

**USDA Forest Service  
AFTER ACTION REVIEW WORKSHEET**

<u>AAR Guide (Approx. time %)</u>	<u>AAR Notes</u>
<p><b>1. What did you intend? (20%)</b></p> <ul style="list-style-type: none"> <li>▼ What were your objectives? Why did you take this action? What were you trying to achieve?</li> <li>▼ What were the key assignments?</li> </ul>	
<p><b>2. What happened? (&lt;10%)</b></p> <ul style="list-style-type: none"> <li>▼ Get multiple perspectives: There is no <u>single best story</u> about what happened.</li> <li>▼ Focus on "facts" (e.g., costs, number of people involved, figures, etc) <u>and</u> "opinions" (e.g., what worked and why, what happened).</li> <li>▼ No blaming!: Focus on <u>events</u> and what <u>events</u> preceded or followed, not <u>why</u> someone did something or what you thought about it.</li> <li>▼ Allow very specific comments as well as abstract and conceptual ones</li> </ul>	
<p><b>3. What can we learn about it? (25%)</b></p> <ul style="list-style-type: none"> <li>▼ What are some plausible explanations for why, when, and where events happened?</li> <li>▼ A key question is, "what did we do well that we need to discuss or else it will be forgotten?"</li> <li>▼ Don't look for blame; look for lessons, including lessons about 'mistakes'.</li> <li>▼ Be honest about what questions you still have about what happened and why.</li> </ul>	
<p><b>4. What should we do next time? (40%)</b></p> <ul style="list-style-type: none"> <li>▼ What worked that may not work again? What worked that you want to repeat? What do you want to do differently?</li> <li>▼ Spend ~50% of the discussion here to keep from falling into bad habits and failing to start good new ones.</li> </ul>	
<p><b>5. What should we do now? (&lt;10%)</b></p> <ul style="list-style-type: none"> <li>▼ How will you share these lessons?</li> <li>▼ Don't just wait until next time if you can make a difference now.</li> <li>▼ Be clear about assignments and responsibilities: who will do what by when?</li> </ul>	