



Georgia Emergency Management and Homeland Security Agency

Getting the Most Out of Your Exercise Program

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Who are You Going to Call?



Self-Examination

- **What is the purpose of an exercise?**
- **What results do we hope to achieve?**
- **Who should be involved? (in all aspects and phases)**
- **What results do I want from the exercise?**



Objectives

- **Identifying real-world exercise practices**
- **How to make the HSEEP concept work best for you and your exercises**
- **Identifying ways to keep your exercises on track**
- **Identifying ways to get the results you desire from your exercises**



What is HSEEP?

Homeland

Security

Exercise and

Evaluation

Program

Honest

Systemic

Exercise and

Evaluation

Practices



Today's Trends

- Doing drills and exercises simply for the sake of doing drills and exercises (so we can say we did it)
- Putting on the show vs. making sure everyone is in the know
- Going straight for the big one!
- Let's make sure we look good!

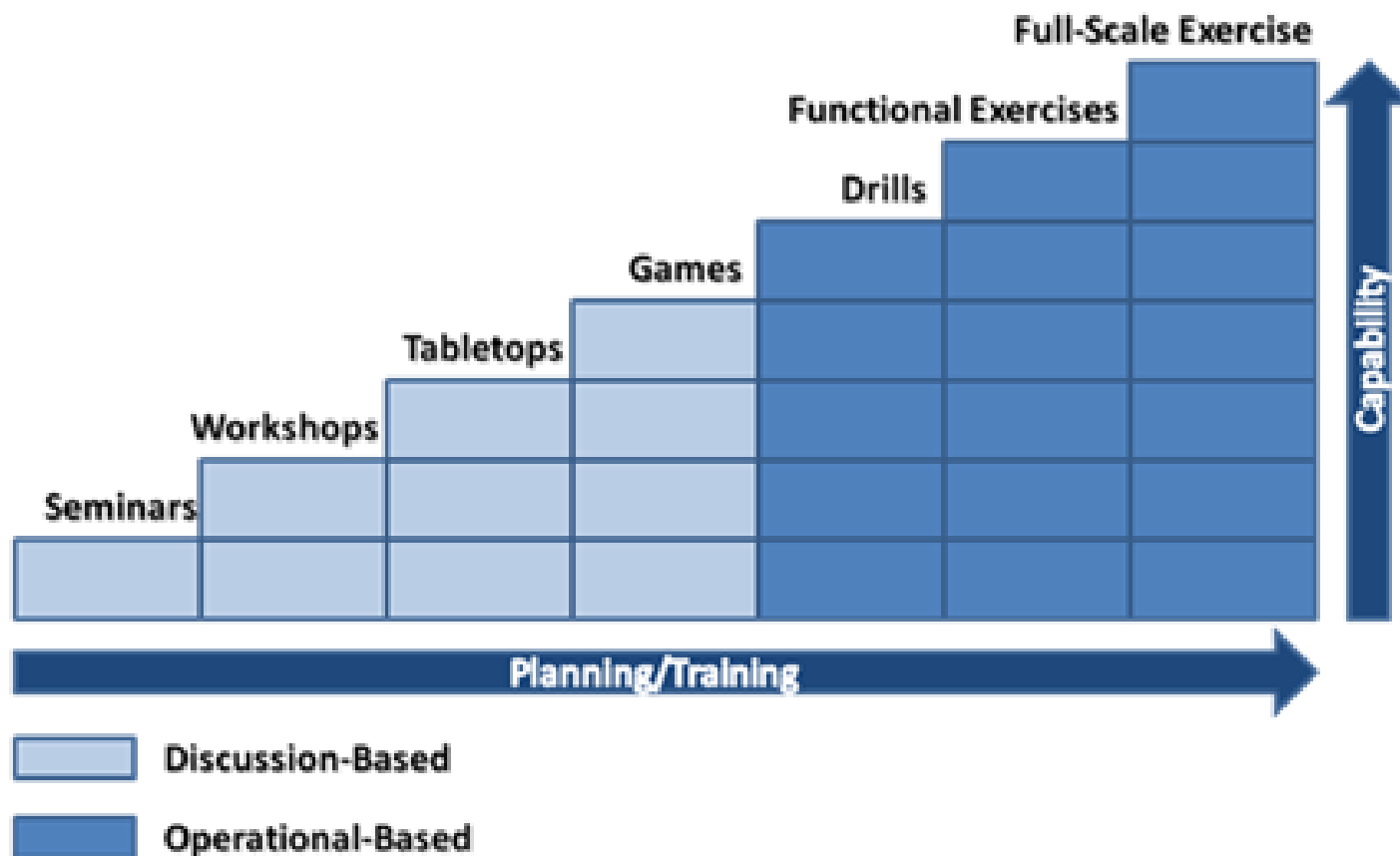


Exercise Cycle



Walk Before You Can Run

Types of Exercises

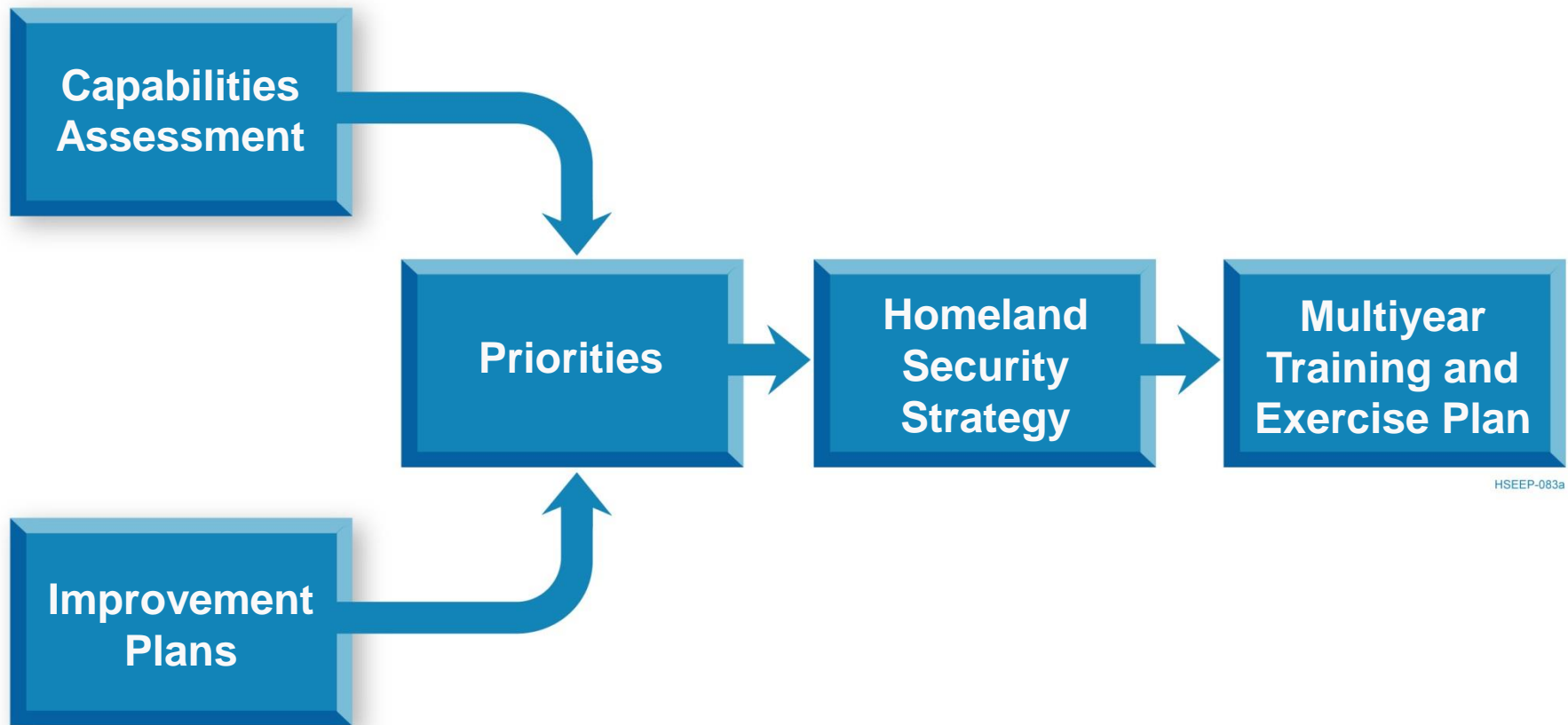


Choose Planning Team (NIMS)

- Logistics
- Operations
- Finance
- Planning
- Subject Matter Experts (Not a part of NIMS)



Capabilities-Based Planning Structure



HSEEP-083a



Exercise Planning Meetings

- Concept and Objectives Meeting
- Initial Planning Meeting
- Midterm Planning Meeting
- MSEL Meeting (Operations-based)
- Final Planning Meeting
- Controller/Evaluator Briefings
- After-Action Report Meeting



Staying on Track

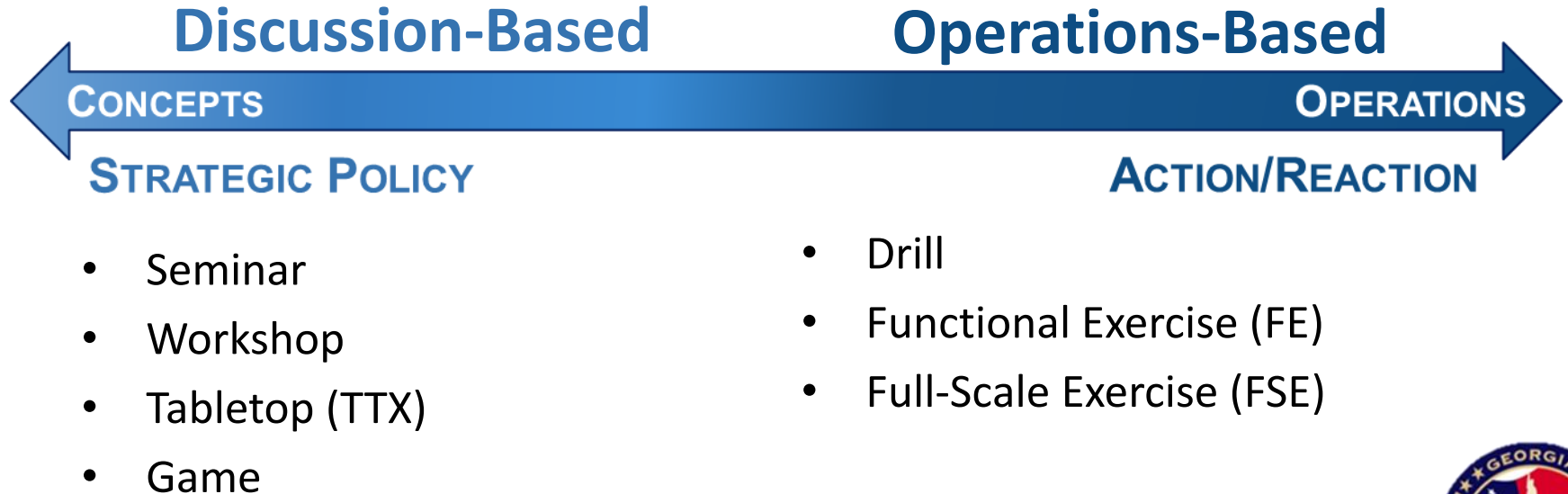
- Exercise design teams should be the driving force in all exercises
- All exercises must have clear obtainable objectives
- Those objectives should drive all aspects of the exercises
 - Exercise plan
 - Exercise injects/MSELs
 - Part of the After-Action Report
 - Be identified with the identified corrective actions



Setting Good Objectives

It is the Exercise Planning Team's (EPT) responsibility to identify exercise objectives that utilize elected and appointed official guidance

Discussion-Based vs Operations-Based Exercises



SMART Objectives

- **S**pecific – Objectives should address the five W's: who, what, when, where, and why. The objective specifies what needs to be done with a timeline for completion.
- **M**easurable – Objectives should include numeric or descriptive measures that define quantity, quality, cost, etc. Their focus should be on observable actions and outcomes.
- **A**chievable – Objectives should be within the control, influence, and resources of exercise play and participant actions.
- **R**elevant – Objectives should be instrumental to the mission of the organization and link to its goals or strategic intent.
- **T**ime-Bound – A specified and reasonable timeframe should be incorporated into all objectives.



Good vs. Bad

Operations-Based Exercise

- The School Resource Officer will make identification of a suspicious person on campus within 10 minutes of notification
- The School Incident Response Team shall be made up of the proper personnel and shall respond to major incidents on campus in a timely manner.



Developing an Exercise Scenario

After identifying capabilities and designing objectives, you will design an exercise scenario to exercise and evaluate the capabilities and objectives.



How to Develop an Exercise Scenario

- Determine a threat/hazard:
 - That best fits exercise objectives
 - Is based on realistic threats
 - Is of sufficient magnitude and realistic
- Identify player activities and decision making opportunities that must occur to accomplish objectives.



Who is Involved in Exercises?

Players

Evaluators

Observers/VIPs

Facilitators

Recorders

Controllers

Actors



Conducting Discussion-Based Exercises

Conduct entails:

- Setup
- Presentations
- Facilitation
- Wrap-up



Facilitation for Discussion-Based Exercises

- Exercise facilitation includes:
 - Facilitated discussions
 - Moderated discussions
- Presentations include:
 - Opening remarks
 - Multimedia presentations



Moderated Discussions

- All tables participate
- A spokesperson from each table summarizes and presents results, including:
 - Key findings and issues
 - Unresolved issues or questions
- Question and answer period



Tips for Facilitators

- Keep discussion focused on how critical tasks would be performed.
- Always remain neutral, objective, and fair.
- Record all ideas and facts.



Seminars

- Typically conducted in a lecture-based format
 - Limited feedback or interaction from participants
- Content can vary, but may include existing or current:
 - Capabilities
 - Mutual aid agreements (MAAs), etc.
 - Disaster plans, SOPs, or EOPs
 - Real-world or exercise experiences and lessons learned
 - Agency/jurisdictional directions and goals



Workshops

- Desired outcome/product should be clearly defined.
- Begin with background and rationale of the workshop.
- Presentation followed by facilitated breakout sessions.
- Participants reconvene in a plenary session.



Operations-Based Briefings

- Include:
 - Controller and Evaluator Briefing
 - Assembly Area Briefing
 - Actor Briefing
 - Observer Briefing
 - Hospital Briefing



Rules for Play

- Should:
 - Establish the parameters that participants follow
 - Describe appropriate behavior
 - Be established before the exercise to prevent physical harm and property damage
 - Be written and provided to all parties in advance when opposing force or victim actor play is involved



What is a Simulation Cell?

- Management mechanisms take the place of any organization that is unable to participate.
- Generates injects and receives player responses for nonparticipating agencies.



Plan/Organize the Evaluation

- Exercise Planning Team determines:
 - What information is collected
 - Who collects it
 - How it is collected
- Evaluators are identified, recruited, and trained.



Evaluation Plan

- Lead evaluator takes charge of planning the evaluation.
- An evaluation plan should consider:
 - Exercise-specific information
 - Plans, policies, and procedures
 - Evaluator assignments
 - Evaluator instructions
 - Evaluation tools (e.g., EEGs)



Evaluation Team

- Chosen for their knowledge of a particular functional area.
- Should be familiar with the jurisdiction's plans, policies, procedures, and agreements.
- Identified early in the exercise planning process.



Elements of an Inject

- Designated scenario time
- Event synopsis
- Controller responsible for delivering inject
- Expected action
- Intended player
- Objective to be demonstrated
- Notes section



Wrap-Up Activities

- Participants and observers complete feedback forms that should include:
 - Logistics evaluation
 - Improvements needed
 - Level of satisfaction
- Conduct a debriefing or Hot Wash.



Hot Wash

- Purpose: Examine the issues identified during the exercise from exercise participants and facilitators.
- Capture notes for the After-Action Report (AAR).
- Collect feedback forms and give them to the Exercise Planning Team Leader.



Debrief

- Conduct immediately after the exercise with Exercise Planning Team to:
 - Discuss issues or concerns
 - Propose improvements to exercise design
- Capture notes from debriefing for the AAR.



After-Action Report (AAR)

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Homeland Security Exercise and Evaluation Program (HSEEP)
After Action Report/Improvement Plan (AAR/IP) 2012 MFF
Exercise

AFTER ACTION REPORT/IMPROVEMENT PLAN

August 2012



2012 Multi-Agency Mobile Field Forces Exercise

Functional Exercise

Georgia Public Safety Training Center
Forsyth, Georgia
June 29, 2012

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Elements of an AAR

- Executive Summary
- Exercise Overview
- Exercise Design Summary
- Analysis of Core Capabilities
- Conclusion
- Appendices



When to Conduct the After-Action Meeting

- A within 5 weeks after the exercise.
- After the Draft AAR is distributed to all stakeholders.



Topics and Participation for the After-Action Meeting

- Specific actions to be addressed.
- Feedback and validation from observations and recommendations.
- Includes controllers/evaluators, senior controller, Exercise Planning Team, and senior agency representatives.



Corrective Actions and Improvement Planning

- Are contingent upon identifying problem areas and developing corrective actions.
- Evaluate the current operational picture to identify steps toward a future goal.
- Allow enough time to implement actions.
- Stress improvements that have the highest ROI.



Finalizing the AAR/IP

- Why?
 - Create a useful tool that addresses needs and provides guidance
- When?
 - After the After-Action Conference
 - Approximately 60 days after the exercise
- Who?
 - Exercise Planning Team
- What?
 - Incorporate any corrections or clarifications related to observations, recommendations, and corrective actions



Questions

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