CITY OF GERMANTOWN
STANDARD OPERATING PROCEDURES

ISSUED: August 15, 2011
EFFECTIVE: August 15, 2011
REVISED: December 11, 2012

AFTER ACTION REPORTS

1. PURPOSE

The purpose of the After Action Report (AAR) is to identify the key elements and ensure that all relevant points of information and sufficient data are provided for analysis on all levels. The AAR will be the primary tool deployed by the City to incorporate the actual events into a performance improvement and cycle of learning system.

2. SCOPE AND APPLICABILITY

The AAR is to be developed for improvement of operational and performance efficiencies within the City of Germantown governmental business processes. Each department is to identify business functions that are to be included within their business plans that meet the AAR criteria. Business functions that meet the AAR criteria are to be reported during quarterly reviews with the City Administrator.

All AARs, that are not scheduled for quarterly reviews, are to be completed within 14 days following the event.

3. REPORT CONTENT

The AAR is a learning tool. It's completion time should occur when those involved are able and ready to learn. Some events and activities are also more detailed than others, therefore managers or supervisors should focus the AAR on relevant data to make it as effective as possible. Adjust the content of the AAR to reflect the events that occurred. In general the AAR should answer these questions:

- What was supposed to happen?
- What actually happened?
- What worked well that needs to be sustained?
- What did not work well and needs to be changed?
- What to do next?

The following documents and information will be helpful in the completion of the AAR

- An understanding of the process activated training system (PATS)
- An understanding of standing operating procedures (SOP)
- Access to all relevant policies, procedures or processes

4. RESPONSIBILITY

In all cases, the primary person charged with the deployment of the event, activity, program or assignment will take the lead role in completing the AAR. Key City employees who assisted or were involved in any operational aspect of the event will assist in this performance analysis.

5. REPORT FORMAT

The AAR will be prepared as a memorandum. The memorandum will consist of four paragraphs that will explain in objective and factual terms the technical, operational and human elements involved in the activities events. Both good and substandard performance should be addressed and analyzed. The content of each AAR will vary depending upon the events.

6. DEFINITIONS

- Process Activated Training System (PATS) – the documentation of various work processes by City employees and turning them into training scripts to improve work processes, shorten cycle time and reduce learning time.
- Standard Operating Procedures (SOP) - A set of written instructions for a specific task to be performed to produce a definite or standardized approach without loss of effectiveness.
- After Action Report (AAR) - Documented analysis or observation to be used as a corrective tool for process improvement or performance evaluation.

AFTER ACTION REPORT

TO: (Primary person in chain of command)

FROM: (Person preparing report)

DATE:

SUBJECT: After Action Report of ……

Purpose for After Action Reports (AAR)

- After Action Reports (AAR) are to be completed to help identify strengths and opportunities for improvements (OFI) within the City of Germantown's key business units (KBU).
- The AAR should link to the City of Germantown Vision 2020 Sustainability Model to improve operational efficiencies and performances.

Linkage to the Vision 2020 Sustainability Model

- Strategic Planning – strategic innovation and sustainable policies.
- Budget Formation – financial acumen and citizen focus.
- Deployment – operational efficiency and performance improvement.
- Evaluation – knowledge integration.

When to use an AAR

To help identify strengths and opportunities for improvements (OFI) pertaining to:

- Special events and programs (i.e. scheduled follow meetings for sports programs, city sponsored annual events)
- Capital Improvement Projects (i.e. reference CIP evaluation form)
- Emergency events (i.e. power outages, acts of nature that causes monetary loss or significant customer service disruptions)
- Special Projects (i.e. financial reports, survey analysis, employee benefits/disciplinary/recognition, garbage collections)

AAR Impact

- Generate PATS and SOPs
- Gather information from participants
- Provides historical record
- Identifies strengths and OFIs
- Tool for succession planning

Who benefits from an AAR?

- Customers (i.e. citizens, businesses, members, visitors, participants, partners)
- Internal departments