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State of Oregon

Office of Emergency Management



[Exercise Name]

AFTER ACTION REPORT

**[MONTH] [YEAR] (Draft)**

The After-Action Report/Improvement Plan (AAR/IP) aligns exercise objectives with preparedness doctrine to include the National Preparedness Goal and related frameworks and guidance. Exercise information required for preparedness reporting and trend analysis is included; users are encouraged to add additional sections as needed to support their own organizational needs.

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4. Points of Contact: [List all points of contact using the format below.]

**Exercise Director**

[Name]

[Title]

[Agency]

[Street Address]

[City, State, Zip]

[xxx-xxx-xxxx] (office)

[xxx-xxx-xxxx] (cell)

[e-mail]

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**Appendices (maintained as separate documents)**

Appendix A Improvement Plan

Appendix B Participant Feedback Form

Appendix C Exercise Participants

Appendix D Exercise Events Summary Table (Optional)

Appendix E Acronyms

Executive Summary

[When writing the Executive Summary, keep in mind that this section may be the only part of the AAR/IP that some people will read. Introduce this section by stating the full name of the exercise and providing a brief overview of the exercise. This brief overview should discuss why the exercise was conducted; the exercise objectives; and what core capabilities, activities, and scenario(s) were used to achieve those objectives. All of these areas will be discussed in more detail in the subsequent chapters of the AAR/IP. In addition, the Executive Summary may be used to summarize any high-level observations that cut across multiple capabilities.]

The [agency or jurisdiction] [scenario type] [exercise type] exercise [exercise name] was developed to test [agency or jurisdiction]’s [Capability 1], [Capability 2], and [Capability 3] capabilities. The Exercise Planning Team was composed of numerous and diverse agencies, including [list of agencies participating in planning team]. The Exercise Planning Team discussed [include a brief overview of the major issues encountered, discussed, and resolved during the exercise planning process. Topics to address in this section could include the length of the planning process, the reasoning behind the planning team’s choice of objectives to exercise, etc.]

Based on the Exercise Planning Team’s deliberations, the following objectives were developed for [exercise name]:

* Objective 1: [Insert 1 sentence description of the exercise objective]
* Objective 2: [Insert 1 sentence description of the exercise objective]
* Objective 3: [Insert 1 sentence description of the exercise objective; add additional objectives as appropriate]

The purpose of this report is to analyze exercise results, identify strengths to be maintained and built upon, identify potential areas for further improvement, and support development of corrective actions.

[In general, the major strengths and primary areas for improvement should be limited to three each to ensure the Executive Summary is high-level and concise.]

## Major Strengths

The major strengths identified during this exercise are as follows:

* [Use complete sentences to describe each major strength.]

## Primary Areas for Improvement

Throughout the exercise, several opportunities for improvement in [jurisdiction/organization name]’s ability to respond to the incident were identified. The primary areas for improvement, including recommendations, are as follows:

* [Use complete sentences to state each primary area for improvement and its associated key recommendation(s).]

[End this section by describing the overall exercise as successful or unsuccessful, and briefly state the areas in which subsequent training and/or exercises conducted by these jurisdictions and/or organizations should focus.]

Section 1: Exercise Overview

## Exercise Name

[Insert the formal name of the exercise, which should match the name in this document’s header]

## Exercise Dates

[Insert the start and end dates of the exercise]

## Scope

This exercise is a [exercise type], planned for [exercise duration] at [exercise venue(s)]. Exercise play is limited to [exercise parameters]

## Mission Area(s)

[Prevention, Protection, Mitigation, Response, and/or Recovery]

## Core Capabilities

[List the core capabilities being exercised]

## Objectives

Exercise design objectives are focused on [insert description]. The objectives are as follows:

1. [List exercise objectives]
2. [List exercise objectives]
3. [List exercise objectives]
4. [List exercise objectives]

## Threat or Hazard

[List the specific threat(s) or hazard(s) associated with the exercise scenario (e.g., natural/earthquake, technological/radiological release, human-caused/terrorism)]

## 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]

## Exercise Planning Team Leadership

The following individuals participated on the Exercise Planning Team:

* **[Role in the exercise (e.g., Exercise Director)]**

[Name]

[Title]

[Agency]

[Street Address]

[City, State, Zip]

[xxx-xxx-xxxx] (office)

[xxx-xxx-xxxx] (cell)

[e-mail]

## Participating Organizations

The following organizations participated in this exercise [If this list is particularly long, consider including a summary here and then placing a full list of participating agencies as an appendix.]:

Federal

* [Agency Name and Exercise Role]

State of Oregon

* [Agency Name and Exercise Role]

Local

* [Agency/Jurisdiction Name and Exercise Role]

Tribal

* [Tribe Name and Exercise Role]

Non-Governmental Organizations

* [Entity Name and Exercise Role]

Private Sector

* [Entity Name and Exercise Role]

Total Number of Participants

[Insert the total number of each of the following exercise participants, as applicable:]

* Players: [#]
* Facilitators or Controllers: [#]
* Evaluators: [#]
* Observers: [#]
* Actors: [#]

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Section 2: Analysis of Core Capabilities

Aligning exercise objectives and core capabilities provides a consistent taxonomy for evaluation that transcends individual exercises to support preparedness reporting and trend analysis. Table 1 includes the exercise objectives, aligned core capabilities, and target ratings for each core capability as observed during the exercise and determined by the evaluation team.

**Discussion Based Exercise Target Ratings Definitions:**

* No Challenges Identified (N): The targets and critical tasks associated with the core capability can be completed in a manner that achieves the objective(s) and will not negatively impact the performance of other tasks. Performance of this task will not contribute to additional health and/or safety risks for the public or for emergency workers and is in accordance with applicable plans, policies, procedures, regulations, and laws.
* Some Challenges Identified (S): The targets and critical tasks associated with the core capability can be completed in a manner that achieves the objective(s) and will not negatively impact the performance of other tasks. Performance of this task will not contribute to additional health and/or safety risks for the public or for emergency workers and is in accordance with applicable plans, policies, procedures, regulations, and laws. However, opportunities to enhance effectiveness and/or efficiency were identified.
* Major Challenges Identified (M): The targets and critical tasks associated with the core capability can be completed in a manner that achieves the objective(s), but some or all of the following are anticipated: performance will have a negative impact on the performance of other tasks; contribute to additional health and/or safety risks for the public or for emergency workers, and/or conflicts with applicable plans, policies, procedures, regulations, and laws.
* Would not be Able to be Performed (WN): The targets and critical tasks associated with the core capability cannot be implemented or performed in a manner that achieves the objective(s).

**Operation Based Exercise Target Ratings Definitions:**

* **Performed without Challenges (P):** The targets and critical tasks associated with the core capability were completed in a manner that achieved the objective(s) and did not negatively impact the performance of other activities. Performance of this activity did not contribute to additional health and/or safety risks for the public or for emergency workers, and it was conducted in accordance with applicable plans, policies, procedures, regulations, and laws.
* **Performed with Some Challenges (S):** The targets and critical tasks associated with the core capability were completed in a manner that achieved the objective(s) and did not negatively impact the performance of other activities. Performance of this activity did not contribute to additional health and/or safety risks for the public or for emergency workers, and it was conducted in accordance with applicable plans, policies, procedures, regulations, and laws. However, opportunities to enhance effectiveness and/or efficiency were identified.
* **Performed with Major Challenges (M):** The targets and critical tasks associated with the core capability were completed in a manner that achieved the objective(s), but some or all of the following were observed: demonstrated performance had a negative impact on the performance of other activities; contributed to additional health and/or safety risks for the public or for emergency workers; and/or was not conducted in accordance with applicable plans, policies, procedures, regulations, and laws.
* **Unable to be Performed (U):** The targets and critical tasks associated with the core capability were not performed in a manner that achieved the objective(s).

**Summary of Core Capability Performance**

**Objective:** [Objective 1]

**Core Capability:** [Core capability]

**Average Target Rating:** [Rating]

**Objective:** [Objective 2]

**Core Capability:** [Core capability]

**Average Target Rating:** [Rating]

**Objective:** [Objective 3]

**Core Capability:** [Core capability]

**Average Target Rating:** [Rating]

**Objective:** [Objective 4]

**Core Capability:** [Core capability]

**Average Target Rating:** [Rating]

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

## [Objective 1]

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

[Core Capability 1]

#### Strengths

The [full or partial] capability level 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 capability level:

* Area for Improvement 1: [Observation statement. This should clearly state the problem or gap;]
	+ Reference: [List any relevant plans, policies, procedures, regulations, or laws.]
	+ Analysis: [Provide a root cause analysis or summary of why the full capability level was not achieved.]
	+ Recommendation: [This recommendation should drive what will be included in the Improvement Plan.]
* 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 capability level was not achieved.]
	+ Recommendation: [This recommendation should drive what will be included in the Improvement Plan.]

[Core Capability 2]

#### Strengths

The [full or partial] capability level 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 capability level:

* Area for Improvement 1: [Observation statement. This should clearly state the problem or gap;]
	+ Reference: [List any relevant plans, policies, procedures, regulations, or laws.]
	+ Analysis: [Provide a root cause analysis or summary of why the full capability level was not achieved.]
	+ Recommendation: [This recommendation should drive what will be included in the Improvement Plan.]
* 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 capability level was not achieved.]
	+ Recommendation: [This recommendation should drive what will be included in the Improvement Plan.]

## [Objective 2]

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

[Core Capability 1]

#### Strengths

The [full or partial] capability level 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 capability level:

* Area for Improvement 1: [Observation statement. This should clearly state the problem or gap;]
	+ Reference: [List any relevant plans, policies, procedures, regulations, or laws.]
	+ Analysis: [Provide a root cause analysis or summary of why the full capability level was not achieved.]
	+ Recommendation: [This recommendation should drive what will be included in the Improvement Plan.]
* 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 capability level was not achieved.]
	+ Recommendation: [This recommendation should drive what will be included in the Improvement Plan.]

[Core Capability 2]

#### Strengths

The [full or partial] capability level 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 capability level:

* Area for Improvement 1: [Observation statement. This should clearly state the problem or gap;]
	+ Reference: [List any relevant plans, policies, procedures, regulations, or laws.]
	+ Analysis: [Provide a root cause analysis or summary of why the full capability level was not achieved.]
	+ Recommendation: [This recommendation should drive what will be included in the Improvement Plan.]
* 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 capability level was not achieved.]
	+ Recommendation: [This recommendation should drive what will be included in the Improvement Plan.]

## [Objective 3]

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

[Core Capability 1]

#### Strengths

The [full or partial] capability level 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 capability level:

* Area for Improvement 1: [Observation statement. This should clearly state the problem or gap;]
	+ Reference: [List any relevant plans, policies, procedures, regulations, or laws.]
	+ Analysis: [Provide a root cause analysis or summary of why the full capability level was not achieved.]
	+ Recommendation: [This recommendation should drive what will be included in the Improvement Plan.]
* 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 capability level was not achieved.]
	+ Recommendation: [This recommendation should drive what will be included in the Improvement Plan.]

[Core Capability 2]

#### Strengths

The [full or partial] capability level 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 capability level:

* Area for Improvement 1: [Observation statement. This should clearly state the problem or gap;]
	+ Reference: [List any relevant plans, policies, procedures, regulations, or laws.]
	+ Analysis: [Provide a root cause analysis or summary of why the full capability level was not achieved.]
	+ Recommendation: [This recommendation should drive what will be included in the Improvement Plan.]
* 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 capability level was not achieved.]
	+ Recommendation: [This recommendation should drive what will be included in the Improvement Plan.]