



Introduction

The Homeland Security Exercise and Evaluation Program (HSEEP) library contains templates for exercise planners to use in developing Exercise Evaluation Guides (EEGs) for specific exercises. These templates are Microsoft Word documents and are based on the Target Capabilities List (TCL). This job aid will help exercise design teams use the templates to develop EEGs specific to individual exercise needs. The National Exercise Division (NED) recommends that design teams remove data that is not relevant to the exercise and edit the remaining content to allow better evaluation of exercise objectives. This job aid focuses on development of the operations-based EEG template.

Selecting EEG Templates

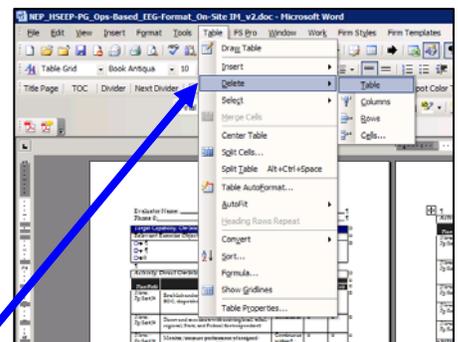
During the initial design of the exercise, the planning team should select the EEG template that corresponds to each target capability chosen for the exercise. The exercise objectives for participating agencies should align with the selected target capabilities and will be used to select the specific activities for evaluation. Once EEG templates are selected, the table at the top of page 1 can be used to cross-walk applicable objectives to the target capability. For example, during an exercise to test response to a major highway hazardous materials (HazMat) incident, the Emergency Operations Center (EOC) Management capability could be linked to more than just the EOC staff's objectives. If public works has an objective to establish communications with the EOC and exchange information, the public works objective should be listed.

The EEG templates consist of two parts: the analysis form and the After Action Report (AAR) data input form. The information below explains the best use of the templates to provide evaluators with user-friendly EEGs.

Analysis Form

Selecting Activities

The templates include all of the activities listed in the TCL. The final exercise evaluation of strengths and areas for improvement will be written to the activity level but will be categorized by target capability in the AAR. Based on the objectives listed on the first page of the EEG, the Exercise Planning Team should look at the activities in the EEG template and delete those that do not directly correlate to the exercise objectives.





To remove an activity table, place your cursor anywhere within the table text. On your Word toolbar, select "Table," "Delete," and "Table." (These instructions and screenshots are based on Microsoft Word 2003. Individual systems may vary.)

Activity Table Content

The activity tables use several columns to categorize expected player actions for evaluation. Some of the columns are prepopulated with data from the TCL; others are populated by the Exercise Planning Team based on agency-specific plans. The NED recommends that the planning team customize the prepopulated data to better fit jurisdiction or agency plans. The activity table columns include:

Plan Reference

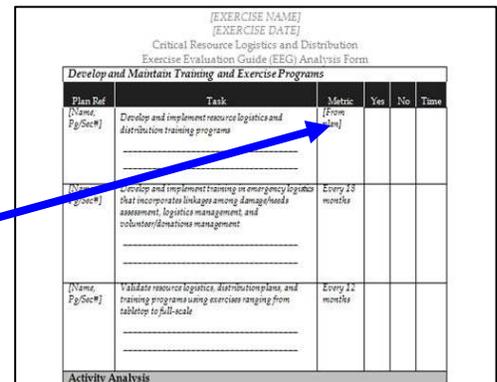
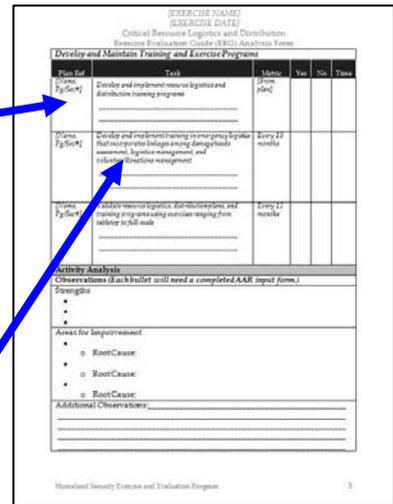
This column provides an area for the Exercise Planning Team to provide a reference to the jurisdiction or agency plan that specifically cites the identified task. This reference will help evaluators prepare for the exercise; when they review the EEGs, they can easily find the source of their assigned evaluation in the associated plan. When the evaluators submit strengths and recommendations for improvement areas, they will have the plan reference available for AAR input.

Tasks

Each row of this column is a tactical task or an element that demonstrates the associated activity. Many of these tasks are generic. The Exercise Planning Team should edit the task so that the EEG captures who, what, and how the task will be accomplished as outlined in the jurisdiction or agency plan.

Metric

The metric column is prepopulated for tasks within the TCL, if available. Since the TCL is written at a high level applicable to many government agencies, most tasks do not have preidentified performance measures. The Exercise Planning Team should populate this column for each task based on the plan being validated. For example, if the task is "EOC Duty Officer (who) should recall Level 1 staff (what) using cell phone notification roster (how)," the metrics should include the percentage of the staff and the time standards (e.g., 100 percent recall contact within 30 minutes). Applying localized performance measures will provide more credibility to the evaluation and allow for more tangible improvement actions.





Yes, No, and Time

These columns are for evaluators to use when analyzing their notes and logs during the evaluator debriefing and should remain blank during EEG template customization.

Activity Analysis

These columns are for evaluators to use when analyzing their notes and logs during the evaluator debriefing and should remain blank during EEG development. The activity analysis bullet points are where the evaluators identify strengths and areas for improvement during the exercise, can be used for the AAR executive summary, and will serve as the observation titles during AAR development. Each strength or area for improvement bullet point will have its own AAR data input form. These columns are left alone during the actual template customization.

The Exercise Planning Team should repeat these design steps for each column of the remaining activity tables in the EEG template that correlate to the exercise scope and objectives.

AAR Data Input Form

To accurately capture evaluator observations and recommended improvement actions, the AAR data input form mirrors the HSEEP AAR/Improvement Plan (IP) format and data fields in the Corrective Action Program (CAP) System. The AAR data input form has directions highlighted in gray for each data field to help evaluators populate the form. The design team should include these instructions as part of evaluator orientation and guidance in the Controller and Evaluator (C/E) Handbook. Once included in the C/E Handbook, the instructions can be deleted from the data input form template so that evaluators have more room to write. The Exercise Planning Team should instruct evaluators to complete one data input form for each strength or area for improvement from the analysis form. The planning team should also consider having enough copies of the AAR input form for each evaluator if they decide to provide written comments or e-mail an electronic version for typed comments.

Header and Footer

In completing the customization, the Evaluation Planning Team should:

- Update the EEG template header with the exercise name and dates (both the AAR input form and analysis form).
• Delete the customization reminder at the top of the header.
• Customize the footer with the appropriate exercise program name or series, if applicable.