



Proposal for a Cross-Discipline, Academic-Based Approach to After Action Reporting and Lessons Learned for Public Safety Responders

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Outline

- About John Jay
- Problems in documenting emergency response
- New academic-based, first-responder oriented organization
- Mission and scope
- National trends in emergency management
- Future Directions and Suggested Initiatives

About John Jay

One of Largest Full-time faculty in fire science/security/criminal justice/emergency management in the US

Dept. of Protection Management

BS, BA Fire Science (c1978)

MS Protection Management

- Security (c1995)
- Emergency Management (2001)
- Fire Protection (c1985)

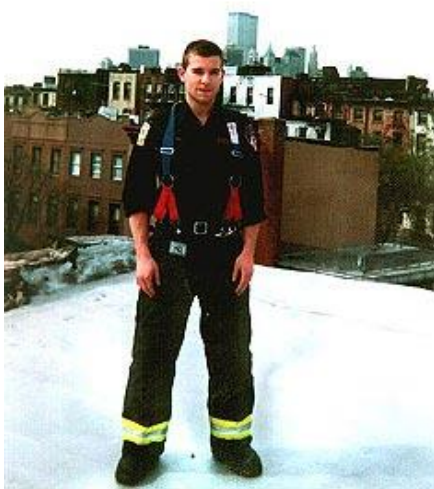
New PhD in Criminal Justice

(Policy/Administration Track starting 2010)

History of Center

- WTC (“2 Seek Probe of Collapse” NY Daily News 10/30/01)
- Sally Regenhard
 - Skyscraper Safety Campaign (SSC)
 - NIST Investigation into Collapse of WTC
 - 9/11 Commission
 - National Construction Safety Team Act
 - NY City Building Code Task Force
- Corbett Congressional Testimony
- Center Announced 9/2008





FF Christian Regenhard
25 August 1973 – 11 September 2001

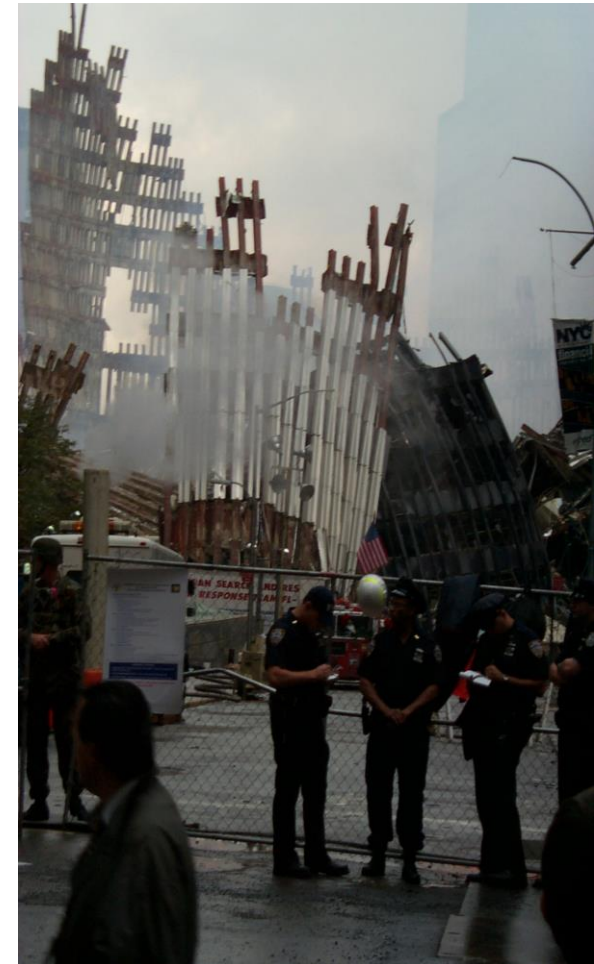


- Mission
 - Responder-focused analysis and research on emergency response and applied problems of incident management
- Capabilities
 - National Advisory Board of emergency response subject matter experts
 - Core faculty from John Jay College of Criminal Justice; Affiliated research faculty from rest of world; visiting scholars accepted



Outputs

- Working papers
- publications
- conferences and seminars
- Incident data archive
(research and secondary analysis)

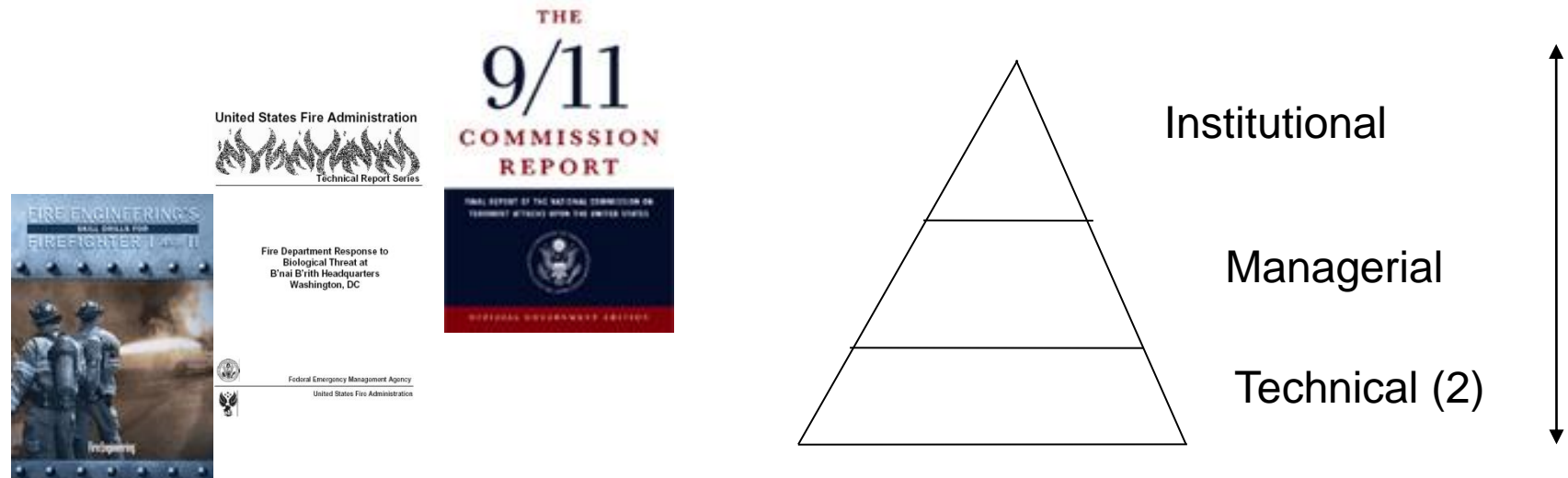


Current Projects

- Agency Partnerships (ongoing)
 - NYPD
 - Evaluation and deployment of hemostatic dressings by patrol force
 - NYS Office of Homeland Security
 - Review of major incidents, inventory of TCLs utilized, AAR assessment
 - FDNY
 - Support of grant applications for high-rise building evacuation



The Problem of After Action Reports



- For large events, most are done only at the institutional level by State or federal agencies
- For smaller events, local agencies may do reports, but they are often not released for fear of liability
- Almost all reports done from top-down perspective, little input from tactical operators
- No central repository, poor dissemination

Traditional After Action Approach

Single-discipline after-action reports do not meet needs of modern environment

Compartmented after action reporting.
Under resourced

Focused only on one organization or mission



Existing Environment for Learning from Disaster

- Local Agencies may develop After Action Report (AAR), but they are not always released to the public or even their agency for fear of liability.
- Those reports that are released may not be accessible, no mechanism for repository
- For Presidentially declared disasters, FEMA is required to prepare AAR. These can be difficult to access as well.
- These (and most) AAR are prepared at the headquarters level, with highly-filtered information passed through multiple levels of response

The Result



No formal mechanism for post-incident analysis or after-action reports (AAR)

Poor documentation of emergency response services

Lost opportunity for feedback

Incomplete research

Little guidance for emergency response policy

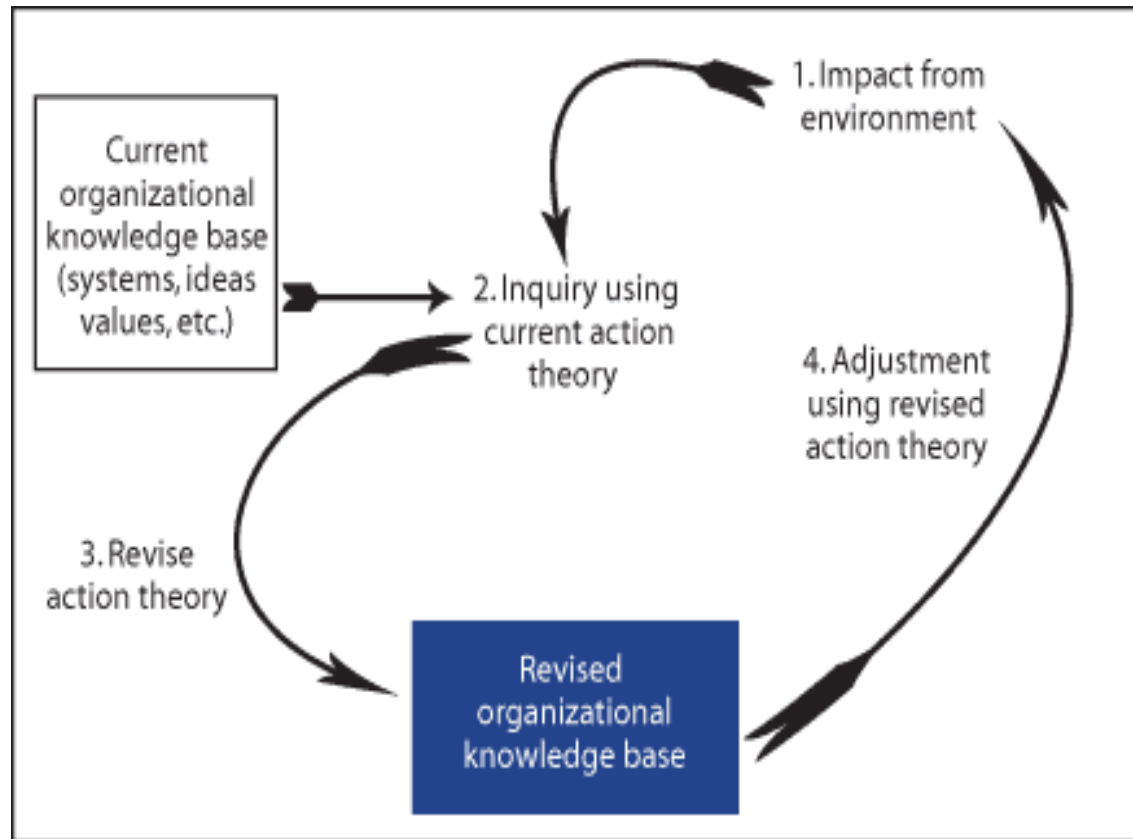
Loss of information on actual events

Mistakes are repeated, knowledge is lost

Alternative: Learning Organization

- Develop empirical basis for understanding and measuring emergency disaster response (search and rescue, firefighting, mass medical care).
- This information can be used to:
 - Develop cross-disaster comparisons
 - Identify regularities
 - Identify gaps in training, staffing, equipment, or response mechanisms
 - Improve estimation and mobilization of resources prior to and during disaster

Alternative: Learning Organization



- Learning Organization – double feedback Loop (Schein (3))

The CALL Model: An Analytic Precedent



Collection and Analysis Team (CAAT)

PUSH and **PULL**

Observations, Insights and Lessons

TO and **FROM**

Soldiers

- Focused collection on...
 - ✓ Actual operations
 - ✓ Combat Training Center rotations
 - ✓ Exercises / Experiments
- Pre-deployment Workshop...
 - ✓ Collection process training
 - ✓ Collection plan development
 - ✓ Issues approved by Commander, CAC
- Post-deployment Workshop...
 - ✓ Final report / briefing
 - ✓ Feedback into CALL Lessons Learned archives
 - ✓ Findings and proposed solutions out-briefed to Commander, CAC



Team comprised of Subject Matter Experts based on the focus of the CAAT

- SBCT/Mod Force (17)
- OEF / OIF (28)
- Border Security (1)
- Disaster Relief (2)
- RC Mobilization (1)
- Horn of Africa (2)
- Installation Security (2)
- Kosovo (1)
- CTCs (6)
- L2 Integration (1)
- Major Training Exercises
 - Victory Strike (1)
 - UFL (2)
 - Yama Sakura (1)



66 CAATs deployed since 11 September 2001

United States Army Combined Arms Center

U.S. Unclassified

Connectivity Around the Army and the World



OEF Theater Obser
Detachment



OIF Theater Obser
Detachment



Kuwait Theater Obser
Detachment



Philippines Obser
Detachment



KFOR Obser
Detachment



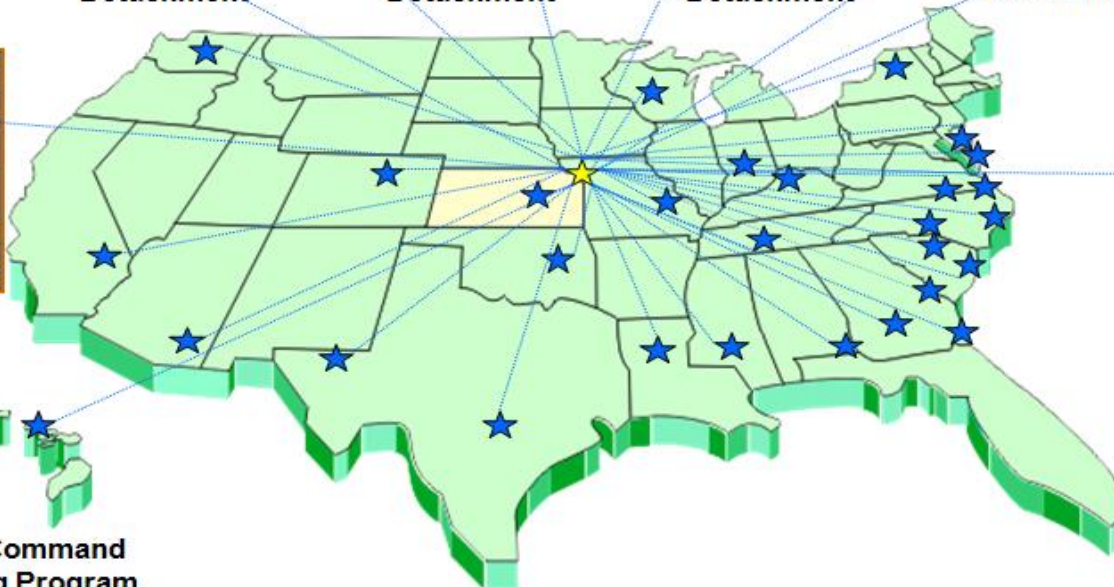
HOA Obser
Detachment



EUSA L2I
Analyst



JMRC Obser
Detachment &
L2I Analyst



Battle Command
Training Program



National
Training
Center



Joint
Readiness
Training
Center



Third Army
(ARCENT)



First Army National Guard
Army Reserve Training
Centers



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Lessons Learned Integration



This Initiative:

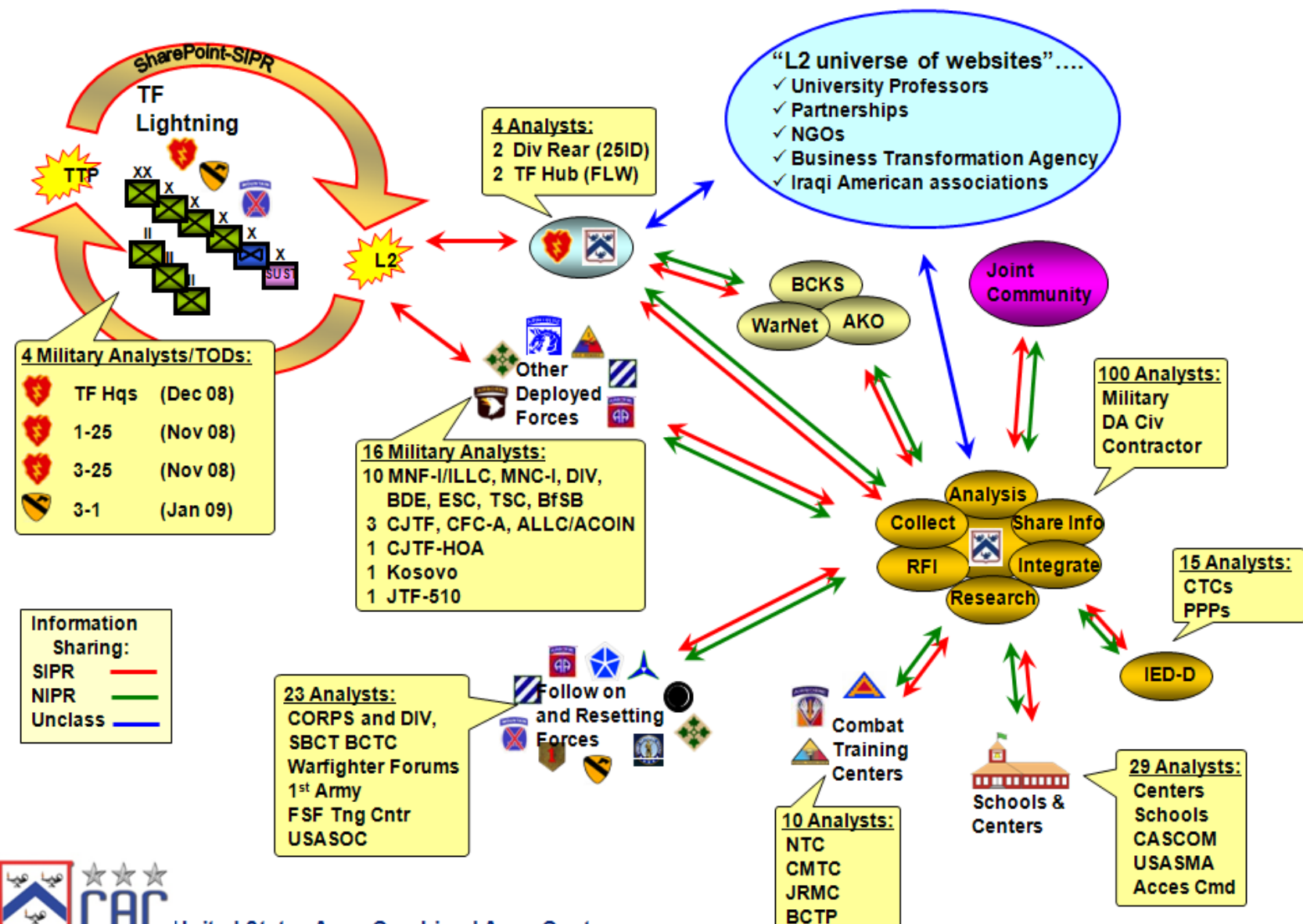
- ✓ ***Leverages the power of information to save lives***
- ✓ ***Reduces vertical stovepipes which slow/reduce our ability to rapidly share best practices and current enemy TTP***
- ✓ ***Provides timely information to the Soldier***
 - ***saves lives and defeat the enemy***
 - ***gets inside the enemy decision cycle***



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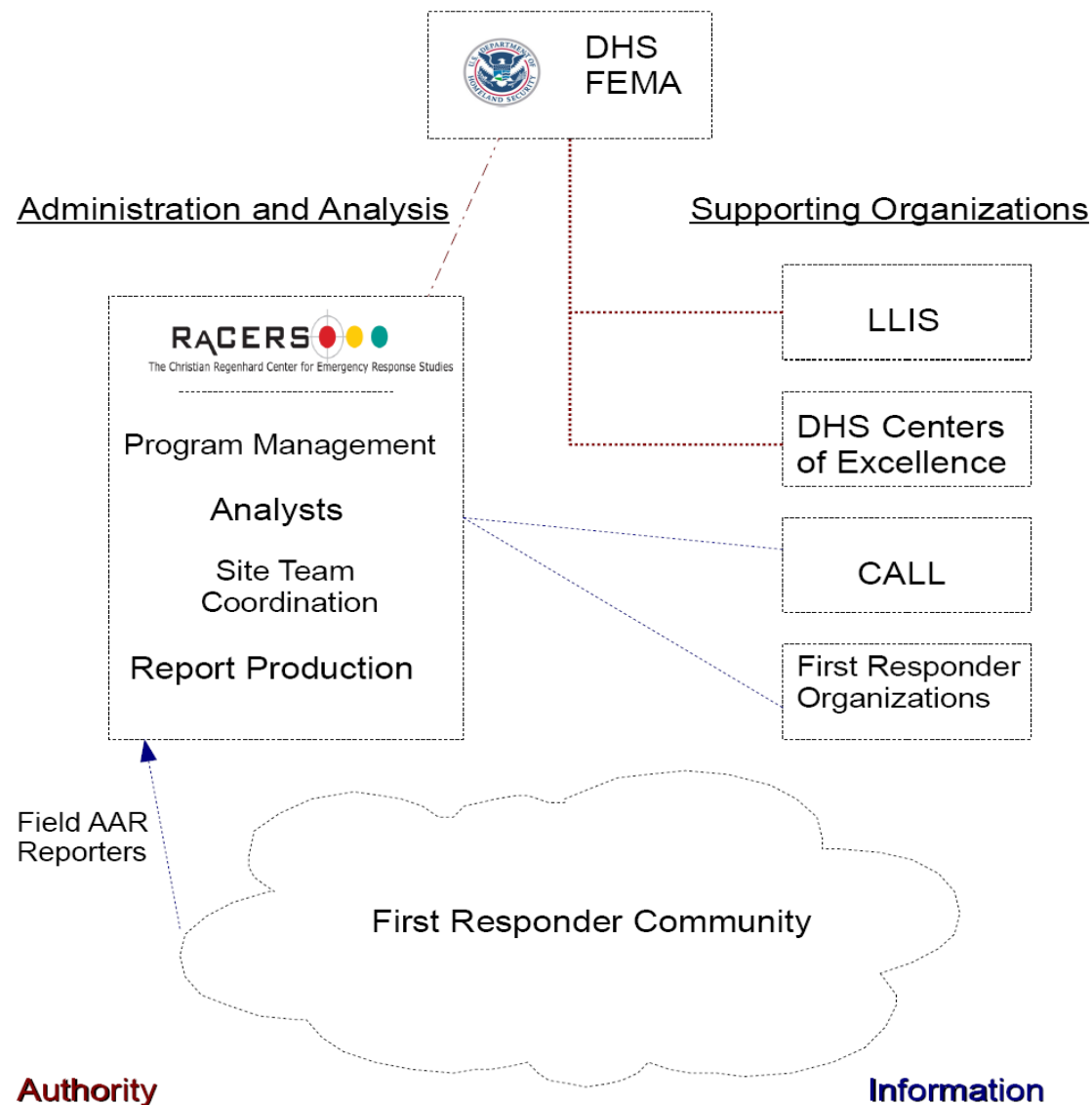
Getting Inside the Enemy's Decision Cycle



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Proposed Organizational Concept For First- Responder-based Lessons Learned Approach to AAR



(4)

US-DHS Academic Centers of Excellence

- Risk and Economic Analysis (CREATE)
- Microbial Risk Assessment (Biohazards)(CAMRA)
- Foreign Animal and Zoonotic disease (FAZD)
- Terrorism and Responses to Terrorism (START)
- Preparedness and Response (PACER)
- Explosives Detection (ALERT)
- Border Security and Immigration
- Maritime, Island, and Port Security
- Natural Disasters, Coastal Infrastructure, and Emergency Management
- Transportation Security (NTSCOE)
- Command, Control, and Interoperability (C2I)



Homeland
Security

Precedents and Authorities

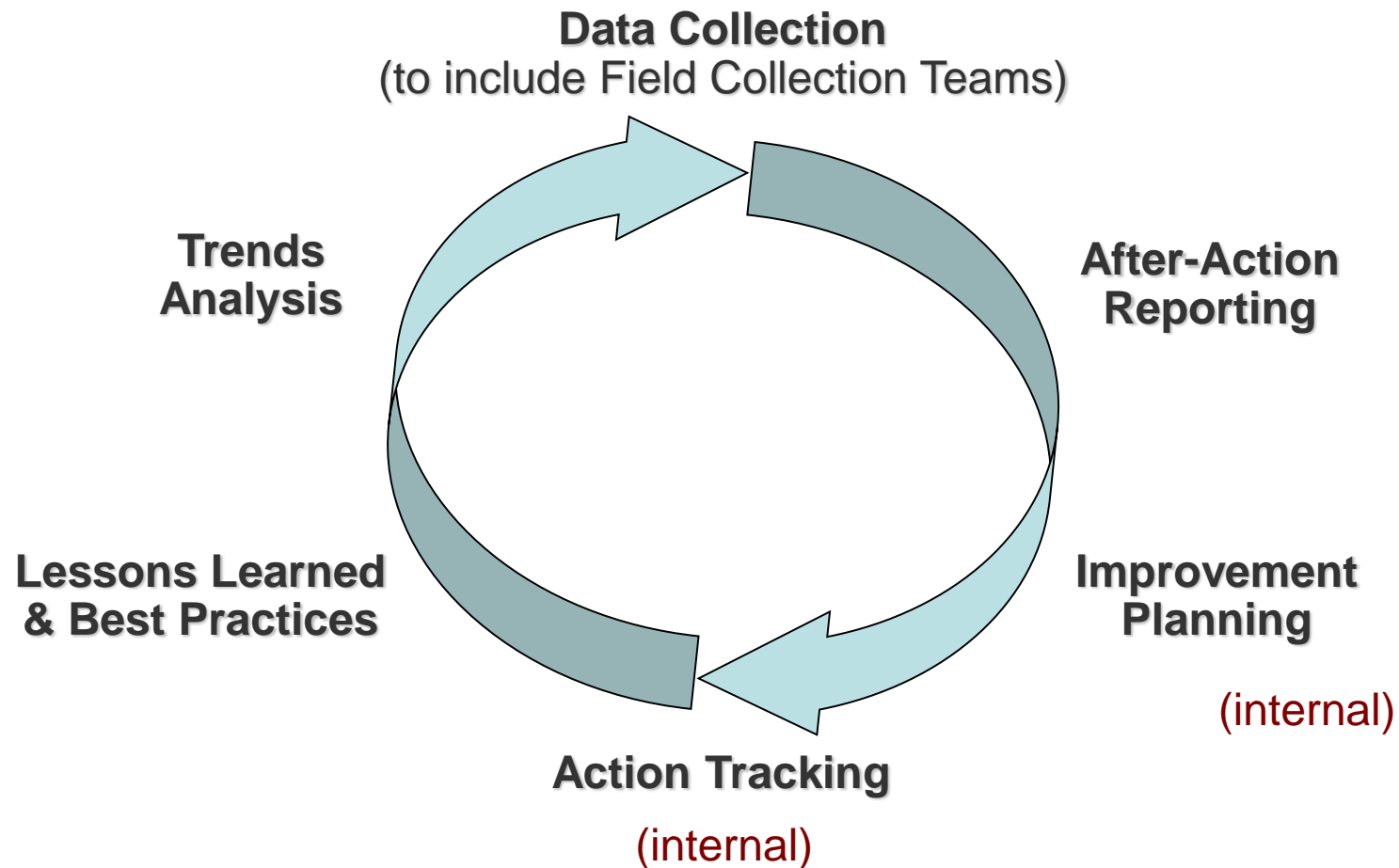
Post-Katrina Emergency Reform Act (2006) Legislation

FEMA Remedial Action Management Program

Remedial Action Management Program (RAMP): A program that will identify and remedy operational and programmatic issues encountered in disaster response and recovery operations and exercises. Known as the Remedial Action Management Program (RAMP), it will also capture lessons learned and smart practices that will become part of a Web-based national library accessible to all levels of government...The RAMP replaces the Disaster Corrective Action Program and involves restructured procedures and new issue-management authorities.

– NIMS Compliance Metrics 2007

DHS/FEMA RAMP Process



Where does our proposal fit in?

“FEMA should strengthen RMP by providing greater management support . . .”

FEMA staff do RAMP duties as collateral to regular assignments p. 134

- Office of Inspections and Special Reviews. *A Review of FEMA's Disaster Management Activities in Response to Hurricane Katrina*. OIG-06-32 March 2006

LLIS Is Critical

Lessons Learned Information Shari...

U.S. DEPARTMENT OF HOMELAND SECURITY **FEMA** | **Lessons Learned Information Sharing**
LLIS.gov

Sharing Information...Enhancing Preparedness...Strengthening Homeland Security

HOME | CHANNELS | EXERCISE SUPPORT | DIRECTORY | OUTREACH | COLLABORATE | FEEDBACK | SETTINGS | LOGOUT

FEATURED TOPICS	NEW LLIS.GOV CONTENT	RECENT INCIDENTS
Pandemic Influenza	NEW! Updated Target Capabilities	Fire Rips through Santa Barbara Neighborhoods
TOPOFF 3	NEW! Federal Preparedness Report	
Community Preparedness	Analysis of State and Local Officials' Views on Federal Preparedness Requirements	
Critical Infrastructure	STATE PREPAREDNESS REPORTS SUBMITTAL PAGE	
Cyber Security	Lessons Learned Emergency Operations: Including Global Positioning System Coordinates in Communications with Responders (1 May 2009)	Related LLIS Content
Disabilities & Special Needs	Search and Rescue: Planning for Carbon Monoxide Buildup in Confined Work Spaces (1 May 2009)	Wildfire Origin and Cause Determination Handbook
Emergency Transportation Operations Channel	After-Action Reports Iowa 2008 Summer Storms After-Action Report (1 May 2009)	Protecting Yourself While Responding to Wildfires
Exercise Planning and Program Management		Wildfire Suppression: Strategies for Containing Costs
Geographic Information Systems		
Hurricane Preparedness		
Incident Management		
Intelligence and Information Sharing		

lis.dhs.gov/member/home.do

Trusted sites

Toward a Future Collaborative Structure

- Engagement between government, industry, and academia
- cost effective
- institutional memory
- promotion of “best practices” and more rapid cycle of improvement in disaster response
- development of internationally-directed curricula for development of local leaders in emergency response organizations
- leverage existing investments, strengthen local capacity

Good Features

- International collaboration
- Data sharing, analysis
- Exchange of staff, cross-discipline focus/working groups
- Common data collection schema
- Multi-discipline, first-responder focused



Conclusions


- Build a robust academic-government partnership for emergency responder policy, post-incident analysis, and best practices
- Complement existing science and technology efforts



Conclusions

- Documenting lessons learned from first-responder perspective
- Suggested organizational setting and linkages
- Consistent with national, international, multinational aims
- Suggested approach for the future

Thank You!



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- (2) Thompson, J. *Organizations in Action: Social Science Bases of Administrative Theory*. New Brunswick, NJ: Transaction Publishers, 2003.
- (3) Schein, E. *Organizational Culture and Leadership*. San Francisco, CA: Jossey-Bass, 1997.
- (4) Jennings, C. "Concept for Implementation of a Lessons Learned Capability for Presidentially-Declared Disasters" Working Paper, Christian Regenhard Center for Emergency Response Studies, John Jay College, July 2009.
- (5) United Nations, ISDR. *Works Into Action: A Guide for Implementing the Hyogo Framework*. 30 April 2007. UN/ISDR-02-2007-Geneva.