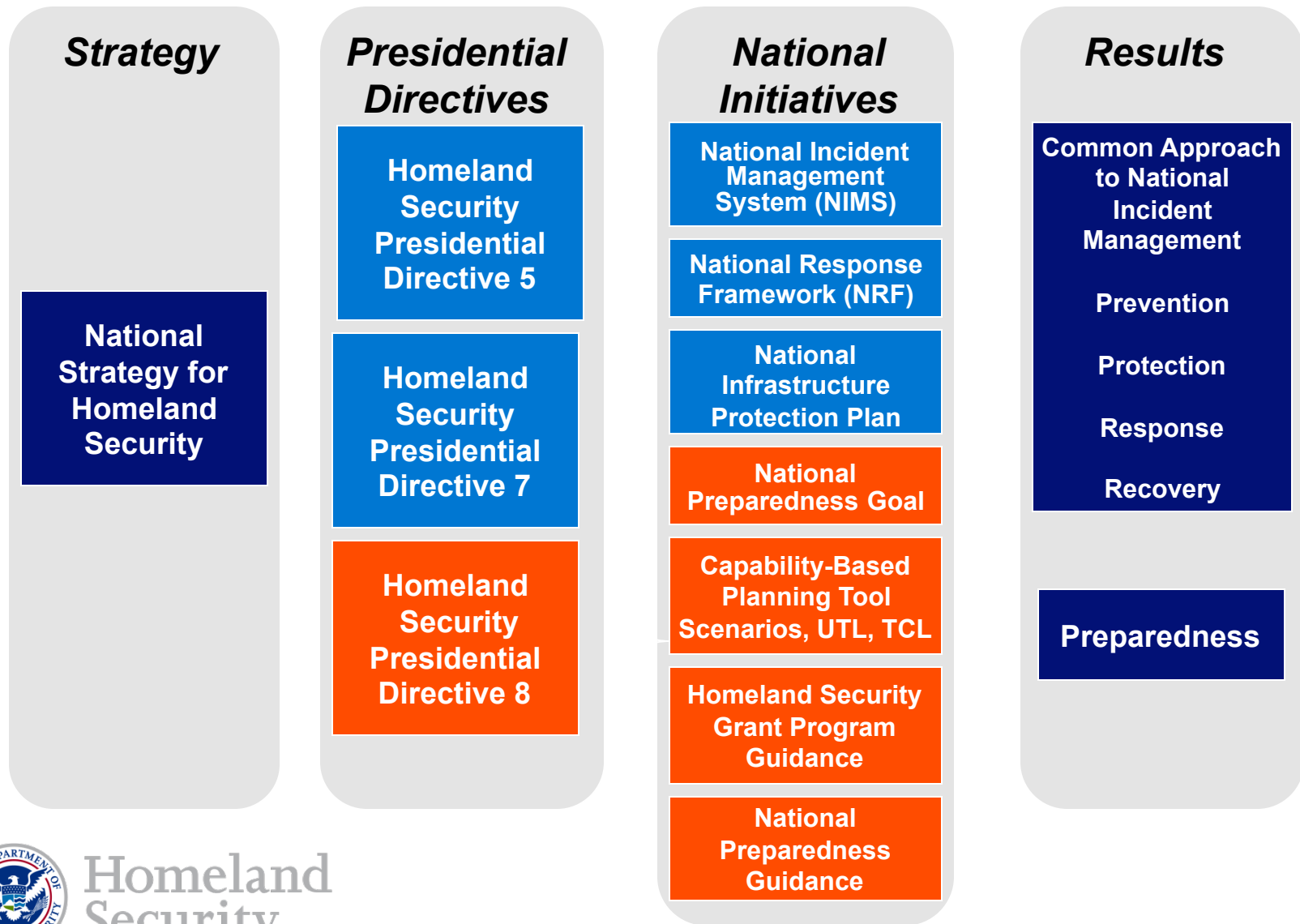self-sustaining exercise programs.

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Exercise Programs that Shaped HSEEP

- Chemical Stockpile Emergency Preparedness Program (CSEPP)

- Radiological Emergency Preparedness (REP) Program

- Nunn-Lugar-Domenici (NLD) Domestic Preparedness Program

National Preparedness in Context

Strategy	Presidential Directives	National Initiatives	Results
National Strategy for Homeland Security	Homeland Security Presidential Directive 5	National Incident Management System (NIMS)	Common Approach to National Incident Management

Prevention

Protection

Response

Recovery |
	Homeland Security Presidential Directive 7	National Response Framework (NRF)	
		National Infrastructure Protection Plan	
	Homeland Security Presidential Directive 8	National Preparedness Goal	
		Capability-Based Planning Tool Scenarios, UTL, TCL	Preparedness
		Homeland Security Grant Program Guidance	
		National Preparedness Guidance	

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National Exercise Program

- Objectives:

  - To provide the opportunity to train and exercise, identify key policy issues, and refine incident management.

  - To maintain and expand common policy and guidance for homeland exercises.

  - To maintain and expand collaborative management processes, supporting systems, and integrated multi-year scheduling of major exercise activities.

  - To maintain and expand a national system for collecting, reporting, analyzing, interpreting, and disseminating qualitative and quantitative exercise lessons and exemplary practices.
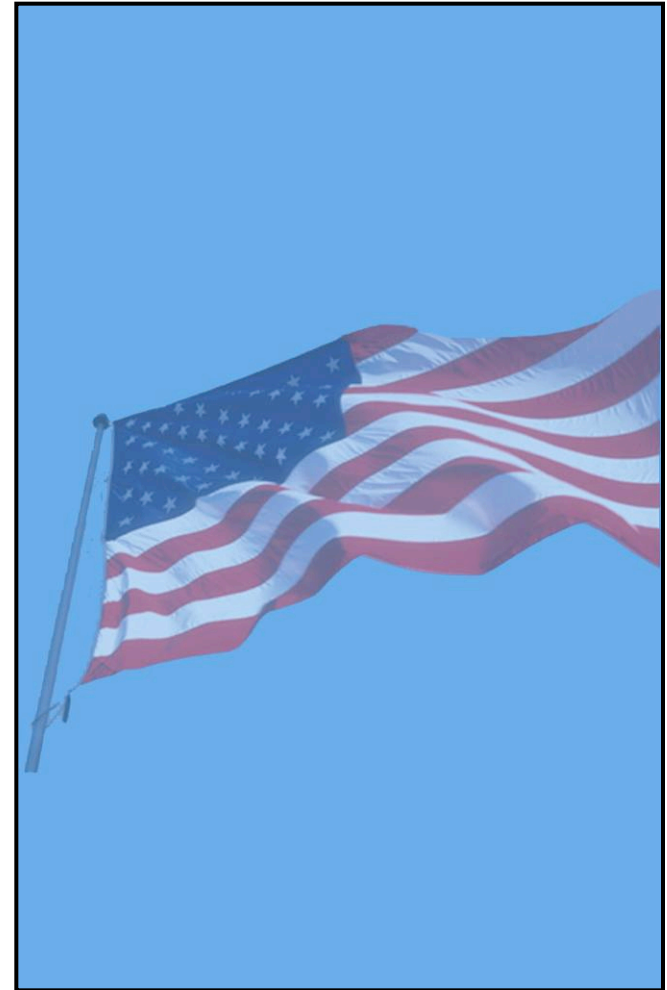
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National Preparedness System

Encompasses seven documents:

1. National Preparedness Goal
2. National Planning Scenarios
3. Universal Task List (UTL)
4. Target Capabilities List (TCL)
5. National Response Framework (NRF)
6. National Incident Management System (NIMS)
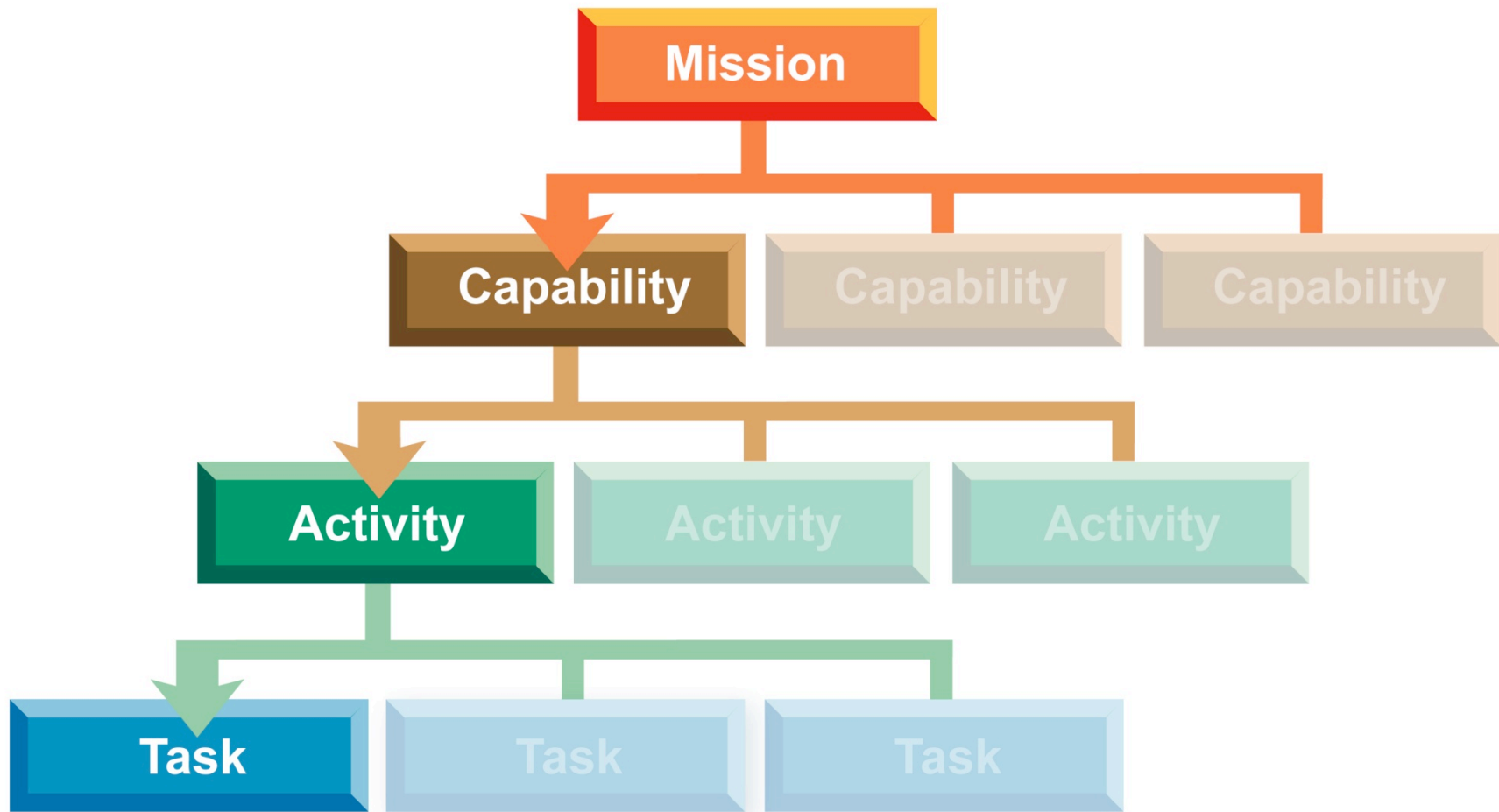7. National Infrastructure Protection Plan

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National Incident Management System

- Standardized incident management processes, protocols, and procedures.

- HSEEP provides an opportunity to train against and comply with NIMS.

NATIONAL INCIDENT MANAGEMENT SYSTEM

March 1, 2004
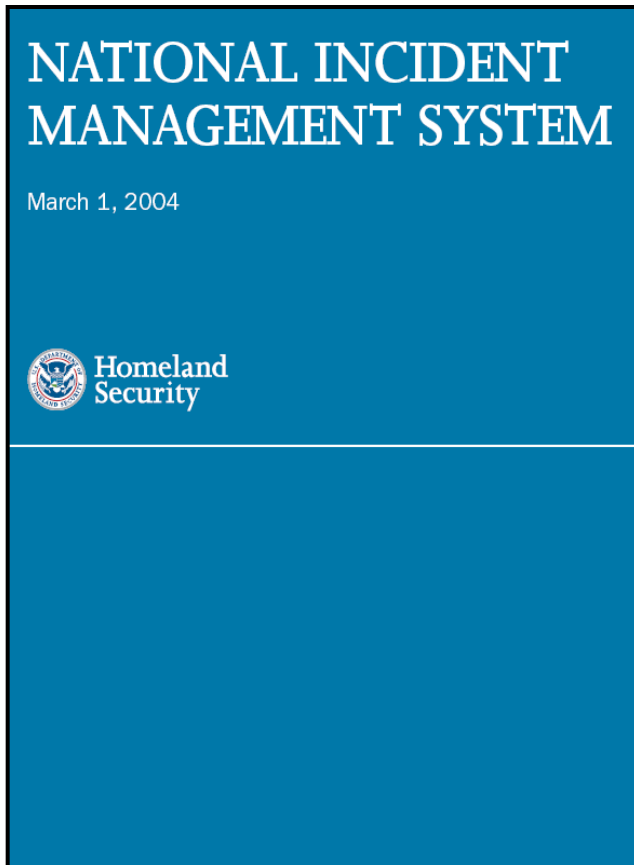
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Overview

National Planning Scenarios

- Include 15 National Planning Scenarios
  - Represent a minimum number of scenarios necessary to illustrate the range of potential incidents

- Identify tasks that must be performed to meet the four Homeland Security Missions

- Identify the target levels of capability required and apportion responsibility among all potential partners

National Preparedness Goal	→	National Planning Scenarios	→	Universal Task List	→	Target Capabilities List	→	Capabilities-Based Planning

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Universal Task List

- Developed from the National Planning Scenarios

- Provides a comprehensive, integrated menu of essential tasks for major events
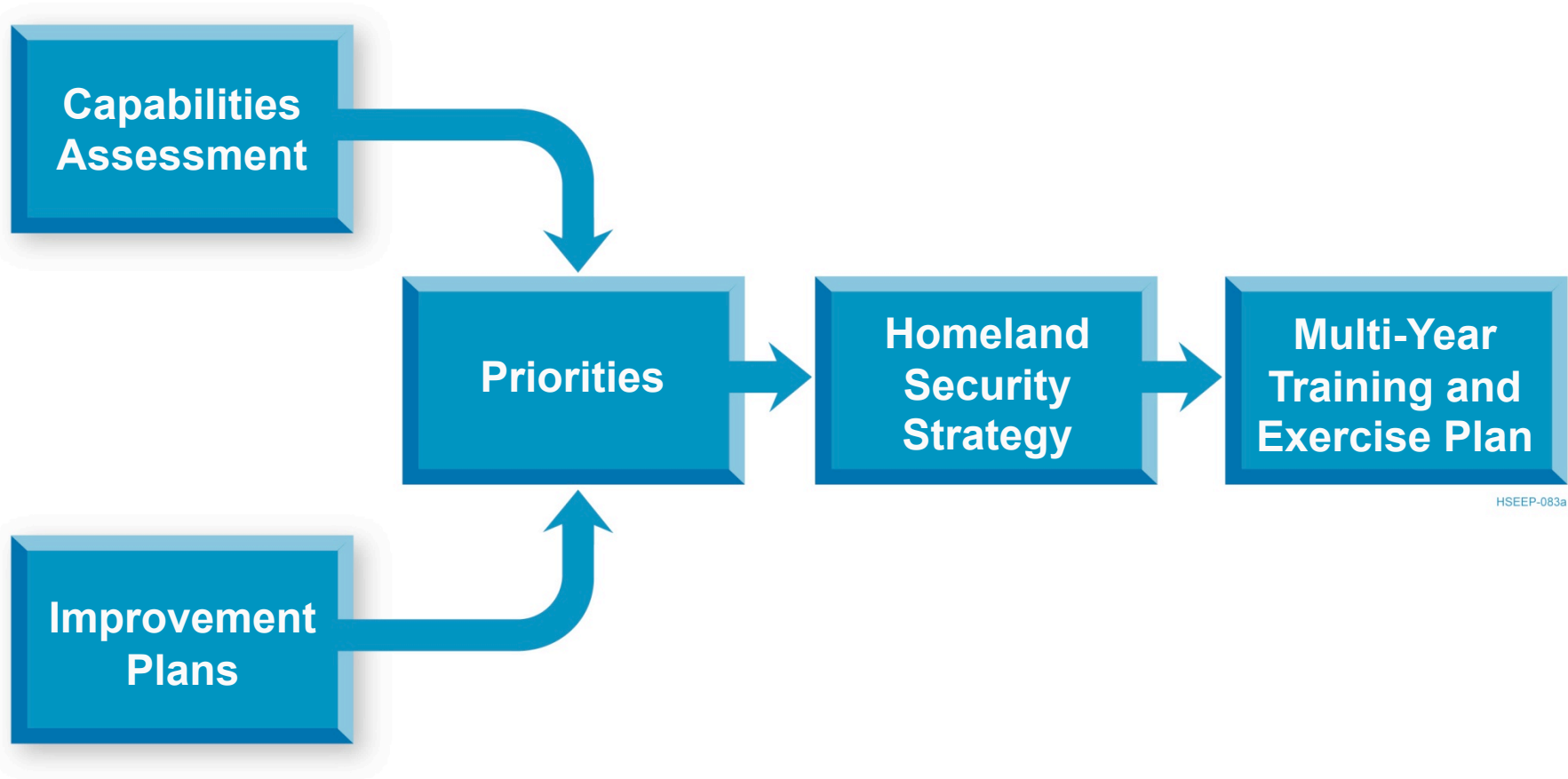
- Identified over 3,000 tasks

National Preparedness Goal	→	National Planning Scenarios	→	Universal Task List	→	Target Capabilities List	→	Capabilities-Based Planning

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Target Capabilities List

- Tasks were organized into 37 capabilities

- Program Guidance for the Homeland Security Grant Program and highlights the TCL and its applicability

National Preparedness Goal	National Planning Scenarios	Universal Task List	Target Capabilities List	Capabilities-Based Planning

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Capabilities-Based Planning Structure

Capabilities Assessment → **Priorities**

Improvement Plans → **Priorities**

Priorities → **Homeland Security Strategy** → **Multi-Year Training and Exercise Plan**

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What Is HSEEP?

A capabilities-based exercise program that provides a standardized methodology and consistent terminology for designing, developing, conducting, and evaluating all exercises.
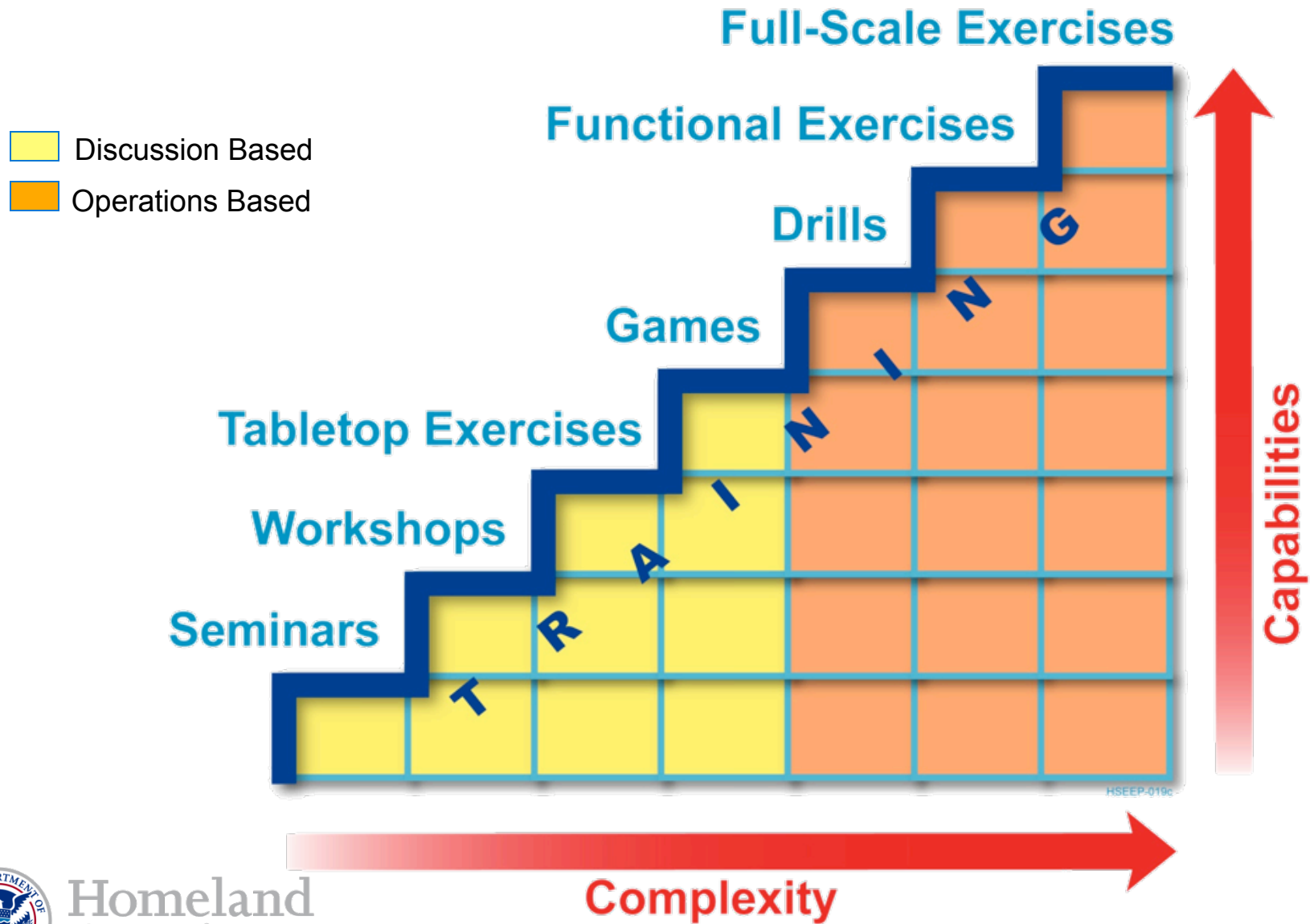
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HSEEP Cycle
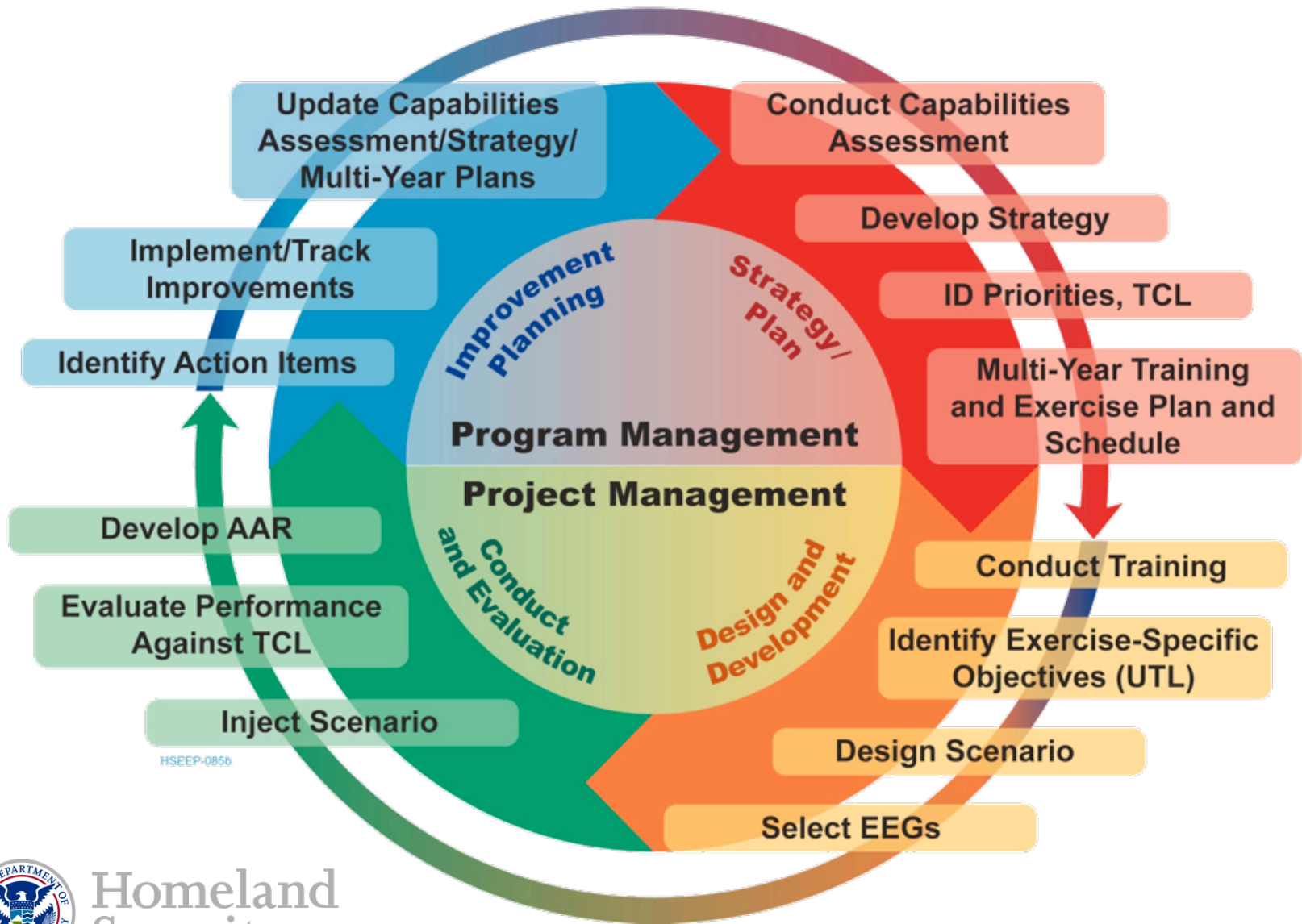
Implementing an Exercise Program

- Components of your preparedness strategy include:

  - Exercises: seminar, workshop, tabletop, game, drill, functional, and full-scale

  - Policies, plans, and procedures

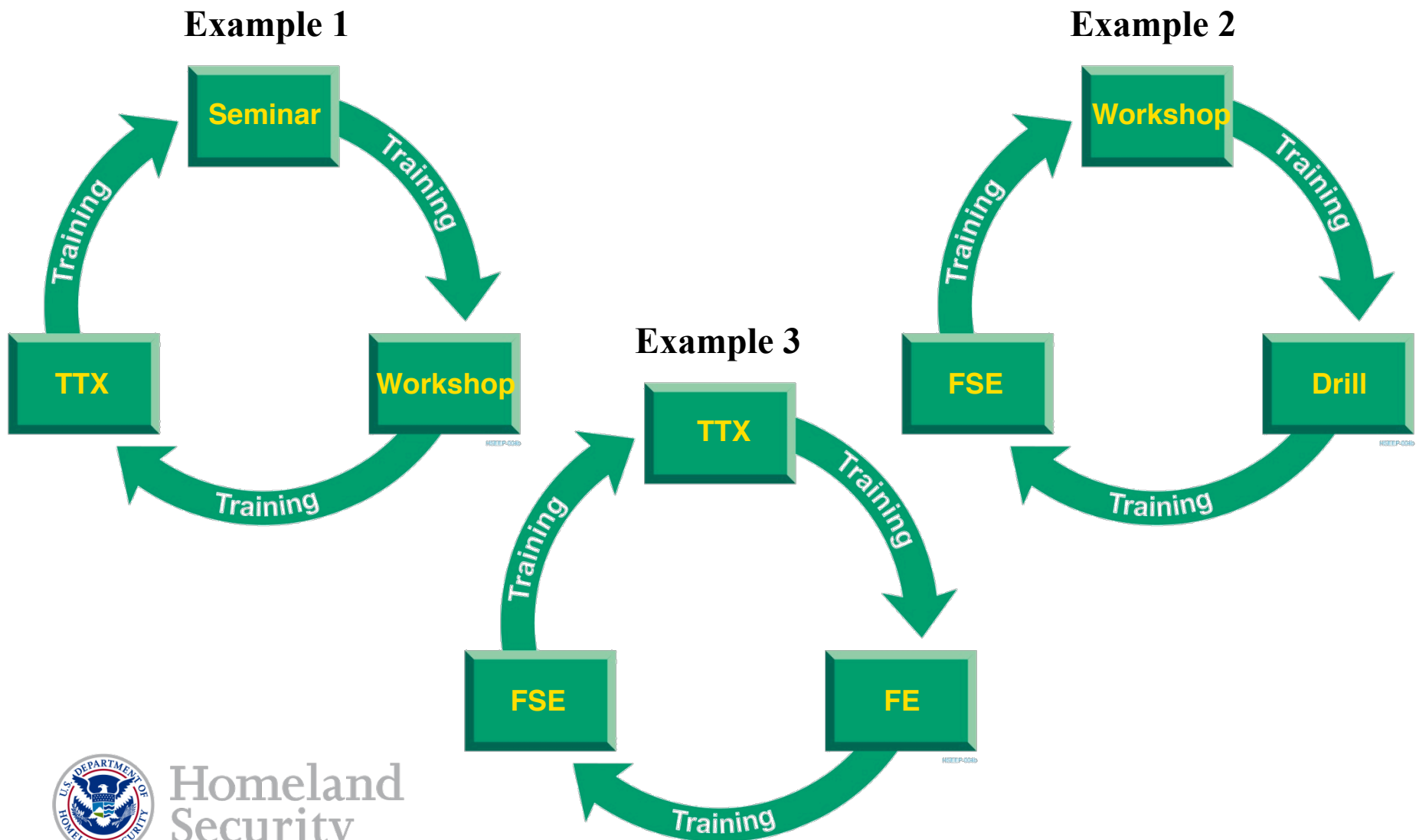 - Training

  - Equipment

  - Personnel

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Building-Block Approach

Example of Cycle, Mix, and Range of Exercises

Example 1

Example 2

Example 3

Training and Exercise Plan Workshop

- Purpose

  - Translate priorities into specific objectives and exercises

  - Coordinate exercise activities

  - Track IP actions against current capabilities, training, and exercises

  - Identify and coordinate possible funding sources

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The T&EPW Is Designed to:

- Assess capabilities and preparedness levels of participating agencies.

- Identify a cycle of exercises that increase in complexity to improve capabilities.

- Prepare a Multi-Year Training and Exercise Plan and Schedule.

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What Is an Exercise Planning Team?

- Designs, develops, conducts, and evaluates exercises

  - Determines exercise objectives, creates scenarios, and develops documentation

  - Develops and distributes pre-exercise materials

  - Conducts exercise briefings and training sessions

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Exercise Planning Conferences

- Can include:

  - Concept and Objectives (C&O) Meeting

  - Initial Planning Conference (IPC)

  - Midterm Planning Conference (MPC)

  - Master Scenario Events List (MSEL) Conference

  - Final Planning Conference (FPC)

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Exercise Planning Conferences

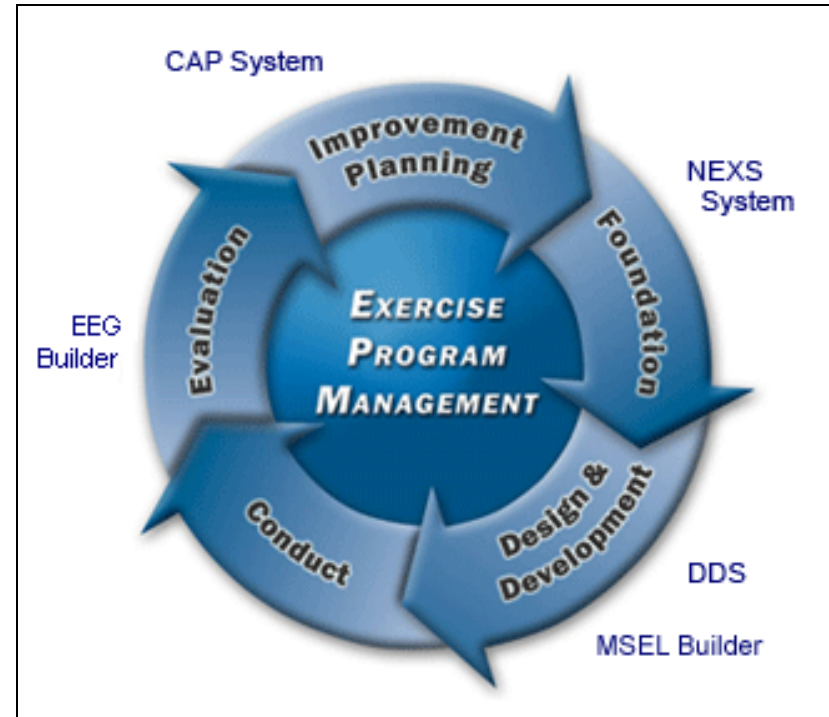|	Operations-Based	Discussion-Based
C&O Meeting	✓	
IPC	✓	✓
MPC	✓	
MSEL Conference	✓	
FPC	✓	✓

HSEEP-070

The HSEEP Toolkit

- National Exercise Schedule (NEXS) System

- Design and Development System (DDS)
  - MSEL Builder
  - EEG Builder

- Corrective Action Program (CAP) System

HSEEP Toolkit

FEMA | Homeland Security
Exercise and Evaluation Program

Whats New

The Exercise Evaluation Guide (EEG) Builder (beta) has been added to the HSEEP Toolkit and allows users to build and customize EEGs. Learn More.

The Master Scenario Events List (MSEL) Builder (beta) has been added to the HSEEP Toolkit and allows users to create and coordinate a MSEL. Learn More.

A new Single Sign-On feature allows Toolkit users to logon to the three systems through a single interface. Learn More.

Related Links

First Responder Training

Lessons Learned Information Sharing

Preparedness Directorate Secure Portal

FEMA

Responder Knowledge Base

Terrorism Knowledge Base

**Emergency Managment Institute**

DHS Public Website

Homeland Security Digital Library (HSDL)

HSEEP Mission

The Homeland Security Exercise and Evaluation Program (HSEEP) is a capabilities and performance-based exercise program that provides a standardized methodology and terminology for exercise design, development, conduct, evaluation, and improvement planning.

The Homeland Security Exercise and Evaluation Program (HSEEP) constitutes a national standard for all exercises. Through exercises, the National Exercise Program, supports organizations to achieve objective assessments of their capabilities so that strengths, and areas for improvement are identified, corrected and shared as appropriate prior to a real incident. To learn more about the HSEEP program, click on the About HSEEP tab listed above.

The HSEEP is maintained by the Federal Emergency Management Agency's National Preparedness Directorate, Department of Homeland Security.
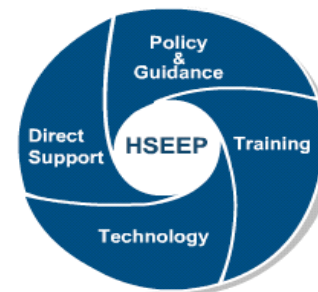
HSEEP Policy and Guidance

HSEEP 101

Volume I: HSEEP Overview and Exercise Program Management

Volume II: Exercise Planning and Conduct

Volume III: Exercise Ealuation and Improvement Planning

- **Exercise Evaluation Guides (EEG)** new

Volume IV Library: Sample Exercise Materials

Training

HSEEP Toolkit Demonstration new

National Standard Exercise Curriculum

IS120.A: An Introduction to Exercises (beta)

IS130: Exercise Evaluation and Improvement Planning (beta)

HSEEP Mobile Course

Related Courses

Technology

HSEEP Toolkit Login

HSEEP Toolkit: Overview

- **National Exercise Schedule (NEXS) System**
- **Design and Development System (DDS)**
  - **Master Scenario Events List (MSEL) Builder** new (beta)
  - **Exercise Evaluation Guide (EEG) Builder** new (beta)
- **Corrective Action Program (CAP) System**

Models, Simulations, & Games Decision Support System (beta)

HSEEP Toolkit Data Exchange Standards new (draft)

Direct Support

HSEEP Mobile Training Course

- **Mobile Training Course Application**

Training and Exercise Planning Workshops

- **Training and Exercise Planning Workshops Application**

Upcoming Events and Exercises

National Preparedness Month

Exercise Resources

Lessons Learned and Good Story Highlights

LLIS.gov Exercise Best Practice new

HSEEP AAR-IP Template 2007 (March 15, 2007)

Draft template for a Multiyear Training and Exercise Plan (March 8, 2007)

Training and Exercise Planning Workshop User's Handbook (March 8, 2007)

Improvement Planning Conference User's Handbook (March 8, 2007)

Volume IV Library

What Are Objectives?

- As the cornerstone of design and development, objectives:

  – Provide a framework for scenario development

  – Drive a Master Scenario Events List (MSEL)

  – Guide development of individual organizational objectives

  – Provide evaluation criteria

Lessons Learned:

Limit the number of objectives to enable exercise conduct, facilitate reasonable scenario design, and adequately support successful completion of the exercise.

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SMART Objectives

Simple

Measurable

Achievable

Realistic

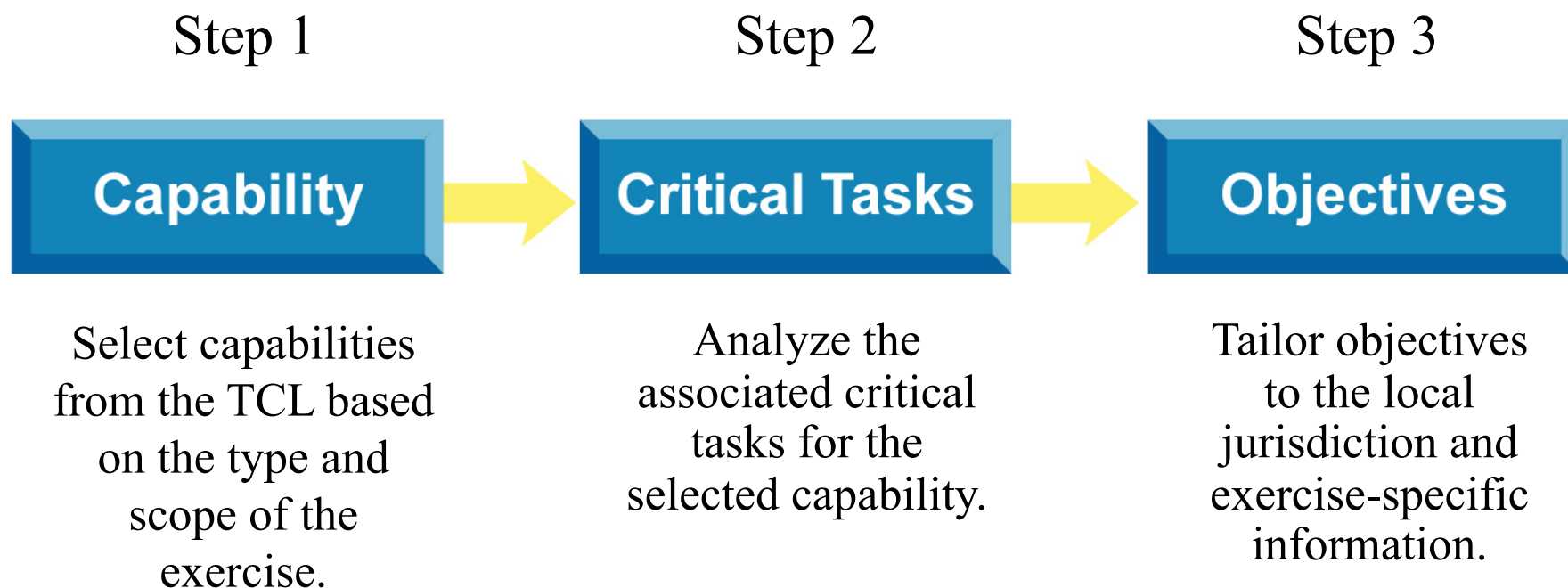**T**ask Oriented

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Characteristics of Good Objectives

- Clear, concise, and focused on participant performance

- Should contain:
  - Action stated in observable terms
  - Conditions under which action will be performed
  - Standards of performance

> **An objective should state *who* should do *what* under *what conditions*, according to *what standards***

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How to Develop Objectives

| Step 1		Step 2		Step 3
Capability	→	**Critical Tasks**	→	**Objectives**
Select capabilities from the TCL based on the type and scope of the exercise.		Analyze the associated critical tasks for the selected capability.		Tailor objectives to the local jurisdiction and exercise-specific information.

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Objectives for <u>Discussion</u>-Based Exercises

- Focus on strategic, policy-oriented issues.

Example:

Evaluate the plans for Americana's incident command activation of essential HazMat personnel during a chemical incident in Americana in accordance with existing standard operating procedures (SOPs).

Standard

Specific Action

Who

Condition

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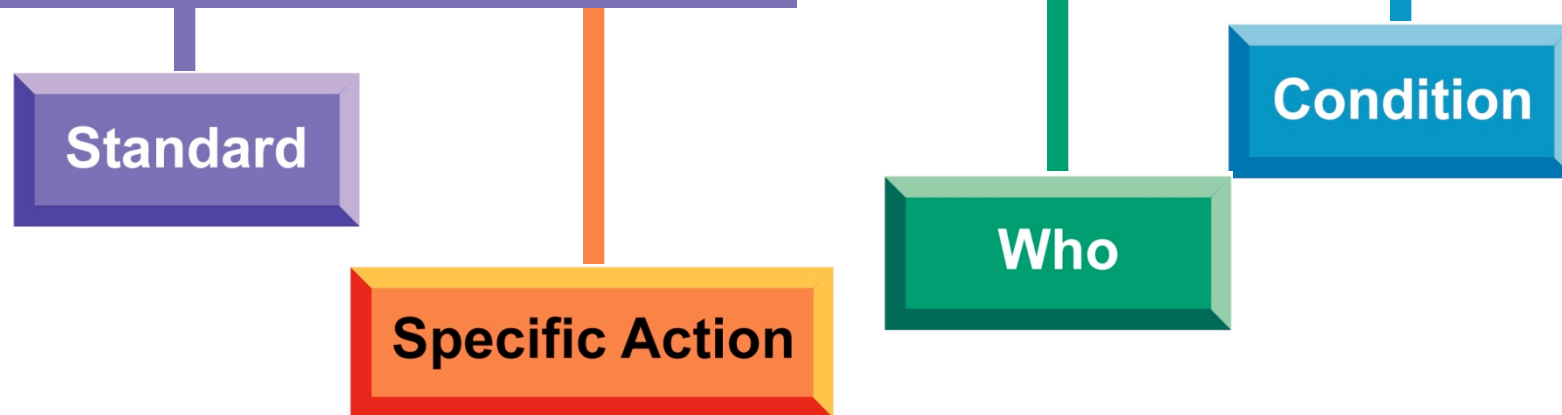
Objectives for <u>Operations</u>-Based Exercises

- Focus on integration of multiple entities at systems-level and tactical-level.

Example:

Evaluate the ability of Americana's incident command to activate essential HazMat personnel during a chemical incident in Americana in accordance with existing SOPs.

Condition

Specific Action

Who

Standard
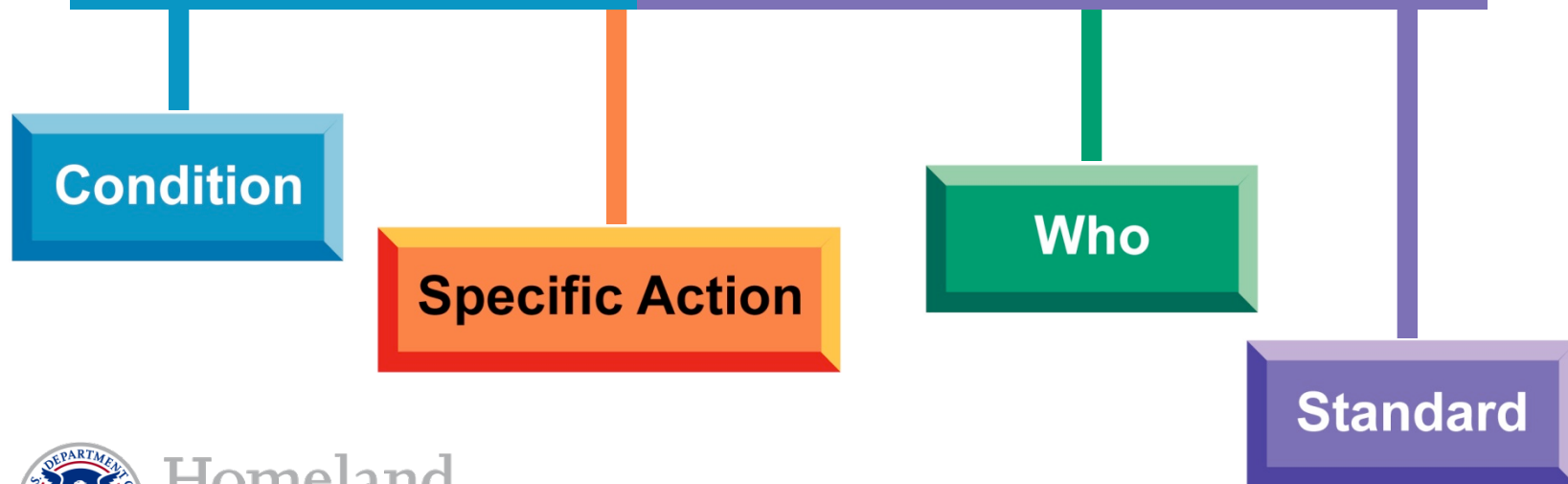
What Is an Exercise Scenario?

- Should be:
  - Risk-based
  - Realistic
  - Challenging

- Three basic elements:
  - Conditions
  - Context
  - Technical details

- Should facilitate accomplishment of design objectives

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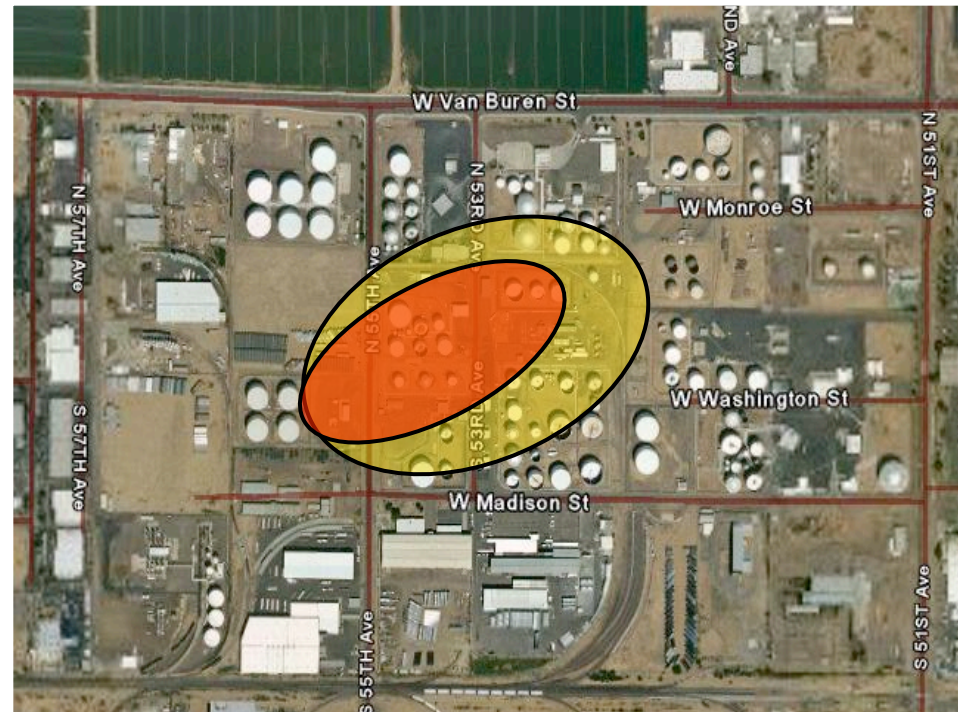
How to Develop an Exercise Scenario

- Determine a threat/hazard:
  - That best fits exercise objectives
  - Is based on realistic threats
  - Is of sufficient magnitude and realistic

- Identify player activities and decision-making opportunities that must occur to accomplish objectives.

Lessons Learned:

The scenario should be credible enough for participants to suspend their inherent disbelief in hypothetical situations.

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Documentation for Discussion-Based Exercises

- Documentation necessary for discussion-based exercises includes:

    – Situation Manual (SITMAN)

    – Multimedia presentations

    – Exercise Evaluation Guides (EEGs)

    – Media releases

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Documentation for Operations-Based Exercises

- Exercise Plan (EXPLAN)

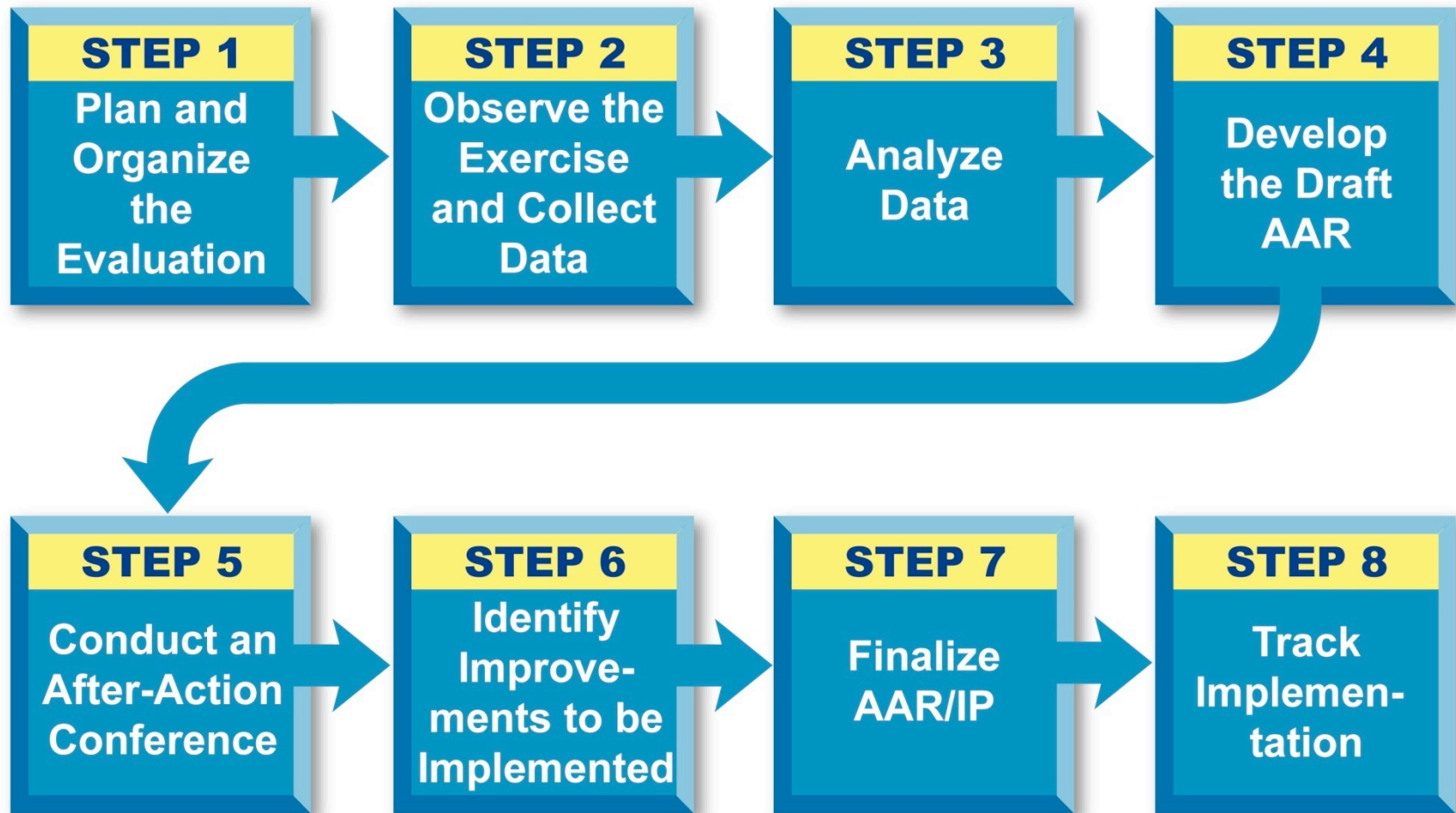- Controller and Evaluator Handbook

- MSEL

- Briefings

- EEGs

Americana's MSEL

Event Number	Time	Title	To	From	Controller	Method	Type	Description/Script	Expected Action	Comments/Notes
1	900	SIMCELL Operational	All Controllers	SIMCELL	SIMCELL	Phone	Contextual	Simulators are in position and communications are in place.	Check communications with field controllers	
2	945	Communications Check	All Controllers	SIMCELL	All	Radio	Contextual	Ensure communications are operable.	All controllers establish communications with the SIMCELL	
3	1000	STARTEX								
4	1001	Report from Train Passenger	Salt Railroad Station Security	Passenger 1	SIMCELL	Phone	Contextual	"This is Mary Banks at the Salt Railroad Station. I'm calling to report three suspicious people hanging around the train yard. Two of them are carrying backpacks. Please send someone immediately."	Call Salt Springs Dispatch	

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Evaluation and Improvement Process

STEP 1	STEP 2	STEP 3	STEP 4
Plan and Organize the Evaluation	Observe the Exercise and Collect Data	Analyze Data	Develop the Draft AAR

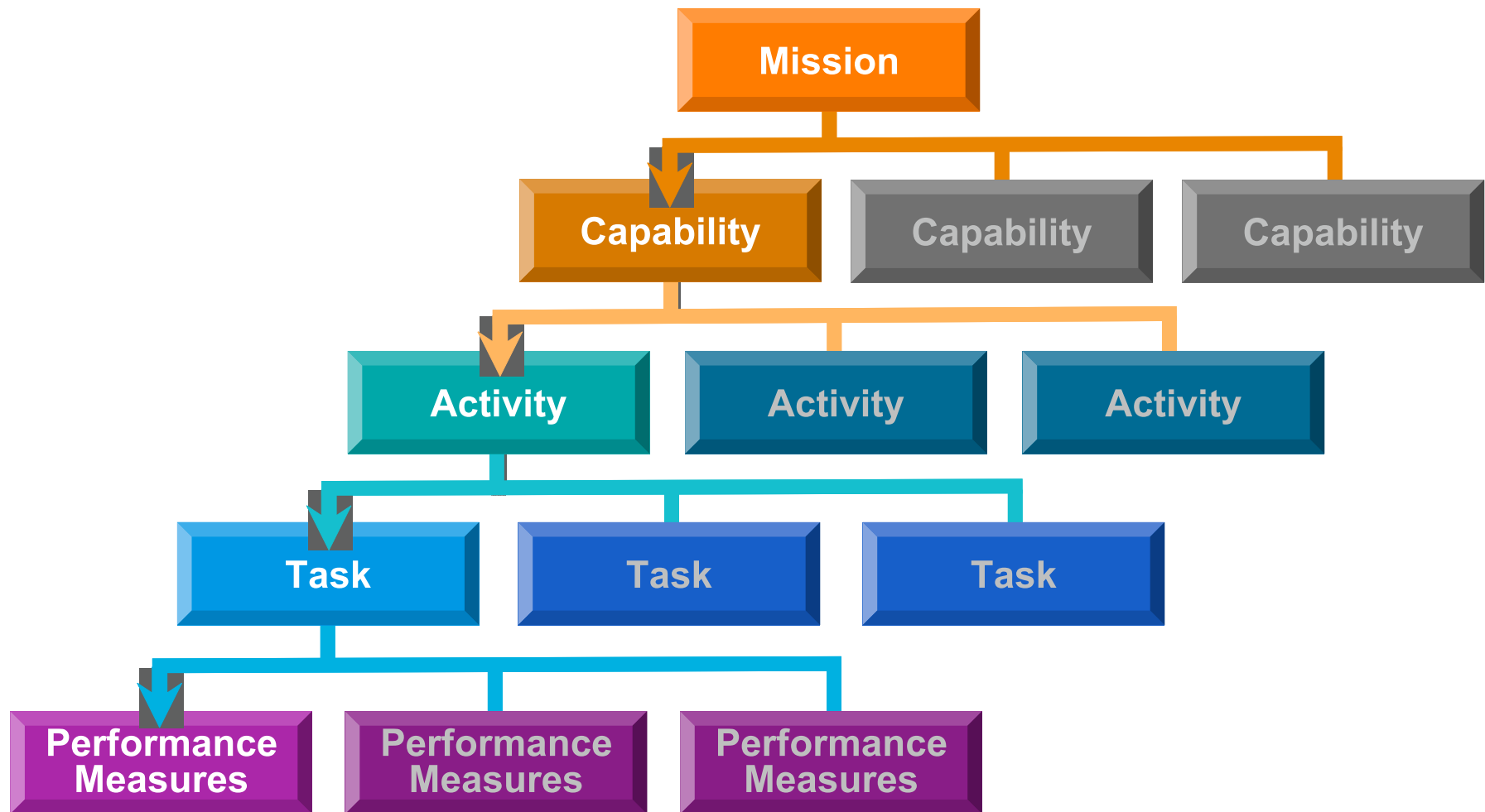| STEP 5	STEP 6	STEP 7	STEP 8
Conduct an After-Action Conference	Identify Improvements to be Implemented	Finalize AAR/IP	Track Implementation

HSEEP-021a

Levels of Criteria for Analysis

Exercise Evaluation Guides

- EEGs are *guides* to help evaluators document exercise activities and determine if objectives are met.

- EEGs are not report cards.

- Generally, one packet for each of the capabilities in the Target Capabilities List (TCL).
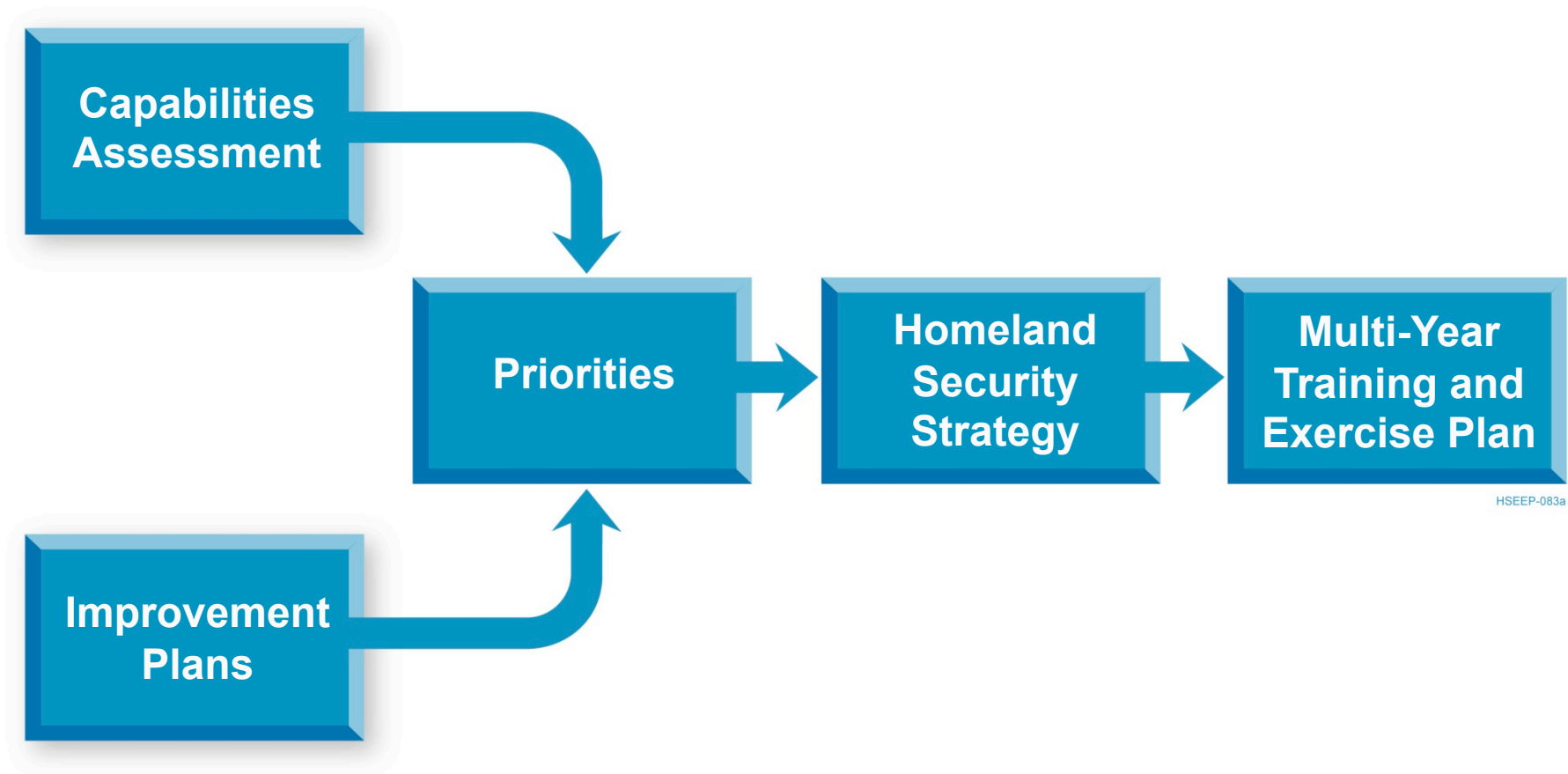
Finalizing the AAR/IP

- Why?
  - Create a useful tool that addresses needs and provides guidance

- When?
  - After the After-Action Conference
  - Approximately 60 days after the exercise

- Who?
  - Exercise Planning Team

- What?
  - Incorporate any corrections or clarifications related to observations, recommendations, and corrective actions

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Recommendations from the AAR/IP

Capabilities Assessment → Priorities ← Improvement Plans

Priorities → Homeland Security Strategy → Multi-Year Training and Exercise Plan

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Writing an Improvement Plan

- Should address both short- and long-term goals.

- May require coordination with neighboring jurisdictions to share resources or costs.

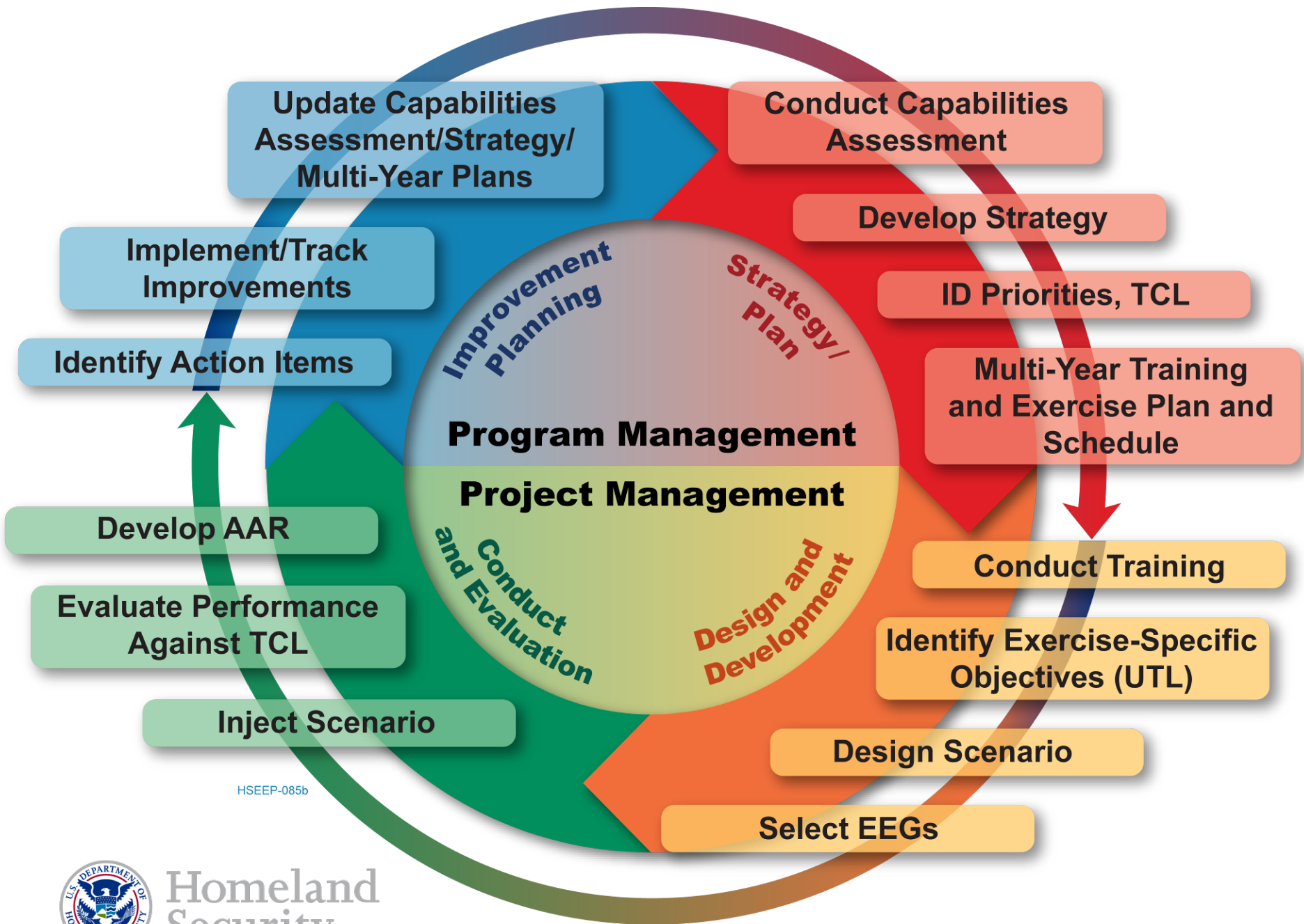- Facilitators should help participants explore options for obtaining necessary resources.

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Improvement Plan Matrix Examples

Capability	Observation Title	Recommendation	Corrective Action Description	Capability Element	Responsible Party/Agency	Completion Date
Public Information/ Warning Activity	1. Some counties did not receive press releases	Ensure all counties receive press releases.	1. Issue a directive requiring that all personnel assigned to work in the Joint Information Center receive a copy of the operating procedures, become familiar with them, and follow them during an emergency. 2. Develop and implement a backup system (e.g., fax, e-mail) to ensure that all counties receive news releases.	Planning System and equipment	State X EMA Director	September 1, 2005

Accessing LLIS.gov

- LLIS is a Web site where emergency response providers and homeland security officials can share:

    – Lessons learned

    – Best practices

    – Practice notes

    – Good stories

    – Upcoming events

    – New initiatives

Update Capabilities Assessment/Strategy/Multi-Year Plans

Implement/Track Improvements

Identify Action Items

Develop AAR

Evaluate Performance Against TCL

Inject Scenario

HSEEP-085b

Conduct Capabilities Assessment

Develop Strategy

ID Priorities, TCL

Multi-Year Training and Exercise Plan and Schedule

Conduct Training

Identify Exercise-Specific Objectives (UTL)

Design Scenario

Select EEGs

Improvement Planning

Strategy/Plan

Program Management

Project Management

Conduct and Evaluation

Design and Development

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Questions?

- Presenter:

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