

March 2009



IPHCA Emergency Management Communicator

Homeland Security Exercise and Evaluation Program (HSEEP)

What is HSEEP?

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

What is its purpose?

“The intent of HSEEP is to provide common exercise policy and program guidance capable of constituting a national standard for all exercises. HSEEP includes consistent terminology that can be used by all exercise planners, regardless of the nature and composition of their sponsoring agency or organization .”

How does it achieve its purpose?

“Adherence to the policy and guidance presented in the HSEEP Volumes ensures that exercise programs conform to established best practices, and helps provide unity and consistency of effort for exercises at all levels of government.”

How is it organized?

“The HSEEP policy and doctrine is organized into the following volumes:

HSEEP Volume I: HSEEP Overview and Exercise Program Management provides guidance for building and maintaining an effective exercise program and summarizes the planning and evaluation process described in further detail in Volumes II through V.

HSEEP Volume II: Exercise Planning and Conduct helps planners outline a standardized foundation, design, development, and conduct process adaptable to any type of exercise.

HSEEP Volume III: Exercise Evaluation and Improvement Planning offers proven methodology for evaluating and documenting exercises and implementing an improvement plan.

HSEEP Volume IV: Sample Exercise Documents and Formats provides sample exercise materials referenced in HSEEP Volumes I, II, III, and V.

HSEEP Volume V: Prevention Exercises contains guidance consistent with the HSEEP model to assist jurisdictions in designing and evaluating exercises that test pre-incident capabilities such as intelligence analysis and information sharing.”

Reference

“About HSEEP”. [FEMA Homeland Security Exercise and Evaluation Program](https://hseep.dhs.gov/pages/1001_About.aspx). 30 March 2009. https://hseep.dhs.gov/pages/1001_About.aspx

Types of Exercises

Utility/Purpose		Type of Player Action	Duration	Real-Time Play?	Scope
Discussion-Based Exercises	Familiarize players with current plans, policies, agreements, and procedures; develop new plans, policies, agreements, and procedures	Notional; player actions are imaginary or hypothetical	Rarely exceeding 8 hours	No	Varies
Seminar	Provide overview of new or current plans, resources, strategies, concepts or ideas	N/A	2-5 hours	No	Multi- or Single-agency
Workshop	Achieve specific goal or build product (e.g., exercise objectives, SOPs, policies, plans)	N/A	3-8 hours	No	Multi-agency/ Single function
Tabletop Exercise (TTX)	Validate plans and procedures by utilizing a hypothetical scenario to drive participant discussions	Notional	4-8 hours	No	Multi-agency/ Multiple functions
Game	Explore decision-making process and examine consequences of those decisions	Notional	2-5 hours	No (though some simulations provide real- or near-real-time play)	Multi-agency/ Multiple functions
Operations-Based Exercises	Validate plans, policies, agreements, and procedures; clarify roles and responsibilities, identify resource gaps	Actual; player action mimics reaction, response, mobilization, and commitment of personnel and resources	May be hours, days, or weeks, depending on purpose, type, and scope of the exercise	Yes	Varies
Drill	Validate a single operation or function of an agency	Actual	2-4 hours	Yes	Single agency/ Single function
Functional Exercise (FE)	Evaluate capabilities, functions, plans, and staffs of Incident Command, Unified Command, intelligence centers, or other multi-agency coordination centers (e.g., EOCs)	Command staff actions are actual; movement of other personnel, equipment, or adversaries is simulated	4-8 hours or several days or weeks	Yes	Multiple functional areas/ Multiple functions
Full-Scale Exercise (FSE)	Validate plans, policies, procedures, and cooperative agreements developed in previous exercises through their actual implementation and execution during a simulated scenario; includes actual mobilization of resources, conduct of operations, and integrated elements of functional exercise play (e.g., EOCs, command posts)	Actual	One full day or several days or weeks	Yes	Multi-agency/ Multiple functions

Reference

“Volume I: HSEEP Overview and Exercise Program Management” page 9. [FEMA Homeland Security Exercise and Evaluation Program. . https://hseep.dhs.gov/support/Volume1.pdf](https://hseep.dhs.gov/support/Volume1.pdf)

Discussion-Based Exercises

Seminars

- Informal discussions
- Not a real-time portrayal of events
- Led by a presenter
- Purpose: orient participants to, or provide an overview of, authorities, strategies, plans, policies, procedures, protocols, response resources, and/or concepts and ideas.
- Good starting point for developing or making major changes to plans and procedures.

Workshops

- Differ from seminars in two ways: 1) participant interaction is increased and 2) the focus is on achieving or building a product; such as a draft plan or policy.
- Often used with exercise development to determine objectives, develop scenarios, and define evaluation criteria.
- May use to produce new standard operating procedures, emergency operations plans, mutual aid agreements, multi-year plans or improvement plans.
- Focused on a specific issue; desired outcome or goal must be clearly defined.

Tabletop Exercises

- Key personnel discussing hypothetical scenarios in an informal setting
- Can be used to assess plans, policies, and procedures or to assess the systems needed to guide the prevention of, response to, and recovery from a defined incident
- Purpose: to facilitate understanding of concepts, identifying strengths and shortfalls, and achieving changes in the approach to a particular situation
- Participants are encouraged to discuss issues in depth and develop decisions through slow-paced problem solving, rather than the rapid, spontaneous decision making that occurs under actual or simulated emergency conditions
- The effectiveness is derived from the energetic involvement of participants and their assessment of recommended revisions to current policies, procedures, and plans.
- Two categories: basic and advanced

Basic: the situation established by the scenario materials remains constant. It describes an event or emergency incident (i.e., scenario) and brings discussion participants up to the simulated present time. Players apply their knowledge and skills to a list of problems presented by the leader/moderator; problems are discussed as a group; and the leader generally agrees on and summarizes the resolutions.

Advanced: play revolves around delivery of pre-scripted messages to players that alter the original scenario. The exercise controller (or moderator) usually introduces problems one at a time in the form of a written message, simulated telephone call, videotape, or other means. Participants discuss the issues raised by the simulated problem, applying appropriate plans and procedures.

- Useful for evaluating group problem solving, personnel contingencies, group message interpretation, information sharing, inter-agency coordination, and achievement of specific objectives.

Games

- Simulation of operations that often involves two or more teams and uses rules, data, and procedures to depict an actual or assumed real-life situation
- Goal: to explore decision-making processes and the consequences of those decisions
- Does not require use of actual resources
- Sequence of events affects, and is in turn affected by, decisions made by players
- Computer-generated scenarios and simulations can provide a more realistic and time-sensitive method of introducing situations for analysis
- Planner decisions can be input into realistic models to show the effects of the decisions made
- Internet-based, multi-player games can save money by reducing travel time, offer more frequent training opportunities, and take less time away from primary functions
- Provide a collaborative environment that reflects realistic occurrences.

Reference: "Volume I: HSEEP Overview and Exercise Program Management" pages 9-10. [FEMA Homeland Security Exercise and Evaluation Program. . https://hseep.dhs.gov/support/Volume1.pdf](https://hseep.dhs.gov/support/Volume1.pdf)

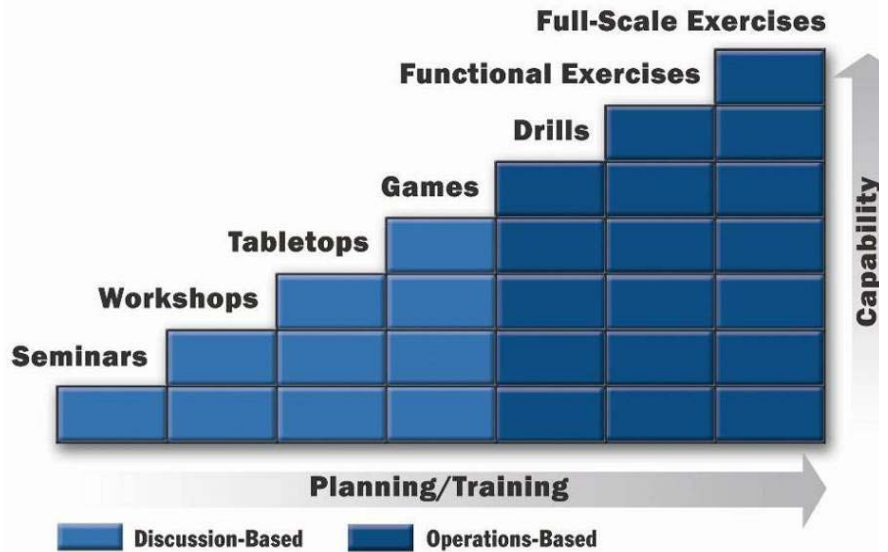
Operations-Based Exercises

Drills

- Coordinated, supervised activity usually employed to validate a single, specific operation or function in a single agency or organizational entity
- Used to provide training on new equipment, develop or validate new policies or procedures, or practice and maintain current skills.

Typical attributes of drills include:

- A narrow focus, measured against established standards;
- Immediate feedback;
- A realistic environment; and
- Performance in isolation.



Functional Exercises

- Purpose: validate and evaluate individual capabilities, multiple functions, activities within a function, or inter-dependent groups of functions
- Events projected through an exercise scenario with event updates that drive activity at the management level
- Simulates the reality of operations in a functional area by presenting complex and realistic problems that require rapid and effective responses by trained personnel in a highly stressful, time-constrained environment.
- Response- and recovery-focus: concentrate on exercising the plans, policies, procedures, and staffs of the direction and control branches of Incident Command, Unified Command, and/or multi-agency coordination centers (e.g., EOCs). Simulated movement of personnel/equipment
- Prevention-focus: concentrate on exercising the plans, policies, procedures, agreements, networks, and staffs of fusion centers or law enforcement agencies with counterterrorism missions. Adversary actions are largely simulated and delivered in the form of shared intelligence; however, some of these actions may be carried out by simulated adversaries, or Red Teams, in a separate but coordinated category of exercise play. See HSEEP Volume V for more information.

Full-Scale Exercises

- Most complex type of exercise: level of support needed is greater than that needed during other types of exercises
- Multi-agency, multi-jurisdictional, multi-organizational exercises that validate many facets of preparedness
- Focus on implementing and analyzing the plans, policies, procedures, and cooperative agreements previously developed/exercised
- Presents complex and realistic problems in multiple functional areas that require critical thinking, rapid problem solving, and effective responses by trained personnel
- Events projected through a scripted exercise scenario with built-in flexibility to allow updates to drive activity
- Conducted in real time, creating a stressful, time-constrained environment; closely mirrors real events
- Response-focused: include many first responders operating under the principles of the National Incident Management System (NIMS) to effectively and efficiently respond to an incident
- Personnel and resources are mobilized and deployed to the scene where they conduct their activities as if a real incident had occurred (with minor exceptions)
- May include functional play from participants not located at the exercise incident response site, such as multi-agency coordination centers (MACCs), EOCs, or hospitals.

Reference

“Volume I: HSEEP Overview and Exercise Program Management” pages 11-12. [FEMA Homeland Security Exercise and Evaluation Program. . . https://hseep.dhs.gov/support/VolumeI.pdf](https://hseep.dhs.gov/support/VolumeI.pdf)

Additional Resources

HSEEP Home	https://hseep.dhs.gov/pages/1001_HSEEP7.aspx
HSEEP Overview PowerPoint	https://hseep.dhs.gov/support/General%20HSEEP%20Brief_Current%200as%20of%20052907.ppt
HSEEP 101	https://hseep.dhs.gov/support/HSEEP_101.pdf
IS 120.A Introduction to Exercises	http://training.fema.gov/EMIWeb/IS/IS120A.asp
IS 130 Exercise Evaluation and Improvement Planning	http://training.fema.gov/EMIWeb/IS/IS130.asp
IS 139 Exercise Design	http://training.fema.gov/EMIWeb/IS/is139.asp
IDHS Training Calendar (Watch for HSEEP classroom training)	https://oas.in.gov/hs/training/public/calendar.do
AHRQ: Tool for Evaluating Core Elements of Hospital Disaster Drills	http://www.ahrq.gov/prep/drillelements/

Accessing HSEEP Toolkit

HSEEP Toolkit

How to obtain an HSEEP login

- Use the link referenced below to access the HSEEP login page.
- Follow the Contact Us/Register for Account link shown with the arrow in the image below.
- Contact the HSEEP support desk, as indicated.
- Complete and return the justification form.
- Your information will be reviewed and then your user information sent.
- A wealth of information is available through the HSEEP Toolkit, as shown in the illustration to the right.



FEMA

*Ebersole and King, Inc. under development

https://hseep.dhs.gov/DHS_SSO/?ReturnUrl=%2fHSEEP_EM%2fHSEEPHome.aspx

HSEEP Login

The HSEEP Toolkit is an interactive, on-line system for exercise scheduling, design, development, conduct, evaluation and improvement planning. The HSEEP Toolkit includes the National Exercise Schedule (NEXS) System, Design and Development System (DDS), and Corrective Action Program (CAP) System.

User Login

Username:

Password:

Login

[Security Changes to the HSEEP Toolkit](#)

[About Toolkit](#)

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For questions or comments, or to schedule a site visit for help in implementing emergency preparedness activities, please contact Jenifer Nelson.

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IPHCA Emergency Management
Communicator

3rd National Emergency Management Conference

<http://www.emergencymanagementsummit.com/agenda/index.html>

The link above will take you to the agenda with the presentation for the conference.

The mini-conference on the first day focused on Exercises and Drills. Here are some of the tips that were offered:

- Pick an event that motivates staff; perhaps based on an actual event
- Make the exercise challenging, but realistic and attainable
- Create the exercise planning team from all of the different areas within your facility; different perspectives strengthen the event
- Include outside partners, like law enforcement, fire department, hospitals, and EMS
- Schedule a post-event with the media; let the public know that you are serious about preparedness (broadcast your successes)
- Do not be afraid to test the system and see what breaks
- Start small and increase in complexity as build competencies
- Test contracts/MOUs to make sure help will be available when needed
- Take into account the unique makeup of your community and include that in the exercise design
- Concise, effective communication is the key to a successful response, so testing communication in exercises is critical
- A flawless exercise is a failure; the purpose of an exercise is to stress the system and continuously learn and improve

Other interesting sessions:

- Dr. Dennis Andrulis and Jonathan Purtle discussed the cultural competence assessment conducted in California by the Center for Health Equity at Drexel School of Public Health.
- Scot Phelps discussed Hazard Vulnerability Analysis (HVA) and indicated that people outrank buildings; anything that results in human impact elevates the risk.
- Thomas Kirsch discussed measuring the quality of disaster response and found that in a study of the shelters setup in California that the needs of hard to reach populations are consistently not met and that although the need for mental health services were low that about half of that need was not met.

Tornado Drill

In conjunction with the Severe Weather Preparedness Week, IPHCA conducted a tornado drill on Friday, March 20th. This was the second drill that IPHCA has performed to test our internal emergency operations plan.