



**MONTGOMERY COUNTY  
FIRE AND RESCUE SERVICE**

24-01

**Policy and Procedure**

Page 1 of 3

**Incident Response Policy Appendix T  
After Action Reporting**

01/19/2022

Issued by: Fire Chief Scott Goldstein

Policy Number: 24-01

Authority: Montgomery County Code Section 21-3 (b)

Supersedes: Policy and Procedure 24-01, *Incident Response Policy, Appendix T, After Action Reporting*, dated 07/01/2017

Effective Date: January 19, 2022

**SECTION 1. Purpose:**

The purpose of this appendix is to provide guidance for the general framework of *After Action Reviews (AARs) Policy*.

**SECTION 2. Applicability:**

The policy Includes all MCFRS personnel, who are participating in MCFRS activities and with personnel from other organizations, when operating in Montgomery County.

**SECTION 3. Background:**

The term AAR applies to the full range of post incident reviews beginning with the on-scene hotwash and extending to detailed written reports ordered by the Fire Chief.

**POSITION STATEMENT**

A properly conducted AAR process can be a powerful tool for learning by allowing personnel to learn from the actions of others. The AAR process begins with a hotwash led by the incident commander or company officer and can continue through special reports ordered by the Fire Chief. During the AAR process the primary objective is to respectfully and openly engage decision makers about what they saw, how they framed their decisions, and how individual actions helped or hindered the operation as a whole. It is important for all aspects of the process to be non-judgmental, non-confrontational, and open. The AAR process must focus on facts, lessons available for learning, and recommendations for future improvement.

**SECTION 4. Definitions:**

See Appendix Q.



**MONTGOMERY COUNTY  
FIRE AND RESCUE SERVICE**

24-01

**Policy and Procedure**

Page 2 of 3

**Incident Response Policy Appendix T  
After Action Reporting**

01/19/2022

**SECTION 5. Policy:**

- a. MCFRS recognizes the following levels of AARs:
  1. Hotwashes
  2. Initial AAR (IAAR)
  3. Significant Incident Investigative Reports (SIIR)
- b. Hotwash Guidelines
  1. The incident commander must ensure that a hotwash is conducted for all complex incidents (as defined in the Incident Response Policy).
  2. The incident commander should lead the hotwash and must ensure that the focus is on learning and improvement.
- c. IAAR Guidelines
  1. IAAR publishing must be timely and regular.
  2. Any incident with a nexus to FRS Operations is subject to this policy.
  3. The nature, structure, scope, submission method, and dissemination method of the IARR will be determined by the Fire Chief or designee.
  4. An IAAR may be ordered by the Duty Chief working at time of the incident, a Division Chief, or the Fire Chief.
  5. An incident commander may self-initiate an IAAR when the incident commander believes that there are important lessons or ideas to share.
- d. SIIRs
  1. A SIIR may be ordered by the Fire Chief or a Division Chief.
  2. The nature, structure and scope of the document will be determined by the requesting Chief.
  3. A SIIR is a more comprehensive report, generally produced by a panel appointed by the requesting Chief.
  4. An incident commander must not be the lead writer/investigator of their own SIIR.

**SECTION 6. Responsibility:**

The responsibility to adhere to this policy includes all MCFRS personnel.



**MONTGOMERY COUNTY  
FIRE AND RESCUE SERVICE**

24-01

**Policy and Procedure**

Page 3 of 3

**Incident Response Policy Appendix T  
After Action Reporting**

01/19/2022

**SECTION 7. Procedure:**

- a. When an IAAR or SIIR is ordered there must be clear written direction to the lead investigator regarding format and content.
- b. The Fire Chief must approve any SIIR before it is shared.

**SECTION 8. Cancellation:**

This policy cancels the Incident Response Policy #24-01, dated 07/01/2017.

**SECTION 9. Attachments:**

None

**Approved:**

A handwritten signature in black ink that reads "Scott Goldstein".

\_\_\_\_\_  
Fire Chief Scott E. Goldstein

Date - January 19, 2022