



This document provides descriptions for many of the commonly-used terms of the Homeland Security Exercise Evaluation Program (HSEEP).

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A	
Term	Description
Actionable-cause analysis	Actionable-cause analysis occurs during the exercise data analysis stage. It is the source for an identified issue and action toward which an improvement is directed.
actor	An actor is a person who portrays victims in an exercise and is usually moulaged and given a symptomatology card to create realistic conditions for players. Actors are typically volunteer personnel and are used to simulate a specific role in an exercise. Actors are vital to the creation of a realistic scenario and can play a variety of roles. For example, actors can simulate victims of a disaster, civilians receiving prophylaxis, or friends and family of victims.
actor briefing	An actor briefing is generally conducted the morning of the exercise and provides actors with an overview of the exercise (e.g., schedule, safety information, actual emergency instructions, roles and responsibilities, acting instructions). Identification badges and/or symptomatology cards should be distributed before or during this briefing. If moulage is to be applied to actors, it should be completed before the briefing. Actor instructions or identification tags tell volunteers about any special considerations for the exercise.
Administration/ Finance Section	The Administration/Finance Section of the Exercise Planning Team provides grant management and administrative support throughout exercise development. This group is also responsible for the registration process and coordinates schedules for the Exercise Planning Team, the lead exercise planner, participating agencies, and the host community or communities.
After Action Conference (AAC)	The AAC is a meeting held between the lead evaluator, members of the evaluation team, and senior officials from the participating agencies and jurisdictions to debrief the exercise. The AAC provides a forum for jurisdiction officials to hear the results of the analysis and validate the findings and recommendations presented in the draft After Action Report (AAR). The initial Improvement Plan (IP) should also be developed at the AAC.
After Action Report (AAR)	The AAR presents observations and recommendations based on the data collection and analysis completed by the evaluation team. The lead evaluator and Exercise Planning Team draft the AAR and submit it to conference participants before the After Action Conference (AAC). The draft AAR is completed and distributed to conference participants for review no more than 30 days after exercise conduct.



A	
Term	Description
After Action Report (AAR)/Improvement Plan (IP)	The main product of the Evaluation and Improvement Planning process is the AAR/IP. The final AAR/IP is an outcome of the After Action Conference (AAC) and should be disseminated to participants no more than 60 days after exercise conduct. A list of corrective actions should be generated identifying what will be done to address the recommendations, the responsible agency or person, and the timeframe for implementation. Even though the AAR and IP are developed through different processes and perform distinct functions, the final AAR and IP should always be printed and distributed jointly as a single AAR/IP following an exercise.
agent factsheet	The agent factsheet contains specific information regarding the scenario agent or radiological source used in an exercise (e.g., anthrax, smallpox, cesium). Factsheets might include properties, symptoms, effects, lethality, transmissibility, decontamination, or prophylaxis methods. (Note: In a radiological scenario, an agent is called a “source.”)
analysis	Levels of analysis regarding exercises include: <ul style="list-style-type: none">• Integrated timeline analysis• Capability-level analysis• Exercise data analysis• Root-cause analysis• Task-level analysis• Task-level performance analysis• Mission-level performance analysis Descriptions of the types of analysis can be found in the glossary under the appropriate first letter.
analytical red teaming	In prevention exercises, analytical red teaming is a discussion-based technique used to employ an adversary’s perspective to advance security by providing an alternative view of threats, vulnerabilities, and countermeasures.
assembly area	The assembly area is the gathering place for deployable resources (e.g., fire engines and police vehicles) before the start of an operations-based exercise. The assembly area simulates each department or agency’s home station or office. The assembly area provides a safer and more controlled environment than deploying apparatus from each agency’s home station. To realistically simulate the response from the agency’s home station or office, response times should be collected for each unit so that they can be appropriately released from the assembly area after they have been dispatched. The assembly area should not be confused with the staging area established by Incident Command during exercise play.
assembly area controller	The assembly area controller is responsible for the logistical organization of the assembly area, including placement locations for units and coordination of exit patterns for dispatched units.
attack tree	The attack tree is a tool used during prevention exercises that provides the Exercise Planning Team with a visual representation of the anticipated and potential paths an adversary can take to execute an attack. It is useful for both planning and evaluating exercises.



B	
Term	Description
base of support	Base of support is a concept of support or approval from the appropriate senior officials and/or private-sector executive level for the conduct of an exercise or execution of an exercise program. Establishing this base of support indicates that an exercise's purpose and objectives are concurrent with strategic and organizational goals and objectives.
best practices	Best practices are peer-validated techniques, procedures, and solutions that prove successful and are solidly grounded in actual experience in operations, training, and exercises. After Action Report (AAR)/Improvement Plans (IPs) should identify lessons learned and highlight best practices. Many of these can be found on www.llis.gov , the U.S. Department of Homeland Security (DHS) portal for lessons learned and best practices.
Blue Team	In prevention exercises, the Blue Team consists of briefed players and other organizations and agencies participating in a prevention-focused exercise that are not part of the Red Team. (See also: friendly force.)
building-block approach	The building-block approach focuses on exposing participants to a cycle of training and exercises that escalates in complexity, with each exercise designed to build on the last in terms of scale and subject matter. For example, a building-block series of exercises may include a seminar, which leads to a tabletop exercise (TTX), which leads to a full-scale exercise (FSE).



C	
Term	Description
capabilities-based planning	Capabilities-based planning is defined as planning, under uncertainty, to build capabilities suitable for a wide range of threats and hazards while working within an economic framework that necessitates prioritization and choice. It addresses uncertainty by analyzing a wide range of realistic scenarios to identify required capabilities, and it is the basis for guidance such as the National Preparedness Guidelines, Target Capabilities List (TCL), and Universal Task List (UTL).
capability	A capability may be delivered with any combination of properly planned, organized, equipped, trained, and exercised personnel who achieve the intended outcome. Descriptions of these combinations can be found in the Target Capabilities List (TCL) for each capability. This combination of resources provides the means to accomplish one or more tasks under specific conditions and meet specific performance standards.
capability-level analysis	Capability-level analysis assesses whether the participants, as a whole, achieved the expected capability outcomes.
Chemical Stockpile Emergency Preparedness Program (CSEPP)	The CSEPP was developed to safeguard against increased hazards associated with critical infrastructure and hazardous materials. It contributed to the development of the HSEEP evaluation methodology.
Command Staff	The Command Staff section of the Exercise Planning Team is responsible for coordinating all exercise planning activities. Within this group is the lead exercise planner, who assigns exercise activities and responsibilities, provides guidance, establishes timelines, and monitors the development process. The safety controller and liaison coordinator report directly to the lead exercise planner.
Concept and Objectives (C&O) Meeting	The C&O Meeting is the formal beginning of the exercise planning process. It is held to obtain consensus on the already-identified type, scope, capabilities, objectives, and purpose of the exercise. For less complex exercises and for jurisdictions or organizations with limited resources, the C&O Meeting can be conducted in conjunction with the Initial Planning Conference (IPC). However, when exercise scope dictates, the C&O Meeting is held first. Representatives from the sponsoring agency or organization, the lead exercise planner, and senior officials typically attend the C&O Meeting to identify an overall exercise goal, develop rough drafts of exercise capabilities and objectives, and identify Exercise Planning Team members.
contextual inject	A controller introduces a contextual inject to a player to help build the exercise operating environment. For example, if the exercise is designed to test information-sharing capabilities, a Master Scenario Events List (MSEL) inject can be developed to direct a controller to select an actor to portray a suspect. The inject could then instruct the controller to prompt another actor to approach a law enforcement officer and inform him or her that this person was behaving suspiciously.



C	
Term	Description
contingency inject	A controller verbally introduces a contingency inject to a player if players are not performing the actions needed to sustain exercise play. This ensures that play moves forward as needed to adequately test performance of activities. For example, if a simulated secondary device is placed at an incident scene during a terrorism response exercise, but is not discovered, a controller may want to prompt an actor to approach a player to say that he or she witnessed suspicious activity close to the device's location. This should prompt the discovery of the device by the responder and result in subsequent execution of the desired notification procedures.
Control Staff Instructions (COSIN)	The COSIN, typically only used in larger, more complex exercises (e.g., national level exercises [NLEs]), contain guidance that controllers may need concerning procedures and responsibilities for exercise control, simulation, and support. The COSIN are designed to help exercise controllers understand their roles and responsibilities in exercise execution to conduct an effective exercise. For most exercises, however, the COSIN can be combined with an Evaluation Plan (EvalPlan) to produce a Controller and Evaluator (C/E) Handbook.
Controller and Evaluator (C/E) Briefing	The C/E Briefing is a preexercise overview for controllers, evaluators, and the exercise administrative staff. The briefing summarizes the C/E Handbook (or the Control Staff Instructions [COSIN] and Evaluation Plan [EvalPlan]) and focuses on explaining the roles and responsibilities of controllers and evaluators. This is the time where any changes in the exercise are addressed and final questions are answered. It is generally 1 to 2 hours in length and is conducted the day before an operations-based exercise.
Controller and Evaluator (C/E) Debriefing	The C/E Debriefing provides each controller and evaluator with an opportunity to provide an overview of the functional area they observed and to discuss both strengths and areas for improvement. The lead evaluator should assign one or more members of the evaluation team to take detailed notes of the C/E Debriefing discussion.
Controller and Evaluator (C/E) Handbook	The C/E Handbook is an exercise overview and instructional manual for controllers and evaluators. A supplement to the Exercise Plan (ExPlan), it contains more detailed information about the scenario and describes controller and evaluator roles and responsibilities. Because the C/E Handbook contains information on the scenario and exercise administration, it should be distributed only to individuals specifically designated as controllers or evaluators. Larger, more complex exercises may use a separate Evaluation Plan (EvalPlan) and Control Staff Instructions (COSIN) in place of the C/E Handbook.



C	
Term	Description
controllers	<p>In an operations-based exercise, controllers plan and manage exercise play, set up and operate the exercise incident site, and may take the roles of individuals and agencies not actually participating in the exercise (i.e., in the Simulation Cell [SimCell]). Controllers direct the pace of exercise play and routinely include members from the Exercise Planning Team, provide key data to players, and may prompt or initiate certain player actions and injects to the players as described in the Master Scenario Events List (MSEL) to ensure exercise continuity.</p> <p>Individual controllers issue exercise materials to players as required, monitor the exercise timeline, and monitor the safety of all exercise participants. Controllers are the only participants who should provide information or direction to players. The control team may include subject matter experts. All controllers should be accountable to one senior controller. If conducting an exercise requires more controllers or evaluators than are available, a controller may serve as an evaluator; however, this is typically discouraged.</p>
corrective action	<p>Corrective actions are the concrete, actionable steps outlined in an Improvement Plan (IP) that are intended to resolve preparedness gaps and shortcomings experienced in exercises or real-world events.</p>
Corrective Action Program (CAP)	<p>Under HSEEP, each department and agency must maintain a system for identifying issues to be remedied, make assignments to resolve the issues, and track progress on issue resolution. A CAP continuously prioritizes, tracks, and analyzes observations and recommendations recorded in the After Action Report (AAR)/Improvement Plan (IP) as a result of exercises and real-world events and develops and resolves resulting corrective actions. A CAP ensures that IPs are living documents, continually monitored and implemented, and part of the larger cycle of improving preparedness.</p>
Corrective Action Program (CAP) System	<p>The CAP System is part of the HSEEP Toolkit. It is a Web-based application that enables Federal, State, and local officials to identify, prioritize, track, and analyze the recommendations and Improvement Plans (IPs) developed from exercises and real-world events. Features of the CAP System include IP creation and maintenance, corrective action assignment and tracking, and reporting and analysis. The CAP System is the technological backbone for the improvement planning process described in HSEEP Volume III: Exercise Evaluation and Improvement Planning.</p>
critical path	<p>This exercise planning and evaluation tool is the map of both the expected and actual Blue Team and Red Team moves and countermoves throughout the course of a prevention exercise.</p>
critical task	<p>Critical tasks are defined as those prevention, protection, response, and recovery tasks that require coordination among an appropriate combination of Federal, State, tribal, local, private-sector, and nongovernmental entities during a major incident to minimize the impact on lives, property, and the economy. Participants must perform critical tasks to prevent occurrence of a major incident, respond and reduce loss of life or serious injuries, or mitigate significant property damage, all of which are essential to the success of a homeland security mission.</p>
cross-functional analysis	<p>This type of analysis identifies areas for improvement by comparing the observations from different locations and functions.</p>



C	
Term	Description
cycle, mix, and range of exercises	This cycle of exercise activity uses increasing degrees of complexity. (See “building-block approach” for more information.)



D	
Term	Description
debrief	A debrief is a forum for planners, facilitators, controllers, and evaluators to review and provide feedback after the exercise is held. It should be a facilitated discussion that allows each person an opportunity to provide an overview of the functional area they observed and document both strengths and areas for improvement. Debriefs should be facilitated by the Exercise Planning Team leader or the exercise program manager; results should be captured for inclusion in the After Action Report (AAR)/Improvement Plan (IP). Other debriefs may be held as necessary, such as one specifically for hospitals or actors during an operations-based exercise. A debrief is different from a Hot Wash, in that a Hot Wash is intended to capture feedback from players.
deconfliction	Deconfliction is the comparison of schedules to resolve scheduling conflicts. In HSEEP, this is a critical element of the National Exercise Schedule (NEXS) and is facilitated by the NEXS System in the HSEEP Toolkit.
design and development	Building on the exercise foundation, the design and development process should consist of identifying capabilities, tasks, and objectives; designing the scenario; creating documentation; coordinating logistics; planning exercise conduct; and selecting an evaluation and improvement methodology.
Design and Development System (DDS)	The DDS is part of the HSEEP Toolkit. It is a project management tool and comprehensive tutorial for the design, development, conduct, and evaluation of exercises. The DDS provides users with the appropriate templates and guidance for developing timelines, planning teams, and exercise documentation (e.g., Situation Manuals [SitMans], Exercise Plans [ExPlans]).
discussion-based exercise	Discussion-based exercises are normally used as a starting point in the building-block approach to the cycle, mix, and range of exercises. Discussion-based exercises include seminars, workshops, tabletop exercises (TTXs), and games. These types of exercises typically highlight existing plans, policies, mutual aid agreements (MAAs), and procedures and are exceptional tools to familiarize agencies and personnel with current or expected jurisdictional capabilities. Discussion-based exercises typically focus on strategic, policy-oriented issues, whereas operations-based exercises tend to focus more on tactical, response-related issues. Facilitators and/or presenters usually lead the discussion and keep participants on track to meet exercise objectives.
drill	A drill, a type of operations-based exercise, is a coordinated, supervised activity usually used to test a single specific operation or function in a single agency. Drills are commonly used to provide training on new equipment, develop or test new policies or procedures, or practice and maintain current skills.



E	
Term	Description
Emergency Operations Center (EOC)	An EOC is a central command and control facility responsible for carrying out the principles of emergency preparedness and emergency management or disaster management functions at a strategic level in an emergency situation and ensuring the continuity of operations (COOP) of a company, political subdivision, or other organization. It is responsible for the strategic overview of the disaster and does not normally directly control field assets, instead making operational decisions and leaving tactical decisions to lower commands. EOCs collect, gather, and analyze data; make decisions that protect life and property; maintain continuity of the organization within the scope of applicable laws; and disseminate those decisions to all concerned agencies and individuals.
evaluation	One of the five phases of the exercise process, evaluation is the cornerstone of exercises; it documents strengths and opportunities for improvement in a jurisdiction's preparedness and is the first step in the improvement process. Under HSEEP, evaluations are conducted through player observation and the use of Exercise Evaluation Guides (EEGs), which outline exercise performance measures expected from participants.
Evaluation Plan (EvalPlan)	The EvalPlan is typically used for operations-based exercises of a large scope and scale. This document provides specific guidance to exercise evaluators, including an exercise synopsis. It is published and distributed before the start of the exercise. The EvalPlan assists exercise evaluators to understand their roles and responsibilities in data collection and evaluation to conduct an effective analysis of the exercise. For most exercises, however, the EvalPlan can be combined with Control Staff Instructions (COSIN) to produce a Controller and Evaluator (C/E) Handbook.
evaluation team	The evaluation team consists of evaluators trained to observe and record participant actions. These individuals should be familiar with the exercising jurisdiction's plans, policies, procedures, and agreements.
evaluator	Evaluators, selected from participating agencies, are chosen based on their expertise in the functional areas they will observe. Evaluators use Exercise Evaluation Guides (EEGs) to measure and assess performance, capture unresolved issues, and analyze exercise results. Evaluators assess and document participants' performance against established emergency plans and exercise evaluation criteria, in accordance with HSEEP standards. Evaluators have a passive role in the exercise and only note the actions and decisions of players without interfering with exercise flow.
event	Within the Master Scenario Events List (MSEL), an event is an expected action that is anticipated to take place during an exercise.
exercise	An exercise is an instrument to train for, assess, practice, and improve performance in prevention, protection, response, and recovery capabilities in a risk-free environment. Exercises can be used for testing and validating policies, plans, procedures, training, equipment, and interagency agreements; clarifying and training personnel in roles and responsibilities; improving interagency coordination and communications; identifying gaps in resources; improving individual performance; and identifying opportunities for improvement.



E	
Term	Description
Exercise Administrative Authority (EAA)	An EAA is a role in the National Exercise Schedule (NEXS) System. EAAs have authority over exercises, organizations, and users within their area of responsibility or scheduling domain. EAAs can create and modify exercises, organizations, and schedulers in the NEXS System. EAAs have visibility into any exercises that have been submitted or approved on the calendar within the purview of their scheduling domain. An EAA is the only one who can approve an exercise for inclusion on the NEXS calendar.
exercise data analysis	Exercise data analysis is consolidated and transformed into narratives that address the course of exercise play, demonstrated strengths, areas for improvement, and performance ratings appropriate for inclusion in the After Action Report (AAR)/Improvement Plan (IP). Because operations-based exercises yield greater amounts of data, operations-based exercises require more thorough and involved data analysis than do discussion-based exercises.
exercise director	The exercise director oversees all exercise functions during exercise conduct, oversees and remains in contact with controllers and evaluators, debriefs controllers and evaluators following the exercise, and oversees setup and cleanup of exercise and positioning of controllers and evaluators.
Exercise Evaluation Guide (EEG)	EEGs are documents that support the exercise evaluation process by providing evaluators with consistent standards for observation, analysis, and After Action Report (AAR) development. Each EEG is linked to a target capability and provides standard activities, performance measures, and tasks to be evaluated based on the exercise objectives. An EEG contains a capability narrative section in which evaluators provide a general chronological narrative of exercise events associated with the capability as well as an evaluator observations section in which evaluators provide specific strengths and areas of improvement linked to the capability. The consistent guidelines provided in EEGs facilitate creation of AAR/Improvement Plans (IPs) and result in actionable IPs that target specific personnel, planning, organization, equipment, and training needs within capabilities.
Exercise Plan (ExPlan)	ExPlans are general information documents that help operations-based exercises run smoothly. They are published and distributed before the start of an exercise and provide a synopsis of the exercise. In addition to addressing the exercise objectives and scope, ExPlans assign activities and responsibilities for exercise execution. They enable participants to understand their roles and responsibilities in exercise planning, execution, and evaluation. The ExPlan is intended for use by exercise players and observers, and it does not contain detailed scenario information that may reduce the realism of the tasks to be performed. Players and observers should review all elements of the ExPlan before exercise participation.



E	
Term	Description
Exercise Planning Team	<p>The Exercise Planning Team is responsible for all aspects of an exercise, including exercise planning, conduct, and evaluation. The Exercise Planning Team determines exercise capabilities, tasks, and objectives; tailors the scenario to jurisdictional needs; and develops documents used in exercise simulation, control, and evaluation. The Exercise Planning Team should be comprised of representatives from each major participating jurisdiction and agency but should be kept to a manageable size. Membership can be modified to fit the type or scope of an exercise. It may be advantageous to include team members with previous exercise planning experience. Exercise Planning Team members are ideal for controller and evaluator positions during the exercise because advanced scenario knowledge renders them ineligible to participate as players. A lead exercise planner manages the Exercise Planning Team, which can be structured using the principles of the Incident Command System (ICS) into the following sections:</p> <ul style="list-style-type: none"> • Administration/Finance • Command Staff • Logistics • Operations • Planning
exercise planning timeline	The exercise planning timeline ensures that milestones are met to conduct exercises on schedule.
exercise play area	The exercise play area is the site or facility where the bulk of tactical player activities and tasks are demonstrated during an operations-based exercise.
exercise play rules	Exercise play rules are the parameters that exercise participants follow during the exercise. Exercise play rules describe appropriate exercise behavior, particularly in the case of real-world emergencies.
exercise program management	Exercise program management consists of the functions required for a jurisdiction or entity to sustain a variety of exercises targeted toward preparedness priorities. Program management functions cyclically, and this cycle includes exercises at increasing levels of complexity and annual reviews of program objectives to ensure objectives are being met. It includes project management, budgeting, grant management, staff hiring, funding allocation, and expenditure tracking.
exercise program manager	The exercise program manager develops a self-sustaining exercise program through program budget management oversight, exercise conduct, and improvement tracking monitoring and reporting.
exercise series	This cycle includes exercises held at increasing levels of complexity and annual reviews of program objectives to ensure objectives are met. Multiple exercises are designed in sequence using the building-block approach, aimed at achieving a greater capability (e.g., a seminar leads to a tabletop exercise [TTX], which leads to a functional exercise [FE]).
exercise setup	Exercise setup involves prestaging and dispersal of exercise materials. It includes registration materials, documentation, signage, and other equipment, as appropriate.



E	
Term	Description
expected action event	An expected action event serves as a holding place in the Master Scenario Events List (MSEL) and notifies controllers of when an expected action should occur.



F	
Term	Description
facilitated discussion	A facilitated discussion is the focused discussion of specific issues through a facilitator with functional area or subject matter expertise. Facilitated group discussions occur at individual tables organized by discipline or agency/organization. Facilitated discussions take place before moderated discussions.
facilitator	During a discussion-based exercise, the facilitator is responsible for keeping participant discussions on track with the exercise design objectives and making sure all issues and objectives are explored as thoroughly as possible within time constraints.
Final Planning Conference (FPC)	The FPC is the final forum for the Exercise Planning Team to review the process and procedures for exercise conduct, final drafts of exercise materials, and logistical requirements. There should be no major changes made to the exercise's design, scope, or supporting documentation at the FPC. The FPC ensures all logistical requirements have been arranged, all outstanding issues have been identified and resolved, and all exercise products are ready for printing.
For Official Use Only (FOUO)	FOUO is the term used within the U.S. Department of Homeland Security (DHS) to identify unclassified information of a sensitive nature, not otherwise categorized by statute or regulation, the unauthorized disclosure of which could adversely affect a person's privacy or welfare or conduct of Federal programs or other programs or operations essential to the national interest. Information affecting the national security of the United States and classified Confidential, Secret, or Top Secret under Executive Order 12958, "Classified National Security Information," as amended, or its predecessor or successor orders, is not to be considered FOUO.
foundation	Foundation is the first stage in the exercise process, preceding the Design and Development stage. The Foundation stage focuses on developing a project management timeline, establishing milestones, identifying an Exercise Planning Team, and scheduling planning conferences.
friendly force	In prevention exercises, all State and local law enforcement and other non-Red-Team-designated organizations and agencies (e.g., security forces) are considered friendly forces or Blue Team.
full-scale exercise (FSE)	An FSE is a multiagency, multijurisdictional activity involving actual deployment of resources in a coordinated response as if a real incident had occurred. An FSE tests many components of one or more capabilities within emergency response and recovery and is typically used to assess plans and procedures and a coordinated response under crisis conditions. Characteristics of an FSE include mobilized units, personnel, and equipment; a realistic, stressful environment; and scripted exercise scenarios.
functional exercise (FE)	An FE is a single or multiagency activity designed to evaluate capabilities and multiple functions using a simulated response. An FE is typically used to evaluate the management of Emergency Operations Centers (EOCs), command posts, and headquarters and to assess the adequacy of response plans and resources. Characteristics of an FE include simulated deployment of resources and personnel, rapid problem solving, and a highly stressful environment.



G	
Term	Description
game	A game is a simulation of operations using rules, data, and procedures designed to depict an actual or assumed real-life situation. A game is typically used to explore the processes and consequences of decisionmaking, conduct “what if” analyses of existing plans, and develop new plans. A game often involves two or more teams in a competitive environment and increasingly includes models and simulations. Games do not involve the use of actual resources. Games are discussion-based exercises.
ground truth	Ground truth is a component of prevention exercise documentation comprised of the detailed elements of the scenario that must remain consistent during exercise development and be conducted to ensure that realism is maintained and objectives are met in the unscripted move–countermove exercise environment.
ground truth advisor	In prevention exercises, the ground truth advisor tracks how the moves and countermoves of the adversary (notional and Red Team) and players (e.g., law enforcement, intelligence analysts, private industry) change the fabric of the exercise environment, potentially creating additional elements of the ground truth but never detracting from it.



H	
Term	Description
Homeland Security Council (HSC)	The HSC is a White House entity that ensures coordination of all homeland security-related activities among executive departments and agencies and promotes effective development and implementation of all homeland security policies.
Homeland Security Exercise and Evaluation Program (HSEEP)	HSEEP is a capabilities- and performance-based exercise program that provides standardized policy, doctrine, and terminology for the design, development, conduct, and evaluation of homeland security exercises. HSEEP also provides tools and resources to facilitate management of self-sustaining homeland security exercise programs.
Homeland Security Presidential Directive 5 (HSPD-5)	HSPD-5, an executive branch-issued policy, required the U.S. Department of Homeland Security (DHS) to coordinate with other Federal departments and agencies—as well as State, local, and tribal governments—to establish the National Response Framework (NRF) and National Incident Management System (NIMS).
Homeland Security Presidential Directive 8 (HSPD-8)	HSPD-8, an executive branch-issued policy, was drafted to strengthen the preparedness of the United States to prevent and respond to threatened or actual domestic terrorist attacks, major disasters, and other emergencies by requiring a national domestic all-hazards preparedness goal; establishing mechanisms for improved delivery of Federal preparedness assistance to State and local governments; and outlining actions to improve the capabilities of Federal, State, and local entities.
Hot Wash	A Hot Wash is a facilitated discussion held immediately after an exercise among exercise players from each functional area. It captures feedback about any issues, concerns, or proposed improvements players may have about the exercise. The Hot Wash is an opportunity for players to voice their opinions on the exercise and their own performance. This facilitated meeting allows players to participate in a self-assessment of exercise play and provides a general assessment of how the jurisdiction performed. At this time, evaluators can seek clarification on certain actions and what prompted players to take them. Evaluators should take notes during the Hot Wash and include these observations in their analysis. The Hot Wash should last no more than 30 minutes.
HSEEP Toolkit	The HSEEP Toolkit is an interactive, online tool for exercise scheduling, design, development, conduct, evaluation, and improvement planning. The HSEEP Toolkit can be accessed from the HSEEP Web site and includes the following subcomponent systems: <ul style="list-style-type: none">• National Exercise Schedule (NEXS) System• Design and Development System (DDS)• Corrective Action Program (CAP) System



I	
Term	Description
Improvement Plan (IP)	The IP identifies specific corrective actions, assigns them to responsible parties, and establishes target dates for their completion. For each task, the IP lists corrective actions that will be taken, responsible party or agency, and expected completion date. The IP is included at the end of the After Action Report (AAR).
Improvement Plan (IP) matrix	The IP matrix lists, for each task, improvement actions that will be taken, responsible party or agency, and expected completion date.
Improvement Planning Workshop (IPW)	The annual IPW provides an opportunity to determine the areas for improvement and target capabilities on which the Region should focus. These areas for improvement and target capabilities constitute the foundation for ongoing development and evolution of the Multiyear Training and Exercise Plan (TEP), which is revised annually at the Training and Exercise Planning Workshop (TEPW).
information sharing environment analysis (ISEA)	Before a prevention exercise, jurisdictions can use this process to identify, describe, and depict their State or local information-sharing environment as it pertains to standard operating procedures, policies, and systems.
Initial Planning Conference (IPC)	The IPC is typically the first step in the planning process and lays the foundation for the exercise (unless a Concept and Objectives [C&O] Meeting is held). Its purpose is to gather input from the Exercise Planning Team on the scope, design requirements, conditions (e.g., assumptions and artificialities), objectives, level of participation, scenario variables (e.g., location, threat/hazard selection), and Master Scenario Events List (MSEL). During the IPC, the Exercise Planning Team decides on exercise location, schedule, duration, and other details required to develop exercise documentation. Exercise Planning Team members should be assigned responsibility for the tasks outlined in the conference.
inject	Injects are Master Scenario Events List (MSEL) events that prompt players to implement the plans, policies, and procedures that planners want the exercise to validate. Injects are MSEL entries that controllers must simulate, including directives, instructions, and decisions. Exercise controllers provide injects to exercise players to drive exercise play toward achievement of objectives. Injects can be written, oral, televised, and/or transmitted via any means (e.g., fax, phone, e-mail, voice, radio). Injects can be contextual or contingency.
integrated timeline	The integrated timeline provides a retrospective timeline of exercise events created during exercise analysis.
integrated timeline analysis	Integrated timeline analysis is the reconstruction of activities that occurred during the exercise. Participants use the timeline to identify discrepancies between what happened and what was supposed to happen and to develop recommendations that address those gaps.
interagency and interjurisdictional exercises	These exercises assess the capacity of multiple organizations and the effectiveness of interagency cooperation and interoperable communication.



L	
Term	Description
lead evaluator	<p>The lead evaluator should participate fully as a member of the Exercise Planning Team and should be a senior-level individual familiar with prevention, protection, response, and/or recovery issues associated with the exercise; plans, policies, and procedures of the exercising jurisdiction/organization; Incident Command and decisionmaking processes of the exercising jurisdiction/organization; and interagency and/or interjurisdictional coordination issues relevant to the exercise.</p> <p>The lead evaluator must have the management skills needed to oversee a team of controllers and evaluators over an extended process, as well as the knowledge and analytical skills to undertake a thorough and accurate analysis of all capabilities being tested during an exercise.</p>
lead exercise planner	<p>The lead exercise planner oversees the Exercise Planning Team, develops the exercise project management timeline and the exercise project management assignment list, assigns exercise responsibilities, provides overall guidance, and monitors the development process.</p>
Lessons Learned Information Sharing (LLIS)	<p>Lessons learned are positive and negative knowledge and experience derived from observations and historical study of operations, training, and exercises. Exercise After Action Reports (AARs) should identify lessons learned and highlight best practices and should be submitted to the U.S. Department of Homeland Security (DHS) for inclusion in the lessons learned/best practices Web site, www.llis.gov, which serves as a national network for generating, validating, and disseminating lessons learned and best practices.</p>
Logistics Section	<p>The Logistics Section of the Exercise Planning Team provides the supplies, materials, facilities, and services that enable the exercise to function smoothly without outside interference or disruption. This group consists of two subsections: service and support. The service section provides transportation, barricades, signage, food and drinks, real-world medical capability, and exercise-site perimeter security. The support section provides communications, purchasing, general supplies, VIP and observer processing, and recruitment and management of actors.</p>



M	
Term	Description
Master Scenario Events List (MSEL)	<p>The MSEL is a chronological timeline of expected actions and scripted events to be injected into exercise play by controllers to generate or prompt player activity. It ensures necessary events happen so that all objectives are met. Larger, more complex exercises may also use a procedural flow, which differs from the MSEL in that it contains only expected player actions or events. The MSEL links simulation to action, enhances exercise experience for players, and reflects an incident or activity meant to prompt players to action.</p> <p>Each MSEL record contains a designated scenario time, event synopsis, name of the controller responsible for delivering the inject, and (if applicable) special delivery instructions, task and objective to be demonstrated, expected action, intended player, and note-taking section.</p>
Master Scenario Events List (MSEL) Conference	<p>The MSEL Conference may be held in preparation for more complex, operations-based exercises to review the scenario timeline and focus on MSEL development. A MSEL Conference can be held in conjunction with or separate from the Midterm Planning Conference (MPC) to review the scenario timeline for the exercise.</p>
media personnel	<p>Some media personnel may be present as observers, pending approval by exercise personnel and Exercise Support Team members. The Simulation Cell (SimCell) may simulate media interaction to enhance realism and meet related exercise objectives. A dedicated group of exercise controllers should be assigned to manage these groups.</p>
media policy	<p>The agency or organization sponsoring the exercise should decide whether or not to invite the media. If invited, the media should have an opportunity before the exercise to conduct interviews with key planners and participants. Unless media personnel are invited to participate in the exercise, media personnel should be escorted at all times. Media policies can prevent public confusion on the day of the exercise and assure the public that the community is working to prepare for real-world incidents.</p>
Midterm Planning Conference (MPC)	<p>The MPC is a planning conference for operations-based exercises. It is used to discuss exercise organization and staffing concepts; scenario and timeline development; and scheduling, logistics, and administrative requirements. It is also a session to review draft documentation (e.g., Exercise Plan [ExPlan], Controller and Evaluator [C/E] Handbook).</p>
mission	<p>There are four homeland security missions: (1) prevent, (2) protect against, (3) respond to, and (4) recover from acts of terrorism, natural disasters, and other emergencies. Within the missions are the target capabilities to be achieved and the tasks required to achieve them.</p>
mission-level performance analysis	<p>Mission-level performance analysis assesses the ability of the community as a whole (i.e., across disciplines and jurisdictions) to achieve the expected outcomes in responding to an incident. It considers the question “How prepared is the community to prevent, respond to, and recover from a terrorist attack or natural disaster?”</p>



M	
Term	Description
moderated discussion	A moderated discussion is a facilitated, discussion-based forum where a representative from each functional area breakout presents to participants a summary and results from a group's earlier facilitated discussion. During moderated discussions, spokespersons summarize the facilitated discussion, present key findings and issues, and discuss any unresolved issues or questions. At the end of the moderated discussion period, the floor is open for questions.
moulage	Moulage is the makeup applied to actors to add realism to an exercise. It includes fake blood, plastic bones, and any other makeup that enables actors to emulate the signs and symptoms on their symptomatology cards. Although not required, moulage is encouraged at all operations-based exercises. Common resources for moulage staff include local school drama clubs, military units, community theaters, the American Red Cross, and morticians.
Multiyear Training and Exercise Plan (TEP)	The Multiyear Training and Exercise Plan (TEP) is the foundation document guiding a successful exercise program. It provides a mechanism for long-term coordination of training and exercise activities toward a jurisdiction's preparedness goals. This plan describes the program's training and exercise priorities and aids in employing the building-block approach for training and exercise activities. Within the Multiyear TEP, the multiyear schedule graphically illustrates training and exercise activities that support the identified priorities. The schedule presents a multiyear outlook for task and priority achievement. As training and exercises are completed, the document can be annually updated, modified, and revised to reflect changes to the priorities and new capabilities that need to be assessed. The Multiyear TEP and schedule are produced through the work completed at the Training and Exercise Planning Workshop (TEPW). After this information is synthesized, participants develop the plan and schedule for their State or jurisdiction.



N	
Term	Description
National Exercise Program (NEP)	The NEP serves as the principal mechanism for (1) examining the preparedness of the U.S. Government and its officers and other officials and (2) adopting policy changes that might improve such preparation. The NEP provides opportunities to periodically train and exercise, identify key policy issues, and refine key incident management. It enhances existing and develops new common exercise and evaluation doctrine and methodology. It establishes collaborative management processes, supporting systems, and multiyear scheduling to meet short- and long-term goals. The NEP also formalizes a system for collecting, reporting, analyzing, interpreting, and disseminating qualitative and quantitative exercise lessons and exemplary practices.
National Exercise Schedule (NEXS)	The NEXS is a compilation of all national, Federal, State, and local level exercises. The NEXS provides basic information on each planned exercise, including the exercise name, location, date, major participants, and points of contact. The NEXS also serves as a management tool and reference document for exercise planning and enables visibility of exercises to planners and leadership. The NEXS seeks to provide opportunities to synchronize and deconflict exercise initiatives.
National Exercise Schedule (NEXS) System	The NEXS System is the Nation's online comprehensive tool that facilitates scheduling, deconfliction, and synchronization of all national, Federal, State, and local level exercises.
National Incident Management System (NIMS)	The NIMS standard was designed to enhance the ability of the United States to manage domestic incidents by establishing a single, comprehensive system for incident management. It is a system mandated by Homeland Security Presidential Directive 5 (HSPD-5) that provides a consistent, nationwide approach for Federal, State, tribal, and local governments; the private sector; and nongovernmental organizations to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity.
national level exercise (NLE)	An NLE is the single annual operations-based National Exercise Program (NEP) Tier I exercise focused on White House-directed, U.S. Government-wide strategy and policy-related issues that require participation of all appropriate department and agency principals (or their deputies); other key officials; and all necessary staffs, operations centers, and operational elements at the national, regional, and local levels. An NLE may be a functional exercise (FE), full-scale exercise (FSE), or a combination. NLEs examine the preparation of the U.S. Government and its officers and other officials to prevent, respond to, or recover from threatened or actual terrorist attacks. NLEs address U.S. Government strategic- and policy-level objectives and challenge the preparedness of the United States. An NLE can involve all levels of Federal, State, and local authorities and private-sector entities. The NEP will also integrate department and agency exercise planning activities into NLEs that support specified national priorities and objectives, as contained in presidential directives. NLEs test the implementation of existing policies and plans. The NLE may involve international partners and include classified elements.



N	
Term	Description
National Planning Scenarios	The 15 National Planning Scenarios require a wide range of prevention, protection, response, and recovery tasks to effectively manage the incidents described. They represent a range of potential incidents and were used to develop the Universal Task List (UTL) and Target Capability List (TCL).
National Preparedness Guidelines	The National Preparedness Guidelines were set to achieve and sustain capabilities that enable the Nation to successfully prevent terrorist attacks on the homeland and rapidly and effectively respond to and recover from any terrorist attack, major disaster, or other emergency to minimize the impact on lives, property, and the economy. National preparedness will be achieved by reaching risk-based target levels of capability and sustained by measuring readiness and directing resources to areas of greatest risk and need.
National Strategy for Homeland Security	The purpose of the National Strategy for Homeland Security is to mobilize and organize the homeland from terrorist attacks. This complex mission requires coordinated and focused effort from Federal, State, and local governments; the private sector; and the American people. The strategic objectives of homeland security are to prevent terrorist attacks within the United States, reduce America's vulnerability to terrorism, and minimize the damage and recover from attacks that do occur.
Nunn-Lugar-Domenici Domestic Preparedness Program (NLD DPP)	The Nunn-Lugar-Domenici Domestic Preparedness Program (NLD DPP) initiative was designed to enhance the response capability of designated cities to respond to acts of terrorism involving weapons of mass destruction. Much of the HSEEP design and development methodology is derived from the NLD DPP.



O	
Term	Description
objectives	Exercise objectives must be established for every exercise. Well-defined objectives provide a framework for scenario development, guide individual organizations' objective development, and inform exercise evaluation criteria. Jurisdictions should frame exercise objectives with the aim of attaining capabilities established as priorities at the Federal, State, and local levels as captured in the jurisdiction's Multiyear TEP and schedule. Objectives should reflect specific capabilities that the exercising jurisdiction establishes as priorities and the tasks associated with those capabilities. Objectives should be simple, measurable, achievable, realistic, and task-oriented. Planners should limit the number of exercise objectives to enable timely execution and facilitate design of a realistic scenario.
observer	Observers are not exercise participants; rather, they observe selected segments of the exercise as it unfolds, while remaining separated from player activities. Observers view the exercise from a designated observation area and are asked to remain within the observation area during the exercise. A dedicated group of exercise controllers should be assigned to manage these groups. In a discussion-based exercise, observers may support development of player responses to the situation during the discussion by delivering messages or citing references.
Observer Briefing	An Observer Briefing is a preexercise overview given by one or more members of the Exercise Planning Team to educate observers about program background, scenario, schedule of events, observer limitations, and any other miscellaneous information. Many times, observers are unfamiliar with public safety procedures and have questions about the activities they see. Designating someone to answer questions, such as a response agency public information officer (PIO), will prevent observers from asking questions of participants, controllers, or evaluators.
observer/media area	The observer/media area is a designated exercise area that provides observers and media representatives with a view of exercise play without the potential to interfere. It should be adjacent to the exercise site but should not allow interference with response routes or egress points. Because many jurisdictions prefer to keep operations of groups such as special weapons and tactics (SWAT) teams, bomb squads, and explosive ordnance disposal teams confidential, these activities could take place some distance from the observer/media area.
operations-based exercise	Operations-based exercises are a category of exercises characterized by actual response, mobilization of apparatus and resources, and commitment of personnel, usually held over an extended period of time. They include drills, functional exercises, and full-scale exercises. Operations-based exercises can be used to validate plans, policies, agreements, and procedures. They are used to clarify roles and responsibilities, identify gaps in resources needed to implement plans and procedures, and improve individual and team performance. Note: These exercises often follow after and validate the lessons learned from discussion-based exercises.



O	
Term	Description
Operations Section	The Operations Section of the Exercise Planning Team provides most of the technical or functional expertise for the participating agencies or jurisdictions. This group develops scenarios, selects evaluation tools, and has personnel with the expertise necessary to serve as evaluators.



P	
Term	Description
participant	Participants are the overarching group that includes all players, controllers, evaluators, and staff members involved in conducting an exercise.
Participant Feedback Form	Participant Feedback Forms are used to obtain information on perceptions of the exercise and how well each participant thought his or her unit performed. This information can provide insight into why events happened the way they did or why some expected actions did not take place. Feedback forms are distributed before a Hot Wash and collected at the end, and the evaluation team reviews them to capture any useful information. Feedback forms also serve to solicit general feedback on exercise quality, which can be provided to the Exercise Planning Team to help implement improvements in future exercises because this contributes to several portions of the After Action Report (AAR)/Improvement Plan (IP).
performance-objective-level analysis	This type of analysis assesses whether the larger team adequately performed all tasks in accordance with approved plans, policies, procedures, and agreements.
planning conferences	Planning conferences are forums held by the Exercise Planning Team to design and develop the exercise. The scope, type, and complexity of an exercise should determine the number of conferences necessary to successfully conduct an exercise. These milestones of the exercise planning process are typically comprised of the Initial Planning Conference (IPC), the Midterm Planning Conference, and the Final Planning Conference (FPC). Potential additional exercise planning conferences include the Concept and Objectives (C&O) Meeting, the Master Scenario Events List (MSEL) Conference, and the Red Team Planning Conference. Discussion-based exercises usually only convene IPCs and FPCs, whereas operations-based exercises may call for all the standard conferences.
Planning Section	The Planning Section of the Exercise Planning Team is responsible for compiling and developing all exercise documentation. To accomplish this effectively, the Planning Section also collects and reviews policies, plans, and procedures that will be tested in the exercise. During the exercise, the Planning Section may be responsible for developing simulated actions by agencies not participating in the exercise and setting up a Simulation Cell (SimCell), if necessary.
player	Players have an active role in preventing, responding to, or recovering from the risks and hazards presented in the exercise scenario. Players initiate actions that will respond to and/or mitigate the simulated emergency. In a discussion-based exercise, this is done by discussing their regular roles and responsibilities. In an operations-based exercise, this is done by performing their regular roles and responsibilities.
Player Briefing	A Player Briefing is held immediately before an operations-based exercise and addresses individual roles and responsibilities, exercise parameters, safety, badges, and any other logistical items. For a drill or full-scale exercise (FSE), Player Briefings typically occur in the assembly area.



P	
Term	Description
preparedness	The preparedness mission is the range of deliberate, critical tasks and activities necessary to build, sustain, and improve the operational capability to prevent, protect against, respond to, and recover from domestic incidents. Preparedness is a continuous process involving efforts at all levels of government and between government, private-sector, and nongovernmental organizations to identify threats, determine vulnerabilities, and identify required resources. It is also the existence of plans, procedures, policies, training, and equipment necessary at the Federal, State, and local levels to maximize the ability to prevent, respond to, and recover from major incidents. The term "readiness" is used interchangeably with preparedness.
press release	A press release is developed and disseminated before an exercise and given to media representatives, the public, observers, and VIPs. Press releases typically include an introduction, purpose, scope, duration, general scenario, and participating agencies.
prevention exercises	Prevention exercises can be either discussion- or operations-based and may focus on issues that pertain to information and intelligence sharing, credible threats, surveillance, and/or opposing force or Red Team activity.
prevention	The prevention mission area encompasses activities that serve to detect and disrupt terrorist threats or actions against the United States and its interests. They are actions taken to avoid an incident or to intervene to stop an incident from occurring and involve actions taken to prevent the loss of lives and property. Prevention involves applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending potential perpetrators and bringing them to justice. Prevention also includes activities undertaken by the first responder community during the early stages of an incident to reduce the likelihood or consequences of threatened or actual terrorist attacks.
prevention exercises	Prevention exercises can be either discussion- or operations-based and may focus on issues that pertain to information and intelligence sharing, credible threats, surveillance, and/or opposing force or Red Team activity. (See also Terrorism Prevention Exercise Program.)



P	
Term	Description
principal level exercise (PLE)	PLEs establish and clarify roles and responsibilities, strategy, and policy for U.S. Government activities. The National Exercise Program (NEP) includes four NEP Tier I discussion-based PLEs annually, requiring participation of all appropriate department and agency principals (or their deputies) who may be used to advance development of policy and plans. Of the four PLEs, one PLE serves as a preparatory event for the annual national level exercise (NLE). PLEs address emerging threats and issues requiring senior-level attention. To ensure the flexibility to address emerging needs, the topic for one of these PLEs is not decided until the year of its conduct. The U.S. Department of Homeland Security (DHS) is responsible for PLE conduct in consultation with the Homeland Security Council and National Security Council staffs, with technical assistance from the U.S. Department of Defense (DoD) and appropriate assistance from all other departments and agencies.
private-sector coordination	This term refers to the inclusion of major community businesses and facilities into preparedness initiatives.
procedural flow (ProFlow)	The ProFlow is an exercise document that outlines a sequential flow of actions anticipated from participating organizations in response to a hypothetical situation. The ProFlow allows controllers and evaluators to track and monitor expected actions to ensure their completion at designated times. The ProFlow differs from the Master Scenario Events List (MSEL) in that it contains only expected player actions such as establishing decontamination, triage, treatment, and transport. Typically, ProFlows are only produced for large-scale, complex exercises.
project management	Effective exercise project management ensures identification, development, and management of critical and supportive activities; frequent communication about project status; and use of management plans and timelines (e.g., project management timeline, scheduling software, Gantt charts).
project management timeline	The project management timeline is a tool that lists key dates and milestones—as well as critical exercise planning responsibilities—upon which the Exercise Planning Team agrees.
props	Props are nonfunctional replications of objects. The presence or discovery of props requires certain actions by exercise players. Examples of props include simulated bombs, bomb blast debris (shrapnel), mannequins or body parts, and foam bricks and beams. Simulants that mimic the effects of chemical or radiological hazards or that cause a positive reading of an actual detection device are also considered props.
protection	The protection mission area includes actions to reduce the vulnerability of critical infrastructure or key resources to deter, mitigate, or neutralize terrorist attacks, major disasters, and other emergencies. Protection focuses on deterrence, mitigation, and response-oriented activities to prevent an attack from occurring, whereas prevention centers on the recognition of threats via information sharing and intelligence analysis.



P	
Term	Description
public announcement	A public announcement is given to the public before any operations-based exercise to alleviate confusion for passing motorists and pedestrians and help the public avoid congestion near the exercise site by providing suggestions for alternate routes. Announcements can be made on local television or radio, in local newspapers, through mass mailings or pamphlets, and/or on signs near the exercise site.
purpose	The purpose is a broad statement of the reason the exercise is being conducted. The purpose should explain what elements are to be assessed, evaluated, or measured.



R	
Term	Description
Radiological Emergency Preparedness (REP) Program	FEMA established the REP Program to ensure the public health and safety of citizens living around commercial nuclear power plants by protecting them in the event of a nuclear power station accident and informing and educating the public about radiological emergency preparedness.
recommendation	Recommendations, based on root-cause analysis, are listed in all After Action Report (AAR)/Improvement Plans (IPs). Recommendations are the identification of areas for improvement as noted during an exercise.
recorder	A recorder's primary duty is to capture the activity of the exercise participants. He or she does not have an active role in exercise activities.
recovery	The recovery mission area is the development, coordination, and execution of service- and site-restoration plans for affected communities and the reconstitution of government operations and services through individual, private-sector, nongovernmental, and public assistance programs that identify needs and define resources; provide housing and promote restoration; address long-term care and treatment of affected persons; implement additional measures for community restoration; incorporate mitigation measures and techniques, as feasible; evaluate the incident to identify lessons learned; and develop initiatives to mitigate the effects of future incidents.
Red Team	The Red Team is a group of subject matter experts of various disciplinary backgrounds who provides an independent peer review of plans and processes, acts as the adversary's advocate, and knowledgeably role plays the adversary using a controlled, realistic, interactive process during operations planning, training, and exercising. In prevention exercises, this group of operators adapts to player decisions and actions according to the prescribed adversary's motivations and tactics, which provide players with instant feedback.
Red Team Handbook	The Red Team Handbook is used solely in operations-based prevention exercises that employ Red Teams. This document aids Red Team operators, safety controllers, and evaluators in the conduct of safe and valid Red Team exercise activity. It also provides essential information (not included in any other exercise documents) to Red Team operators, which enables them to understand their roles in exercise execution.
Red Team operators	Red Team operators portray the physical entity of the adversary in an operations-based prevention exercise. Also called the Opposition Force (OPFOR).
Red Team Planning Conference	The Red Team Planning Conference, conducted in preparation for a prevention exercise, is held to confirm safety redundancies, rules of exercise play, operational plans, and the exercise timeline.
registration area	The registration area is where participants sign in and receive exercise identification such as badges or hats.



R	
Term	Description
response	The response mission area focuses on activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property, and meet basic human needs. Response also includes execution of emergency operations procedures and incident mitigation activities designed to limit loss of life, personal injury, property damage, and other unfavorable outcomes. As indicated by the situation, response activities include applying intelligence and other information to lessen the effects or consequences of an incident; increasing security operations; continuing investigations into the nature and source of the threat; conducting ongoing public health and agricultural surveillance and testing processes; performing immunizations, isolation, or quarantine; conducting specific law enforcement operations aimed at preempting, interdicting, or disrupting illegal activity; and apprehending actual perpetrators and bringing them to justice.
response and recovery exercises	These exercises focus on response and recovery aspects of a simulated incident.
response area	The response area is a large space where operations occur (e.g., decontamination, triage, treatment).
response route	The response route is the path that responding emergency units follow from an assembly area to a simulated incident.
risk-based scenario	Risk-based scenarios are scenarios that accurately represent risks facing the exercising jurisdiction (including both natural and manmade threats). Exercises that use risk-based scenarios enable evaluation of the capabilities associated with countering that scenario.
root-cause analysis	Root-cause analysis of the integrated timeline focuses on identifying the most basic causal factor for why an expected action did not occur or was not performed as expected.
rules of exercise play	In prevention exercises, the rules of exercise play is a comprehensive list of rules that provides specific guidance for the behavior of all exercise participants. These rules define the boundaries for exercise play; establish limits on Red Team activity; ensure that useful information is gathered; and most importantly, ensure participant safety.



S	
Term	Description
safety controller	The safety controller is responsible for monitoring exercise safety during setup, conduct, and cleanup of the exercise. All exercise controllers assist the safety controller by reporting any safety concerns. The safety controller should not be confused with the safety officer, who is identified by the incident commander during exercise play.
scenario	A scenario provides the backdrop and storyline that drive an exercise. The first step in designing a scenario is determining the type of threat/hazard (e.g., chemical, explosive, cyber, natural disaster) to be used in an exercise. The hazards selected for an exercise should realistically stress the capabilities a jurisdiction is attempting to improve through its exercise programs. A hazard should also be a realistic representation of potential threats faced by the exercising jurisdiction. For discussion-based exercises, a scenario provides the backdrop that drives participant discussion. For operations-based exercises, the scenario should provide background information on the incident catalyst of the exercise. For prevention exercises, the scenario should include the ground truth.
scheduler	This is a role within the National Exercise Schedule (NEXS) System. The scheduler assists the Exercise Administrative Authority (EAA). The EAA will designate certain users as schedulers in their scheduling domain. Schedulers can recommend adding new schedulers to a domain, but they must be approved by the EAA. Schedulers can submit exercises for the EAA's approval. Only schedulers and EAAs can submit exercises to the national calendar, and only EAAs can approve exercises.
scope	Scope is an indicator of the level of government or private-sector participation in exercise play, regardless of participant size. Scope levels include local, multilocal, regional (within a State), State, multistate, Federal, national, international, and private sector.
seminar	Seminars orient participants to authorities, strategies, plans, policies, procedures, protocols, resources, concepts, and ideas. Seminars provide a good starting point for jurisdictions that are developing or making major changes to their plans and procedures.
senior controller	The senior controller is responsible for the overall organization of the exercise. The senior controller monitors exercise progress and coordinates decisions regarding deviations or significant changes to the scenario caused by unexpected developments during play. The senior controller monitors actions by individual controllers and ensures they implement all designated and modified actions at the appropriate time. The senior controller debriefs controllers and evaluators after the exercise and oversees the setup and takedown of the exercise.
simulation	(1) An electronic simulation is a method for predicting the results of implementing a model over time. (2) Simulation of nonparticipating personnel and agencies is a technique for increasing realism in exercises.



S	
Term	Description
Simulation Cell (SimCell)	The SimCell is an exercise area where controllers generate and deliver injects and receive player responses to nonparticipating organizations, agencies, and individuals who would likely participate in an actual incident. Physically, the SimCell is a working location for a number of qualified professionals who portray representatives of nonparticipating organizations, agencies, and individuals who would likely participate during an actual incident.
simulators	Simulators are control staff personnel who role play as nonparticipating organizations or individuals. They most often operate out of the Simulation Cell (SimCell) but may occasionally have face-to-face contact with players. Simulators function semi-independently under the supervision of SimCell controllers, enacting roles (e.g., as media reporters or next-of-kin) in accordance with instructions provided in the Master Scenario Events List (MSEL). All simulators are ultimately accountable to the exercise director and senior controller.
Situation Manual (SitMan)	The SitMan is a handbook provided to all participants in discussion-based exercises, particularly tabletop exercises (TTXs). The SitMan provides background information on the exercise scope, schedule, and objectives. It presents the scenario narrative that will drive participant discussions. The SitMan should mirror the exercise briefing, support the scenario narrative, and allow participants to read along while watching events unfold.
special effects	Special effects are technical, mechanical, or electronic scenario enhancements. Special effects typically require trained and licensed personnel, special permission for use, and additional safety and/or security precautions. Examples include use of pyrotechnics or explosives.
sponsor	The sponsor is the primary funding organization for an exercise.
State Event Administering Authority (State EAA)	This is a role within the Corrective Action Program (CAP) System. The State EAA is responsible for coordinating preparedness exercises at the State level, generally for a homeland security or emergency management agency. The State EAA can view improvement plans where their organization has been assigned a formal role for an event or where the State EAA's organization sponsored the exercise. The State EAA is responsible for creating new events but also has access to all reporting functions available in the system.
subject matter expert (SME)	SMEs add functional knowledge and expertise in a specific area or in performing a specialized job, task, or skill to the Exercise Planning Team. They help make the scenario realistic and plausible and ensure jurisdictions have the appropriate capabilities to respond. SMEs are ideal for the positions of controllers and evaluators.
support staff	The exercise support staff includes individuals who are assigned administrative and logistical support tasks during the exercise (e.g., registration, catering).



S	
Term	Description
symptomatology card	Symptomatology cards are provided to each actor in a response-focused exercise. Each card is unique, containing the signs and symptoms the actor will portray as well as information for medical providers. The actors are instructed to keep these cards with them at all times during the exercise and to not step out of character except in the event of a real emergency. At a minimum, symptomatology cards should include vital signs, symptoms, trauma injuries, acting instructions (e.g., disorientation, emotional distress), and special needs (e.g., language barriers, physical limitations).
synchronization	Synchronization is the comparison of schedules to resolve scheduling conflicts and identify opportunities for collaboration to maximize resources. In HSEEP, this is a critical element of the National Exercise Schedule (NEXS) and is facilitated by the NEXS System in the HSEEP Toolkit.



T	
Term	Description
tabletop exercise (TTX)	TTXs are intended to stimulate discussion of various issues regarding a hypothetical situation. They can be used to assess plans, policies, and procedures or to assess types of systems needed to guide the prevention of, response to, or recovery from a defined incident. During a TTX, senior staff members, elected or appointed officials, or other key personnel meet in an informal setting to discuss simulated situations. TTXs are typically aimed at facilitating understanding of concepts, identifying strengths and shortfalls, and/or achieving a change in attitude. Participants are encouraged to discuss issues in depth and develop decisions through slow-paced problem-solving rather than the rapid, spontaneous decisionmaking that occurs under actual or simulated emergency conditions. TTXs can be breakout (i.e., groups split into functional areas) or plenary (i.e., one large group).
Target Capabilities List (TCL)	The TCL is a list of capabilities that provides guidance on the specific capabilities that Federal, State, tribal, and local entities are expected to develop and maintain to prevent, protect against, respond to, and recover from incidents of national significance, including terrorism or natural disasters, to maintain the level of preparedness set forth in the National Preparedness Guidelines. The TCL is grouped into four mission areas.
task	Tasks are specific, discrete actions that individuals or groups must complete or discuss during an exercise to successfully carry out an activity. Successful execution of performance measures and tasks, either sequentially or in parallel, is the foundation for activities, which are, in turn, the foundation of capabilities.
task-level analysis	Task-level analysis examines the ability of individual players or functional areas to perform a required task during an exercise. Task-level analysis can help identify the shortcomings or errors preventing demonstration of a capability. Task-level analysis helps jurisdictions and organizations analyze shortcomings and target planning, equipment, and training resources to improve their capabilities.
task-level performance analysis	Task-level performance analysis describes the ability of individual players or teams to perform a required task during an exercise. It answers the question "Did the individuals or team carry out the task in the way that you expected and that achieved the functional goal?"
Terrorism Prevention Exercise Program (TPEP)	The TPEP is dedicated to providing participants at the Federal, State, tribal, and local levels the tools needed to demonstrate, evaluate, and improve the capability to prevent terrorism through information- and intelligence-based exercises. The TPEP uses HSEEP methodology but focuses on preincident operations.
Training and Exercise Planning Workshop (TEPW)	A TEPW is usually conducted to create a Multiyear Training and Exercise Plan. During the workshop, participants review priority preparedness capabilities and coordinate exercise and training activities that can improve those capabilities. As a result of the workshop, the Multiyear Training and Exercise Plan outlines multiyear timelines and milestones for the execution of specific training and exercise activities.
trusted agent	Trusted agents are the individuals on the Exercise Planning Team who are trusted not to reveal the scenario details to players before the exercise.



FEMA

**Homeland Security Exercise and Evaluation
Program (HSEEP) Glossary**



U	
Term	Description
Universal Adversary (UA)	The UA, a fictional adversary, is an exercise tool that compiles known terrorist motivations, doctrine, tactics, techniques, and procedures in live, virtual, and constructive simulations. A UA is employed to build the ground truth and anticipated countermoves for prevention-focused exercises.
Universal Adversary (UA) advisor	In prevention exercises, the UA advisor is responsible for providing the Master Scenario Events List (MSEL) and Red Team developers with realistic scenario and timeline guidance based on expertise in the given UA threat category or local threat environment.
Universal Adversary (UA) profile	The Universal Adversary (UA) profile provides detailed background information on the threat category being portrayed, including the typology, ideology, motivation, tactics, capability, objective, and individuals associated with the fictional group.
Universal Task List (UTL)	The UTL is a comprehensive menu of tasks derived from all tasks that may be performed in major incidents as illustrated by the National Planning Scenarios. Entities at all levels of government should use the UTL as a reference to help them develop proficiency through training and exercises to perform their assigned missions and tasks during major incidents.



V	
Term	Description
venue	A venue is the primary location of exercise conduct. In operations-based exercises, this is typically the facility or site the scenario will affect. For example, if a nonpersistent chemical agent (e.g., sarin) is selected as the threat/hazard, the venue should not be an open-air facility (e.g., stadium, park) because of the agent’s dissipating characteristics. (Note: The venue used to conduct the exercise does not necessarily have to be the same venue described in the exercise scenario. For example, a stadium parking lot may be used to simulate an airport runway).
venue control cell (VCC)	The VCC is the location from where controllers run the exercise, in the event that the exercise occurs at multiple venues.



W	
Term	Description
workshop	The workshop, a type of discussion-based exercise, represents the second tier of exercises in the building-block approach. Although similar to seminars, workshops differ in two important aspects: increased participant interaction and a focus on achieving or building a product (e.g., plans, policies). A workshop is typically used to test new ideas, processes, or procedures; train groups in coordinated activities; and obtain consensus. Workshops often use breakout sessions to explore parts of an issue with smaller groups.