

AAR Workshop Role-Play

This page contains the Oral Introduction Content

Objectives of the role-play:

- Go through the AAR Process in a practice environment and learn from the experience.
- Learn how common attitudes, behaviors and beliefs can be addressed in an AAR.

PowerPoint Slides of Support Documentation

Small Burn Plan that includes:

- Map: Target Acres, Maximized Area
- Prescription parameters: (weather, % fuel moisture, etc.)
- Resource Objectives

This exercise is not about the details of the burn. It is about how a burn AAR can be done. This is a role-playing exercise, and each participant is assigned a role. Please quickly familiarize yourself with your assigned role, and keep your individual role player briefing sheet to yourself. Use the instructions on your role player briefing sheet. To get you started, there's a minimum response for you to use for each AAR question. The instructions on the role player briefing sheet include attitudes and behaviors we'd like you to demonstrate. Have fun with it. There's a lot you can add that will make this even more interesting than just reading your part word for word.

Six people on each team are:

- AAR Facilitator Role
- Note-taker/Process Observer Role
- District Ranger, Line Officer Role
- Burn Boss, Project Leader Role
- Holding Specialist Role
- Ignition Specialist Role

The AAR facilitator is given the team's folder, will assign each of the other team members a role to play and give out role play briefing sheets when you get to your breakout area.

It is important to take 5-minutes to read your role player briefing sheets, understand your role and get into your part mentally before the AAR begins.

AAR Allotted Time: 45 Minutes Max. After a 15-minute break, everyone meet back together in this room in one hour from now to participate in a wide-open debriefing. Go to your team's breakout area.

AAR Facilitator

When your team is settled into their breakout area:

1. Go over the AAR Ground Rules:

(If necessary, review the AAR ground rules during the AAR as reminders of what was agreed upon.)

- Our goal here is to “Learn From Every Burn.”
- Anonymous discussions will stay “in house.”
- No finding fault or assigning blame, personal attacks are forbidden. Focus on the “what” not the “who.”
- Behavior: professional and tactful, yet honest and open with integrity

2. Go over AAR Structure and times:

“We’re going to try to complete this AAR in about 40 minutes.”

1. What was planned? Taking approximately 5-min.
2. What actually happened? Aprox. 5-min.
3. Why did it happen? Aprox. 10-min.
4. What can we do next time? Aprox. 20-min.

During the AAR, keep in mind your, the facilitator’s, objectives:

- Keep participants on the question at hand. They may try to jump to #4 when they’re supposed to be focused on question #2.
- Involve all of the participants. You’re lucky; each participant has something to offer on every question. Some will talk without prodding, but you will have to ask the silent ones for a response.
- Probe for underlying cause and effect relationships. Potential questions you could ask to bring out more information:
 - What does that mean?
 - Does everyone feel that way?
 - I see you shaking your head, what are you thinking?
 - Can you explain why you feel that way?

Make sure that the Note-Taker/Observer records the 2-part list from question #4:

- a. What they want to sustain
- b. What they want to improve upon

Note-Taker/ Process Observer

Observe and note AAR team's group dynamics and interpersonal learning processes during the entire 45-minute meeting. The details (i.e. of the Burn Plan) are not important here.

The way people act as individuals and a team is something you want to notice. For example:

- **How does the facilitator handle attitudes and beliefs?**
- **How does the facilitator handle reticent, quiet types?**
- **How do the team members react to the presence of a powerful person at the table in the character of the District Ranger?**

Look for the balance between questions, listening, and responding or assertions.

Capture your observations in an abbreviated bullet form that you can read later. This is not your Master's Thesis.

Capture the time spent on each question.

Capture the 2-part list that results from question #4:

- **What they want to sustain**
- **What they want to improve upon**

Ralph, or Renee, the Powerful District Ranger

Please keep your individual role player briefing sheet to yourself. Get into the role you've been assigned and look at your character's position and perspective. Follow the instructions for your character's role player briefing sheet. There's a minimum response for you to use for each question to get you started. The instructions on this briefing sheet include attitudes and behaviors we'd like you to demonstrate. Have fun with it. There's a lot you can add that will make this even more interesting than just reading your part word for word.

Attitude and Behavior:

- Quiet, lying back until pointedly asked questions
- Noticeably grumpy and defensive when answering questions
- Shows power inherent in this position, to intimidate if possible, but be sure to allow the AAR role-play process to move forward.

Minimal responses:

On question #1:

Initially silent until the facilitator, or another team member, asks for a response.

Only when asked, "We're implementing the Healthy Forest Restoration Act in our area like we've been told to do by those that pull our strings in Washington."

On question #2:

Initially silent until the facilitator, or another team member, asks for a response.

Only when asked, "Well we got our target acres didn't we!?"

On question #3:

Initially silent until the facilitator, or another team member, asks for a response.

Only when asked, "I don't know! I wasn't invited!"

On question #4:

Initially silent until the facilitator, or another team member, asks for a response.

Only when asked, "I'm going to ask more questions next time before I sign off on anything, that's for sure."

Bob, or Betsy, the Burn Boss

Keep your individual role sheet to yourself. Get into the role you've been assigned and look at your character's position and perspective. Follow the instructions for your character's role play briefing sheet. There's a minimum response for you to use for each question to get you started. The instructions on this role play briefing sheet include attitudes and behaviors we'd like you to get into. Have fun with it. There's a lot you can add that will make this even more interesting than just reading your part word for word.

Attitude and Behavior:

- At first: Firm and experienced, sure of decision-making ability
- Later on during question #2 you'll help to open the group up by admitting that you personally "did some things right and some things wrong."

Minimal responses:

On question #1:

- Safety (LCES, Stay within prescription, etc.)
- Resource objectives: Eliminate brush buildup on ten acres, Protect the sensitive watershed from silt loading, 50% reduction of immature Ponderosa Pine stands in the Burn Plan area, Protect sensitive flora and fauna habitat from destruction by avoiding crown fire conditions, Avoid damaging high-value power poles near perimeter
- Start at 10 AM before it gets hot.

On question #2:

- We started at 10 AM, or a few minutes after.
- Nobody got hurt
- We met target acres by staying within our planned perimeter
- I personally "did some things right and some things wrong."

On question #3:

- Weather changed abruptly creating an unexpected wind event
- I might have misjudged the fuels and they burned hotter than I expected.

On question #4:

- Sustain: Keep spending the extra time to do "what if scenarios" with the crew at different locations onsite.
- Improve: Spray or wrap power pole bases with protecting foam or foil.

Hanna, or Herb, the Holding Specialist

Keep your individual role sheet to yourself. Get into the role you've been assigned and look at your character's position and perspective. Follow the instructions for your character's role play briefing sheet. There's a minimum response for you to use for each question to get you started. The instructions on this role play briefing sheet include attitudes and behaviors we'd like you to get into. Have fun with it. There's a lot you can add that will make this even more interesting than just reading your part word for word.

Attitude and behavior:

- Irritated because burn weather changed
- Distrusting of the AAR process's promises of anonymity but be sure to allow the AAR role-play process to move forward.
- "The AAR is an Army model and we're not a military organization, are we?"

Minimal responses:

On question #1:

- We said we would stay on top of the weather.
- We said we would keep people informed through continuous communications.

On question #2:

- Silent at first, waiting until the facilitator or another member asks for your response.
- Then, only when asked, "I'm not going to say anything. I'm afraid that if I do it'll come back on me somewhere down the line, like at performance appraisal time. Maybe the Army has these things worked out, but do we?"
- "Let's get this right, we started at 11:00, not 10 AM."

On question #3:

- We were in too big of a hurry to get this done. Money drives everything.

On question #4:

- Get an earlier start instead of waiting until the middle of the day.
 - "I remember when I brought this idea up earlier in the planning stage and I got a discouraging look from both the burn boss and the plan writer."
- Set up a helicopter dip tank on site.

Irene, or Ike, the Ignition Specialist

Please keep your individual role sheet to yourself. Get into the role you've been assigned and look at your character's position and perspective. Follow the instructions for your character's role play briefing sheet. There's a minimum response for you to use for each question to get you started. The instructions on this role play briefing sheet include attitudes and behaviors we'd like you to get into. Have fun with it. There's a lot you can add that will make this even more interesting than just reading your part word for word.

Attitude and behavior:

This person is eager to get to the truth and is not afraid to speak up. You are concerned that Rx Fire is becoming a target acre driven world.

Bonus:

Congratulations! Your character has "The Minority Viewpoint." You're special. You are thinking what others aren't thinking about, or no one else is willing to say something about.

Minimal responses:

On question #1:

After others respond:

- "We wanted to make target to meet the Healthy Forest Restoration Act requirements."

On question #2:

After others respond:

- "We burned at the hot end of the prescription to begin with. Then, when the weather got worse, we didn't shut the burn down but hoped for the best so we could get some fire on the ground."

On question #3:

- "We were pushing to meet target acres and didn't want to look at why we shouldn't put fire on the ground. For example, we didn't update the Burn Plan. This was something we talked about doing but never got around to actually accomplishing it. The plan was written five years ago, before we got into five years of drought."

On question #4:

- Update every burn plan to today's conditions in the month and weeks before the burn before we do any burn.
- Find out how the nearby towns feel and involve the community early in what we're planning to do.