



TOOLKIT 6 · EMERGENCY PREPAREDNESS · TOOL 5 OF 5

After-Action Review — Emergency or Drill

Four questions, answered within 72 hours by the people who were there. What was supposed to happen, what happened, why the difference, what we change

Event (real / drill) · date · duration	
Review date · chair · participants	

1 · TIMELINE (KEY MOMENTS: ALARM, COMMAND ESTABLISHED, TRIAGE OPEN, SURGE ACTIVATED, EXTERNAL HELP ARRIVED, STAND-DOWN)

Time	What happened	Who

2 · THE FOUR QUESTIONS

Question	Answer
What was supposed to happen?	
What actually happened?	
Why was there a difference?	
What do we change — and what do we keep?	

3 · STRENGTHS TO KEEP

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4 · GAPS AND ACTIONS

Gap	Action	Owner	Due	Plan section updated

Rule. No blame, no rank in the room: the porter's account of the corridor matters as much as the director's. The review is not complete until the plan is updated and the next drill is dated.

ASF standards: Standard 3 — emergency preparedness (drills and review); Governance — improvement