

The NWCG's Vision for the future is:

The nation's resources and communities are protected and enhanced through safe, comprehensive, and cohesive interagency wildland fire management.

NWCG Mission

To establish, maintain and communicate consistent interagency standards, guidelines, and qualifications for wildland fire suppression, prescribed fire, fire use, and prevention.

NWCG Guiding Principles

- SAFETY** : We believe safety is our core value; therefore, public and firefighter safety is the first priority in all wildland fire management activities.
- COST EFFECTIVENESS**: We believe the wise and efficient use of funds is a high priority, therefore, we will consider and evaluate the costs associated with implementing NWCG's objectives.
- INTERAGENCY COORDINATION & COOPERATION**: We believe that interagency coordination and cooperation is vital to the effective and efficient use of the nation's wildland fire management resources, therefore, we will base our actions on the collective needs and capabilities of the interagency community.
- LEADERSHIP**: We believe effective wildland fire management is the result of leadership at all levels, therefore we will provide and promote leadership throughout all NWCG activities.
- TRUST & INTEGRITY**: We believe trust and integrity are inherent to the success of the NWCG, therefore deliberations will be open and transparent and we will honor, respect, and support the decisions of the NWCG.
- RESPECT**: We believe in mutual respect for the differences in member organizations' responsibilities, missions, and capabilities, therefore, NWCG decisions represent a consensus and are supported by all.
- EXCELLENCE**: We believe in excellence throughout all NWCG activities, therefore, we are deliberative in our decision-making process.

Goals

STANDARDS AND GUIDELINES

Interagency standards and guidelines are established to ensure all personnel and equipment assigned to identified wildland fire management activities can perform their functions safely and effectively

QUALIFICATIONS

A process is provided to qualify wildland fire personnel and certify that they have learned and demonstrated core competencies to safely and effectively perform their responsibilities.

COMMUNICATIONS

Communications among agency leadership, the wildland fire community, and the public facilitate the development, dissemination, and implementation of interagency standards and guidelines, a qualification and certification process, and other related NWCG business.

Goal 1 - Standards and Guidelines

Interagency standards and guidelines are established to ensure all personnel and equipment assigned to identified wildland fire management activities can perform their functions safely and effectively

Objectives

- ✓ Have current interagency personnel standards for training, experience and fitness in place each year.
- ✓ Have current interagency standards for equipment and supplies in place each year.
- ✓ Have current interagency standards for NWCCG publications and **other products** in place each year.
- ✓ Have current interagency guidelines for accepted normal operating procedures for fire management activities in place each year.

Critical Success Factors

- ✓ Must have integrated systems to support objectives
- ✓ Must have a diverse, knowledgeable, and experienced cadre of experts
- ✓ Must have a clear definition of NWCCG's purpose
- ✓ Must have a wide acceptance of NWCCG's objectives
- ✓ Must be timely in decision making
- ✓ Provide knowledge for the on the ground decision maker to meet the operational intent
- ✓ Guidelines in place for standard development and implementation
- ✓ Must use current industry standards to develop NWCCG products

Barriers

- ✓ Organizational resistance to change
- ✓ Insufficient resources (time, money, and people)
- ✓ Inability to make timely decisions
- ✓ Independent agency decisions
- ✓ Retiring workforce (succession issues)
- ✓ Difference in mission and capacity to implement and adopt standards
- ✓ Operating environment is not the same between agencies

Strategies

- ✓ Develop a multi-year NWCCG budgeting process that links directly to strategic plan and agency budget cycle
- ✓ Develop an integrated decision support system that enables managers to prioritize, track and evaluate all NWCCG activities
- ✓ Review and revise interagency standards for personnel every five years.
- ✓ Develop interagency standards for all NWCCG publications and other products (e.g., Action Plans, Communication materials, etc.) within two years.
- ✓ Develop guidelines for the development and implementation of NWCCG standards within two years.
- ✓ Identify and develop needed guidelines for accepted normal operating procedures within two years.
- ✓ Develop a formal process in order to identify, recruit and retain practitioners for curriculum development/revision.
- ✓ Identify alternative scenarios to support NWCCG (other than current practices)
- ✓ Develop a formal method to reaffirm the performance based standard in order to meet/ implement Goal 2

Action Plans

Goal 2 – Qualifications and Certification

A process is provided to qualify wildland fire personnel and certify that they have learned and demonstrated core competencies to safely and effectively perform their responsibilities.

Objectives

- ✓ Have a current incident qualifications and certification system in place each year sufficient to meet wildland fire management needs.
- ✓ Have a current training program that provides the core competencies in order to qualify personnel to perform in wildland fire management positions in place each year.
- ✓ Have a process that documents demonstrated performance within the designated knowledge, skills and abilities for wildland fire management positions in place each year.

Critical Success Factors

- ✓ Agencies must allow current experts to participate in NWCG Activities
- ✓ Must prioritize the workload of curriculum revision and development.
- ✓ Clear understanding of certification process by both the individual & supervisor has to exist in order to be successful.
- ✓ Supporting IT system aligns with the business requirements to ensure meeting technology changes
- ✓ Responsive to meeting the established standards
- ✓ Must provide for changes in the timeframe for development of personnel into ICS positions

Barriers

- ✓ Diversity of the agencies' cultures in accepting & appropriately implementing the system.
- ✓ Aging workforce, therefore candidate pool for developing and maintaining training is shrinking.
- ✓ Limited budget.
- ✓ Course development and revision is slow and time consuming.
- ✓ We do not have full time people dedicated to this

Strategies

- ✓ Identify and utilize all non-wildland fire personnel including private sector resources
- ✓ Review current process for course development and revision (first step of action plan)
- ✓ Develop an efficient and flexible process for keeping course materials current and the delivery of the courses
- ✓ Develop criteria for establishing and prioritizing course revisions
- ✓ Develop a formal process in order to identify, recruit and retain practitioners for curriculum development/revision.
- ✓ Develop a "How To" use the certification process for both the individual and their supervisor
- ✓ Develop a process/method that incorporates current technology changes that would support course revision flexibility, certification system, and IT system alignment.
- ✓ Develop Federal and State level partnerships in order to effectively coordinate and deliver NWCG qualification and certification programs.
- ✓ Develop a Training and Delivery Strategy
- ✓ Develop a monitoring program for evaluation of the training program (Performance Measures)

Action Plans

Goal 3 – Communications

Communications among agency leadership, the wildland fire community, and the public facilitate the development, dissemination, and implementation of interagency standards and guidelines, a qualification and certification process, and other related NWCCG business.

Critical Success Factors

- ✓ NWCCG Liaison to each working team must actively participate with working team
- ✓ Working teams must develop and present accomplishments, strategic plans (3-yr) and budget proposals annually that links to NWCCG priorities identified in the NWCCG Strategic Plan
- ✓ Need communication tools and methods: Web (nwccg.gov), Email, Repository
- ✓ Continued administrative support
- ✓ Acceptance and adoption of the strategic plan and resulting changes in business practices by all NWCCG participants

Strategies

- ✓ Task group to develop NWCCG communication plan to facilitate internal and external communications (include DHS)
- ✓ Schedule annual meetings to focus on priorities, budgets and associated NWCCG projects and to review, adjust WT action plans, strategic plans, and accomplishments
- ✓ Develop document distribution system that allows for frequent document updates or revisions distributed in a timely and efficient manner.
- ✓ Share NWCCG strategic plan, vision, mission, and objectives with the agency leadership, the wildland fire community, and the public.
- ✓ Clearly define the role and expectations of the Working Team Liaisons
- ✓ Develop a plan for full-time staffing for key NWCCG support positions
- ✓ Develop a proposal, with rationale, to better integrate Forest Service and DOI information technology policies and security requirements
- ✓ Develop an executive summary annual report of accomplishments to be posted on the web
- ✓ Develop a “what’s hot” page if national interagency attention is being given, e.g., course curriculum update, call for SME’s, etc.
- ✓ Develop Standard Operating Procedures for WT and the NWCCG to deal with issues, external inquiries, out-of-scope, and conflicts between priorities and/or WT’s

Objectives

- ✓ Have a process to ensure communication and coordination between parent group and working teams and among working teams that results in efficiencies and accountability within one year
- ✓ Have clearly defined roles, responsibilities and priorities of NWCCG communicated to agency leadership, the wildland fire community and the public within three months of the establishment or revision of NWCCG’s strategic plan.
- ✓ Have a document distribution system to ensure the current interagency standards and guidelines, and the qualification and certification process are available to agency leadership, wildland fire community and the public.
- ✓ Have a process for disseminating and receiving information between NWCCG and agency leadership, the wildland fire community and the public related to NWCCG’s business in place and updated annually.

Barriers

- ✓ Constrained budgets are a challenge to meet identified priorities and needs
- ✓ Collateral duty model limits effectiveness.
- ✓ Political/Legal – Cobell
- ✓ Inconsistent and conflicting IT security requirements that result in limited communication

Action Plans