[Exercise Name]

**\*Note: Items highlighted in gray will need to be changed to reflect the details of your exercise. Delete this text box before producing and distributing this After Action Report Improvement Plan.**

After Action Report Improvement Plan

[Date]

[Users are encouraged to add additional sections as needed to support their own organizational needs.]

Table of Contents

[Exercise Overview 1](#_Toc498955462)

[Analysis of Exercise Objectives 2](#_Toc498955463)

[Table 1. Summary of Exercise Objectives 2](#_Toc498955464)

[Objective 1 2](#_Toc498955465)

[Objective 2 3](#_Toc498955466)

[Objective 3 3](#_Toc498955467)

[Objective 4 4](#_Toc498955468)

[Objective 5 5](#_Toc498955469)

[Appendix A: Improvement Plan 1](#_Toc498955470)

[Appendix B: Exercise Participants 1](#_Toc498955471)

# Exercise Overview

| **Exercise Name** | [Insert the formal name of exercise, which should match the name in the document header] |
| --- | --- |
| **Exercise Dates** | [Indicate the start and end dates of the exercise] |
| **Scope** | This exercise is a tabletop exercise, planned for [exercise duration] at [exercise location]. Exercise play is limited to [exercise parameters]. |
| **Mission Area(s)** | [Prevention, Protection, Mitigation, Response and/or Recovery] |
| **Objectives** | [List exercise objectives, see SitMan] |
| **Threat or Hazard** | Cybersecurity |
| **Scenario** | [Insert a brief overview of the exercise scenario, including scenario impacts (2-3 sentences)] |
| **Sponsor** | [Insert the name of the sponsor organization, as well as any grant programs being utilized, if applicable] |
| **Participating Organizations** | [Insert a brief summary of the total number of participants and participation level (e.g., federal, state, local, tribal, non-governmental organizations (NGOs) and/or international agencies). Consider including the full list of participating agencies in Appendix B. Delete Appendix B if not required.] |
| **Point of Contact** | [Insert the name, title, agency, address, phone number and email address of the primary exercise POC (e.g., exercise facilitator)] |

# Analysis of Exercise Objectives

Table 1 includes the exercise objectives and remarks for each objective as observed during the exercise and determined by the facilitator or exercise design team.

| Objective | Remarks |
| --- | --- |
| [Explore and address cybersecurity challenges] | [Insert remarks] |
| [Define or refine participants’ roles and responsibilities for managing the consequences of a cybersecurity incident, which should be reflected in their ***plans, policies and procedures*** and other preparedness elements currently in place or under development] | [Insert remarks] |
| [Build relationships between utilities and stakeholders] | [Insert remarks] |
| [Increase awareness of the damage that can be caused by a cyber incident on a business or control system] | [Insert remarks] |
| [Identify other needed enhancements related to ***training and exercises*** and other preparedness elements currently in place or under development] | [Insert remarks] |

Table 1. Summary of Exercise Objectives

The following sections provide an overview of the performance related to each exercise objective, highlighting strengths and areas for improvement.

## Objective 1

[Explore and address cybersecurity challenges]

The strengths and areas for improvement aligned to this objective are described in this section.

**Strengths**

The [full or partial] objective can be attributed to the following strengths:

Strength 1: [Observation statement]

Strength 2: [Observation statement]

Strength 3: [Observation statement]

**Areas for Improvement**

The following areas require improvement to achieve the full objective:

Area for Improvement 1: [Observation statement. This should clearly state the problem or gap; it should not include a recommendation or corrective action, as those will be documented in the Improvement Plan.]

Reference: [List any relevant plans, policies, procedures, regulations or laws.]

Analysis: [Provide a root cause analysis or summary of why the full objective was not achieved.]

Area for Improvement 2: [Observation statement]

Reference: [List any relevant plans, policies, procedures, regulations or laws.]

Analysis: [Provide a root cause analysis or summary of why the full objective was not achieved.]

## Objective 2

[Define or refine participants’ roles and responsibilities for managing the consequences of a cybersecurity incident, which should be reflected in their plans, policies and procedures and other preparedness elements currently in place or under development.]

The strengths and areas for improvement aligned to this objective are described in this section.

**Strengths**

The [full or partial] objective can be attributed to the following strengths:

Strength 1: [Observation statement]

Strength 2: [Observation statement]

Strength 3: [Observation statement]

**Areas for Improvement**

The following areas require improvement to achieve the full objective:

Area for Improvement 1: [Observation statement. This should clearly state the problem or gap; it should not include a recommendation or corrective action, as those will be documented in the Improvement Plan.]

Reference: [List any relevant plans, policies, procedures, regulations or laws.]

Analysis: [Provide a root cause analysis or summary of why the full objective was not achieved.]

Area for Improvement 2: [Observation statement]

Reference: [List any relevant plans, policies, procedures, regulations or laws.]

Analysis: [Provide a root cause analysis or summary of why the full objective was not achieved.]

## Objective 3

[Build relationships between utilities and stakeholders.]

The strengths and areas for improvement aligned to this objective are described in this section.

**Strengths**

The [full or partial] objective can be attributed to the following strengths:

Strength 1: [Observation statement]

Strength 2: [Observation statement]

Strength 3: [Observation statement]

**Areas for Improvement**

The following areas require improvement to achieve the full objective:

Area for Improvement 1: [Observation statement. This should clearly state the problem or gap; it should not include a recommendation or corrective action, as those will be documented in the Improvement Plan.]

Reference: [List any relevant plans, policies, procedures, regulations or laws.]

Analysis: [Provide a root cause analysis or summary of why the full objective was not achieved.]

Area for Improvement 2: [Observation statement]

Reference: [List any relevant plans, policies, procedures, regulations or laws.]

Analysis: [Provide a root cause analysis or summary of why the full objective was not achieved.]

## Objective 4

[Increase awareness of the damage that can be caused by a cyber incident on a business or control system]

The strengths and areas for improvement aligned to this objective are described in this section.

**Strengths**

The [full or partial] objective can be attributed to the following strengths:

Strength 1: [Observation statement]

Strength 2: [Observation statement]

Strength 3: [Observation statement]

**Areas for Improvement**

The following areas require improvement to achieve the full objective:

Area for Improvement 1: [Observation statement. This should clearly state the problem or gap; it should not include a recommendation or corrective action, as those will be documented in the Improvement Plan.]

Reference: [List any relevant plans, policies, procedures, regulations or laws.]

Analysis: [Provide a root cause analysis or summary of why the full objective was not achieved.]

Area for Improvement 2: [Observation statement]

Reference: [List any relevant plans, policies, procedures, regulations or laws.]

Analysis: [Provide a root cause analysis or summary of why the full objective was not achieved.]

## Objective 5

[Identify other needed enhancements related to ***training and exercises*** and other preparedness elements currently in place or under development.]

The strengths and areas for improvement aligned to this objective are described in this section.

**Strengths**

The [full or partial] objective can be attributed to the following strengths:

Strength 1: [Observation statement]

Strength 2: [Observation statement]

Strength 3: [Observation statement]

**Areas for Improvement**

The following areas require improvement to achieve the full objective:

Area for Improvement 1: [Observation statement. This should clearly state the problem or gap; it should not include a recommendation or corrective action, as those will be documented in the Improvement Plan.]

Reference: [List any relevant plans, policies, procedures, regulations or laws.]

Analysis: [Provide a root cause analysis or summary of why the full objective was not achieved.]

Area for Improvement 2: [Observation statement]

Reference: [List any relevant plans, policies, procedures, regulations or laws.]

Analysis: [Provide a root cause analysis or summary of why the full objective was not achieved.]

1. Improvement Plan

| Objective | Issue/Area for Improvement | Corrective Action | Primary Responsible Organization | Organization POC | Start Date | Completion Date |
| --- | --- | --- | --- | --- | --- | --- |
| Objective 1 | 1. [Area for Improvement] | [Corrective Action 1] |  |  |  |  |
| Objective 1 | 2. [Area for Improvement] | [Corrective Action 2] |  |  |  |  |
| Objective 2 | 1. [Area for Improvement] | [Corrective Action 1] |  |  |  |  |
| Objective 2 | 2. [Area for Improvement] | [Corrective Action 2] |  |  |  |  |
| Objective 3 | 1. [Area for Improvement] | [Corrective Action 1] |  |  |  |  |
| Objective 3 | 2. [Area for Improvement] | [Corrective Action 2] |  |  |  |  |
| Objective 4 | 1. [Area for Improvement] | [Corrective Action 1] |  |  |  |  |
| Objective 4 | 2. [Area for Improvement] | [Corrective Action 2] |  |  |  |  |
| Objective 5 | 1. [Area for Improvement] | [Corrective Action 1] |  |  |  |  |
| Objective 5 | 2. [Area for Improvement] | [Corrective Action 2] |  |  |  |  |

This IP has been developed specifically for [Utility Name] as a result of [Exercise Name] conducted on [date of exercise].

# Appendix B: Exercise Participants

|  |
| --- |
| Participating Organizations |
| **Federal** |
|  |
|  |
|  |
| **State** |
|  |
|  |
|  |
|  |
| **[Jurisdiction A]** |
|  |
|  |
|  |
| **[Jurisdiction B]** |
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