



Service Standard 1.5.6 Lessons Management Framework

Version	1.2
SOPs	Nil
Policy Owner	Deputy Commissioner Preparedness & Capability
Policy Contact	Director Training & Doctrine
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1 Purpose

- 1.1 The Rural Fire Service (RFS), through Operational Improvement (OI), will use the Lessons Management Framework to establish, maintain and continuously improve a Lessons Management system, that will contribute to member training and service delivery to the community of NSW.
- 1.2 Observations taken build evidence to identify lessons that will support changes or updates to practise, Service Standards, equipment or operational policy.
- 1.3 Lessons Management encourages all members of RFS to be involved in, contribute to, and be responsible for, continuous improvement.

2 Policy

- 2.1 OI will receive observations by a variety of means, including attending and conducting after action reviews (AARs) and debriefs, participating in operational reviews, reviewing the resolution of complaints, and by receiving and compiling direct submissions.
- 2.2 All AARs conducted at District or business unit level should have their observations/outcomes advised to OI for collation.
- 2.3 Operational Improvement encourages all members to conduct reviews on all incidents, exercises, training and events; and provide observations of practices that

the RFS should sustain as well as opportunities for improvement for review and consideration.

- 2.4 Observations recorded or submitted to OI will be received, validated, and compared with similar observations and trends.
- 2.5 OI will acknowledge direct submissions via email.
- 2.6 Where an insight is identified, OI will report them to the Lessons Reference Group.
- 2.7 OI will inform the workforce of lessons identified through a variety of products, publications and platforms.
- 2.8 For further information, please refer to the Lessons Management Framework document.

3 Definitions

3.1 For the purpose of this policy the following definitions apply:

- **After action review:** Similar to a debrief, an AAR involves describing what was intended, what actually happened, what mistakes were made and how participation might improve in the future.
- **Analysis:** The process of systematically applying statistical techniques and/or logic to interpret, compare, categorise and summarise data collected.
- **Continuous improvement:** A management strategy involving organisational-wide processes of continuous incremental innovation and adaption to major change.
- **Debriefing:** A structured discussion aimed at putting an event into perspective.
- **Evaluation:** A time-bound exercise that attempts to assess, systematically and objectively, the relevance, performance, and success, or the lack thereof, of ongoing and completed activities.
- **Framework:** An organisational structure that identifies the key areas, such as culture, governance, engagement, capability and planning, which are required for an organisation to implement an effective process.
- **Insight:** A deduction drawn from the multiple observations collected which are similar in nature and need to be further considered.
- **Issue:** A matter drawn from the observations collected which needs to be further considered. Issues will generally be negative, such as problems that have occurred.
- **Lesson:** Knowledge or understanding gained by experience, both positive or negative.
- **Lesson identified:** A conclusion based on the analysis of one or more insights, and a viable course of action that can sustain an action or address an area of improvement.
- **Lesson learned:** Occurs only when a solution has been implemented, verified that the change has been positive and sustained.
- **Lessons management:** A component of knowledge management that seeks to introduce better practice and improvement opportunities for an organisation's systems and processes. It broadly involves collecting and analysing information and data to develop, implement and share changes intended to improve efficiency and/or effectiveness.

- **Local:** Refers to the relevant area command, district section, or business unit where the insight can be most appropriately actioned.
- **Observation:** A fact or occurrence that has been seen, heard, noticed or experienced that is either positive or an opportunity for improvement.
- **Validation:** Ensures that the original observation has been checked or proving the accuracy of the observation.

4 Document control

Release history

Version	Date	Summary of changes
1.0	28 Oct 2020	Initial release
1.1	8 Feb 2022	Minor amendments to align with Head Office functional realignment and references to Lessons Reference Group
1.2	11 Mar 2024	Administrative review to move Service Standard, Framework document and Lessons Management Group Terms of Reference to new branding Framework document updated to reflect changes in the process for requesting & approving AARs

Approved by

Name	Position	Date
Rob Rogers AFSM	Commissioner	11 March 2024

Related documents

Document name
Australian Institute of Disaster Resilience (AIDR) Lessons Management Handbook
Service Standard 1.1.7 Code of Conduct and Ethics
Lessons Management Framework document
Lessons Reference Group Terms of Reference
Conduct Briefings & Debriefings course materials