



PROBING THE

Pandemic

**Debriefing our Response &
Institutionalizing What We Learned**



A PART OF



Local governments and utility organizations demonstrated that they could be responsive, nimble, and adaptive in the face of the COVID-19 pandemic. They responded to a viral emergency by leaning on techniques rooted in emergency incident and disaster response trainings – no one had pandemic response expertise – until they developed it in real time. Learning is iterative and experiential. Maximizing organizational learning from the pandemic response requires intentional after-action debriefs. As local governments and utilities “reopen,” there will be a push to go back to the old way of doing things. Before we do that, though, what about the new way of working is worth keeping?

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Contact Information:

Julia Novak, Executive Vice President / jnovak@thenovakconsultinggroup.com / 513 221 0500



Response

How did we respond?

- As a City/County/Organization
- As a Department

What barriers were broken down that allowed critical services to be delivered?



Obstacles

What got in the way of accomplishing work?

What work did not get done? How did that impact key stakeholders?



Coordination

What did other departments and internal partners do that helped your department deliver services?

How did external partners support service delivery?

How were you asked to support other partners?



Learning

What were we forced to do that we may want to do in the future?

What actions did you take that you would you duplicate if faced with another pandemic? What would you eliminate?

What temporary changes made during the pandemic should we institutionalize and make permanent?



Communications

How did (internal) communication improve? Where did (internal) communication decline? What should we do differently in a similar situation?

How did (external) communication improve? Where did (external) communication decline? What should we do differently in a similar situation?



Reflection

Why did we overcome some obstacles but not others? What can be learned?

What other reflections would you like to share?
