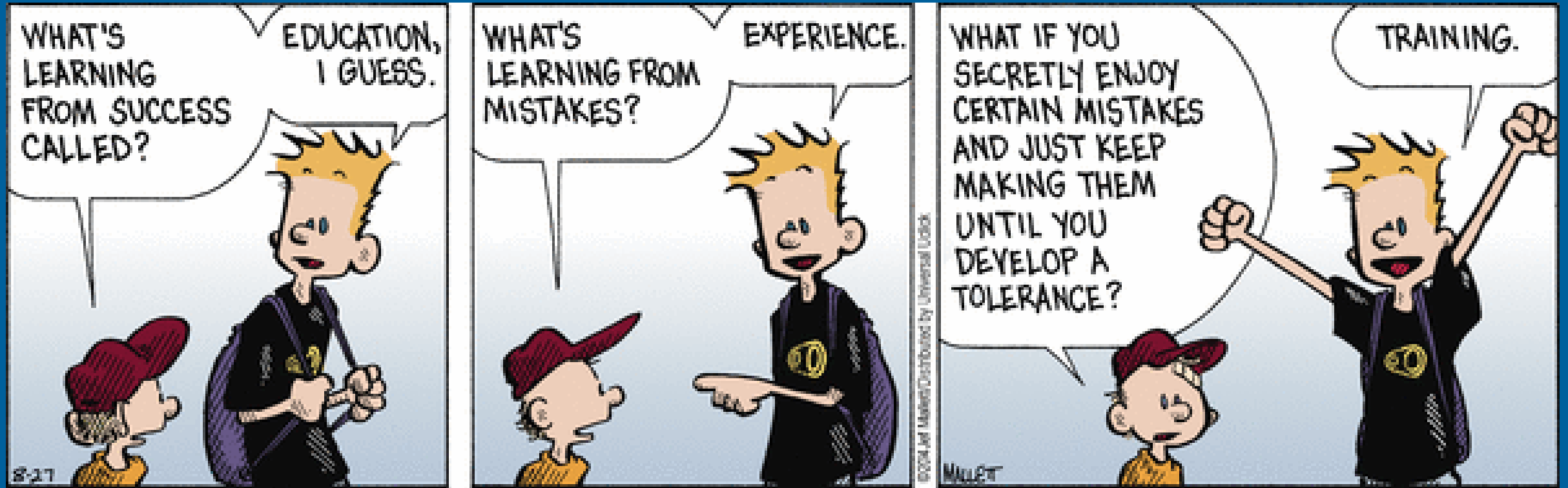
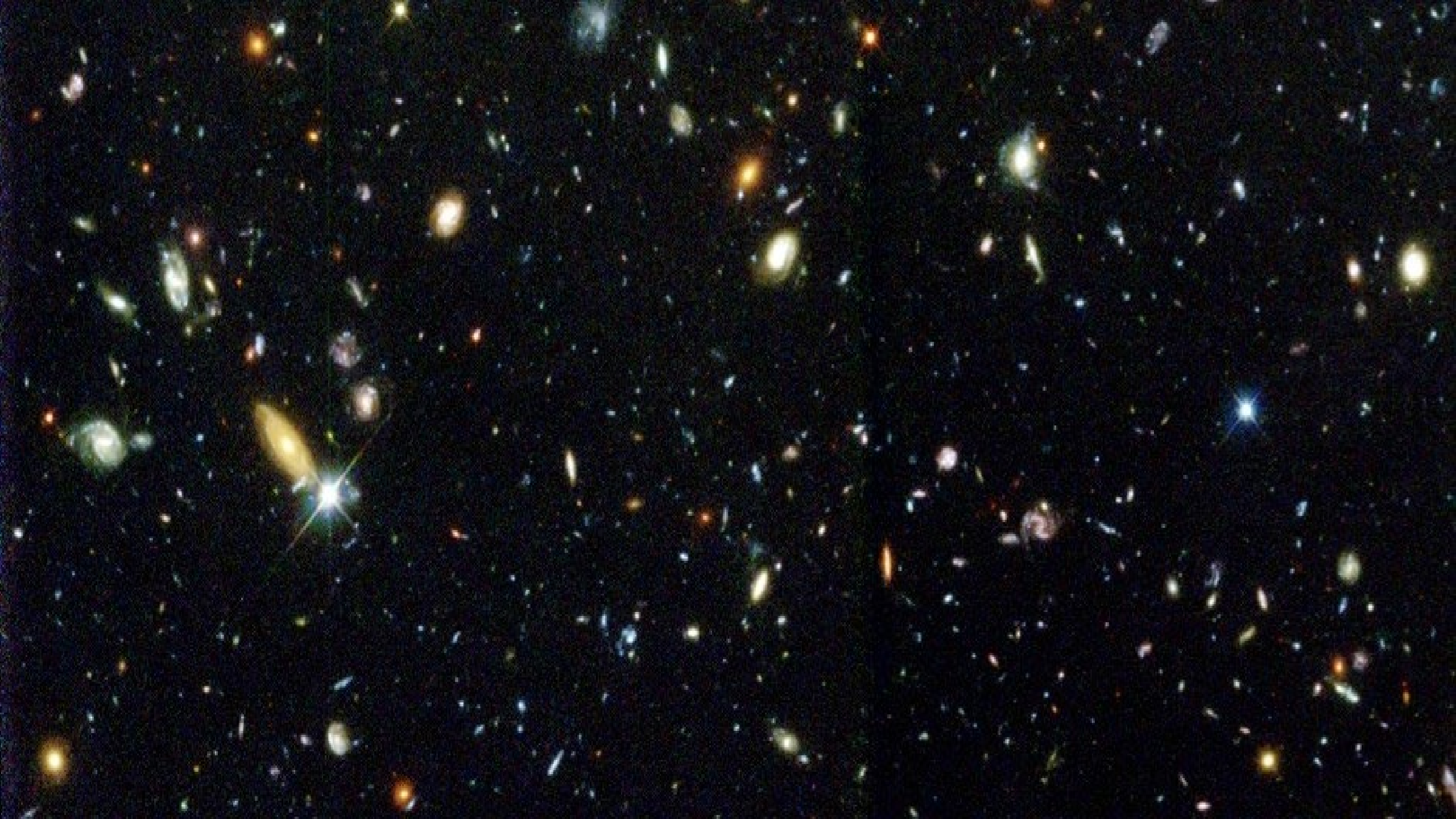


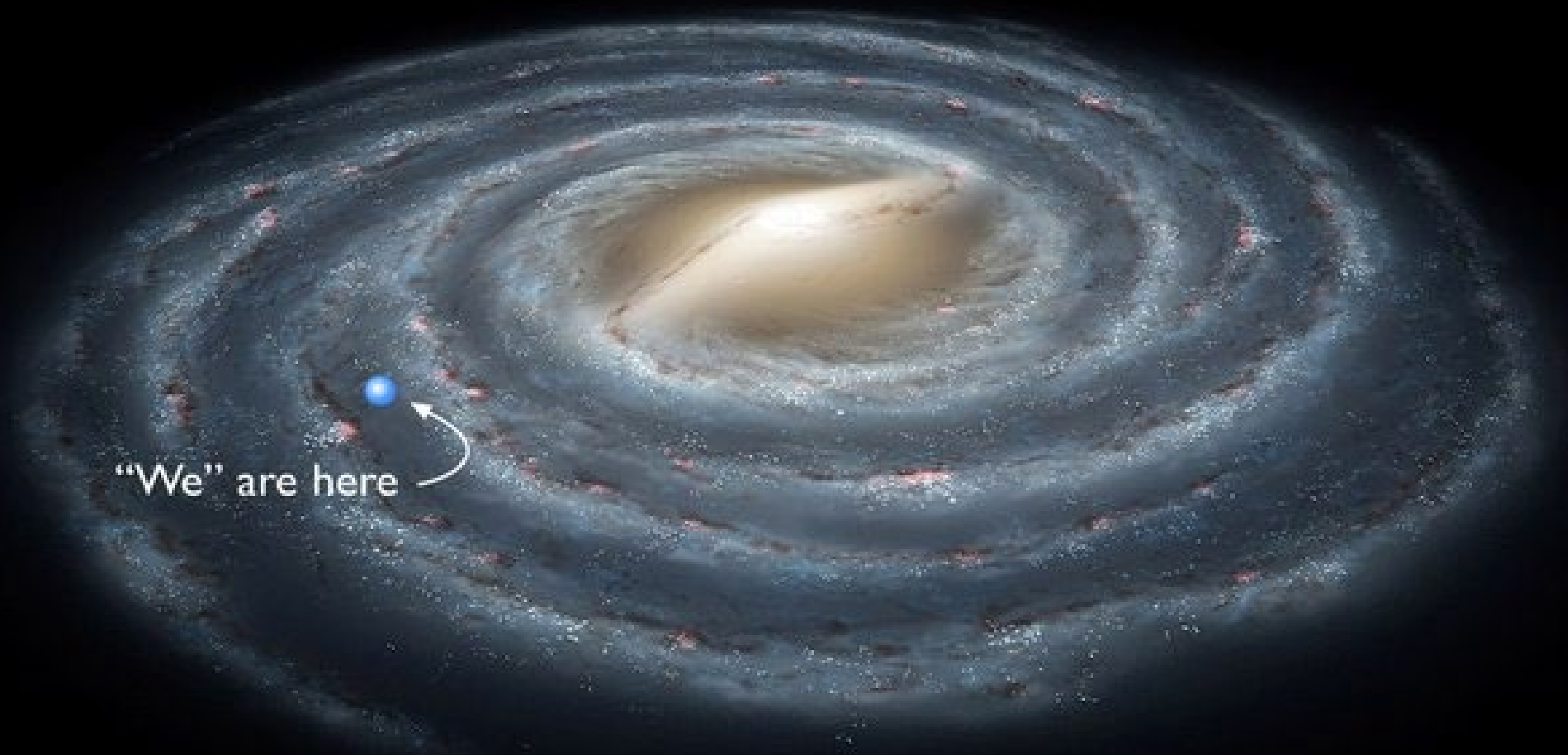
# Operationalizing After-Action Reports and Improvement Plans

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"We" are here



# What's our Goal?



**AAR that is  
clear and  
concise**



**IP Tasks that  
help close  
gaps**



**Demonstrate  
forward  
progress**



**Align Teams**



**More prepared  
and resilient  
community**



**YAY PROCESS IMPROVEMENT!!!**





# 5 WHYS

ROOT CAUSE ANALYSIS

## SERIES OF QUESTIONS

DRILL DOWN TO THE ROOT CAUSE OF AN ISSUE BY ASKING SUCCESSIVE "WHY" QUESTIONS THAT MOVE BEYOND THE SURFACE ISSUE AND GET TO THE ROOT CAUSE.



# Root Cause Analysis



# Improvement Plan Tasks

[Protective Marking]

Homeland Security Exercise and Evaluation Program (HSEEP)  
 After Action Report/Improvement Plan [Full Exercise Name]  
 (AAR/IP) [Exercise Name Continued]

## APPENDIX A: IMPROVEMENT PLAN

This IP has been developed specifically for [identify the State, county, jurisdiction, etc., as applicable] as a result of [full exercise name] conducted on [date of exercise]. These recommendations draw on both the After Action Report and the After Action Conference. [The IP should include the key recommendations and corrective actions identified in *Chapter 3: Analysis of Capabilities*, the After Action Conference, and the EEGs. The IP has been formatted to align with the *Corrective Action Program System*.]

Table A.1 Improvement Plan Matrix

Capability	Observation Title	Recommendation	Corrective Action Description	Capability Element	Primary Responsible Agency	Agency POC	Start Date	Completion Date
[Capability 1: Capability Name]	1. Observation 1	1.1 Insert Recommendation 1	1.1.1 Insert Corrective Action 1	Planning	State X EMA	EMA Director	Dec 1, 2006	Sep 1, 2007
			1.1.2 Insert Corrective Action 2	Planning	State X EMS System	EMS System Director	Dec 1, 2006	Feb 1, 2007
		1.2 Insert Recommendation 2	1.2.1 Insert Corrective Action 1	Training	State X EMA	EMA Director	Dec 1, 2006	Jan 1, 2007
			1.2.2 Insert Corrective Action 2	Systems/ Equipment	State X EMA	EMA Director	Dec 1, 2006	Mar 15, 2007
	2. Observation 2	2.1 Insert Recommendation 1	2.1.1 Insert Corrective Action 1	Planning	State X EMS System	EMS System Director	Dec 1, 2006	Jan 15, 2007
			2.1.2 Insert Corrective Action 2	Systems/ Equipment	State X EMA	EMA Director	Dec 1, 2006	Jan 1, 2007

# Corrective Action Plan, Program, or Rolling Summary Report

- + Track and analyze trends
- + Provides key outcomes
- + Update Leadership
- + Data to support preparedness and reporting requirements
- + Modify future exercise objectives from real-world or other exercise AARs

# How to make it operational

**Use action words**



**Assign Metrics**



**Tie to strategic goals/plans**



**Future planning/Future funding**





# Verbs that communicate knowledge

Information	Comprehension	Application	Analysis	Synthesis	Evaluation
cite	assess	apply	analyze	arrange	appraise
count	associate	calculate	appraise	assemble	assess
define	classify	choose	contract	collect	choose
describe	compare	complete	criticize	combine	compare
draw	compute	demonstrate	debate	compose	critique
identify	contrast	develop	deduce	construct	decide
indicate	demonstrate	employ	detect	create	determine
list	describe	examine	diagram	design	estimate
name	differentiate	illustrate	infer	detect	evaluate
point	discuss	match	inspect	document	grade
quote	distinguish	operate	inventory	formulate	judge
read	experiment	order	measure	generalize	measure
recite	explain	practice	question	integrate	rank
recognize	express	prescribe	separate	manage	rate
record	extrapolate	restate	summarize	organize	recommend
relate	interpolate	schedule		plan	revise
report	interpret	sketch		prepare	score
select	locate	solve		prescribe	select
state	predict	treat		produce	test
summarize	report	use		propose	
tabulate	restate	utilize		specify	
tell	review			validate	
trace	translate				
update					

# Verbs that impact Skills & convey Attitudes

demonstrate	empathize	listen	operate	visualize
diagnose	hold	manage	project	write
diagram	internalize	measure	record	

acquire	exemplify	plan	reflect	transfer
consider	modify	realize	revise	

# Examples

Develop emergency transportation and traffic plans.

Document and define emergency transportation and traffic plans to account for ingress / egress lanes for emergency vehicles; allow and account for access for key personnel during an emergency; establish process for tracking (GPS) shuttle bus and other ground transportation operations; and, train / exercise personnel on plan / procedures / process to transport people off of incident site.



# Examples

Put a plan in place to manage personal effects during an emergency.

Analyze and activate a 3rd party on-call contract to manage personal effects during emergencies, including: identifying, documenting, tagging, bagging, movement, cataloging, and returning to owners.

# Tracking and Metrics

	A	B	C	D	E	F	G
1	#	Year	Event / Incident	Priority	AAR Title	Incident / Event Type	Core Capability
6	6	2017	NO	1 - High	FLL Active Shooter AAR MWAA Review	Violent Assailant	Operational Coordination

H	I	J
Observation Title	Recommendation	Corrective Action Item
Incident Command System Training	Deliver Incident Command and Unified Command Training	Conduct, facilitate, and participate in cross-functional, multi-discipline, enterprise-wide Incident Command System training and refresher training.

K	L	M	N	O
Responsible Office / Department & POC	Date Assigned	Status	Notes	Date Completed
Emergency Management and Preparedness; Airport Operations; Public Safety; Engineering and Maintenance; Airport Administration	Oct-17	In Progress		

# Strategic Goals/Plans

## Assign a Champion for corrective action planning

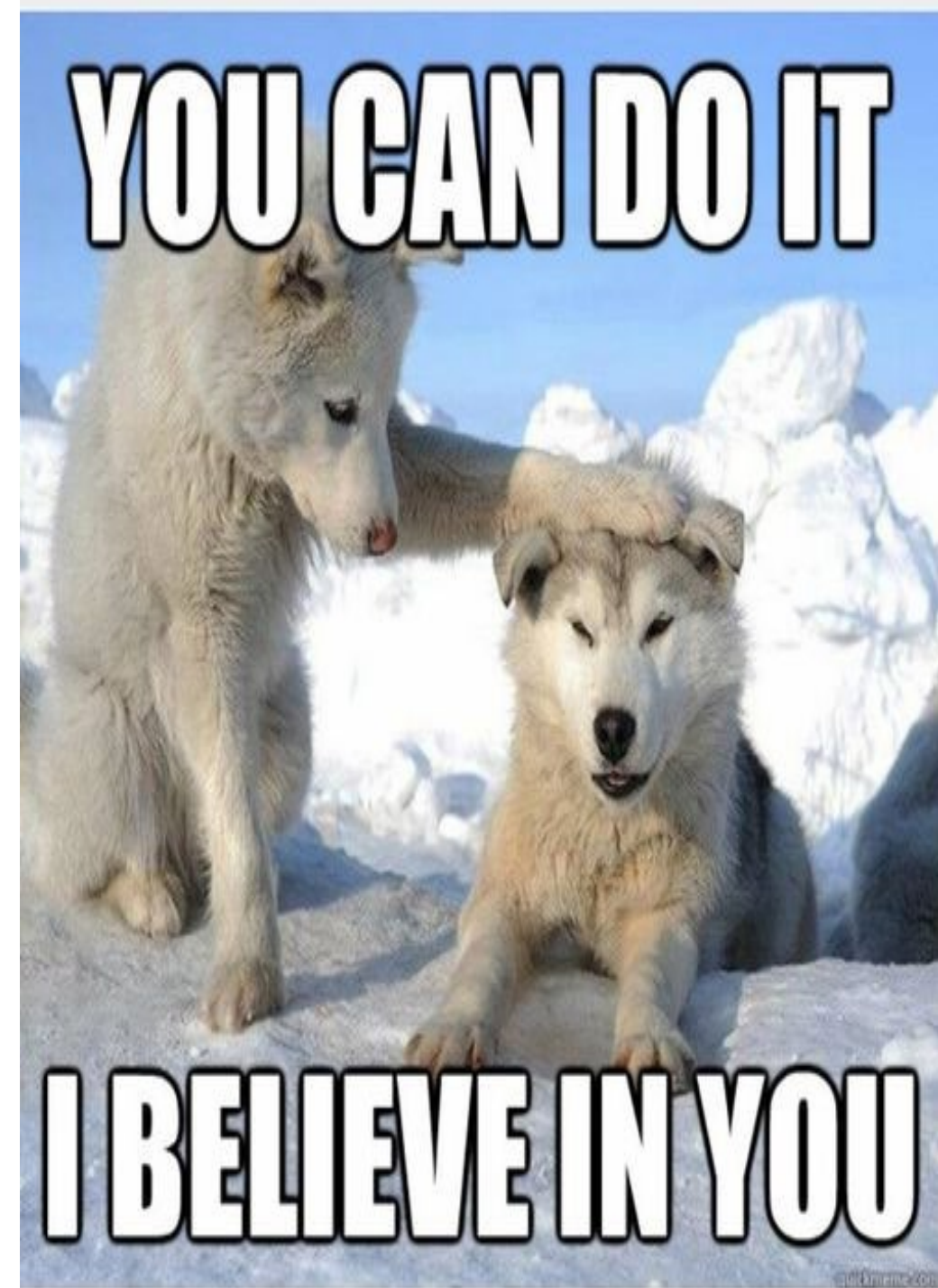
- Shepherds the process
- Tracks items
- Keeps teams accountable

## AAR Committee

- Reviews periodically (e.g., monthly, quarterly)
- Members with authority to make decisions or task responsibilities to others
- Prioritize tasks

## Establish an executive briefing schedule

- Regular cadence for progress and updates
- Discuss unmet needs or roadblocks





# Future Planning



## Emergency Manager



What my friends think I do



What my mom thinks I do



What my boss thinks I do



What the world thinks I do



What I think I do



What I actually do

# Engagement of stakeholders internally and externally is a vital component – Inclusion, Diversity, and Equity



# Funding

- UASI
- EMPG
- Direct from FEMA (e.g., CCTA)
- In-kind donations
- BRIC
- Mitigation grants
- CARES Act
- ARPA





# That's great – but I have no budget

## Free resources

- Canva – graphic design
- FEMA Technical support – apply for help
- Interns! Who doesn't love an intern
- College students need research projects/Thesis writing





# Celebrating Success

Consider how teams come together when they are celebrated and appreciated for the success they achieve

Share with Media (if appropriate)

Recognize employees at all levels

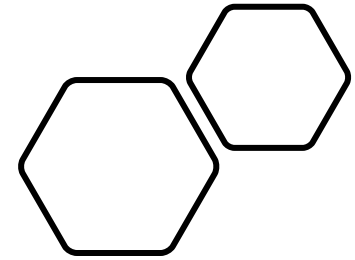
Teach leadership how to talk about the success

# How do we achieve our Goal?

- + Small bites at a time
- + Measurable action items
- + Assign:
  - + Task
  - + Group/Department/Agency (name if possible!)
  - + Start and end dates
  - + Reporting timelines
- + Create a team of champions
- + Follow up









**YA'LL GOT ANY**



**QUESTIONS?**