

# After Action Development Workshop

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# Terminal Objective

After completing this session you should be able to describe a process used for Real World Event assessment planning, data collection, analysis, development of an AAR and Corrective Action Planning.

# Agenda


Assessment Planning

Observation and Data Collection

Data Analysis

Drafting the AAR

Corrective Action Development

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What are your  
expectations?

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What is an After Action  
Report?

# Planning for the Assessment

# Planning-How are we going to do it?

- What's the main difference between an Exercise AAR and a Real World Event AAR?
- How do we overcome them?
- What is our methodology to gather the information we need? i.e. how do we collect data?

# Five Basic Questions

- What was supposed to happen?
- What was the reality?
- What went well?
- What did not go well?
- What should be changed for next time?

# Observation and Data Collection



# Observation

Conducted to examine:

- Utilization of plans, policies, and procedures related to capabilities
- Implementation of legal authorities
- Understanding and assignment of roles and responsibilities of participating organizations
- Decision-making processes used
- Activation and implementation of processes and procedures
- How and what information is shared among participating agencies/organizations and the public.



How do we accomplish this for a Real World Event?

# Five Basic Questions

- What was supposed to happen?
- What was the reality?
- What went well?
- What did not go well?
- What should be changed for next time?

# Data Analysis

# Data Analysis Process

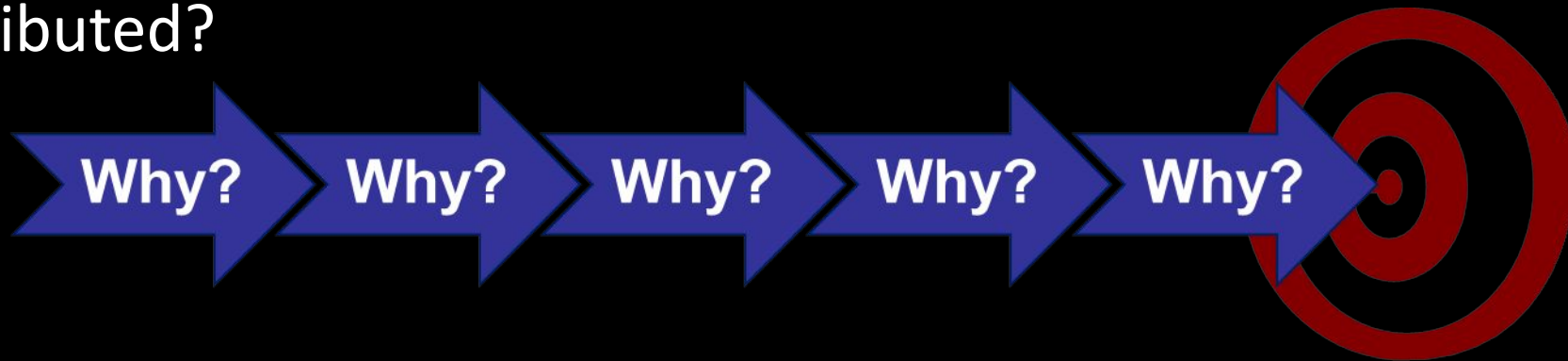
- Consolidation of data
- Examine and compare performance against targets
- Identify strengths and areas for improvement
- Conduct root-cause analysis
- Inform stakeholders of underlying causes within shortfalls.

# Root-Cause Analysis

Were the capability targets met?

If not, WHY not?

WHAT factors  
contributed?



# Capability Target Example

- “Conduct 50,000 COVID tests within 30 days”
  - “Evacuate all residents of Zone A within 24 hours of the order to evacuate”
- The “Five Why’s”
    - Why?
    - Why?
    - Why?
    - Why?
    - Why?

# Drafting the AAR


# What Is an AAR?

- Summarize key information related to evaluation
- Overview of performance related to each incident objective and associated core capabilities and/or critical tasks from plans, policies and procedures
- Length, format, and development timeframe of the AAR depend on the event type and scope.



# Elements of an AAR

- Event Overview
- Analysis of Capabilities (from assessment of what happened vs. what was supposed to happen and from plans policies and procedures)
- Appropriate Appendices (e.g., Improvement Plan)



How do we organize our AAR?

# AAR Example: Organization Taxonomy

- Incident Objectives:
  - 1. PUBLIC HEALTH SURVEILLANCE– Current Surveillance (identify cases) of COVID – 19, to include the development of tracking tools and dashboards of Virginia.
  - 2. CONTAINMENT - Identifying cases early and isolating them; conduct contact tracing and quarantine them.
  - 3. COMMUNITY MITIGATION: Implement social distancing strategies to prevent spread.
  - 4. COORDINATE HEALTHCARE SERVICES.
  - 5. COMMUNICATIONS: Communicate to the public, business community, and state employees in a transparent and consistent means across state government
  - 6. PLANNING
  - 7. TRAINING, EDUCATION and EXERCISE: Identify and provide training, education and exercise materials to state employees and response partners.
  - 8. POLICY GUIDANCE: Provide consistent policy guidance across state government.
  - 9. COSTS: Track financial costs for COVID-19
  - 10. WORKFORCE HEALTH and SAFETY: establish appropriate measures for the safety and wellness of state workforce.
- Capability Descriptions: (CDC PHEP Grant)
- Fatality Management:
  - Function 1: Determine Public Health Role in Fatality management
  - Function 2: Identify and facilitate access to public health resources to support fatality management operations
  - Function 3: Assist in the collection of ante mortem data
  - Function 4: Support the provision of survivor mental/behavioral health services
  - Function 5: Support processing and storage

# Example AAR Finding

# AAR Review

Determine the distribution of AAR Draft to participating organizations and elected and appointed officials who...

- Review and determine areas for improvement
- Determine responsibility for corrective actions.

# Corrective Action Development (Improvement Planning)

# Corrective Actions

Concrete, actionable steps to resolve shortfalls.

Corrective actions may include:

- Changes to plans and procedures, organizational structures, and/or management processes
- Additional training, equipment, or resources

# SMART Corrective Actions

- Specific-
  - Should address the Who, What, Where, When and Why
- Measurable-
  - Should include numeric descriptors or measure that define quality or success
  - Focus on the outcomes of the corrective action(s)
- Achievable-
  - Corrective actions should be under the control, influence or the corrective action assignee
- Relevant-
  - Should be instrumental to the mission, goals and intent
- Time Bound-
  - Corrective action should have a timeframe for completion

# Real World Corrective Action Examples

- Develop standardized policies and procedures for these types of deployments that all districts can use such as some of those already in place on some districts.
- Increase pre-deployment planning. (Staffing, training, equipping, exercising).
- Expand pre-deployment briefings to include what to expect upon arrival, local threats hazards, etc.
- Avoid (if possible and practical) deploying staff into an areas still experiencing emergency conditions.
- Appoint a VDH EMAC Lead to coordinate all issues associated with deployments, such as rental cars, finances, mental health issues, etc.
- Examine the feasibility of the development of an app such as the North Carolina Sheltering App to provide information to those not familiar with the area. Staff noted that this was an asset to them once it was discovered.



# Questions?

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