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STUDENT AFFAIRS

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Emergency Management

***AFTER-ACTION  
IMPROVEMENT  
PROCESS GUIDE***

## Process

### Triggers

- Multi-Department / Multi-Agency Response
- Complex or Politically Sensitive Issues
- Major Gap in Response Capability

### Hot Wash

A Hot Wash, or debriefing, is a facilitated discussion held immediately after an exercise, event or incident among response participants. Discussing response action immediately following the incident ensures strengths and weaknesses of the response are addressed accurately. This also ensures any cascading or psychological impacts are identified and addressed in a timely manner. It captures feedback about any issues, concerns, or proposed improvements participants may have about the response. The Hot Wash is an opportunity for participants to voice their opinions on the response and their own performance.

A Hot Wash shall be conducted immediately following each operational period of event, exercise or incident on campus. The discussion will be directed by the exercise facilitator, incident commander, EOC director or the individual response leaders of each function in an event/incident. Hot Wash leaders shall facilitate a brief and constructive discussion to outline:

- Strengths identified in the response
- Areas for improvement identified in the response
- Potential for future hazards derived from the event or associated psychological impacts

### After Action Meeting

The After-Action Meeting is a meeting, facilitated by the Director of Emergency Management, held among exercising or response organizations to debrief the exercise or incident and to review and refine the draft After-Action Report/Improvement Plan. The After-Action Meeting should be an interactive session providing attendees the opportunity to review items from the Hot Wash, and to collaborate on collective strengths and areas for improvement from the response.

Corrective actions to address areas for improvement will be identified at this meeting, as well expected completion dates and responsible parties for these corrective action. Corrective actions are concrete, actionable steps that are intended to resolve capability gaps and shortcomings identified in exercises or real-world events. Corrective actions will be one of the following categories:

- Equipment
- Exercise
- Organization
- Personnel
- Planning
- Training

### Improvement Planning

Following the After Action Meeting, the Director of Emergency Management will develop an After-Action Report and Improvement Plan. The Improvement Plan identifies specific corrective actions, assigns them to responsible parties, and establishes target dates for their completion. Corrective actions will be tracked and continually reported on at Emergency Operations Center Working Group Meetings by the Director of Emergency Management until their completion. Responsible parties will review and verify all corrective actions under their control. The Assistant Vice Chancellor for Public Safety will present updates on progress of corrective actions, and unmet needs to fulfill corrective actions to the Emergency Policy Group at least once per year.

## Timeline

To be completed within two (2) weeks of incident:

1. Incident or exercise occurs involving one of the following thresholds:
  - Multi-department / multi-agency response
  - Complex or politically sensitive issues
  - Major gap in response capability
2. Hot Wash is immediately conducted by exercise facilitator, incident commander, EOC director or response leaders of a particular function
3. Director of Emergency Management compiles Hot Wash summaries and convenes After-Action Meeting
4. After-Action Meeting occurs amongst response or exercise stakeholders

To be completed within four (4) weeks of incident:

5. Information gathered in the After-Action Meeting is compiled into a draft After-Action Report and Improvement Plan by the Director of Emergency Management
6. Corrective actions identified throughout the process are reviewed and approved by assigned department
7. After-Action Meeting stakeholder will review the published plan

To be completed within five (5) weeks of incident:

8. Assistant Vice Chancellor for Public Safety will approve drafted After-Action Report and Improvement Plan
9. Corrective actions to address areas of improvement are assigned to responsible department

To be completed at the next scheduled Emergency Management Working Group session:

10. The Director of Emergency Management will present the finalized plan to the Emergency Operations Center Working Group for collaboration

To be completed each year in September's Emergency Policy Group Meeting:

11. The Assistant Vice Chancellor of Public Safety will present compiled response strengths and unmet needs to fulfill corrective actions to the Emergency Policy Group on an annual basis