

# Exercise Experience Survey

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## Welcome

You have been selected to participate in a survey of exercise planners. Results from this survey will help the Federal Emergency Management Agency (FEMA) National Exercise Division (NED) better understand your experiences planning and implementing exercises. This survey is conducted on behalf of FEMA by The Cadmus Group and Fors Marsh, two independent research firms. This survey will take about 15 minutes to complete.

You will be shown a privacy statement and additional information about how your survey responses will be used. You will then be asked for your consent to proceed with the survey.

For questions or concerns about this survey, please contact the help desk managed by our contract team: [exercisesurvey@forsmarsh.com](mailto:exercisesurvey@forsmarsh.com).

### **Please Note:**

If you are unable to complete the survey in one session, you can use the following URL to continue from where you left off.

**[INSERT SURVEY LINK]**

## Privacy Advisory

Responding to this survey is voluntary. Your responses will be treated as confidential and will be maintained in a secure dataset. There is no penalty if you choose not to respond. However, we encourage you to answer all questions so that the data will be complete.

## Survey Questions

Thank you for your participation in this survey. Please click “continue” below to begin the survey.

**[Continue]**

### 1. Introduction

1.1 Please select the month and year of the last exercise you planned.



# FEMA

## 2. Emergency Management and Exercise Experience

The survey will begin by gathering information on your emergency management and exercise experience.

### 2.1 Approximately how many years of experience do you have in the following?

	1 — Less than 2 years	2 — 2 to 4 years	3 — 5 to 7 years	4 — 8 to 10 years	5 — 11 to 15 years	6 — 16 to 20 years	7 — 21 or more years	8 — N/A
a. Public safety (i.e., working for a police, fire, or emergency medical services agency)	①	②	③	④	⑤	⑥	⑦	⑧
b. Emergency management (i.e., working for a state, local, tribal, or territorial emergency management agency or a nonprofit disaster relief organization)	①	②	③	④	⑤	⑥	⑦	⑧

### 2.2 Throughout your career, approximately how many exercises have you participated in in the following roles?

	1 -- None	2 — 1 to 9 exercises	3 — 10 to 19 exercises	4 — 20 to 29 exercises	5 — 30 to 39 exercises	6 — 40 to 49 exercises	7 — 50 or more exercises
a. An exercise player	①	②	③	④	⑤	⑥	⑦
b. An exercise evaluator	①	②	③	④	⑤	⑥	⑦
c. A member of the exercise-planning team	①	②	③	④	⑤	⑥	⑦
d. The lead exercise planner	①	②	③	④	⑤	⑥	⑦

### 2.3 Have you completed the Master Exercise Practitioner Program (MEPP)?

- a. Yes
- b. No
- c. I have completed part of the MEPP certification process
- d. Not sure
- e. Not applicable

2.4 Have you completed any of the following FEMA exercise courses? Please select all that apply.

- a. IS-120 Introduction to Exercises
- b. IS-130 How to be an Exercise Evaluator
- c. K/L0146 Homeland Security Exercise and Evaluation Program (HSEEP)
- d. K0051 Exercise Program Management
- e. E/L/K0139 Exercise Design and Development
- f. E/L0050 Exercise Control and Simulation
- g. E/L0131 Exercise Evaluation and Improvement Planning

### 3. National Exercise Division (NED) Support

The following questions will gather information on your interactions with NED.

3.1 Have you received exercise support from NED in the last four years (i.e., 2020 - 2023)?

- a. Yes
- b. No
- c. Unsure

3.1.1 If yes, what type of support did you receive? Please select all that apply.

- a. Exercise design support
- b. Exercise conduct support
- c. Planning meeting(s) support
- d. Exercise documentation support
- e. After-action/improvement planning support

3.1.1.1 When thinking about your experience overall, how satisfied were you with each type of support you received from NED on a scale of 1 (not at all satisfied) to 5 (very satisfied)?

	1—Very unsatisfied	2—Somewhat unsatisfied	3—Neither satisfied nor unsatisfied	4—Somewhat satisfied	5—Very satisfied
a. Populate with types of NED support	①	②	③	④	⑤

	1—Very unsatisfied	2—Somewhat unsatisfied	3—Neither satisfied nor unsatisfied	4—Somewhat satisfied	5—Very satisfied
selected in Question 3.1.1					

3.2 In regard to the exercise support you received from NED, to what extent do you agree with the following statements?

	1—Strongly disagree	2—Disagree	3—Neither agree nor disagree	4—Agree	5—Strongly agree
a. The support I received increased my trust in NED.	①	②	③	④	⑤
b. My exercise needs were addressed.	①	②	③	④	⑤
c. With NED’s help, it was easier to complete the exercise.	①	②	③	④	⑤
d. It took a reasonable amount of time to receive support from NED.	①	②	③	④	⑤
e. I was treated fairly by NED employees.	①	②	③	④	⑤
f. The NED employees I interacted with were helpful.	①	②	③	④	⑤

## 4. Exercise Capacity

The following questions will gather information on your capacity to plan exercises, conduct exercises, and engage in post-exercise activities. When answering these questions please consider **all** exercises you planned in 2020-2023, regardless as to whether you received NED support or not.

4.1 On a scale of 1 (strongly disagree) to 5 (strongly agree), please rate the extent to which you agree with the following statements about your ability to **plan** exercises.

	1—Strongly disagree	2—Disagree	3—Neither agree nor disagree	4—Agree	5—Strongly agree	6—N/A
a. I have adequate personnel to plan exercises.	①	②	③	④	⑤	⑥
b. I have adequate financial resources to plan exercises.	①	②	③	④	⑤	⑥
c. I have adequate leadership direction to plan exercises.	①	②	③	④	⑤	⑥
d. I have adequate written guidance to plan exercises.	①	②	③	④	⑤	⑥
e. I have adequate communication within my agency to plan exercises.	①	②	③	④	⑤	⑥
f. I have adequate communication with other agencies to plan exercises.	①	②	③	④	⑤	⑥
g. I have adequate formal training to plan exercises.	①	②	③	④	⑤	⑥
h. I have adequate on the job training to plan exercises.	①	②	③	④	⑤	⑥
i. I have adequate equipment to plan exercises.	①	②	③	④	⑤	⑥

4.2 On a scale of 1 (strongly disagree) to 5 (strongly agree), please rate the extent to which you agree with the following statements about your ability to **conduct** exercises.

	1—Strongly disagree	2—Disagree	3—Neither agree nor disagree	4—Agree	5—Strongly agree	6—N/A
a. I have adequate personnel to help conduct exercises.	①	②	③	④	⑤	⑥
b. I have adequate financial resources to conduct	①	②	③	④	⑤	⑥

	1—Strongly disagree	2—Disagree	3—Neither agree nor disagree	4—Agree	5—Strongly agree	6—N/A
exercises.						
c. I have adequate leadership direction to conduct exercises.	①	②	③	④	⑤	⑥
d. I have adequate written guidance to conduct exercises.	①	②	③	④	⑤	⑥
e. I have adequate communication within my agency to conduct exercises.	①	②	③	④	⑤	⑥
f. I have adequate communication with other agencies to conduct exercises.	①	②	③	④	⑤	⑥
g. I have adequate formal training to conduct exercises.	①	②	③	④	⑤	⑥
h. I have adequate on the job training to conduct exercises.	①	②	③	④	⑤	⑥
i. I have adequate equipment to conduct exercises.	①	②	③	④	⑤	⑥

4.3 On a scale of 1 (strongly disagree) to 5 (strongly agree), please rate the extent to which you agree with the following statements about your ability to **engage in post-exercise activities** (e.g., conducting a hot wash, developing an after-action report or improvement plan)

	1—Strongly disagree	2—Disagree	3—Neither agree nor disagree	4—Agree	5—Strongly agree	6—N/A
a. I have adequate personnel to help engage in post-exercise activities.	①	②	③	④	⑤	⑥
b. I have adequate financial resources to engage in post-exercise activities.	①	②	③	④	⑤	⑥
c. I have adequate leadership direction to engage in post-exercise activities.	①	②	③	④	⑤	⑥
d. I have adequate written guidance to engage in post-exercise activities.	①	②	③	④	⑤	⑥
e. I have adequate communication within my agency to engage in post-exercise activities.	①	②	③	④	⑤	⑥
f. I have adequate communication with other agencies to engage in post-exercise activities.	①	②	③	④	⑤	⑥
g. I have adequate formal training to engage in post-exercise activities.	①	②	③	④	⑤	⑥
h. I have adequate on the job training to engage in post-exercise activities.	①	②	③	④	⑤	⑥
i. I have adequate equipment to engage in post-exercise activities.	①	②	③	④	⑤	⑥

## 5. Experiences using Homeland Security Exercise and Evaluation Program (HSEEP)

The following question will gather information on your experiences with HSEEP.

5.1 On a scale of 1 (strongly disagree) to 5 (strongly agree), to what extent do you agree with the following statements?

	1—Strongly disagree	2—Disagree	3—Neither agree nor disagree	4—Agree	5—Strongly agree	6—N/A
a. I am familiar with HSEEP guidance.	①	②	③	④	⑤	⑥
b. I generally follow HSEEP guidance when planning an exercise.	①	②	③	④	⑤	⑥
c. I am satisfied with my ability to plan exercises in accordance with HSEEP guidance.	①	②	③	④	⑤	⑥
d. HSEEP guidance is helpful when planning an exercise.	①	②	③	④	⑤	⑥
e. I generally implement HSEEP’s six fundamental principles when planning an exercise: (1) senior leader guidance; (2) informed by risk; (3) capability-based, objective-driven; (4) progressive planning approach; (5) whole community integration; and (6) common methodology.	①	②	③	④	⑤	⑥

## 6. HSEEP Fundamental Principles

### 6.1 SENIOR LEADER GUIDANCE

This section will gather information on your experiences with incorporating senior leadership guidance into exercises.

6.1.1 What types of senior leaders do you regularly communicate with during exercise planning, conduct, or evaluation? Please select all that apply.

- a. Elected officials
- b. Appointed officials
- c. Agency directors
- d. Agency deputy directors
- e. Department/Division directors
- f. Department/Division deputy directors
- g. Other (please list)

6.1.2 On a scale of 1 (strongly disagree) to 5 (strongly agree), to what extent do you agree with the following statements?



	1—Strongly disagree	2—Disagree	3—Neither agree nor disagree	4—Agree	5—Strongly agree	6—N/A
a. I regularly communicate with senior leaders during the exercise-planning process.	①	②	③	④	⑤	⑥
b. I include senior leaders from the beginning of the exercise-planning process.	①	②	③	④	⑤	⑥
c. I encourage senior leaders to observe exercises.	①	②	③	④	⑤	⑥
d. I encourage senior leaders to participate in exercises.	①	②	③	④	⑤	⑥
e. I regularly consult with senior leaders when determining which plans, policies, procedures, or capabilities to exercise.	①	②	③	④	⑤	⑥
f. I encourage senior leaders to be interested in exercises.	①	②	③	④	⑤	⑥

## 6.2 INFORMED BY RISK

The next question will gather information on your experiences incorporating risks into exercises.

6.2.1 On a scale of 1 (strongly disagree) to 5 (strongly agree), to what extent do you agree with the following statements?

	1—Strongly disagree	2—Disagree	3—Neither agree nor disagree	4—Agree	5—Strongly agree	6—N/A
a. The exercises I plan contain realistic scenarios.	①	②	③	④	⑤	⑥
b. I consult risk assessment tools (e.g., Threat and	①	②	③	④	⑤	⑥

Hazard Identification and Risk Assessment [THIRA]/Stakeholder Preparedness Review [SPR]) when identifying which plans, policies, procedures, or capabilities to exercise.						
c. I consider past disasters when identifying which hazards to exercise.	①	②	③	④	⑤	⑥
d. I consider the extent to which a hazard is a major risk to my community when identifying which hazards to exercise.	①	②	③	④	⑤	⑥
e. I consider the impact a hazard may have on my community when identifying which hazards to exercise.	①	②	③	④	⑤	⑥

### 6.3 CAPABILITY-BASED, OBJECTIVE-DRIVEN

This section will gather information on developing capability-based objectives.

6.3.1 On a scale of 1 (strongly disagree) to 5 (strongly agree), to what extent do you agree with the following statements?

	1—Strongly disagree	2—Disagree	3—Neither agree nor disagree	4—Agree	5—Strongly agree	6—N/A
a. I identify the capabilities that need to be tested before developing the exercise scenario.	①	②	③	④	⑤	⑥
b. I consult existing plans, policies, or procedures when identifying which capabilities to exercise.	①	②	③	④	⑤	⑥
c. I know how to develop a capability-based objective.	①	②	③	④	⑤	⑥
d. I consult FEMA’s core capabilities when identifying the capability(s) to exercise.	①	②	③	④	⑤	⑥
e. I ensure exercise objectives meet the Specific, Measurable, Achievable, Relevant, and Time-Bound (SMART) goal criteria.	①	②	③	④	⑤	⑥

### 6.4 PROGRESSIVE PLANNING APPROACH

This section will gather information on conducting discussion and operation-based exercises.

6.4.1 On a scale of 1 (strongly disagree) to 5 (strongly agree), to what extent do you agree with the following statements?

	1—Strongly disagree	2—Disagree	3—Neither agree nor disagree	4—Agree	5—Strongly agree	6—N/A
a. I often conduct discussion-based exercises before conducting operation-based exercises.	①	②	③	④	⑤	⑥
b. I work with key stakeholders when using a progressive-planning approach to plan exercises.	①	②	③	④	⑤	⑥
c. My approach to progressive planning can be described as “crawl, walk, run.”	①	②	③	④	⑤	⑥
d. I review past exercises as part of my approach to progressively planning exercises.	①	②	③	④	⑤	⑥

### 6.5 WHOLE COMMUNITY INTEGRATION

This section gathers information on integrating the whole community in exercises.

6.5.1 On a scale of 1 (strongly disagree) to 5 (strongly agree), to what extent do you agree with the following statements?

	1—Strongly disagree	2—Disagree	3—Neither agree nor disagree	4—Agree	5—Strongly agree	6—N/A
a. I maintain relationships with my community.	①	②	③	④	⑤	⑥
b. I incorporate members of the community in the	①	②	③	④	⑤	⑥

exercises I plan.						
c. I consider the demographic characteristics of my community in the exercises I plan.	①	②	③	④	⑤	⑥
d. I consider the needs of socially vulnerable populations in the exercises I plan.	①	②	③	④	⑤	⑥

6.5.2 What types of partners do you consider as part of the whole community to participate in exercises? Please select all that apply.

- a. Nonprofit organizations
- b. Private-sector businesses
- c. Faith-based organizations
- d. Intergovernmental local and state agencies
- e. Federal agencies
- f. Public and private hospitals
- g. Public and private utility companies
- h. None of the above
- i. Other (please specify)

## 6.6 COMMON METHODOLOGY

This section gathers information on the common methodology you use during exercises.

6.6.1 On a scale of 1 (strongly disagree) to 5 (strongly agree), to what extent do you agree with the following statements?

	1—Strongly disagree	2—Disagree	3—Neither agree nor disagree	4—Agree	5—Strongly agree	6—N/A
a. I interpret “common methodology” to mean a consistent approach (i.e. same words, same process) to planning an exercise, regardless of location.	①	②	③	④	⑤	⑥
b. I use HSEEP to guide a common methodology across the exercises I plan.	①	②	③	④	⑤	⑥

6.6.2 What else do you want us to know about your exercise experiences?

## 7. Demographics

7.1 What level of government do you work for?

- a. State
- b. Local
- c. Tribe
- d. Territory

7.2 What type of communities do you most frequently work with?

- a. Urban
- b. Suburban
- c. Rural

**PRA Statement:**

DHS will use the information to improve exercise implementation support. This is a voluntary collection. It is estimated that it will take no more than 15 minutes to complete this form. An agency may not conduct or sponsor, and a person is not required to respond to a collection of information unless it displays a valid OMB control number. The control number assigned to this collection is OMB 1601-0029, which expires 12/31/2026. Send comments regarding this burden estimate or any other aspect of this collection of information including suggestions for reducing this burden to DHS/FEMA, [exercisesurvey@forsmarsh.com](mailto:exercisesurvey@forsmarsh.com). Attn: PRA 1601-0029  
*Exercise Experience Survey*