**After Action Report**

Immediately following the tabletop exercise, the facilitator should conduct a debriefing allowing participants and observers to share their thoughts on the exercise’s discussions. Do this with an After Action Report, which records the tabletop exercise’s results by synthesizing information from the debriefing, evaluations, and exercise notes. Give every participant and observer a chance to comment on what worked well, what didn’t work well, and areas for improvement. Have a dialogue where someone takes notes during the debriefing, and usea participant feedback form that is distributed and collected at the end of the exercise. The report records the exercise’s results and generally contains:

1. **Executive Summary:** This is a brief description of objectives, recommendations, and areas identified as strengths or needing improvement.
2. **Exercise Overview:** This includes an agenda, which departments or people participated in the exercise, and how the exercise was conducted.
3. **Exercise Events Synopsis:** This summarizes the scenario modules and participant responses.
4. **Analysis of Capabilities:** This lists each task discussed in response to the scenario modules and any that weren’t discussed as expected. The report should provide an explanation for tasks that weren’t addressed. Note in this section any recommendations from the evaluations and debriefing.
5. **Conclusion:** This section provides a summary of all After Action Report sections, including action steps for using the exercise’s findings to improve the handling of future crises.

Once you complete the report, meet with exercise participants to:

* Review the report and its recommendations.
* Field participant questions.
* Determine what actions are necessary to address the report’s recommendations.
* Identify the departments or staff responsible for executing the recommendations.
* Develop a plan with timelines for completing recommendations.

Report template: [Department of Homeland Security Exercise and Evaluation Program, After Action Report/Improvement Plan](https://emergency.cdc.gov/training/ERHMScourse/pdf/127961885-Hseep-AAR-IP-Template-2007.pdf)

**After Action Report Template**

[Title of Event]

[Date of Event]

**Executive Summary**

*[Briefly describe the exercise’s objectives, recommendations, and areas identified as strengths or needing improvement.]*

**Exercise Overview**

*[Include the scenario used for the exercise, the agenda, which departments or participants participated, and how the exercise was conducted.]*

|  |  |
| --- | --- |
| **[Incident/Exercise] Threat or Hazard** |  |
| **[Incident/Exercise] Date** |  |
| **[Incident/Exercise] Agenda** |  |
| **[Incident/Exercise] Participants** |  |
| **[Incident/Exercise] Format** |  |

**Exercise Events Synopsis**

*[Include a brief synopsis of the incident/exercise and sequence of events to include injects. Summarize participant responses.]*

**Analysis of Capabilities**

*[Include each task discussed in response to the scenario module and injects. Address tasks that that weren’t discussed as expected, and any tasks that weren’t addressed. Note in this section any recommendations from the evaluations and debriefing.]*

**Strengths**

1. [Strength 1]
2. [Strength 2]

**Areas of Improvement**

1. [Improvement 1]
2. [Improvement 2]

**Conclusion**

*[Summarize all report sections, including objectives, recommendations, and action steps for using the exercise’s findings to improve the handling of future crises.]*

**Appendix A — Improvement Matrix**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Improvement Plan** | | | | | |
| **#** | **Area of Improvement/Category** | **Corrective Action** | **Responsible Party** | **Status** | **Estimated Completion Date** |
| 1 |  |  |  |  |  |
| 2 |  |  |  |  |  |
| 3 |  |  |  |  |  |
| **#** | **Area of Improvement/Category** | **Corrective Action** | **Responsible Party** | **Status** | **Estimated Completion Date** |
| 4 |  |  |  |  |  |
| 5 |  |  |  |  |  |
| 6 |  |  |  |  |  |