

General Supervisor Training



How to Conduct After Action Reviews

Objectives



Identify and explain the elements of the after-action review process post incident.

Discuss how to analyze subordinate performance behavior post incident.

The After-Action Review Process

Identify what actually went well

Identify what could have gone better

Identify performances that deserve recognition

Identify performances that need further attention

What is an AAR?



AARs allow participants to discover and review:

- WHAT happened
- WHAT was supposed to happen
- WHY it happened
- HOW to sustain strengths and improve on weaknesses



Improves individual and collective performance by providing immediate feedback

Benefits of AAR's



- Trust and openness
- Learning
- Promotes teamwork
- Team Participation
- It is a system to disseminate good lessons learned from one team to the rest of the organization which promotes organizational improvement.

Types of AARs?



2 Basic Types of AAR's:

- Formal
- Informal

Formal AAR's are resource-intensive and involves extensive planning, coordination, and preparation of the AAR site, supporting training aids, and support personnel.

Informal AARs , also known as a “debrief”, require less preparation and planning.



Informal AAR

- Provides immediate feedback to workers, leaders, and units during training or following an incident.
- Ideas and solutions gathered during informal AARs can be put to use as the unit continues its training or following an incident.
- Allows for on-the-spot corrections that may improve performance

STEP 1



Establish What Happened

- What actually occurred during the training event or incident?
- The leader gathers as many views or perspectives as possible.
- Establish a common understanding of the operation/event.
- Problem-solving

STEP 2



Review

- The facilitator, along with the participants, reviews what was supposed to happen.
- This review is based on policy and/or the training objectives and tasks to train.

STEP 3



Strengths & Weaknesses

- Identify the strong and weak points of performance based upon performance measures or standards.
- The facilitator guides discussions to ensure maximum input that is operationally sound, and standards based.

STEP 4



Sustaining Strengths & Improving Weaknesses

- The facilitator or supervisor coach members
- Supervisor identifies problems and seek solutions
- Identify areas of improvements

An AAR is NOT...



A lecture

A gripe session

Intended to embarrass anyone

Do NOT pretend to know every answer!

PREPARE



Write AAR Outline or Plan

Use AAR Planning Worksheet

Takes Notes

AAR Worksheet



Introduction to AAR and ground rules.

Start with a short background on what was known at the beginning of the incident.

What happened?

What was supposed to have happened?

What was done well? How can we sustain that level?

What was not done well? How can we improve?

Discussion of key issues.

Administrative/Policy
Communication/Intelligence
Training tactics, techniques and procedures.
Equipment
Safety

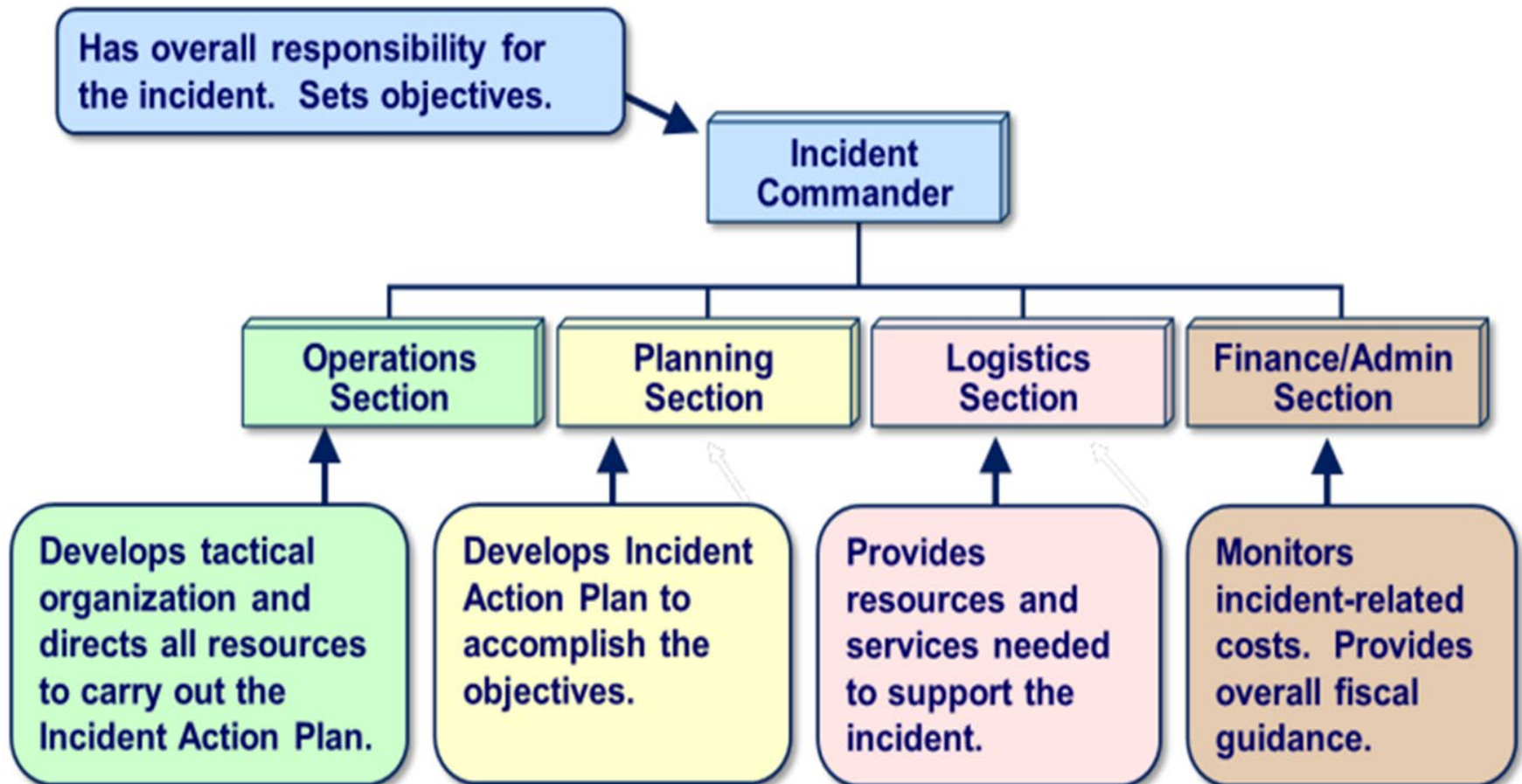
SUMMARY:

Indicate effectiveness/ineffectiveness
of any area below:

- Policy Guidance
- Communications
- Intelligence
- Training, Tactics, & Procedures
- Equipment
- Safety
- Incident Command System (ICS)

Incident Command System

Incident Commander manages the organization and not the incident.



Has overall responsibility for the incident. Sets objectives.



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Incident
Commander

Main Responsibilities

- Having clear authority
- Ensuring incident safety
- Establishing an Incident Command Post.
- Setting priorities and determining incident objectives and strategies to be followed.
- Establishing the ICS organization needed to manage the incident
- Coordinating Command and General Staff activities
- Ensuring after-action reports are completed
- Ordering demobilization as needed



Transfer of Commander

Transfer of command is the process of moving the responsibility for incident command from one Incident Commander to another and needs to be acknowledged by officers under the command.

NOTE: The arrival of a more qualified person does **NOT** necessarily mean a change in incident command.

Case Study: 2117 Maryland Ave



Introduction to AAR and ground rules.

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SUMMARY:

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Critical AAR Elements to Remember as a Supervisor

Things to Remember:

1. Involve all participants
2. Conduct ASAP after event.
3. Focus on training objective & meeting standards.
4. Focus on the leader and team's performance.
- 5. Make it a Trusting and Open environment**
6. Indicate any positives or concerns about ICS

Things to Avoid:

1. Lecturing
2. Critiquing, criticizing, or judging performance
3. Embarrassing team members or leaders
4. Comparing teams/sections
5. Complaining ("gripe sessions")

Do not pretend to know every answer