



U.S. ARMY

Facilitated After Action Review (FAAR)



Do All You Can Do

➤ Conducting Your FAAR

- Identify one or two key observations (sustain / improve) prior to the FAAR
- Select a site that will support facilitation.
- Have Salmon Card available for use during FAAR.
- Establish FAAR ground rules.
- Promote discussion among the group and enter the conversation when required.
- Publish what was supposed to happen.
- Publish what actually happened.
- Process what went right (strength) and/or what went wrong (improve).
- Identify how the task could be completed next time to improve/enhance performance.
- Provide closing comments and link findings into next training iteration.



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Best Practices

- Identify strengths to sustain and weaknesses to improve
- **Everyone participates** if they have insight, observation, or a question that will help the unit identify and correct deficiencies or sustain strengths
- Participants must **avoid using the AAR as a critique**. No one – regardless of rank, position, or strength of personality – has all the information or answers
- The facilitator can / should:
 - Reinforce the fact that **it is permissible to disagree respectfully**
 - Focus on learning and encourage people to give **honest opinions**
 - Draw in personnel who are reluctant to offer input
 - Use **open-ended and leading questions** to guide the discussion
 - **Enter the discussion only when necessary**