



SERVICE STANDARD 1.5.6

LESSONS MANAGEMENT FRAMEWORK

ITEM	DESCRIPTION
Version Number	1.1
SOPs	Lessons Management Framework
Owner	Deputy Commissioner Preparedness and Capability
Contact	Supervisor Operational Improvement
Approved Date	8 February 2022
Effective Date	8 February 2022
Next Review Completion Date	30 September 2023
Document Control	Electronic - Printed Copies are Uncontrolled

1 Purpose

- 1.1 The NSW RFS, through Operational Improvement, 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 NSW RFS to be involved in, contribute to, and be responsible for, continuous improvement.

2 Definitions

- 2.1 For the purpose of this Policy Document the following definitions apply:
 - a. **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.
 - b. **Analysis:** The process of systematically applying statistical techniques and/or logic to interpret, compare, categorise and summarise data collected.
 - c. **Continuous Improvement:** A management strategy involving organisational-wide processes of continuous incremental innovation and adaption to major change.
 - d. **Debriefing:** A structured discussion aimed at putting an event into perspective.
 - e. **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.

- f. **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.
- g. **Insight:** A deduction drawn from the multiple observations collected which are similar in nature and need to be further considered.
- h. **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.
- i. **Lesson:** Knowledge or understanding gained by experience, both positive or negative.
- j. **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.
- k. **Lesson Learned:** Occurs only when a solution has been implemented, verified that the change has been positive and sustained.
- l. **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.
- m. **Local:** Refers to the relevant DTZ, Area, Section, or Business Unit where the insight can be most appropriately actioned.
- n. **Observation:** A fact or occurrence that has been seen, heard, noticed or experienced that is either positive or an opportunity for improvement.
- o. **Validation:** Ensures that the original observation has been checked or proving the accuracy of the observation.

3 Policy

- 3.1 Operational Improvement will receive observations by a variety of means, including attending and conducting AARs and debriefs, participating in operational reviews, reviewing the resolution of complaints, and by receiving and compiling direct submissions.
- 3.2 All AARs conducted at District or Business Unit level should have their observations/outcomes advised to Operational Improvement for collation.
- 3.3 Operational Improvement encourages all members to conduct reviews on all incidents, exercises, training and events; and provide observations of practices that the NSW RFS should sustain as well as opportunities for improvement for review and consideration.
- 3.4 Observations recorded or submitted to Operational Improvement will be received, validated, and compared with similar observations and trends.
- 3.5 Operational Improvement will acknowledge direct submissions via email.
- 3.6 Where an Insight is identified, Operational Improvement will report them to the Lessons Reference Group.
- 3.7 Operational Improvement will inform the workforce of lessons identified through a variety of products, publications and platforms.
- 3.8 For further information, please refer to the Lessons Management Framework document.
- 3.9 This Service Standard and the Lessons Management Framework will be reviewed prior to 30 September 2023.

4 Related documents

- [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 and Debriefings course materials

5 Amendments

AMENDMENT DATE	VERSION NO	DESCRIPTION
28 October 2020	1.0	Initial release
8 February 2022	1.1	<ul style="list-style-type: none">➤ Repeals and remakes SS 1.5.6 v1.0➤ Minor amendments 4 Oct 2021 and 24 Jan 2022 to align with Head Office functional realignment and includes reference to the Lessons Reference Group