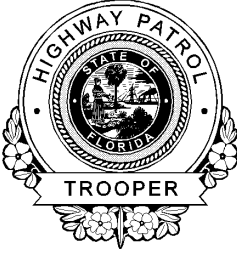


# FLORIDA HIGHWAY PATROL POLICY MANUAL

	<b>SUBJECT</b> AFTER ACTION REPORTS	<b>POLICY NUMBER</b> 17.10
		<b>ISSUE DATE</b> 02/01/96
		<b>REVISION DATE</b> 11/23/15
		<b>TOTAL PAGES</b> 5

## 17.10.01 PURPOSE

To establish a report that will provide necessary information concerning the scope of Florida Highway Patrol involvement in unusual or non-routine incidents.

## 17.10.02 POLICY

It is the policy of the Florida Highway Patrol that an After Action Report will be completed any time a member or supervisor is assigned duties related to an unusual or non-routine incident. This includes natural or man-made disasters and requests for special assistance from other governmental agencies or public officials.

## 17.10.03 DEFINITIONS

**AFTER ACTION REPORTS** – For the purpose of this policy, After Action Reports shall be used to define the comprehensive paperwork used and completed at the conclusion of any unusual or non-routine incident in which the Florida Highway Patrol was involved.

## 17.10.04 PROCEDURES

The After Action Report is a comprehensive analysis focused on performance standards that enable the division to discover what happened, why and how it happened, to sustain strengths and correct deficiencies, and focus on performance of specific mission-essential tasks. For each unusual or non-routine incident, the Director in the instance of a statewide mobilization or the Troop Commander in the event of a localized activation will appoint a Detail Commander.

- A. The Detail Commander is responsible for:
  1. Documenting the incident and the items necessary to complete the After Action Report, including the After Action Review.
  2. Completing an “Emergency Work Cost Estimation Form,” each day of the detail.
  3. Forwarding a copy of the completed form to the Emergency Operations Coordinator and the Manager, Office of Budget,

Legislation, and HR Management, on or before the open of business of the next working day.

4. Completing the Florida Highway Patrol's Hazard Forms, located on the FHP Emergency Operations Center SharePoint, for all unusual or non-routine incidents. The Hazard forms including the daily forms will become part of the After Action Report, filed in the appendix section.
5. Conducting an After Action Review, which is a thorough debriefing and evaluation of each member involved. The goal is to elicit candid insight into specific trooper, leadership and unit strengths and weaknesses, solicit feedback and obtain insight critical to response-focused training.
6. Compiling and completing an After Action Report. Ensuring the After Action Report is forwarded through channels to the Deputy Director and Emergency Operations Coordinator within 30 days after termination of the incident. The After Action Report will include:
  - a. Purpose
  - b. Executive Summary
  - c. Lessons Learned
  - d. Comments
  - e. Action Items
  - f. Appendix

B. After Action Review

1. No Commander, no matter how skilled will see as much as the individual trooper and leaders who actually perform the emergency response functions. Leaders can better correct deficiencies and sustain strengths by carefully evaluating and comparing trooper, supervisor and unit performance against the standard. The After Action Review is the foundation of the evaluation process.
2. Involved personnel will participate in an After Action Review, which is a thorough incident debriefing and evaluation. Members will offer specific insight as to trooper, leadership and unit strengths and weaknesses and feedback on emergency response training. Each Review will include the following components:
  - a. Conducted during or immediately after each event
  - b. Focus on incident objectives
  - c. Focus on trooper, leader and unit performance
  - d. Involve all participants in the discussion
  - e. Use open-ended questions
  - f. Are related to specific standards
  - g. Determine strengths and weaknesses
  - h. Link performance to subsequent training

3. Personnel assigned to an incident outside of their assigned troop will debrief in a unit setting, with, at a minimum, the assigned detail unit supervisor prior to being released from the detail. Larger multi-unit and full detail After Action Reviews are encouraged.
4. Unit supervisors are responsible for holding the After Action Review session. Detail Commanders are responsible for ensuring unit supervisors complete the After Action Review session.
5. Because troopers and leaders participating in an After Action Review actively discover what happened and why, they learn and remember more than they would from a critique alone. A critique only gives one viewpoint and frequently provides little opportunity for discussion of events by participants. With a critique, trooper observations and comments may not be encouraged. The climate of the critique, focusing only on what is wrong, prevents candid discussion of training events and stifles learning and team building.

C. Troop After Action Reports

1. Information learned during the After Action Review will make up the body of the Troop After Action Report. The completed After Action Report with all attachments will be forwarded through channels to the Deputy Director and the Emergency Operations Coordinator within 30 working days after the conclusion of Florida Highway Patrol involvement.
2. In the event the incident requires personnel assistance from another troop, the troop in which the incident occurred is responsible for completion of the After Action Report. The report shall include the required information on all personnel assisting the troop.
3. In the event the incident requires out-of-state travel, the Detail Commander assigned to the incident will document and complete the After Action Review and the After Action Report as outlined above.



## FLORIDA HIGHWAY PATROL AFTER ACTION REPORT

DATE: (Date prepared/submitted)  
TO: (Primary Person in Chain of Command)  
VIA: (Chain of Command Routing Channels)  
CC: (Courtesy Copy to interested individuals)  
FROM: (Person Preparing report)  
SUBJECT: After Action Report – (Event Title)

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### 1. PURPOSE:

Establish the facts.  
What was the mission description?  
What did we set out to do?  
What were the key tasks involved?  
Define acceptable standards for success.

### 2. EXECUTIVE SUMMARY

Continue to establish the facts.  
What actually happened?  
Relevant times and dates  
Cause and effect. Why did it happen? Focus on what not who.

### 3. LESSONS LEARNED

What can we do better next time?  
Focus on items you can fix and try to suggest solutions to identified problems. If you do not have a solution, that is OK, but you should try to provide some options. Identify successes to maintain those strengths

### 4. COMMENTS

This includes good and bad performance, questionable actions, injuries to division personnel, and damages to division property. It can also include suggested changes in policy or really anything that the submitter wants the chain-of-command to know about. However, touchy or dangerous subjects such as potential disciplinary items are usually handled personally and not in a report like this, that has general distribution.

## 5. ACTION ITEMS

Develop a list of what actions to take to fix specific needs.  
Timelines and responsibilities

### **Appendix**

Who participated?  
Agencies/individuals  
Newspaper clippings  
Emergency Work Cost Estimation Form(s)  
FHP Hazard Forms  
Briefing Reports