

National Line Officer Team Meeting

Phoenix, AZ
April 9, 2015

WELCOME & INTRODUCTIONS

Attendance: Brian Ferebee, Becki Heath, Dana Reid, Sherry Tune, Mark Van Every, Jon Regelbrugge, Jose Castro, Ralph Rau, Tom Osen, Scott Russell, Janine Clayton, Tawnya Brummett

Guests (part of the meeting): Vicki Christiansen, Tom Harbour, Larry Sutton, Evans Kuo, Bill VanBruggen

Thank You & Presentation to Brian (Tom Harbour)

- As this is Brian's last NLOT meeting, Tom recognized him for his participation and leadership.

AGENDA TOPICS

NLOT History, Charter & Orientation Package (Brian Ferebee/Janine Clayton)

- Brian reviewed the "National Fire Line Officer Team, A History" PowerPoint (attached). This was determined to be of value and will be updated to include in the "Orientation Package".

NLOT Charter (Brian Ferebee)

- No changes needed at this time.
- Brian has worked with the Senior Fire Leaders regarding requests that come to NLOT; his recommendation is to be mindful when requests are for a "decision". At times, it's not NLOT's decision; however, NLOT can get the issue to the right forum for a decision.
- It's important for NLOT to understand the difference between NLOT and RLOTs.
- Vicki: Connection/tie between Fire and Line is critical – Need to ensure one organization; not FS and Fire. Partnership between Fire and Line is huge for influencing the rest of the agency.
- Brian: We also need cultural change. Influencing others is the challenge; influence, power, and flexibility. NLOT does accomplish some tasks; however, the much higher objective is influence and leadership.
- Summary/Follow-up (possible POW items): Sensing discussion of what's coming from the field and sharing best practices for communicating.

2015 POW (Dana Reid/All)

- Agency Administrator Certification & Training
 - Issue – District Rangers have advanced qualifications but can't manage Type 1 due to DR level and requirements/policy.
 - Brian: Qualifications should not be based on position but should be based on skills and abilities. We also need to ensure that ego/pride does not override qualifications. Approval needs to remain with the RF.
- NLOT Orientation Package
 - Sherry agreed to take the Lead and Jon will assist; this includes updating the NLOT History PP.

- Line Officer Desk Guide
 - Tami should have the Desk Guide up in May.
 - Question: Should the LO Desk Guide include prescribed fire? Need to coordinate with Senior Fire Leaders.
- S-520
 - At this stage, should S-520 still be on NLOTs POW? Decision: Keep it for now but update the role and outcome.
 - How will 520 change when Agency Administrator participation is interagency? Becki has the ability to engage Frank Guzman and Rowdy Muir and provide the criteria that NLOT would like considered.
 - Sherry is willing to assist with S-520.
- NLOT Participation Requests
 - Will look at criteria and develop guidelines for 2016 POW.
 - Current Process: Requests typically go to Brian and he brings them to the monthly calls to assign.
- Other Possible POW Topics for 2016:
 - Communication/Engagement Opportunities (with Regional Line Officers)
 - Prescribed Fire Certification
 - Red Book Review
- Other Thoughts:
 - Shall we have a two-year POW?
 - Dana will update the draft POW based on the discussion and send out with the notes.
 - Current NLOT Reps are assigned to various groups; this is not necessarily a POW topic, but should be identified. Examples: Medical, Risk Mgt. Dana will follow-up.

Website vs. SharePoint (Tom Osen/Brian Ferebee)

- Options need to be explored for the May meeting providing pros and cons of each:
 - Sharepoint
 - Website
 - Wildland Fire Mgt., Research Development and Application Site
- Need to determine if Sharepoint is viable, or no longer an option for FS.
- Issue: People don't know where to find AACT information.

Learning Review (Larry Sutton)

- Three options:
 - FLAs (currently providing workshops; not just for fire)
 - Coordinated Response Protocol (coordinate various responses after a fatality (Learning Reviews (for fatalities or national requests), law enforcement, peer review, CISM, safety, claims, aviation) – Currently an MOU is being drafted with NTSB due to the recent accident.
- There is now a combined FLA/CRP Workshop – Great participation from Line.
- OSHA will continue to review on their own. The FS has attempted to have a better relationship but there are challenges.
- NTSB has jurisdiction for all aviation accidents
- To obtain information about lessons learned, you can sign up for push notifications on the Wildfire Lessons Learned site.

- The question is, how are we ensuring we are getting, understanding and making changes based on lessons learned and how can we get the most out of the lessons learned tools? How do we apply what we learn?
 - There was an analysis completed in January to look beyond the accident (FFTR with a tool in the field) and look at everything that enabled and contributed (the process) to the accident. This analysis is still being compiled for publication.
- JHA is likely going away and being replaced by Risk Assessment.
- Need help from Line – Education. Global learning opportunities.
 - Rapid lesson sharing (1 pager) quick and to the point but not a lot of analysis. The thought is that if it is “quick”, the field will read; however, it can oversimplify complex systems and events.
- How to share?
 - Presentations at Region’s Ranger Summits.
 - Working on an online session.
- Issue: Recommendations in an FLA are not binding, i.e. do not have to be implemented.

Emerging Incident Management (Evans Kuo)

- There was a two-year study (2009-2011), tasked by NWCG, which produced the Evolving Incident Management Report [completed by the Incident Management Organization Succession Planning Team (IMOSPT)].
- The original EIM report had specific key recommendations. Feedback from stakeholders indicated little support for some of the key recommendations, specifically the Typing of IMTs, NICC managing team dispatches when we are at PL3 or above and the number of IMTs.
- There were significant discussions at the Fire Executive Council (FEC) and Senior Fire Leadership Council in 2013/2014 which resulted in NWCG being tasked by FEC to conduct a new assessment of EIM to consider new insights and changed conditions since 2009, and re-analyze the controversial recommendations to provide additional alternatives for consideration. The EIM Task Team conducted the assessment and re-analysis over the course of the summer 2014.
- Fires are now much more complex and changes to our workforce has resulted in smaller organization, more specialized (less generalists), with reduced budgets. FS and DOI capability has decreased but in some instances our state/county/local government partners’ capabilities have increased. The workforce succession is largely an agency issue.
- The EIM Task Team consists of Line, ICs, FMOs, etc. and spent 2014 summer reanalyzing the situation. Because the field wasn’t ready to accept the initial recommendations, the Task Team looked at the pros and cons (including costs) and provided new alternatives:
 - No action
 - The original IMOSPT proposal
 - Revised Recommendations
- The Task Team also looked at how to streamline qualification certification and how to increase efficiency.
- The current situation:
 - Fire seasons move around year to year. Some years there are teams that get 6-7 assignments while others only get 0-1
 - 1 assignment per year is insufficient to maintain proficiency and expertise and can lead to disinterest from participants
 - An imbalance of assignments can result in folks getting tired and home unit issues. When a geographic area mobilizes all of their IMTs at once, IA capability is affected as is continuity of work on home units. Meanwhile, there are IMTs elsewhere in the country that are inactive

and available to help, but there is a reluctance to bring in out-of-GACC IMTs until all in-GACC resources are committed.

- EIM Task Team developed revised recommendations which include:
 - Maintain the distinction between Type 1 and Type 2 IMTs. Ten year historical data show Type 2 IMTs are ordered 74% of the time and Type 1 IMTs only 26%.
 - Maintain the number of teams that each GACC can support (with sideboards by NMAC).
 - ADs would continue to be used to provide surge capability but need national standard for use and provide for succession planning whenever AD is used.
 - Geographic Area Coordinating Group (GACGs) will continue to have autonomy to assign IMTs within their own GACC; however NMAC will continue to consider the national perspectives with several goals in mind: Utilize IMTs from areas of low fire risk to support IMTs in high activity level through pre-positioning or planned replacement. NMAC will monitor national rotation and take efforts to level IMT assignments with the goal of getting all IMTs at least 2 assignments per year to maintain proficiency.
 - EIM Task Team also proposed establishing participation goals for partner agencies (Federal, State, County, Local Govt.) based on historical use rates. Nationally FS orders IMTs approx. 56% of the time, DOI 19%, State/County/Local Govt. 16% and FEMA 9% of the time (based on the 1,432 IMT assignments 2004-2013). National percentages of IMT participation are currently FS 52%, DOI 19% and S/C/L 28% (based on 2014 IMT Rosters). Each GACG would have a goal tiered from the national goal. Individual units would have goals tiered from the GACG goal, and would rely on Line Officers to manage and provide participants from their units to support IMTs.
- The EIM Task Team has submitted recommendations up through NWCG, Fire Management Board (FMB), Fire Executive Council (FEC) and currently waiting response from the Federal Fire Policy Council (FFPC).
- Task Team continued work:
 - Collecting best practices amongst GACCs for sharing information; i.e. ADs, training, recruitment, succession plans, etc. Intent is for the best practices to become National Standards.
 - Evaluating ways to streamline development pathways and reduce the amount of time it takes to attain Type 1 & 2 Command and General Staff positions.
 - Evaluating options to make IMT rotation/mobilization schedules more efficient and possible changes to the National Mobilization Guide for consistent governance of IMTs.
 - Evaluating options for IMT composition, size, membership, and management of trainees.
 - Communication Strategy.
 - They will continue providing regular updates to the Senior Fire Leaders.

OWDC EIM Tasking (Bill VanBruggen)

- The Operations Wildfire Development Committee received a tasking from the NWCG Executive Board to increase speed to qualification, support additional capability to manage Type 3 incidents, and create additional pathways to achieve Type 1 and 2 qualifications.
- In October 2014, the following positions were added to 310-1: FSC3, LSC3, PSC3 and OSC3.
- Other changes are being recommended in October 2015 for accelerated training (see attached document).
- Request of NLOT: Encourage Type 3 organizations.

Area Command (Bill VanBruggen)

- Area Command Teams assist to provide span of control over multiple teams and can allocate critical resources based on highest priority.
- Request of Line: There are three Area Command Teams nationally; they are available and would like to be utilized.

FAM Duty Officer Proposed Changes (Evans Kuo)

- A proposal has been made to establish new minimum qualification stands for FS FAM Duty Officers.
- When FSM 5120 replaces the 2005 issuance, the FS will no longer have policy direction.
- Task Team was assembled January, 2014 to evaluate the effectiveness of the current policy and provide recommendations.
- Final recommendations were proposed November, 2014 with changes to provide units with greater flexibility (see attached document).
- NLOT supported the recommendation.

Line Officer Awards (Janine Clayton)

- NLOT reviewed and made selections on the Line Officer Awards. Janine will submit to Ed for processing at the WO.

AACT Meeting & Updates (Becki Heath)

- A Learning Action Plan was developed to provide consistency for the AA Coach/Evaluator to evaluate trainees and document their abilities. Ed has an example to share.
- A journal should be completed by the trainee and the coach.
- A Coaching Guide was developed; Becki is updating and will send out.
- Becki is drafting a letter to Hubbard regarding the AACT and will share when completed.
- Issue: ROSS – Should Line Officers be tracked through ROSS? The job code becomes questionable; some folks are using the Regional support code vs. the fire code.
- Becki will provide a summary and current status on the May conference call.

Risk Discussion w/RFDs

- There was a discussion with the RFDs on Wednesday; attached are the flip chart notes (I elected not to type them as the flip chart version may trigger memories) for future follow-up.

SUMMARY/CLOSEOUT

Follow-up Items

- NLOT Orientation Package – Sherry is the Lead for the Package which includes updating the NLOT History PP.
- NLOT Reps for Other Groups – Dana will consolidate a list of other groups where NLOT has a representative.
- 2015 POW – Dana will update and send out with the notes.
- Website/Sharepoint/Wildland Fire Mgt. Site – Tom and Ed will research and provide pros and cons at the May conference call.
- Line Officer Awards – Janine will submit selection of recipients to Ed for processing.

- AACT Update – Becki will provide an AACT Update on the May conference call.
- Risk Discussion with RFDs Follow-up – Will include as a discussion item on a future conference call.

Future Conference Calls & Meetings

- NLOT has typically had one face-to-face meeting per year with the RFD. RFDs meet twice a year and NLOT has had representation for the second meeting. The group saw the value in the face-to-face meeting and agreed to meet in the Fall in conjunction with the RFDs. **Date: Week of October 26th**
 - Discussion Items will include: Creating criteria and developing guidelines for NLOT participation requests, developing the 2016 POW (prescribed fire certification, crew development, communication/engagement opportunities, Red Book review)
- There was a discussion about the call time due to other conflicts; calls starting in **June** will be on the 3rd Friday of the month at 0900 Pacific (Dana will send a standing calendar invite)