Hillson Taxonomy

Category   Item   Indicator

Decision-making and Implementation (DM)

Anticipation of Decision

How effective are the supporting agencies in anticipating potential issues or decision points?

How timely and responsive are these agencies in preparing decision makers for taking action beforehand?

How well informed are the supporting agencies regarding current and evolving needs and situations which may require decisions (e.g. changes in policy or activities)?

Information Collection

How effective are the supporting agencies in identifying collection requirements, collecting the required information, analyzing collected data, and disseminating information to decision makers?

How accurate, timely, and useful is the information in supporting the decision maker?

How sufficient is the provided information for making an informed decision?

Decision-making Process

How effective and efficient is the decision-making process in reaching a decision?

How much agreement was achieved in the final decision by all stakeholders?

How timely was the final decision?

Quality of Decisions

How fair and equitable are decisions and how well do they balance all relevant factors, interests, and parties?

How final are final decisions (i.e. are most final decisions executed and not revisited without sufficient cause)?

How focused, relevant, and comprehensive are final decisions for achieving their original objectives?

How well-informed are decisions?

Implementation Plans for Decisions

How practical and easy to execute are such plans?

How faithful and accurate are implementation plans to the intent of decisions?

How efficient is the planning process for implementing decisions?

Execution of Decision

What is the speed, efficiency, and fairness of the execution?

How faithful and accurate is the execution of implementation plans?

Impact of Decision

How much does each of these factors contribute to the achievement of policy objectives?

How well are policy objectives achieved as a result of a decision, its implementation plan, and its execution?

Economy & Investment (EI)

Human Capital

How effective, efficient, timely, and accurate are government agencies in predicting and planning for human capital needs?

How suitable are the human capital goals in light of anticipated demand?

How practical, efficient, and effective are policies and programs for achieving these goals?

How well does the human capital infrastructure and institutions serve these goals?

Economic Infrastructure

How efficient and effective are the transportation networks (roads, bridges, railways, waterways, etc.), nodes (ports, airports, rail yards, warehouses, etc.), and assets (trains, planes, trucks, etc.) at moving raw materials and goods?

What is the sufficiency of the transportation networks, nodes, and assets; underlying support infrastructure; and human capital to support current and projected industrial needs?

What are the bottlenecks and critical nodes based on current and projected use rates?

What is the projected longevity of the current infrastructure based on anticipated use rates and what are the projected repair timelines (with costs and impacts)?

What is the sufficiency of the underlying support infrastructure (power grid, fuel storage, pipelines, reservoirs, communications, waste disposal, etc.) to support the current and expected industrial needs?

Resource Development

How efficient and effective are efforts to harvest, process, distribute, and utilize natural resources (agriculture, water, mines, fisheries, forestry, petroleum, wind, geothermal, solar, etc.)?

How well distributed are these resource development efforts across the national territory and across budgetary/administrative timelines?

What is the sustainability of the current practices and consumption levels?

What is the sufficiency of the current production levels to meet current and projected consumption levels?

Is there sufficient excess capacity in case of disaster or crises?

How effective and efficient are recycling and reprocessing programs at conserving natural resources?

Targeted Aid

How much external damage (e.g. increase in criminal activity by unemployed, lost days in school by children of displaced people) is caused by the lost aid?

What percentage of aid actually goes to the intended programs?

How quickly and efficiently is the aid processed?

What is the lost productivity of the program as a result of the lost aid?

Once within a program, what percentage of the aid is used as intended?

What is the return on investment for the targeted aid?

Capital Improvements

What is the sufficiency of these capacities for long-term growth?

How much do the improvements impact the overall economy?

What is the long-term usefulness of the improvements?

What is the return on investment for the improvements?

What are the environmental impacts of the improvements?

What additional demands have the improvements created (labor, space, costs)?

What additional capacities have the improvements enabled?

Support of Business by Government

How much have policies (regulations, fees, oversight, payroll taxes, other taxes, insurance requirements, tax incentives) affected business performance and opportunities?

How supportive are local jurisdictions in building and improving economic resources (infrastructure, local labor, technical skills and training)?

How much have zoning and local ordinances impacted business, the labor supply, the supply of housing and transportation for workers, and the economy?

How much have ownership laws, contract laws, and investment laws impacted business?

How much has migration impacted the labor supply (immigration, discrimination, etc.)?

Monetary and Financial

How much has the availability of credit affected business performance and opportunities?

How much have oversight regulations impacted investment and the stability of banking and credit-providing institutions?

How much has corruption impeded business development and reduced profit margins?

Enforcement (EN)

Rule of Law Agencies and Institutions

How effective and efficient are the police and oversight agencies in enforcing the rule of law?

How proportionate are the punishments to the crimes?

In other words: are punishments so much more onerous than the crimes they cover that ordinary citizens and police feel reluctance to report law breakers or arrest them?

How fair are the policies?

Law Enforcement

How responsive are the law enforcement agencies in executing their mission?

How committed are the officers to executing their missions (i.e. performance of duty regardless of cost to self or danger)?

How effective are the law enforcement agencies and policies?

How disciplined and professional are the officers?

How close is the correlation between change in the crime rate and efforts to improve or maintain law enforcement, manning, and training?

Judicial Process

How well-established are the legal procedures and how faithful are courts to these procedures?

To what extent are law-breakers held accountable?

How accessible is the appeal process?

What is the quality of defense council, and how much access to defense counsel do defendants have?

How transparent is the judicial process and how well do defendants understand the process and their rights?

How well protected and free from intimidations are witnesses, jurors, judges, prosecutors, and investigators?

How much does the judiciary process impact crime rates?

To what extent is the judicial process impartial and timely?

Penal Process

How humane are the sentences (i.e. no forced sterilization, no torture, sufficient food, medical treatment, etc.)?

How faithful is the penal process to judicial sentences?

To what extent is the state benefiting from the penal system (i.e. prison labor, organ harvesting, human experimentation, etc.)?

How well are descriptions of prison conditions and information about the status of prisoners communicated to the public?

How humane are prison conditions?

How effective are rehabilitation, retraining, and reintegration programs at preventing recidivism?

How well are prisoners protected from mistreatment, prison violence, and retribution?

Oversight Agencies

How visible, well-established, comprehensive, and uniformly applied are the oversight procedures?

How effective are the oversight agencies at deterring corruption?

How effective are the oversight agencies in auditing, reviewing, and identifying serious violations, and how often do their activities lead to sanctioning, prosecuting, and punishment?

How responsive are these agencies to whistle-blowers and tips?

How effective and efficient are oversight agencies in the performance of their duties?

How faithful, professional, and impartial are the oversight agencies in the performance of their duties?

How well are whistle-blowers shielded from retribution?

Common Crime Prevention

How prevalent, powerful, and socially influential are crime syndicates?

How effective are crime education and awareness programs (e.g. counter-scam warnings)?

To what extent is corruption present in the private sector?

To what extent did each policy or agency contribute to the changing crime rates?

How effective are the law enforcement agencies, judiciary, and penal system in preventing criminal activities?

To what extent is corruption present in the government?

High Crime Prevention

How effective are security agents and law enforcement agencies in combating drug trafficking, illegal arms smuggling, human trafficking, kidnappings, terrorism, assassinations, and piracy?

How effective are these agencies in detecting, infiltrating, and preventing conspiracies and coups?

Blockade and Sanction Compliance

How effective are these agencies in publicizing such blockages and sanctions?

How effective are national and international monitoring agencies in detecting violations of these blockades and sanctions and in identifying the violators?

How effective are government agencies in obtaining the compliance of other nations to unilateral or multilateral blockades and sanctions?

Environmental Stewardship

How effective, prompt, and accurate are national and international monitoring agencies in detecting sudden or slowly emerging threats to the environment?

How sufficient, effective, and efficient are environmental clean-up agencies in responding to and mitigating environmental emergencies (spills from oil tankers, accidental release of toxic chemicals, etc.)?

How effective are environmental agencies in planning and coordinating current and future efforts to reduce ongoing threats to the environment (air and water pollution, soil erosion, declines in crucial species such as honeybees and other crop pollinators, etc.)?

Counter-Corruption and Anti-Crime Operations

How has judicial effectiveness increased as a result of these activities?

How have changes in activities enhanced crime prevention?

How have countercorruption operations impacted corruption within the government or society?

How have the counter-corruption activities been hampered by systemic corruption?

Force-on-Force Conflict (FF)

Warfighting and Mission Execution

How effective are the plans, training, manning, equipment, policies, logistics, support infrastructure, leadership, and esprit de corps in executing the desired military missions?

Military Readiness

How well prepared (with respect to plans, training, staffing, equipment, policies, logistics, support infrastructure, leadership, and esprit de corps) are military forces to execute and accomplish anticipated missions?

How comprehensive is the set of anticipated missions?

Military Force Sufficiency

How sufficient is the support infrastructure and logistics network in supporting the employed force?

How sufficient is the force structure in size and capability to meet the current and future needs of the government?

How effective are the policies in achieving the sufficient force structure?

How effective are the recruitment and retention policies in achieving associated manning requirements?

Occupation and Control of Hostile Territory

How able and effective are forces at conducting searches, disarming hostile forces, and eliminating armed threats?

How able and effective is the force in moving freely through the territory while detecting, restricting, and controlling movement of hostile forces?

How able and effective is the force in executing border and internal control of occupied hostile territory?

Intelligence, Surveillance, and Reconnaissance

How accurate, timely, and useful is the information in supporting the tactical and strategic objectives of the force?

How effective is the force, supporting agencies, and allies in identifying collection requirements, collection of the required information, analyzing collected data, and disseminating information to decision makers?

Militia Demobilization

How effective are agencies at identifying militia groups, personnel, and leaders to be demobilized; at negotiating, planning, organizing, and communicating demobilization efforts; executing and overseeing efforts as planned; transitioning militiamen to ci

Transition from Martial Law to Civilian Control

How effective are the execution and oversight of the plans?

How has the transition impacted the economy, security, and governance?

How comprehensive are the plans and policies regarding the transition?

How effective were the planners in obtaining consent from the stakeholders?

How faithful are the transitioning parties to adhering to the policies and plans?

How smooth and peaceful is the process?

Border Security, Counter-Piracy, Interdiction, Counter-FRIS

How effective are border police and coast guard services at combating international smuggling, illegal entry, human trafficking, drug trafficking, and piracy?

How effective are police at detecting and stopping insurgent and criminal recruitment efforts?

How effective are government agents at detecting and stopping money laundering and illicit funding of insurgent and criminal groups?

Government Institutions (GI)

Elections and Political Process

How effective is the electoral and political process at achieving successful transitions from one governing party, regime, or system to the next (e.g. in a peaceful and non-threatening manner; in a way that provides access to the process by most voters and/or citizens; by means of fair and auditable voting or referendum processes; etc.)?

Legislative Process

How effective is the legislative body in acting to create laws and policies that meet the needs of the state?

Legislative Support

How effective are the supporting agencies in identifying and prioritizing the needs and problems within the state; identifying and providing viable solutions; and maintaining oversight of legislated programs?

Governance

How rigorous and reasonable are those laws, regulations, and standards?

How rigorous, efficient, and effective is the government's bureaucracy in administering the functions of government in accordance with laws, regulations, and standards?

Civil Service Standards

Compared with civil and commercial law, how much more rigorous are civil service standards for government officials?

To what extent are the civil service standards enforced?

Proportionality of Response Process

How proportional is the government in the execution of its responsibilities, in punishing lawbreakers, and in responding to criticism and grievances?

Rule-of-Law

How effective are government institutions at establishing and enforcing the rule of law accurately and fairly?

How many provisions or processes are there that help ordinary citizens obtain legal counsel or appeal convictions?

How many obstacles prevent citizens from obtaining complete information about the government's administrative, legislative, executive, and judicial actions?

How effective are such legal aid or appeal processes?

What proportion of government spending lacks oversight or is not clearly accounted for?

How many newspapers, broadcast news agencies, and other media are there that freely, regularly, and objectively report on government activities?

Laws, Rulings, and Regulations

How well do these laws, rulings, and regulations achieve their stated goals?

To what extent are laws, rulings, and regulations actually enforced?

Preparedness

How effective is the government at identifying, planning for and preparing for disasters or other contingencies (including dissemination of plans; obtaining buy-in from other agencies and citizenry; and maintaining preparedness)?

Government Officials and Leaders

How effective are the government officials or other leaders in identifying problems or needs; developing solution programs; articulating their program objectives; obtaining buy-in for stakeholders and citizenry; and executing the programs?

Evacuation and Resettling Efforts after Disasters

How effective and timely are evacuation, support, resettlement, and compensation efforts associated with disasters or catastrophic events?

How fair and equitable are these efforts across different population groups (including returning people to their original locations)?

Urban Planning

To what extent are the regulation, review, and oversight processes well-established, known, open, transparent, and non-corrupt?

How feasible (in terms of project costs, impacts, benefits) are the objectives and developments plans?

How comprehensive and well-informed are the objectives and development plans?

How effective are planners in obtaining consent from all the stakeholders?

How fair, open, and transparent is the planning process?

How faithful, efficient, effective, non-corrupt are the implementation efforts of the plan?

How effective and non-corrupt are the maintenance efforts?

Freedoms & Rights

How effective are mechanisms that protect and ensure the freedoms and rights of citizens and governed (e.g. freedom of press, public speech, human rights, fair treatment, non-discrimination, treatment under the law, association, etc.)?

Information (IN)

Information Operations

How sufficient, effective, and efficient are national agencies in disseminating news about national policies and actions and in changing world public opinion about the country and its foreign policies?

How sufficient, effective, and efficient are these agencies in detecting, tracking, and counteracting propaganda and misinformation campaigns launched by adversaries?

Public Records

How effective are the laws and regulations governing private sector activities in creating, maintaining, and organizing archives of documents such as contracts, deeds, export licenses, tax records, credit records, and other documents necessary for regular

How effective are the various government agencies (administrative, parliamentary, law enforcement, military commands, and judicial) in creating, maintaining, and organizing systematic sets of government records?

How effective are law enforcement agencies and regulatory bodies in preventing breaches of individual privacy or national security?

Freedom of Media

How restrictive are regulations regarding licensing of new media outlets and utilizing news distribution channels (radio and television airwaves, internet, postal services, movie theaters, etc.)?

How much do the costs of taxes and licensing fees on the media inhibit the creation of new media outlets and reduce the effectiveness of established media outlets?

How effectively are conflicts about freedom of the press versus demands for regulation or censorship by community spokespeople or security agencies resolved?

To what extent does government regulation of broadcast media, internet communication, mail, and other modes of communication inhibit free speech and prevent the circulation of information about government failures and deliberate violations of the law?

How effective and efficient are the processes for obtaining permission to publicize and hold mass meetings, peaceful protests, and lawful demonstrations?

How effective are laws, regulations, the judicial process, and law enforcement in providing and maintaining access to meetings, hearings, negotiations, and other public events to journalists and other representatives of the media?

Information (collect, process, disseminate)

How many public information outlets (public libraries, educational and public interest channels on television and radio, venues for live public lectures and debates, health centers and clinics, websites) are there per capita in the various parts of the country (both rural and urban)?

How well do these information activities support COIN, CT, or HA/DR efforts?

Are private information agencies permitted who can criticize or supplement government information campaigns?

How effective are public information agencies at collecting, analyzing, explaining, and disseminating the information needed by voters and citizens for making informed decisions?

How effective are information campaigns at advancing mission goals?

How effective are efforts to expand access to information for these people?

How effective are public information agencies in refuting misinformation?

Are any members of society (women; the blind and deaf; speakers of minority languages; rural communities) greatly disadvantaged with respect to access to information?

Relationships between Actors (RA)

Bilateral/multilateral relationship

How much have the bilateral interactions and agreements strengthened the relationship between the actors?

How effective are the actors in articulating and communicating their needs, objectives, and programs?

How balanced is the relationship between the actors?

How effective, beneficial, and efficient has the relationship been for achieving the stated goals?

Deterrence

How effective are policies and actions in deterring adversarial aggression (e.g. policies regarding spheres of influence and definitions of hostile actions; communication; national posturing; military preparedness; other forms of disincentives; alliances and treaties, etc.)?

Cultural Brokerage Skills

How well does the actor meet the expectations that natives of the country have for outsiders?

How adept is the actor at influencing others and negotiating/arbitrating deals? How good is his/her compliance with local laws, customs, and traditions (e.g. protocol, etiquette, etc.)?

How well does an outside actor speak the foreign language, adequately communicate his or her message, correctly interpret the intentions and attitudes of others, avoid miscommunications/misinterpretations, and avoid creating problems or causing offense?

Hierarchical Relationships

How effective are the constituents in articulating and communicating their needs and how effective are the providers in developing and implementing programs that service the constituents?

How responsive, responsible, and fair are the providers to the constituents?

How much have hierarchical interactions, exchanges of support and services, and agreements strengthened the relationship between actors?

Social Institutions (SI)

Institutional Effectiveness

Given a specific social institution, network, or norm: How effective is it in shaping behavior (e.g. political activism, moral criticism, etc.); influencing perceptions, attitudes, and values; impeding or facilitating change; identifying and solving social problems, and impacting other social institutions, networks, or norms?

Governmental Policy Impact

How effective are current government policies and actions at strengthening (or weakening) a given institution, network, or norm?

How effective are government policies in mitigating conflict between social institutions, networks, and norms?

Sufficiency & Utility (SU)

Infrastructure

How sufficient, efficient, and effective is the infrastructure (water, sewage, power, fuel, transportation, distribution systems, etc.) in meeting the current and projected basic needs of society and the commercial needs?

How comprehensive are the maintenance, upkeep, growth, improvement, and development plans?

How effective are planners in obtaining consent in future plans?

How feasible and sustainable are growth plans?

How vulnerable is the system to disruption by either unexpected contingencies or planned major maintenance cycles (e.g. lack of excess capacity or redundancy)?

Security of Life

How sufficient, efficient, and effective are police and security forces in averting violence against officials (elected, appointed, hired); violence against leaders (including non-government, social, business); and violence against citizens (other than criminal or imprisoned citizens)?

How fair and responsive are police and security forces in the performance of their duties to all sectors and groups within society?

Security of Private Property

How sufficient, efficient, and effective are current policies and laws in supporting the physical security of private property from theft, destruction, or unlawful use?

How sufficient, efficient, and effective are current policies, laws, and courts in protecting the rights to ownership of private property?

Security of Government Facilities

How well secured are critical government facilities (e.g. arsenals, bases, police stations, etc.), critical infrastructure (e.g. power plants, water treatment facilities, etc.), and public infrastructure (roads, bridges, hospitals, schools, etc.)?

Counter-Terrorism

How sufficient and effective are the forces at infiltrating terrorist cells; averting attacks; mitigating the effects of attacks; interdicting funding and other support; and eliminating terrorist cells and groups?

How sufficient, efficient, and effective are the counter-terrorism forces, activities, and policies in collecting and processing intelligence and performing surveillance on terrorist cells?

Counter-Insurgency

How effective are COIN activities and policies at protecting the public from reprisals and coercion by insurgents?

How effective and efficient are COIN information operations at shifting public support away from insurgencies; moving insurgent leaders away from violent policies; and negotiating peaceful solutions?

How sufficient and effective are the forces at infiltrating insurgent organizations, averting attacks, mitigating the effects of attacks, interdicting funding and other support, controlling or eliminating insurgent recruitment efforts, and eliminating insurgency cells, groups, and leaders?

How sufficient, efficient, and effective are COIN forces, activities, and policies in collecting and processing intelligence and performing surveillance on insurgent organizations?

How successful are planners in obtaining consent of all stakeholders regarding peace negotiations?

Basic Needs (food, water, clothing, shelter, fuel, medical)

How much of the country's current and anticipated needs for water and fuel can be met using local or national sources?

How affordable is food, clothing, housing, and medical care?

That is, what proportions of per capita income do the costs of food, clothing, housing, and medical care represent?

HA/DR

How completely, efficiently, and effectively are the negative effects of the emergency on HN infrastructure mitigated?

How many of the people displaced by the humanitarian emergency remain without housing at the end of a humanitarian mission?

How effectively, efficiently, and promptly do deployed forces respond to requests for assistance by the ambassador/embassy during the emergency?