Module 1

Slide Text:
Homeland Security Exercise and Evaluation Program
HSEEP Mechanics Training
(Image – man turning gears, “HSEEP: Plan, Train, Exercise & Evaluate”)

Slide Text:
Course Information

Prior to beginning this class, please download the HSEEP Mechanics Manual to use throughout the class presentation.

It is also helpful to take the following courses.
- IS 120/120.a – An Introduction to Exercises and IS 130 – Exercise Evaluation and Improvement Planning
  - HSEEP Internet site (https://hseep.dhs.gov/pages/1001_HSEEP7.aspx)
  - FEMA Independent Study website (http://training.fema.gov/IS/)

The HSEEP Mechanics Self-Paced Training presentation operation:
- Many slides in the presentation advance automatically, however, participants can advance, pause, or review slides as needed using the controls at the bottom of the screen. (Image – picture of the advance button, pause button, and reverse button)
- The navigation bar on the left side of the screen can assist with presentation status and screen selection.
- A script of the audio and slide text is available in the navigation bar “Notes” tab.
- To return to the website to complete the next module, click the “back button” at the top of the computer screen. (Image: picture of the back button)

Audio Text:
Welcome to the Homeland Security Exercise and Evaluation Program Self-Paced Training Course. The Homeland Security Exercise and Evaluation Program is often abbreviated as “HSEEP.” This online course is based on the Florida Department of Health HSEEP Mechanics Training Manual. Knowledge of this manual and successful completion of this course will help to ensure that your exercises are HSEEP-compliant and stimulating for your exercise players.

Although not required as a prerequisite, the HSEEP Internet site (https://hseep.dhs.gov/pages/1001_HSEEP7.aspx) offers two independent study courses called IS 120 and IS 130. These may be helpful before you complete this course. These courses are also available at the FEMA training site (http://training.fema.gov/IS/crslist.asp) and through Trak-It.

Before beginning this course, download a copy of the HSEEP Manual at the Florida Department of Health internet site (http://www.doh.state.fl.us/demo/php/training.htm). For Trak-It users, the manual is attached as a Guide in the left side navigation bar where it can be viewed and downloaded. The
PowerPoint slides used in this training course contain a page reference number corresponding to the HSEEP manual content.

Slide Text:

Goal: Building & Maintaining HSEEP Compliance within the Preparedness System.

(Image – man turning gears, “HSEEP: Plan, Train, Exercise & Evaluate”)

Audio Text:
The course is divided into four Modules.

In module one, we will provide an introduction to HSEEP and cover HSEEP Requirement 1 and the HSEEP Toolkit.

Modules two, three, and four will cover HSEEP Requirement 2.

Module four completes Requirement 2 and also covers HSEEP Requirements 3 and 4.

The training concludes with a test on what you have learned. You must successfully pass this test to get full credit for the course.

Slide Text:
Course Outline

Module 1
- Introduction
- HSEEP Requirement 1
- HSEEP Toolkit

Module 2
- HSEEP Requirement 2: Planning the Exercise

Module 3
- HSEEP Requirement 2: Drafting the Exercise

Module 4
- HSEEP Requirement 2: Conducting the Exercise
- HSEEP Requirement 3
- HSEEP Requirement 4

Audio Text:
Upon completion of this course, participants will be able to:

- Explain the role of exercises in the preparedness system.
- Identify the tools in the HSEEP Toolkit and describe the purpose of each.
- Describe the steps needed for planning, drafting, and conducting an exercise.
- Describe the purpose of and the steps needed for exercise evaluation, improvement planning and maintenance.
Objectives
Participants will:
- Explain the role of exercises in the preparedness system.
- Identify the tools in the HSEEP Toolkit and describe the purpose of each.
- Describe the steps needed for planning, drafting, and conducting an exercise.
- Describe the purpose of and steps needed for exercise evaluation, improvement planning, and maintenance.

Module 1 will present an introduction to exercises and HSEEP, HSEEP Requirement 1, and the HSEEP Toolkit.

Module 1
- Introduction
- HSEEP Requirement 1
- HSEEP Toolkit

There are four requirements for becoming HSEEP compliant. The Department of Homeland Security, the HSEEP parent agency, defines HSEEP compliance as:
- Develop a multi-year training and exercise plan for your organization.
- Use HSEEP Volumes I-III to plan and conduct exercises.
- Develop an exercise after action report and improvement plan.
- Track and implement improvement plan corrective actions.

What does “HSEEP Compliance” mean?

The Department of Homeland Security States,*

"In order for an entity to be considered HSEEP compliant, it must satisfy four distinct performance requirements:
- Conducting an annual Training and Exercise Plan Workshop and developing and maintaining a Multi-Year Training and Exercise Plan,
- Planning and conducting exercises in accordance with the guidelines set forth in HSEEP Volumes I-III
- Developing and submitting a properly formatted After-Action Report/Improvement Plan (AAR/IP)
- Tracking and implementing corrective actions identified in the AAR/IP."

(*https://hseep.dhs.gov/ see HSEEP 101: a program overview for first-timers.)

When you can put a check in each one of these boxes, you’re good to go.

See Mechanics Manual – Page 4
Traditionally, many people wrote their plans, conducted training, and developed and evaluated exercises in “silos” with little reference or correspondence among these activities.

The next evolution was to consider planning, training, exercising and evaluation activities as a cycle. The cycle usually began with writing a plan, but some began the cycle by conducting training or by holding an exercise and evaluation. The thought was, “Let’s do an exercise and from the evaluation, we’ll find out what we need to do to write a plan.”

Most people, though, began the cycle by writing a plan, training their staff to the content of the plan, and then validating the plan by conducting an exercise and evaluating the results. The exercise evaluation results should inform revisions to the plan to restart the cycle. But many times, the exercise after action report did not include an improvement plan with a designated responsible person or the time to conclude a cited evaluation result or recommendation.

Traditionally, plan writing, training, exercising, and evaluations were done in “silos” with little correspondence among these activities.

The next evolution was to consider planning, training, exercising, and evaluating as a cycle. The evaluation results should inform revisions to the plan to restart the cycle.

But, many times, the exercise evaluation after action report did not include an improvement plan designating responsible persons and times to conclude a cited evaluation result or recommendation.

See Mechanics Manual – Page 4

Audio Text:
It is important to recognize preparedness as a system. Preparedness requires the continuous, rather than the sequential, integration of plans, training programs, exercises, and evaluations. It is a system that functions like an operating machine.

Turning the planning gear, by writing or revising a plan, sets in motion the training gear, creating a new or refresher training on the plan. This motion turns the exercise and evaluation gear which may generate plans or training program revisions.

The basic processes and procedures are the same for exercise planning at the county, region, and department levels.

The goal of this training course is to help you to become HSEEP compliant – someone who can keep the gears turning and the preparedness machine running smoothly as you design it and maintain it.

Planning, Training, Exercising, and Evaluating are like gears driving the Preparedness Machine. The challenge is getting the gears to mesh.
The HSEEP Preparedness Systems Approach continually integrates plan development and revisions with training programs, exercises, and evaluations.

See *Mechanics Manual* – Page 5

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**Audio Text:**
The first requirement in HSEEP compliance is developing and maintaining a Multi-Year Training and Exercise (MYT&E) Plan. The Florida Division of Emergency Management (DEM) is responsible for preparing the State of Florida Plan. The State Plan is based on regional and state agency plans, and regional plans are based on those developed at the county level.

The Multi-Year Training and Exercise Plan provides a roadmap for each agency to follow in accomplishing the overarching priorities as described in the Homeland Security Strategy.

Each Multi-Year Training and Exercise Plan priority is linked to an associated target capability and previous improvement plan actions, as applicable.

The Multi-Year Training and Exercise Plan is a living document. The basic training program and exercise and evaluation strategy is updated and refined at least annually as gaps, directives, and plans are identified and revised.

**Slide Text:**
**HSEEP Compliance Requirement #1**
- Conducting an annual Training and Exercise Plan Workshop, and developing and maintaining a Multi-Year Training and Exercise Plan.

The Multi-Year Training and Exercise (MYT&E) Plan employs a “building-block” approach in which training and exercise activities gradually escalate in complexity.

The plan must include:
- MYT&E priorities based on identified gaps in operational plans, training programs, and previous exercise improvement plans,
- Target Capabilities selected for training programs and exercises, and annual schedules of training activities and exercises.

See *Mechanics Manual* – Page 5

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**Audio Text:**
The second HSEEP compliance requirement is to plan and conduct exercises following the guidelines in HSEEP Volumes I-III.

- Volume I is an overall HSEEP program development guidance document.
- Volume II describes basic processes and requirements for developing and conducting exercises.
- Volume III describes the exercise evaluation process and the development of after action reports and improvement plans.

The *HSEEP Mechanics Manual* condenses these three HSEEP volumes into one reference workbook.
HSEEP Compliance Requirement #2

- Planning and conducting exercises in accordance with the guidelines set forth in HSEEP Volumes I-III.

Volume I: HSEEP Overview and Exercise Program Management – guidance for building and maintaining an effective exercise program, summarizing Vols. II-III.

Volume II: Exercise Planning and Conduct – an outline of the standard foundation, design, development, and conduct process adaptable to all exercises.


These references do not require HSEEP registration to view online.

See Mechanics Manual – Page 6-7

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Audio Text:
There are two additional HSEEP Volumes.

**Volume IV** provides examples and templates for exercise materials referenced in Volumes I, II, and III.

**Volume V** provides an overview of prevention exercises, information on the Terrorism Prevention Exercise Program (TPEP), and guidance and instructions on how to plan, conduct, and evaluate prevention-focused exercises. Volume V focuses on law enforcement-related information although it is a useful document for developing bioterrorism-scenario health exercises as well.

Volume V can be downloaded from the Lessons Learned and Information Sharing (LLIS) Internet site through a link on the HSEEP site. Access to the LLIS site requires acquisition of an additional username and password.

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**Slide Text:**
Additional Exercise Guidelines

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

**Volume V:** Prevention Exercises – provides an overview of prevention exercises, information on the Terrorism Prevention Exercise Program (TPEP), and guidance and instruction of how to plan, conduct, and evaluate a prevention-focused exercise using standard HSEEP methodology. This volume is found on the Lessons Learned Information System (LLIS) site through a link on the HSEEP site. The LLIS site requires a separate registration and login.

See Mechanics Manual – Page 7
(Image – 5 books)
Audio Text:
The HSEEP Toolkit contains useful tools and templates.

The HSEEP Help Desk is a user-friendly way to obtain additional “how-to” information on Toolkit use. The Help Desk is available through phone or email. Click on “Contact Us” on the main menu bar on the HSEEP Internet site.

Learning to use the Toolkit is essential to becoming fully compliant with HSEEP requirements 2, 3, and 5.

However, to use the toolkit you must become a registered HSEEP user. Scroll down to the technology section of the HSEEP Internet site. Click on “HSEEP Toolkit Login” and then “Contact Us/Register for Account.” Registration approval is usually completed within 24-48 hours.

Slide Text:
HSEEP Compliance Requirement #2

- Planning and conducting exercises in accordance with the guidelines set forth in HSEEP Volumes I-III.

Requires understanding and use of the HSEEP Toolkit. Use of the HSEEP Toolkit requires registration.

- To register… Go to: https://hseep.dhs.gov/
- In the Technology Section, click “HSEEP Toolkit Login.”
- At User Login, click “Contact Us/Register for Account.”
- List contact information in email and send.

Registration response will be sent in ~ 24-48 hours.

See Mechanics Manual – Page 8
(Image – User Login screen shot)

Audio Text:
The HSEEP Toolkit contains three heavy-duty tools that can be used to build and schedule exercises and maintain improvement plans. These are:

- The Design and Development System (DDS)
- The National Exercise Schedule System (NEXS)
- The Corrective Action Program System (CAP)

There is an online tutorial for using the HSEEP Toolkit.

Slide Text:
Heavy duty tools for building, scheduling, and maintaining exercise programs:

- Design and Development System (DDS)
- National Exercise Schedule (NEXS) System
- Corrective Action Program (CAP) System

The Toolkit Tutorial can be found at: https://hseep.dhs.gov/support/HSEEPTKTraining.htm.

See Mechanics Manual – Page 7
(Image – tool box)
The HSEEP Design and Development System (DDS) is a project management tool that provides you with templates and HSEEP guidance for developing timelines, planning teams, and exercise documentation.

The DDS planning process is described in *HSEEP Volume II: Exercise Planning and Conduct*. There is an example DDS Worksheet at the Attachment 1 to the *HSEEP Mechanics Manual*.

Using the DDS online template enables you to upload your schedule information into the National Exercise Schedule System.

**Slide Text:**

*Tool #1 Design and Development System (DDS)*

*See HSEEP Vol. II: Exercise Planning and Conduct.*

DDS is a project management tool for the design, development, conduct, and evaluation of exercises.

It provides an online template and guidance from HSEEP Volumes for developing timelines, planning teams, and documenting exercises.

Completing the DDS online allows immediate exercise posting into the National Exercise Schedule System.

DDS nails down the planning process. (Image – carpenter hammering a nail into a board)

*See Mechanics Manual – Page 8*

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**Audio Text:**

The National Exercise Schedule System (NEXS) is an online tool for posting and accessing exercise schedules.

It allows NEXS users to synchronize exercises from local, through state, to federal levels. Entering exercises into NEXS enables others to view exercises occurring throughout the state and the country.

An important feature of NEXS is that it provides you with the opportunity to learn about exercises in other jurisdictions that may be useful in design of your own exercise, and for cross-jurisdiction exercise planning.

NEXS listings include a point of contact for the exercise. If you see an exercise that looks interesting, call the contact person and ask if you can participate in his or her exercise as an observer. You may get valuable insights in designing exercises for your own agency or jurisdiction.

**Slide Text:**

*Tool #2 National Exercise Schedule (NEXS) System*

*See HSEEP Vol. II: Exercise Planning and Conduct.*

NEXS is an online tool for posting exercise schedules.

It synchronizes exercises from the local level through the state and federal levels.
It documents exercises into schedules visible to federal partners who provide funding.

NEXS synchronizes calendars. (Image – man with a screw driver)

See Mechanics Manual – Page 8

Audio Text:
The Corrective Action Program System is an online application that enables you to prioritize, track, and analyze improvement plans developed from exercises and real-world events. Features of the CAP System include:

- Improvement plan creation and maintenance
- Corrective action assignment and tracking
- Reporting and analysis.

The CAP System is based on the process described in HSEEP Volume III: Exercise Evaluation and Improvement Planning.

Slide Text:
Tool #3 Corrective Action Program (CAP) System

The CAP System includes Improvement Plan (IP) creation and maintenance, and corrective action assignment and tracking.

It enables users to prioritize, track, and analyze IPs from exercises and real-world events.

The CAP System tightens up improvement planning. (Image – man with a wrench)

See Mechanics Manual – Page 8

Audio Text:
Other HSEEP tools for exercise development include the:

- Master Scenario Event List Builder (MSEL)
- Exercise Evaluation Guidelines Builder (EEG)

The MSEL is a sequential list of events or actions called "injects" that keep the exercise moving forward. In discussion-based exercises, injects may be verbal or written instructions, simulated emails, videos, or sound recordings. In operations-based exercises, injects may be radio or telephone calls from a simulation center, instructions from a controller, or an explosion simulator.

The HSEEP MSEL Builder allows exercise planners and developers to create customized MSEL formats and injects from a list of data fields.

The Exercise Evaluation Guidelines (EEG) are used to evaluate exercise objectives that are based on Target Capabilities. Not all Target Capabilities are applicable in every exercise. The EEG Builder allows you to create customized EEGs by choosing activities from a selected Target Capability objective that does apply to your exercise.
Other Tools in the HSEEP Toolkit

The MSEL Builder

The Master Scenario Event List (MSEL) is a sequential list of events or actions called “injects” that move the exercise forward and facilitate evaluation of objectives. The MSEL Builder allows users to select from predefined exercise information to create individual injects.

Exercise/Evaluation Guidelines (EEG) Builder can be used to customize EEGs by selecting activities from Target Capability objectives to be evaluated during an exercise.

See Mechanics Manual – Page 9
(Image – clipboard with checklist and pencil)

Audio Text:
This concludes Module 1; next please complete the module quiz to check your understanding.

Slide Text:
Conclusion of Module 1
Next – Complete the module quiz to check your understanding.

This quiz may not be accessible to all users. For a more accessible version of this quiz, please contact us by email at PHMP_TrainEx@doh.state.fl.us
1. In developing a preparedness system that includes planning, training, exercising and evaluating:
   a. Begin in the planning silo before entering the training silo.
   b. Begin the cycle by training your exercise team.
   c. Begin the cycle by writing a plan. When you get to the evaluation point on the cycle, congratulations, you’re done.
   d. Allow for continuous integration of all four components.

2. The HSEEP Toolkit:
   a. Requires a certificate of HSEEP compliance for access.
   b. Requires user registration.
   c. Is ICS compliant.

3. The first requirement in HSEEP compliance is:
   a. Successfully complete an approved HSEEP training course.
   b. Develop a Training Roadmap
   c. ICS 700, 100, and 200.
   d. Conduct a Training and Exercise Plan Workshop.
Module 1 Learning Check Answer Key

1. In developing a preparedness system that includes planning, training, exercising and evaluating:
   d. Allow for continuous integration of all four components.

2. The HSEEP Toolkit:
   b. Requires user registration.

3. The first requirement in HSEEP compliance is:
   d. Conduct a Training and Exercise Plan Workshop.

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Slide Text:
Next – Please proceed to Module 2
- Via the Website – click the “back button” at the top of the computer screen to return to the DOH Preparedness and Response Training website and open the Module 2 presentation. (http://www.doh.state.fl.us/demo/php/training.htm#exercise)
- Via Trak-It – click the house below to return to the course menu; then click Module 2.

(Image: picture of the back button)
Audio Text:
Module 2 will continue with HSEEP Requirement 2 and provide information on planning the exercise.

Slide Text:
Module 2
- HSEEP Requirement 2: Planning the Exercise

Audio Text:
There are seven steps for planning an exercise as shown on this slide. We will explore each step in the slides that follow.

Slide Text:
HSEEP Compliance Requirement #2
- Planning and conducting exercises in accordance with the guidance set forth in HSEEP Volumes I-III.

There are seven steps for planning an exercise:
1. Synchronize with plans, training programs, and identified gaps.
2. Determine Target Capabilities.
3. Determine appropriate type of exercise.
4. Determine cost, funding source, and sponsor.
5. Set exercise date.
6. Assemble exercise planning team.
7. Draft the exercise plan.

See Mechanics Manual -- Beginning on Page 9

Audio Text:
The first step in planning an exercise is to gather in the plans, training programs, and previously identified gaps that you want to exercise and evaluate.

Knowledge of the plan to be exercised is most important. Ask the questions listed on this slide.

Make sure everyone knows where the plan is and what it says.

Arrange for training or refresher training, as needed.

If there is no plan, hold a seminar or workshop to write one.

Slide Text:
Step 1: Synchronize with plans, training programs, and identified gaps.

Determine the plan, capability, competency, or identified gaps you want to exercise and evaluate. For exercise participants, knowledge of the plan to be exercised is most important.

Ask these questions:
- Does everyone know where the plan is?
• Do participants know their roles and responsibilities as stated in the plan?
• Will the exercise require first-time or refresher training on the plan?
• What if there is no plan?

See Mechanics Manual – Page 9

Audio Text:
The HSEEP Mechanics Manual has suggested Target Capabilities for Health and Medical exercises listed under Common and Prevent, Protect, and Respond Mission Areas.

You may want to review the suggested Target Capabilities in the Mechanics Manual before continuing with the course presentation.

Slide Text:
Step 2: Determine Target Capabilities for developing exercise objectives.

There are 37 Target Capabilities listed as Common and four Mission Areas: Prevent, Protect, Respond, and Recover.

The current U.S. Department of Homeland Security Target Capabilities List (TCL) can be found at www.LLIS.gov. Access must be requested to this secure website. The TCL is also available on the DOH Internet site at http://www.doh.state.fl.us/DEMO/php/TargetCapabilities.pdf.

Mechanics Manual has suggested Target Capabilities for Health and Medical exercises.

See Mechanics Manual – Page 10

Audio Text:
Build exercises that correspond with Target Capabilities objectives, plans, training programs, and identified gaps that need testing.

Compare these with the level of current organization capabilities.

Decide your starting block based on where you are in the planning and training areas.

Slide Text:
Step 3: Determine the appropriate type of exercise to evaluate selected Target Capability objectives.

(Image – Stair step diagram showing types and progression of exercises; Discussion-Based: seminars, workshops, table tops, games; Operations-Based: drills, functional exercises, and full-scale exercises.)

Climbing up the blocks depends on the maturity of your plan and training level.

See Mechanics Manual – Pages 10-11
Discussion-based exercises familiarize participants with current plans, policies, agreements, and procedures. They can also be used as a forum to develop or revise plans, policies, agreements, and procedures.

Discussion-based exercises include seminars, workshops, tabletops, and games. Discussion-based exercises typically require facilitators in lieu of controllers and may require evaluators.

Slide Text:
Discussion-based Exercises familiarize participants with current plans, policies, and procedures or facilitate plan development or revisions.

- Seminars – Orient participants to new or updated plans, policies or procedures in an informal discussion.
- Workshops – Build plans or policies, or test a new plan using a canned scenario.
- Tabletops (TTX) – Assess plans, policies and procedures in scenarios involving key stakeholders.
- Games – Compete using rules, data, procedures, and scenarios that depict actual situations in a simulation involving operations teams.

See Mechanics Manual – Page 11

Operations-based Exercises:

- Validate plans, policies, agreements, and procedures
- Clarify roles and responsibilities
- Identify resource gaps in an operational environment

Types of Operations-based Exercises include drills, functional exercises, and full-scale exercises.

Slide Text:
Operations-based Exercises validate plans, policies and procedures, clarify roles and responsibilities, and identify planning and training gaps in a “boots on the ground” environment.

- Drills – Test a specific operation/function of a single entity or team.
- Functional Exercises (FE) – Validate communications and command and control functions among multi-agency coordination centers (a.k.a. Command Post Exercises).
- Full-Scales Exercises (FSE) – Evaluate coordinated operations among multiple agencies, jurisdictions, and disciplines in real world scenarios.

See Mechanics Manual – Page 11-12

Seminars, workshops, and drills can usually be executed at low cost. They can, and should, be developed in-house without relying on contractors. Use government agency conference rooms to avoid facility rental costs.
Tabletop and functional exercises may require contractor support. Avoid major expense by using the HSEEP Toolkit to develop the exercise basis. The more work that can be done in-house, the less contractor support will be needed and the less cost will be incurred.

Full scale exercises are the most expensive to execute and have the greatest requirements for external support. But, again, the more work that can be done in-house, the less contractor support will be needed and less cost will be incurred.

If you seek external financial support for exercises, begin planning at least one year in advance.

Slide Text:
Step 4: Determine exercise cost, a funding source, and a sponsor to support the exercise.

Seminars, workshops, and drills can be low cost and developed in-house, without contract vendors. Full-scale exercises are typically the most expensive and require the most external support.

Possible funding sources include:
- CDC/ASPR-HPP grant support requested one year in advance through the Florida Department of Health.
- DHS funding for multi-discipline community-based exercises, requested by contacting the RDSTF or Division of Emergency Management.

See Mechanics Manual – Page 12
(Image – man catching money with a net)

Audio Text:
Setting the exercise date drives all of the other tasks. Set the exercise date, first. All planning meeting dates should then fall into place.

Allow at least three months planning time for a discussion-based exercise or a drill. Allow at least six months planning time for a functional or full-scale exercise. Set at least a tentative date one year out if you will be requesting external funding.

HSEEP recommends that you post your exercise date in NEXS as soon as it is determined. You can use either DDS or NEXS as a starting point. Click “Create Exercise” and complete the online template. Completing the DDS Worksheet at Attachment 1 in the HSEEP Mechanics Manual will be a big help to organize information needed in the online template.

Finally, notify your Exercise and Training Manager to enter the exercise date in the Multi-Year Training and Exercise Plan.

Slide Text:
Step 5: Set the exercise date.

Setting the exercise date drives all other tasks.
- Allow at least 3 months of planning time for a discussion-based exercise or drill.
- Allow at least 6 months of planning time for a functional or full-scale exercise.
- Set a date 12 months early if you will seek funding.

Enter the date in NEXS.
Notify the Exercise or Training Program Manager to enter the date into your Multi-Year Training and Exercise Plan.

See *Mechanics Manual* – Pages 12-13
(Image – calendar)

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**Audio Text:**
Organizing a skilled and experienced planning team is the most important factor for a successful exercise. The planning team is responsible for exercise development, conduct, and evaluation.

The team determines exercise objectives based on Target Capabilities. It tailors scenarios to meet the objectives and it develops the documentation used in evaluation, control, and simulations.

Planning team members also help with developing and distributing pre-exercise materials and conducting exercise planning conferences, briefings, and training sessions.

Planning team membership should fit the scope of an exercise; this will vary depending on exercise type. An operations-based exercise requires greater logistics coordination than a discussion-based exercise, and therefore, organizing a larger team.

Use planning team members as exercise controllers and evaluators during the conduct of the exercise.

**Slide Text:**
Step 6: Assemble the exercise planning team.

The most important factor for a successful exercise is organizing a skilled and experienced exercise planning team.

The Planning Team
- decides exercise objectives,
- tailors scenarios to meet objectives, and
- determines logistical support.

Because of their planning involvement, team members make ideal exercise facilitators, controllers, or evaluators. (Image – 2 people planning)

See *Mechanics Manual* – Page 13

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**Audio Text:**
Regardless of the scale and complexity of an exercise, it is helpful to organize the exercise planning team in accordance with the Incident Command System (ICS).

The **Command Section** directs and coordinates exercise planning activities. The **Exercise Planning Team Leader** assumes the role of Incident Commander. He or she assigns exercise responsibilities, provides guidance, establishes timelines, and monitors the development process.

The **Safety Officer** identifies issues for safeguarding exercise staff and players at each stage of planning. The Safety Officer also plays a critical role during the conduct of the exercise.
The **Public Information Officer** (PIO) has multiple roles in exercise planning and execution. PIOs ensure that the media and public are informed in advance of the exercise to preclude public safety issues. PIOs may assist with coordinating VIPs, observers, and *real-world* media visits on the day of the exercise.

*Slide Text:*
The Exercise Planning Team

(Image – Organizational chart like the ICS structure; Exercise Panning Team Leader, Safety Officer & PIO, Plans, Operations, Logistics, and Admin/Finance sections)

The Command Section directs and coordinates all exercise planning activities. The Exercise Planning Team Leader assigns exercise responsibilities, provides guidance, establishes timelines, and monitors development. The Safety Officer and PIO have very important roles in operations-based exercises.

See *Mechanics Manual* – Pages 13-14

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*Audio Text:*
The **Planning Section** is responsible for compiling and developing all exercise documentation.

It collects and reviews policies, plans, and procedures that will be validated in the exercise and it develops the Exercise Evaluation Guidelines (EEGs).

During the exercise, the Planning Section may be responsible for developing simulated actions by agencies not participating in the exercise and setting up a SimCell for exercises that need one.

*Slide Text:*
The Exercise Planning Team

The Planning Section
- compiles exercise documentation,
- collects and reviews policies, plans, and procedures to be tested in the exercise,
- determines Target Capabilities to be evaluated,
- develops EEGs, and
- establishes simulation cells (SimCell), if needed.

See *Mechanics Manual* – Page 14
(Image – 3 people studying a map/diagram)

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*Audio Text:*
The **Operations Section** identifies and enlists subject matter experts to assist in developing exercise scenarios and serving as evaluators on the day of the exercise.

The **Logistics Section** arranges for the supplies, facilities, and services that enable the exercise to function smoothly. It consists of two subsections: service and support. The service section provides transportation, barricading, signage, water, *real-world* medical capability, and exercise-site perimeter security. The support section arranges for communications, purchasing, general supplies, VIP and observer processing (in coordination with the PIO), and exercise actor recruitment and management.
The Administration and Finance Section provides funding management and administrative support throughout the exercise development. It coordinates planning team schedules. On the exercise day, the Administration and Finance Section registers exercise participants.

Slide Text:
The Exercise Planning Team

The Operations Section – provides and manages subject matter experts (SMEs) to develop the scenario and determine the framework and rules for the conduct of the exercise.

The Logistics Section – provides/arranges for supplies, materials, facilities, and services to enable the exercise to run smoothly.

The Administration/Finance Section – provides fiscal management and administrative support throughout exercise development, coordinates schedules for the planning team and participating agencies, and registers exercise participants.

See *Mechanics Manual* – Page 14

Audio Text:
Depending on the objectives of your exercise, this slide lists external partners that you should consider when building an exercise team.

Since Hurricane Katrina, federal agencies have put much needed emphasis on including vulnerable population representatives as exercise participants and planning team members. This is now a requirement of federally-funded exercises. Vulnerable population participation should be considered in all exercises, regardless of the funding source. Including them can teach valuable lessons about the flexibility of the plan that you are exercising.

Invite all agencies and organizations to send representatives that have the time, interest, and the authority to make basic decisions to participate in exercise planning.

Slide Text:
Potential Exercise Planning Team Partners are:
- Vulnerable Population Representatives
- Law Enforcement (LE)
- Emergency Medical Services (EMS)
- Fire and Rescue
- Hospitals
- County Emergency Managers
- County Health Departments (CHDs)
- Public Information Officers (PIOs)
- Local School Districts
- Volunteer and Faith-Based Organizations
- Amateur Radio Operators
- COOP Program Managers
- Department of Agriculture and Consumer Services
- Department of Business and Professional Regulation
- Department of Environmental Protection
- Florida Fish and Wildlife Conservation Commission
- Regional Planning Councils (RPCs)
This list is neither exhaustive nor mandatory.

See *Mechanics Manual* – Pages 15-16

Audio Text:
This concludes Module 2; next please complete the module quiz to check your understanding.

Slide Text:
Conclusion of Module 2
Next – Complete the module quiz to check your understanding.

This quiz may not be accessible to all users. For a more accessible version of this quiz, please contact us by email at PHMP_TrainEx@doh.state.fl.us
1. Target Capabilities are listed under five areas:
   c. Prevent Incident Occurrence, Protect Incident Responders, Incident Command, Incident Mitigation, Incident Recovery.
   d. Common, Prevent, Protect, Respond, Recovery.

2. The HSEEP Building Block Approach to exercises consists of:
   a. Familiarization, Discussion, and Action Exercises.
   b. Discussion and Operations-based Exercises.
   c. Tabletop, Full Scale, and Recovery Exercises.
   d. Common, Prevent, Protect, Respond, Recovery Exercises.

3. The Exercise Planning Team:
   a. Determines exercise objectives
   b. Is responsible for facilitating exercises
   c. Is comprised of members as directed in HSEEP Volume I
   d. All of the above.
Module 2 Learning Check Answer Key

1. Target Capabilities are listed under five areas:
   d. Common, Prevent, Protect, Respond, Recovery.

2. The HSEEP Building Block Approach to exercises consists of:
   b. Discussion and Operations-based Exercises.

3. The Exercise Planning Team:
   a. Determines exercise objectives

Slide Text:
Next – Please proceed to Module 3
• Via the Website – click the “back button” at the top of the computer screen to return to
  the DOH Preparedness and Response Training website and open the Module 3
  presentation. (http://www.doh.state.fl.us/demo/php/training.htm#exercise)
• Via Trak-It – click the house below to return to the course menu; then click Module 3.

(Image: picture of the back button)
Module 3

Audio Text:
Module 3 will continue with HSEEP Requirement 2 and provide information on drafting the exercise.

Slide Text:
Module 3
• HSEEP Requirement 2: Drafting the Exercise

Audio Text:
The Mechanics Manual has a table that describes the content, timing and applicability of HSEEP-recommended meetings and conferences. Operations-based exercises will require more meetings than discussion-based exercises.

You may want to review the table in the Mechanics Manual before continuing this course presentation.

Slide Text:
Step 7: Draft the Exercise Plan.

HSEEP recommends planning meetings and conferences based on the exercise type and scope.

These could include: (See table in Mechanics Manual.)
• Concept and Objectives Meeting
• Initial Planning Conference (IPC)
• Mid-Term Planning Conference (MPC)
• Master Scenario Events List (MSEL) Conference
• Final Planning Conference (FPC)

HSEEP Volume II: Exercise Planning and Conduct details outcomes, products, and associated timelines for planning meetings and conferences.

See Mechanics Manual – Page 17

Audio Text:
After your planning team has met and made some basic decisions about objectives, design, and schedule, you will be ready to input the information online in the HSEEP DDS. As we review the DDS requirements, you may want to refer to the DDS Worksheet at Attachment 1 in the Mechanics Manual.

Choose an exercise name that participants and sponsors can remember so that they will be better able to relate experiences and lessons learned with others.

The exercise summary is a concise statement of the exercise purpose, description, and schedule.

The exercise sponsor can be the agency that is funding or organizing the exercise.

Exercise programs based on health and medical target capabilities generally fall into “Public Health” or “Public Health Emergency Preparedness.”

23
Slide Text:
Step 7: Draft the exercise plan.

Enter exercise information through DDS or NEXS. This organizes exercise development and shares information with HSEEP-registered team members.

Be prepared to enter this information: (See Mechanics Manual, DDS Worksheet)

- Exercise Name and Series* -- Be memorable.
- Exercise Summary -- Who, what, where, when …
- Exercise Sponsor -- Who’s paying the bills?
- Exercise Program -- Most health and medical exercises fall into “Public Health” or “Public Health Emergency Preparedness.”

* Required entry

See Mechanics Manual – Page 18

Audio Text:
Before continuing, you may want to review the exercise descriptions on pages 11 and 12 of the Mechanics Manual, as well as the slide explanation on page 18.

Click the appropriate button next to the exercise type: discussion-based or operations-based.

Next, click the appropriate box to indicate exercise scope. In HSEEP scope means jurisdiction.

You may choose to click one or more scenario box. There are also a text box options for non-standard scenarios.

The Theme is an optional entry. There are only three choices, if you want to enter one. Continuity of Operations will fit most exercises.

Only the Location name, City, State, and Zip are required.

Use the calendar and time buttons to record the dates and times of the exercise. If the exercise schedule changes, these dates and times can be revised.

Slide Text:
Step 7: Draft the exercise plan.

- Exercise Type* -- Discussion vs. Operations-based
- Scope* -- Exercise jurisdiction level, choose “County” or “State.” (Note: “Regional” is multi-state, not multi-county.)
- Scenario* -- Choose 1 or more.
- Themes -- “Continuity of Operations” will fit many exercises.
- Location* -- Primary and additional, if wide geographical area.
- Dates* -- Enter start/end times (can be revised).

* Required entry

See Mechanics Manual – Page 18
Entering Conference Information is optional, but this is good practice to do so as a reference for your exercise planning team.

Only four Mission Areas are listed: Prevention, Protection, Response, and Recovery. The Common and Target Capability choices are populated after you select your first Mission Area.

The Exercise Point of Contact and Planning Team Leader must be registered in HSEEP.

If you choose, you can add the lead planning organization and participating organizations by searching the HSEEP data base.

When the DDS template is completed, it will upload your exercise into NEXS when you click “Yes.”

Slide Text:
Step 7: Draft the exercise plan.

- Conferences -- Enter Date, POC, and Location for each planning meeting (can be revised).
- Target Capabilities* -- Select TCL category. This will bring up “Target Capabilities” menu; select as many as needed.
- Exercise POC* -- Planning Team Leader/member registered on HSEEP; POC must be registered in HSEEP.
- Major Participants – Participating agencies/organizations.

When all screens are completed, DDS will prompt you to export the entered information into NEXS. Click “Yes” and exercise will be uploaded into NEXS.

* Required entry

See Mechanics Manual – Page 19

Audio Text:
Except for basic seminars and workshops, all exercises that are scenario-based should contain elements of surprise to challenge both the plan that is being exercised and the players.

To ensure that players gain the greatest benefit from exercises restrict scenario planning information to the designated members of the exercise planning team. Giving exercise participants a “heads-up” about the scenario or their expected actions is a disservice to them and can defeat the exercise purpose.

All team members must understand that they are regarded as “Trusted Agents” who are charged not to divulge evolving exercise content to members of their own or other agencies or organizations.

Slide Text:
Step 7: Draft the exercise plan.

Planning security –
To ensure players get the greatest benefit from exercises beyond seminars and workshops, restrict exercise planning information to the planning team. All exercise planning documents and meeting
minutes should be safe-guarded. All team members must understand that they are regarded as “Trusted Agents.”

See Mechanics Manual – Page 19

Audio Text:
The first step is to determine the type of threat or hazard you will test your plan against. The Operations Section should gather subject matter experts appropriate to the hazard and situations.

When exercising mature plans and experienced organizations, consider scenarios that will stress resources of the organizations nearly, but not over the breaking point. In this way, the exercise will mimic the pressures of an actual event and allow for maximum evaluation of weaknesses.

Slide Text:
Step 7: Draft the exercise plan.

Scenario Development –
The scenario provides the storyline that drives the exercise.
- Determine the type of threat/hazard (e.g., bio, pandemic, chemical, natural disaster) that ties to selected Target Capability objectives.
- Determine degree of difficulty. (No Pain – No Gain.)
- Make it look real! (Use Maps, Miniatures, and moulage.)

See Mechanics Manual – Pages 19-20

Audio Text:
Maps, sand tables, miniatures and video recordings can add visual impact to discussion-based exercises. Voice recordings of simulated radio or cell phone conversations can also add depth and a feeling of reality.

Operations-based exercises should be highly visual to induce responders to react with urgency to a scenario scene. The use of moulage applications to simulate wounds and pyrotechnics can add a sense of realism and urgency to a mass casualty scenario. To be effective, moulage must be applied by persons who are trained in the art and have medical experience to know how real wounds appear.

The use of pyrotechnics to simulate explosions, smoke, flame, and gunfire also add heightened reality to a scene, but there are serious safety risks with the use of these devices. They must only be used by experts and only with the full knowledge and concurrence of the Safety Officer.

Watch the “Breaking News” video in the next slide, as an example an effective way to enliven a tabletop exercise.

Slide Text:
(Images – numerous pictures of simulated wounds on exercise actors and other action simulations from the video in the next slide)

See Mechanics Manual – Page 20
The Breaking News Video

Audio Text:
(News Network Music)

Reporter: (reporting from helicopter) This is Krista Alford with the latest on the chase across North Florida. The suspect vehicle just ran through a road block and is now headed down the highway again at very high speed. Pursuing law enforcement vehicles are pulling up closer to the fleeing suspects in what may be a move to force the vehicle off the road. The van is swerving back and forth in an attempt to keep officers at bay. These officers had better do something quick, though, because the vehicle is entering a populated area. It now looks as though the van is turning … Whoa, the vehicle just blew up! The vehicle just blew up!

(Helicopter shakes from the jolt of the explosion)

(Long beep - camera off the air)

(Victims on the ground coughing and moaning in the background)

Camera Person: Production Control, this is Jessie with chopper 11. I think our transmitter’s shot from that explosion. I’m feeding you some B role before we go live. It’s pretty gruesome; I’m not sure you’ll be able to use much of it. These people need help. Do what you can to get paramedics here fast. Hey Krista, we’re going live in 5 seconds.

(Vehicle sounds and sirens in the background, in addition to the sound of victims)

Reporter: (on the ground walking through the explosion area) This is Krista Alford reporting. I’m not sure you can see or hear me right now, but we have just landed at the explosion area and there are dozens of injuries. These people are hurting; some of them severe injuries to the head and arms.

(Reporter speaking to victims) Sir, paramedics are on their way; Ma’am, they’re on their way, right now.

Reporter: I can tell you these people are suffering after this explosion and this is truly, truly an unbelievable site here.

Emergency Responder: State Warning Point, I was in the area and following the pursuit. I have dozens of victims out in the field. I’ve got one FHP vehicle completely inflamed.

(pager alarm ringing)

Emergency Responder: Stand by. Holy crap! My rad pager’s going off! Did you copy State Warning Point? My rad pager’s going off!

Slide Text:
(Video plays, no text on slide)
Cultivating ongoing community partner relationships is important when you need their help in supporting an exercise. For example, the agencies listed on this slide supported the filming of the “Breaking News” video.

There was cost that was associated in contracting filming services and Florida State University logistics support. This was planned for in the exercise budget.

All of the other support services were provided at no cost.

Slide Text:
Adding realism to an exercise requires time, coordination, and interested community partners. For example, these agencies supported the filming of this video.

- Helicopter – Leon County Sheriff
- “Terrorist van” & pyrotechnics – Tallahassee Police Department
- Law Enforcement chase cars – Florida Highway Patrol
- “Rest stop” scene – Pat Thomas Law Enforcement Academy
- Moulage – FSU and Leon County Health Department
- “Victims” – American Red Cross volunteers
- Fire Prevention/EMS – Gadsden Fire Department
- Explosion debris – Florida State University
- RERA – North Florida Region
- Filming and “News Crew” – Knowles Video, Inc.

Audio Text:
Totally unannounced exercises conducted in the evening hours can lead to accidents and Driving Under the Influence charges for participants. It is better to give a timeframe to warn participants of the possibility of an exercise.

Carefully reconnoiter all exercise venues. Are they large enough for the exercise activities being planned? Are there safety considerations that will require barriers and exercise staff to act as guides or direct traffic?

Slide Text:
Step 7: Draft the exercise plan.

Consider timing
- Be careful about holding totally unannounced exercises.

Determine the venue
- Consider needs for space and safety.

(Image – exercise scene in large open field)

See Mechanics Manual – Pages 20-21
The Planning Section is responsible for preparing all exercise documentation to include meeting minutes. HSEEP Volume IV contains templates and examples.

A **Safety Directive** may be a stand-alone document. It gives directions on reporting injuries and immediate actions at the scene.

A **Situation Manual (SitMan)** presents the scenario narrative and provides information on exercise scope, schedule, and objectives.

An **Exercise Plan (ExPlan)** is used for operations-based exercises. It provides an exercise synopsis, it addresses exercise objectives, and it assigns roles and responsibilities.

A **Controller and Evaluator (C/E) Handbook** supplements the ExPlan. It has detailed information about the exercise scenario and describes controllers’ and evaluators’ roles and responsibilities.

**Slide Text:**
Step 7: Draft the exercise plan.

Documentation –
- Meeting Minutes summarize discussions/decisions conducted by the exercise planning committee.
- Safety Directive lists potential hazards of the exercise and procedures for stopping the exercise.
- Situation Manual (SitMan) is the participant handbook for discussion-based exercises.
- Exercise Plan (ExPlan) is the participant handbook for operations-based exercises.
- Controller/Evaluator (C/E) Handbook supplements the ExPlan, contains detailed scenario information, and describes C/E roles/responsibilities.

See *Mechanics Manual* – Page 21
(Image – man carrying large stack of papers)

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**Audio Text:**

The **Player Handout** provides a quick reference for exercise players on safety procedures, logistical considerations, venues, exercise schedule, and actual and notional exercise play.

The **Master Scenario Events List** is a chronological timeline of scenario scripted events, called injects, that are inserted by controllers to generate or prompt player activity.

Free-play exercises have fewer MSEL items than scripted exercises, but they require more highly experienced evaluators and controllers and still need a list of “must happens” to keep the exercise in context and on time.

Evaluators may request adjustments in MSEL content or timing to ensure exercise objectives are being met in good order.

The Chief Controller will make MSEL modification decisions in concert with the Chief Evaluator.
Step 7: Draft the exercise plan.

Documentation –

• Player Handout: A 1-2 page document, distributed the morning of an operations-based exercise, providing a ready reference for players on safety procedures, logistics, venue(s), and schedule.
• Master Scenario Events List (MSEL): A chronological timeline of expected actions/scripted events (injects) to ensure events meet selected Target Capability objectives. Free-play exercises have fewer MSELs than scripted exercises, but require well-trained and experienced controllers and evaluators.

See Mechanics Manual – Page 21

Exercise Evaluation Guidelines (EEGs) help evaluators collect and interpret relevant operations-based exercise observations.

EEGs are not report cards. They are intended to guide an evaluator’s observations enabling the evaluator to focus on capabilities and tasks relevant to the exercise objectives.

EEGs provide evaluators with information on tasks they should expect to see accomplished or discussed during an exercise, they have space to record observations, and questions to address after the exercise. This is the first step in the analysis process and development of the After Action Report/Improvement Plan (AAR/IP).

Not all tasks in the standard EEGs will apply in every exercise. Be sure your evaluators know which tasks do not apply to exercise objectives.

Evaluators should be briefed on tasks that can be pre-scored as Not Applicable (N/A).

See Mechanics Manual – Page 22

Logistical details are very important and they are often overlooked. They can make the difference between a smooth, seamless exercise and one that is confusing, ineffective, and frustrating for both players and exercise staff.

Discussion-based exercises require attention to logistical details, such as the availability of appropriately–sized, comfortable meeting rooms and briefing rooms, refreshments, access to
restrooms, audiovisual equipment, facilitation and note-taking supplies, badges and table tents, registration assistance, and direction signs.

Operations-based exercises require badge and role identification, access to restrooms, water to ensure participants and staff are hydrated, on-site communications, arrangements for videotaping, props and moulage, participant safety, and site security.

In Florida, federal and state exercise funds cannot be used for refreshments such as drinking water to stave off dehydration.

**Slide Text:**
Step 7: Draft the exercise plan.

**Logistics –**
- Discussion-based exercise considerations include meeting/briefing rooms, restroom access, AV equipment, facilitation and note-taking supplies, badges, table tents, registration assistance, direction signs.
- Operations-based exercise considerations include exercise team identification, restroom access, drinking water, onsite communications, arrangement of videotaping, props and moulage, and site security.

See *Mechanics Manual* – Page 22
(Images – 2 pictures of exercise scenes)

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**Audio Text:**
The Safety Officer has the responsibility and the power to maintain participant safety at all times during the course of the exercise. He or she must have no other duties. Large and complex exercises, and those conducted over more than one venue, will require the appointment of several safety officers who will report to a Chief Safety Officer.

Law enforcement players should establish their own Safety Officer to ensure adherence to gun safety measures. The Law Enforcement Safety Officer reports to the Chief Safety Officer.

*Safety Officers must be identified by a distinctive vest or armband.* The Chief Controller should introduce Safety Officers during all exercise briefings. The Safety Officer has full authority regarding all safety-related aspects of exercise play.

**Slide Text:**
Step 7: Draft the exercise plan.

**Exercise Staffing –**
The Safety Officer is the most important member of the exercise team. He/she is identified by a distinctive vest or armband, looks out for the safety of all exercise participants and must have no other duties.

Safety Officer responsibilities include:
- review exercise documentation for safety issues,
- briefing participants on safety concerns,
- being vigilant for safety issues during the exercise,
- issuing STOP EXERCISE orders when need, and
- documenting safety incidents for the AAR/IP.
Audio Text:
For safety’s sake, avoid unplanned confrontations between participants, actors, and law enforcement officers.

Slide Text:
For safety’s sake...

(Image – exercise participant/actor in confrontation with a law enforcement participant)

Avoid unplanned confrontations with Law Enforcement Officers!

See Mechanics Manual – Page 23

Audio Text:
In a discussion-based exercise, the facilitator ensures that player discussions are focused on exercise objectives, and that issues and objectives are thoroughly explored.

Controllers are experienced staff who manage exercise play and the exercise incident site. Controllers act in the roles of response individuals, agencies, and organizations not actually playing in the exercise, that is, as SimCells. Controllers are the only participants who may provide information or directions to the players. They can prompt or initiate player actions to ensure exercise continuity and momentum through planned or on-the-spot MSEL injects.

All controllers are accountable to the Chief Controller. The Chief Controller declares “StartEx” to begin the operations-based exercise and “EndEx” to terminate the exercise.

Slide Text:
Step 7: Draft the exercise plan.

Exercise Staffing –
- Facilitators in discussion-based exercises ensure that discussions remain focused.
- Controllers are experienced exercise staff, who manage play and staff the SimCell. Controllers must understand exercise context and intent. They prompt player actions through planned or on-the-spot injects, and may compress or expand time to ensure exercise continuity.
- The Chief Controller approves on-the-spot injects and announces “StartEx” and “EndEx.”

See Mechanics Manual – Page 23

Audio Text:
Evaluators are chosen based on their subject matter expertise. The Operations Section typically selects a Chief Evaluator and members of the evaluation team. It is advantageous to select the SMEs who assisted in the exercise planning to be on the evaluator team.
Evaluators have a passive role in the exercise and should only record the actions and decisions of the players. Evaluators use EEGs and notes to record their observations.

Evaluator training should also include guidance on observing the exercise discussion or operations, what to look for, what to record, and how to use the EEGs.

Evaluators for full-scale exercises must be appropriately dressed for field duty in accordance with safety directives and the Controller-Evaluator Handbook.

Exercise Staffing –
- Evaluators are chosen for expertise in areas they evaluate. The Chief Evaluator usually oversees the writing of the AAR/IP. Evaluators must be provided a copy of the organization’s plan being exercised. They must maintain a good view of player actions at all times and use EEGs and notes to record observations. Evaluators play a passive role and do not prompt participants or answer questions.

See *Mechanics Manual* – Pages 23-24

**Audio Text:**
**Actors** simulate specific roles, such as disaster casualty victims, in order to add realism to an exercise.

Controllers must closely monitor actors to assure that they do not *ad lib* and create unplanned or spurious injects.

Exercise Staffing –
- Actors are volunteers who simulate specific roles (e.g., disaster casualty victims) to add realism. The Logistics Section recruits and briefs actors.

Controllers must carefully monitor actors to ensure they do not ad lib and create unplanned/spurious injects.

See *Mechanics Manual* – Page 24
(Image – exercise actors at the exercise scene)

**Audio Text:**
**Simulators** perform the roles of individuals, agencies, or organizations that are not actually participating in the exercise in order to drive realistic exercise play. Simulators may be located outside the primary exercise venue in a SimCell.

**Players** are the members of the organizations being evaluated and they have an active role in responding to an incident by either discussing or performing their roles and responsibilities as stated in the plan being exercised.
Observers may view all or selected portions of exercise play. Observers may include media representatives and VIPs.

Observers are controlled by the Logistics Section often with assistance from the PIO. Observers must not participate in exercise play or in exercise evaluation and control functions. However, they may be solicited for comments based on their observations.

Slide Text:
Step 7: Draft the exercise plan.

Exercise Staffing –

• Simulators are controllers who perform the roles of non-participating individuals or organizations to drive realistic exercise play. Simulators may be in a SimCell and communicate with players via radio, phone, or email.
• Players are those for whom the exercise is conducted. They have active roles in responding to the scenario by discussing (in a discussion-based exercise) or performing (in an operations-based exercise) their roles and responsibilities.
• Observers may include VIPs and media. They must not participate in exercise play, evaluation, or control functions. However, they may be asked for informal comments and observations.

See Mechanics Manual – Page 24

Audio Text:
This concludes Module 3; next please complete the module quiz to check your understanding.

Slide Text:
Conclusion of Module 3
Next – Complete the module quiz to check your understanding.

This quiz may not be accessible to all users. For a more accessible version of this quiz, please contact us by email at PHMP_TrainEx@doh.state.fl.us
1. The Exercise Safety Officer:
   
   a. Reports to the Exercise Planner Team Leader.
   
   b. Is typically assigned duties as Chief Evaluator to obtain a wider view of exercise activities.
   
   c. Has no distinctive identification so that he or she can more easily catch players doing unsafe acts.
   
   d. Coordinates with the incident commander before issuing a STOP EXERCISE order.

2. The Exercise Evaluators:
   
   a. Are selected for their subject matter expertise.
   
   b. Declare STARTEX and ENDEX.
   
   c. Assist exercise players through difficult sections of the exercise.
   
   d. All of the above

3. When entering exercise information into DDS remember that:
   
   a. Information annotated with a red asterisk is not required.
   
   b. You can select more that one scenario type.
   
   c. You are limited to choosing one Specific Target Capability per exercise.
   
   d. Once they are entered into DDS exercise dates cannot be revised unless you begin with a new exercise.
Module 3 Learning Check Answer Key

1. The Exercise Safety Officer:
   a. Reports to the Exercise Planner Team Leader.

2. The Exercise Evaluators:
   a. Are selected for their subject matter expertise.

3. When entering exercise information into DDS remember that:
   b. You can select more than one scenario type.

---

Slide Text:
Next – Please proceed to Module 4
• Via the Website – click the “back button” to return to the DOH Preparedness and Response Training website and open the Module 4 presentation. (http://www.doh.state.fl.us/demo/php/training.htm#exercise)
• Via Trak-It – click the house below to return to the course menu; then click Module 4.

(Image: picture of the back button)
Module 4

Audio Text:
Module 4 will continue with HSEEP Requirement 2 and provide information on conducting the exercise. It will then provide information on HSEEP Requirements 3 and 4.

Slide Text:
Module 4
• HSEEP Requirement 2: Conducting the Exercise
• HSEEP Requirement 3
• HSEEP Requirement 4

Audio Text:
Conditions often arise during the exercise execution that were not anticipated during the planning process. *On the day of the exercise, Murphy rules!*

*Safety* is the most important activity of every exercise. While every exercise team has one or more appointed Safety Officers, *all* exercise participants must be constantly aware of safety issues.

The exercise planning team should visit the exercise venue the day prior to the event to ensure that the conditions on the site have not changed.

Restrooms and water must be available to all who will be on or around the exercise site. Exercise staff must wear some form of identification while at the site. Perimeter security and site safety, to include weapons check policy, are essential during set-up and exercise conduct.

Slide Text:
HSEEP Compliance Requirement #2
• Planning and Conducting exercises in accordance with the guidelines set forth in HSEEP Volumes I-III.

The Exercise Team Leader and Chief Controller should recon the exercise site(s) 24 hours out to make sure there are no changes in site conditions.

If discussion-based, the recon should review room layout and access. If operations-based, the recon should include assembly area(s), response route(s), operations area(s), parking areas, registration area, observer and media accommodations, and the SimCell facility.

Exercise Team Members should arrive at least 1 hour before start time to handle remaining logistic and administrative issues, arrange registration, and ensure controller and evaluator staff are briefed and in place.

*On the day of the exercise, Murphy rules!*

See *Mechanics Manual* – Page 25
Exercise briefings are important tools for delivering necessary exercise-related information to participants. They are opportune times to distribute exercise documentation not previously provided, including administrative information such as location of restrooms and first aid stations, and answer any outstanding questions. All briefings should begin with on-site safety.

A discussion-based exercise generally includes a briefing on methods to be used to present the scenario and discussion rules.

An operations-based exercise should include briefings for controllers and evaluators, actors, players, observers and the media.

Briefings are opportune times to distribute exercise documentation, provide instructions and administrative information, and answer questions.

A discussion-based exercise generally includes a briefing on media to be used to present the scenario.

An operations-based exercise may include briefings for controllers/evaluators, actors, players, and observers/media.

All briefings should begin with safety concerns.

See Mechanics Manual – Page 25

Evaluation is the cornerstone of an exercise. It documents strengths and areas for improvement in an organization’s preparedness. Evaluation takes place using pre-developed Exercise Evaluation Guidelines. The exercise observations and comments feed improvement planning activities. The evaluation process for all exercises includes a formal exercise evaluation, integrated analysis, and a drafting of the After Action Report and Improvement Plan (AAR/IP).

Photography, sound recordings, and videography are important tools to document and supplement written evaluations and comments.

Permission may be needed to publish photographs of participants, particularly if minors are involved as exercise players. The HSEEP Mechanics Manual Attachment 2 has an example of a permission form.

Performance Data Collection is needed to verify exercise results, strengths, and areas for improvement. Written performance data is based on the evaluators’ observations recorded on EEG forms.

Photography, sound recordings, and videography can be important documentation tools to supplement written evaluations and comments.

A picture is worth 1,000 words… but permission may be needed. See Mechanics Manual, Attachment 2.
Audio Text:
Discussion-based exercises such as seminars and workshops may not need a Player Hot Wash or exercise team debrief.

Complex Tabletops and Operational-based exercises may require all of the process activities that are stated on this slide.

Slide Text:
HSEEP Compliance Requirement #3
• Developing and submitting a properly formatted After-Action Report/Improvement Plan (AAR/IP).

The AAR/IP process should consist of:
• a player Hot Wash
• an exercise team debrief
• an evaluation team preliminary analysis
• drafting an AAR/IP
• holding an AAR Conference to confirm the IP
• posting the AAR/IP to the HSEEP CAP system

See Mechanics Manual – Page 26

Audio Text:
A Hot Wash must be held immediately following the end of an operational-based exercise. Hot Washes may also be held at the end of the discussion-based exercise at the discretion of the exercise planning team.

A Hot Wash allows players to provide immediate feedback both verbally and through distribution of Participant Feedback Forms.

A Hot Wash enables evaluators to identify system successes and failures as well as players’ level of satisfaction with the exercise.

Include information gathered during a Hot Wash when writing the AAR/IP.

Actors often have valuable information about how they were treated during an exercise and can offer unique role-player perspectives. These Hot Washes should be held separately from exercise players.

Slide Text:
A Hot Wash is typically conducted by the exercise Chief Controller or Evaluator. It allows players to provide immediate feedback, verbally and through distribution of Participant Feedback Forms. It enables evaluators to capture events while they are fresh in player's minds. It is often useful to hold a separate Hot Wash with actors.
The AAR/IP includes information gathered during the Hot Wash.

Hot Washes are held immediately following ENDEX.

See *Mechanics Manual* – Page 26
(Image – washing machine)

---

**Audio Text:**
Debriefs are a more formal forum for exercise planners, facilitators, controllers, and evaluators to review their observations and discuss the exercise.

Debriefs may be held following the *Hot Wash* or within a few days after the exercise. The exercise planning team leader facilitates the discussion and allows each person to provide an overview of the functional area that they observed.

Discussions are recorded and identified strengths and areas for improvement are analyzed for inclusion in the AAR/IP and Lessons Learned.

**Slide Text:**
Debriefs are a more formal forum for planners, facilitators, controllers, and evaluators to review observations and provide feedback. They may be held immediately or a few days after the exercise.

The Exercise Planning Team Leader facilitates discussions. Identified strengths and areas for improvement are analyzed for inclusion into the AAR/IP and Lessons Learned.

See *Mechanics Manual* – Page 26
(Image – people taking around a table)

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**Audio Text:**
Following the Debrief, evaluators should review their EEGs and discussion notes to develop preliminary written analyses of the exercise. Preliminary analyses involve developing a chronological narrative for each capability and its associated activities.

The Chief Evaluator may assign the preliminary analysis for each activity to an individual or group of evaluators with relevant expertise or the evaluation team can jointly develop all required preliminary analyses.

The narratives should highlight strengths and areas for improvement, and identify points relevant to the organization’s ability to complete the Target Capability objectives.

**Slide Text:**
A preliminary analysis follows the debrief, in which evaluators review their EEG discussion notes.

In writing the preliminary analysis, evaluators consider:
- Exercise objectives
- Key decisions
- Player training
- Resource shortcomings
- Plans, policies and procedures adequacy
- Players’ familiarity with these documents
• Agencies/Jurisdictions coordination and cooperation
• Lessons learned
• Strengths
• Areas for improvement

See Mechanics Manual – Pages 27-29
(Image – people looking at documents together)

Audio Text:
The After Action Report/Improvement Plan summarizes exercise events and analyzes player performance of the Target Capability objectives.

The Improvement Plan portion of the AAR/IP includes corrective actions for improvement with timelines for their implementation and assignment to responsible parties.

To prepare the AAR/IP, exercise evaluators analyze data collected from the Hot Wash, the Debrief Meeting, Participant Feedback Forms, EEG, and other sources (e.g., plans, standard operating guidelines, and procedures). It compares actual results with expected outcomes.

Slide Text:
AARs/IPs provide feedback to participating organizations on their performance during the exercise. They summarize exercise events, evaluate achievement of exercise objectives, and validate the overall organization capabilities against a given scenario.

IPs include:
• corrective actions for improvement,
• timelines for their implementation, and
• assignment to responsible parties.

Evaluators must uncover not only what happened, but why it happened or didn’t happen.

See Mechanics Manual – Page 27

Audio Text:
In writing an AAR/IP it is critical for evaluators to discover not only what happened, but why events happened – or didn’t happen.

A root cause is the source of, or an underlying reason behind, an identified issue that needs improvement. Examples of a root cause may be an equipment failure, insufficient training need, a communications failure, or an inconsistency or lack of detail in an existing plan.

Root cause analysis may require the review and evaluation of an organization's equipment maintenance, emergency plans, training programs, and other plans, policies, and procedures.

Uncovering root cause enables the evaluation team to develop actionable solutions to improvement areas that will be identified in the After Action Report.

Slide Text:
Each task not completed as expected is an opportunity for evaluators to search for a root cause – the source of, or underlying reason behind, an identified issue. To arrive at a root cause, evaluators trace
the origin of each event to earlier events and their respective causes. If an individual did not perform well, the root cause(s) may be due to insufficient training, experience, communications, a procedure, or the plan.

The root cause should never be identified as a person.

See *Mechanics Manual* – Page 28
(Image – plant with roots & the words, “Find the Root Cause”)

Audio Text:
When the draft AAR is completed, the exercise planning team, evaluation team, and exercise player stakeholders meet for an After Action Conference. For operations-based exercises, a face-to-face conference may be best. For discussion-based exercises, a conference phone call may be sufficient.

During the AAR Conference, attendees develop an improvement plan that pinpoints corrective actions that were identified in the After Action Report.

The improvement plan converts exercise observations and evaluations into concrete and measurable steps that will result in improved response capabilities.

It specifically details the actions that the participating organization will take to address each recommendation presented in the AAR/IP, who or what agency will be responsible for taking that action, and the timeline for completion.

*Improvement Plan finalization is a negotiated process.* Exercise stakeholders must agree that the IP recommendations are actionable, and they must agree to assume responsibility for their accomplishment.

Slide Text:
After completing the draft AAR, the exercise planning team, evaluation team, and exercise player stakeholders meet for an After Action Conference.

Over-classifying AARs reduce opportunities for sharing lessons learned.

After Action Conference attendees develop an IP that pinpoints corrective actions identified in the AAR, provides completion dates, and assigns a responsible person or agency.

The AAR and IP are then finalized as a combined AAR/IP, and IP corrective action items are entered into the CAP System.

IP finalization is a negotiated process.

See *Mechanics Manual* – Page 29

Audio Text:
Maintaining the discipline to keep the Improvement Plan on track is the most difficult part of the process. Failure to follow improvement plan corrective actions to completion, often results in repeated unlearned lessons and lack of preparedness improvement.
The HSEEP Corrective Action Program (CAP) System is an excellent tool for tracking Improvement Plan recommendations. It assigns IP activities with responsible organizations, action officers, and completion dates.

The HSEEP system will send an email to IP action officers, who are not entered in The CAP System, inviting them to register. The CAP System allows action officers to update their tasks as they are completed. It has an alert system reminder for tasks that are overdue for completion.

**Slide Text:**
HSEEP Compliance Requirement #4
- Tracking and implementing corrective actions identified in the AAR/IP.

Once recommendations, corrective actions, assignment responsibilities, and due dates are identified in the IP, the exercising organization tracks each corrective action to completion.

The HSEEP Corrective Action Program (CAP) System is an excellent tool for tracking IP recommendations.
- It assigns IP activities to the responsible organization’s action officers with expected completion dates.
- It allows action officers to update status of their tasks.
- It has an alert system reminder for overdue tasks.

IP tracking is the weakest link. (Image – chain with broken link)

See *Mechanics Manual* – Page 29

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**Audio Text:**
When you can check all of these boxes, you will have achieved “HSEEP Compliance.”

**Slide Text:**
When you can check all of these boxes, you will have achieved “HSEEP Compliance.”

- Conducting an annual Training and Exercise Plan Workshop, and developing and maintaining a Multi-Year Training and Exercise Plan.
- Planning and conducting exercises in accordance with the guidelines set forth in HSEEP Volumes I-III.
- Developing and submitting a properly formatted After Action Report/Improvement Plan (AAR/IP).
- Tracking and implementing corrective actions identified in the AAR/IP.

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**Audio Text:**
Planning, training, exercising and evaluating are a system – a perpetual motion machine. The lubrication that keeps the gears turning is *leadership*.

The boss’s interest in maintaining the system is critical to keeping it working. And, everyone has a stake in keeping him or her interested and involved.
Planning, training, exercising, and evaluating are gears of a perpetual motion machine. Leadership is the lubrication that keeps the gears turning.

(Image – oil can labeled “Leadership” oiling gears labeled “Plan,” “Train,” and “Exercise/Evaluate”)

This concludes Module 4; next please complete the module quiz to check your understanding.

Conclusion of Module 4
Next – Complete the module quiz to check your understanding.

This quiz may not be accessible to all users. For a more accessible version of this quiz, please contact us by email at PHMP_TrainEx@doh.state.fl.us
1. An Exercise Hot Wash:
   a. Is required for all HSEEP exercises.
   b. Is typically conducted by the Exercise Planning team Leader.
   c. Provides information for the Exercise AAR/IP.
   d. Is held the day following an exercise to allow players to write notes about their observations.

2. Evaluators are tasked to find the “root cause” of each area where improvement is needed. Root Causes:
   a. Do not involve equipment or personnel.
   b. Are listed in HSEEP Volume III.
   c. Are the underlying reason behind an issue that needs improvement.
   d. Do not impact the writing of the AAR/IP.

3. The weakest link in the HSEEP System is:
   a. Insufficiently trained Player organization staff.
   b. Insufficiently trained exercise controllers and evaluators.
   c. Insufficient IP tracking.
   d. Insufficient access to the HSEEP CAP System.
Module 4 Learning Check Answer Key

1. An Exercise Hot Wash:
   c. Provides information for the Exercise AAR/IP.

2. Evaluators are tasked to find the “root cause” of each area where improvement is needed.
   Root Causes:
   c. Are the underlying reason behind an issue that needs improvement.

3. The weakest link in the HSEEP System is:
   c. Insufficient IP tracking.

Audio Text:
Congratulations, you have completed the HSEEP Mechanics Self-Paced Training. You are now ready to complete the posttest.

Slide Text:
Congratulations, you have completed the HSEEP Mechanics Self-Paced Training. Next – Please complete the posttest and course evaluation.
(Image – man turning gears, “HSEEP: Plan, Train, Exercise & Evaluate”)
Posttest

Audio Text:
Congratulations, you have completed the HSEEP Mechanics Self-Paced Training. You are now ready to complete the posttest.

Slide Text:
Please complete the HSEEP Mechanics Self-Paced Training Posttest

(Image – man turning gears, “HSEEP: Plan, Train, Exercise & Evaluate”)

This test may not be accessible to all users. For a more accessible version of this test, please contact us by email at PHMP_TrainEx@doh.state.fl.us

Posttest Instructions – Text Version

• Request a copy of the Posttest by sending an email to PHMP_TrainEx@doh.state.fl.us.

• Open the Word version of the Posttest and check the box beside the correct answer. Save your completed Posttest to your computer.

• Send your completed Posttest as an email attachment to PHMP_TrainEx@doh.state.fl.us; please include your name and contact information in the email message.

• Your Posttest will be scored and a certificate will be sent to you by email when you receive a passing score.

If you have any questions, please contact us by email at PHMP_TrainEx@doh.state.fl.us.