

Fire Program Management Curriculum Steering Committee (M-581) Subcommittee

Reno, Nevada

May 8, 2018

Attendance: Scott Lucas (CA and chair), Eric Johnson (PNW), Aaron Olmos (PNW), Beth Maclean (GB), Matt Dutton (GB), Lucas Minton (SA), Doug Alexander (AK), Amy Skraba (AK), Ben Newburn (CA), Randy Jacks (RM), Rich Nieto (SW), Matt Gibson (NR), Mike Ellsworth (OTC), Bill Miller (NAFRI)

Overall Update

- Geographic areas shared success and challenges from past year deliveries.
- Members will use the next delivery cycle to evaluate opportunities for specific course content for online development.

Design Criteria Decision Updates

- Change reference of "Objective to Learning Outcomes" to better clarify flexibility in developing individualized lesson plans.
- Remove any reference to "Federal" in the "Policy and Budget" unit to include a wider state perspective if needed.
- Reorganize the "Planning and Decision Making" unit.
- Rename and reorganize the "Fire Prevention and Trespass" unit to "Prevention, Mitigation, Education, and Trespass."
- Create a new unit titled "Critical Incident Management: to include LODD, CISM, and *You Will Not Stand Alone* content.
- Have the NWCG Fuels Management Committee validate the "Fuels Management" unit to ensure agency performance criteria are being met.
- Require prework for all deliveries for upcoming deliveries:
 - Read Redbook chapter 1 and student's individual agency chapter.
 - Read *Leading in the Wildland Fire Service*.
- Remove all links and sources to the old M-581 prework. Work with NWCG and NAFRI to remove.

History of M-581 Design Criteria Develop (Ellsworth)

- Discussed how each objectives was developed from performance requirements from agency sections of the Redbook.
- Expressed the opportunity for the committee to evaluate if the performance requirements truly reflect the current job of the FMO and AA.

2017 Delivery Update Challenges and Successes

- **Pacific Northwest**
 - Spent a lot of time aligning the old agenda with a new design criteria and discovered very little change was need.
 - Added a CISM/*You Will Not Stand Alone* unit--best received part of the course. Used scenarios to satisfy the WFDSS criteria.
 - Used A-302 from the Solicitor's Office for the "Legal and Liability" unit. The cadre would like to consider making this unit more standardized for all deliveries. Pat Reddy (Solicitor's Office) could be an excellent resource to help develop a package.
 - Instructors struggled with the intent of the objectives for the "Organizational Culture" unit. They used a recent case study to set the stage at the beginning of the course.
 - Would like to see a better job with prework as a common standard for all deliveries.

- **Southwest**

- Utilized large simulations (Juniper Fire) throughout the week. Cadre would use simulation and then follow with what actually happen from those that were there and share lessons learned. The simulation of the C&G briefing for incoming team worked well.
- Delivery options were focused on more exercises to meet the design criteria. A large focus of the delivery was on risk-based discussion making, intent-based planning, and the tie between IAP objectives and the ground firefighter.
- One issue was time management to fit all of the content into one week.
- Struggled to find the right spot for the "Legal and Liability" unit.
- Everyone like how they presented everything online (Google).
- Hosted a social event on Sunday for team building which received very positive feedback, especially from the AA.

- **Great Basin**

- Second year using the new design criteria.
- Both years we started the class with the "Cultural Organization" unit.
- A new delivery technique this year was to use several debate formats. The intent of the debates was to go outside one's comfort zone on complex topics, an opportunity for public speaking, and to think quickly. This received very positive feedback and will be implementing it next year. Cadre and coaches liked making the class "think."
- Utilized a very recent case study; received positive feedback.
- Students wanted more risk assessment.
- Talked briefly about CISM and *You Will Not Stand Alone*.
- Focus of the delivery was preparing coaches for post-content discussion in small groups (each group had a dedicated FMO and AA coach).
- The content was focused on ensuring there was an anchored to the cohesive strategies.
- Great success utilized Google Sites for content and delivery.
- One challenge was catering to the vast differences of the student audience.

- **Northern Rockies**

- Used a common site for delivery, FireNet.gov.
- Did not spend a lot of time on the accident investigation unit. This has always been a difficult unit to teach.
- Designed the course to follow "a year in the life" perspective.
- Center of the course is the risk management process.
- Stay away from WFDSS "button pushing."
- Used numerous case studies and AA lessons learned. Group setup was designed to focus on applying knowledge discussions.
- The success of the course relied on students teaching one another; coaches assisted.
- Continue to move towards more experience-based teaching methods.
- Students continue to ask for more time with the course.
- A new concept included a working lunch engagement with separate FMO and AA groups.
- The cadre like the broad view of the design criteria.

- **Southeast**

- The course previously rotated with EA; looking to present every year vs. every other year.
- Student make up is 50/50 ratio of FMO and AA.
- Risk management was a big unit.
- Included a CISM/*You Not Stand Alone* presentation.
- The Chimney-2 case study presentation from NPS Superintendent was a big success.
- The IMT unit was good presentation.
- The southeast focus of the course is more prescribed fire and predictive services.
- Employee development/mentoring was big unit to present.
- One challenge was the various levels of wildland fire experience.

- Feedback was very positive for the keynote speakers.
- **Alaska**
 - Used the majority of the Pacific Northwest package and some cadre.
 - First time in several years the course was taught in AK.
 - One new unit taught was "Responding to a Critical Incident."
 - Simulating an in-briefing from a team worked well.
 - Students liked the prework; however, a pre-assessment did not work well.
 - Continued to define the roles and responsibilities of the FMO and AA at the beginning of the course.
 - Will continue to add more content on master agreements.
 - The cadre was very fluid and was able to make changes based on daily feedback. Received positive response to the daily AARs and implementing changes the next day.
 - Instructors struggled with the objectives of the design criteria and how to fit it all in.
 - The students wanted more hands-on opportunities.
 - Looking to incorporate a larger case-study for the next delivery.
 - Cadre found multiple design criteria objectives overlapped throughout presentations.
 - Did not have as many AAs on the cadre as FMOs.
 - Used coaches to cover any agency-specific material.
- **California**
 - Course size: 80 students; 50 FMOs and 30 AAs. Looking at different ideas for recruiting more AAs.
 - Have always used a *You Will Not Stand Alone* section.
 - They developed the agenda to have a "theme of the day."
 - Cadre is still developing a better risk-based discussion making unit and how to present it (theoretical vs. practical) at this level.
 - Culture presentation was well received.
 - Did not require prework.
 - Cadre worked hard to balance incident management and organizational management.
 - The liability section was well received. Focused on supporting the legal side of cost recovery.
 - Implemented a panel discussion made of AAs (DOI and FS), FMOs (DOI and FS), and ICs. Next year they are considering adding a cooperator to the panel for a wider perspective. Also, considering adding a district/field office type to the panel.
 - The entire course fully combined FMOs and AAs.
 - Found value in having both an FMO and AA presenting the material together.
 - Next year they will incorporate more exercises and discussions and less lectures.
 - Conducted a 'Red Book' exercise on the last day.
 - The cadre continued to stress the importance of the relationship between FMO and AA.
- **Rocky Mountain**
 - Course ratio: 50/50, FMO to AA.
 - First day focused on the "a day of the life" concept.
 - The prework included a question from each student as it related to the fire management program. This provided the cadre with context to student's needs. Developed a panel discussion that focused on the students' prework questions.
 - Delivery focused on responses from students.
 - Implemented resilience training; was well received (CISM and *You Will Not Stand Alone*).
 - The cadre recognized the need to build more scenarios and move away from lectures.
 - Student's experience of fire programs provided challenges.

M-581 Design Criteria Review

- Target Audience - How do we better market the course, specifically for AA?
- Decision: Change 'Objectives' to 'Learning Outcomes.'

- Wildland Fire Organizational Culture and Leadership - No change
- Fire Policy - Decision: Remove the term 'Federal' from the objectives.
- Budget - Decision: Remove 'Federal' from the objectives.
- Fire Planning and Decision Making - Decision: Reorganize into separate planning and decision-making subsections.
- Coordination and Cooperation - No change
- Preparedness - No change
- Fire Prevention and Trespass - Decision: Change title to "Fire Prevention, Education, Mitigation, and Trespass" and to reorganize into subsections.
- Fire Training and Qualification - Changed "Qualification Review Committee" to "Review" process.
- Safety and Risk Management - Decision: Create a new unit called "Critical Incident Management" to include response to serious accidents, LODD, CISM, and *You Will Not Stand Alone*.
- Fuels and Vegetation Management - Decision: Request the NWCG Fuels Committee to validate the fuels management objectives to ensure agency policy requirements to sign a burn plan are being met.
- IMT Response - Decision: Move the first objective under IA and IMT into the intent statement. Added "other incident advisers" to the last objective.
- Investigation and Reviews - Decision: Clarify the intent by adding "identify the difference between." Modified the last objective from "Demonstrate" to "Discuss implementation."
- Aviation - No change
- Legal and Liability - Decision: Add "Use agency solicitor to deliver" under the delivery considerations.

Pework Discussion

- All agreed there needs to be some basic understanding prior to coming to the course.
- What content can be moved into prework?
- Prework vs. blended vs. continuing education.
- Decision - The following will be added as required prework for all deliveries:
 - *Leadership in the Wildland Fire Service*
 - Knowledge of the Redbook chapter 1 and specific agency chapter
 - Future consideration: Adding material on the relationship between FMO and AA.

M-581 and M-582 Connections (Bill Miller)

- Discussion focused on the "pass off" between M-581 and M-582.
- M-582 is focused on AA interaction with IMTs and higher-complexity units.
- Previous experience is key.
- Much of the focus is on the home unit initial response and Type 1 & 2 response.
- A big portion of the M-582 course is training on preparing for unwanted outcomes.
- Coaches are the primary vehicle for delivering M-582 content with the focus on post-presentation small group discussion.
- Course content delivery methods are highly interactive.
- Expectation is that M-581 covers the overall understanding of home unit and a little IMT.
- Attendance and prioritization is received by GATR priorities and selected by the Committee Reps.
- Course intent is for students to return home with the tools necessary to conduct meaningful pre-planning discussions with various partners.
- Because M-582 requires student to have a level of experience as an AA, it was determined that the M-581 course design criteria is meeting the need of the M-582 gap. M-581 focuses a general overview of managing a fire program for future FMOs and AAs.

Creating a Common Course Reference Library

- What is the content and where does it reside?
- Gibson and Dutton will build a FireNet Team Drive for the M-581 Subcommittee to house files for sharing.

- Mike Ellsworth will ask for a M-581 FireNet account.
- Hosting on NWCG or on the public side on the FireNet team Drive.
- Can we build content for some modules to create blended course?
- Decision: Committee members will use the next training cycle to analyze content that could potentially be developed into online modules.

Work Assignment

- Finalize the new design criteria and share with OTC - Lucas
- Build the FireNet Team site - Gibson/Dutton
- Evaluate course content for potential online modules - All members
- Build a new "Critical Incident Management" unit - Newburn/Maclean
- Remove all links to the old M-581 Pework - Ellsworth

Next Conference Call

October 30, 2018, 1300 PST

Next Face-to-Face Meeting

May 14-15, 2019, Reno