Incident Workforce Development Group
4 – 6 February 2020 Workshop

Attendees:
Dan O’Brien
Noel Livingston
Les Rogers
Walter Herzog
Craig Goodell
Robin Wills
Colleen Gadd
Clinton Northway
Jeff Feddrizzi
Mike Mattfeldt
Joe Stutler
Bea Day

Validating Changing Environment:

- Incident Management Teams (IMTs) are effective but not efficient
- System hasn’t changed: evaluate the model, not the system
  - Look 5 to 10 years out
  - Capacity, policy, and culture have changed
  - ICs have adapted to fill gaps
- Operations functional area doesn’t have the same struggles that other functions have
- Federal agencies and states experiencing similar symptoms and outcomes
- Unknowns: How many teams do we need?
  - How many IMTS can we support?
  - What type of IMTs do we need?
- Case for change:
  - The wildland fire environment is increasingly severe and highly-complex incidents are becoming more frequent. The future IMT staffing model must be capable of meeting the number and complexity of incidents.
  - The social and cultural values of agency employees have changed over time as has the number of non-fire employees traditionally available to fill in as IMT members. The volunteer/militia support model of the past can no longer sustain team capacity into the future.
  - In recent years, the number of available teams has decreased at an increasing rate.
  - Duration and number of IMT assignments is increasing without equitable distribution of the workload. Type 2 IMTs absorb the bulk of the assignments, largely based on number of incidents. Similarly, sustaining Type 1 assignments with a small number of teams creates serious fatigue and resilience issues.
  - The practice of maintaining individual team rosters, along with reserving large numbers of individuals in shared positions, limits the overall capability of the system to staff a large number of IMTs especially, with multiple team types.
  - Agency priorities no longer support nor incentivize IMT participation.
  - Incident Commanders and members of their Command and General Staff disproportionately carry team management and governance responsibilities.

Stakeholders:
- National Incident Commanders/Area Commanders Advisory Council (NICACAC)
- Coordinating Group Advisory Council (CGAC), Geographic Area Coordinating Groups, and Operations Groups
- Fire Managers and Agency Administrators
- Incident Commanders and Command and General Staff
• IMT members
• Formerly viable partnerships are dwindling as result of agreements and payment methods

Cultural Considerations:
• Personal/Human Factors
• Commitments
• Relationships
• Expectations
• Leadership
• Advocacy
• Landscape resiliency
• Incentives
• Voluntary Participation Model
• Risk

Concept of Complex Incident Management:
• What it brings as a potential solution:
  o Uniformly address type, function, and number of teams
  o Reimagined configuration and management of teams
  o Increased potential for modularization of functions/roles
  o Right-sizing and scalability
  o Improved management of:
    ▪ Fatigue
    ▪ Pools of resources, including single resource personnel
    ▪ Depth of experience
    ▪ Capabilities
• What it needs:
  o Support from stakeholders on local, regional, and national levels
  o Define and communicate what success looks like
  o Revised complexity analysis
  o Revised organizational needs assessment
  o Position qualifications and training coordination
  o Leadership for change
    ▪ ICAC:
      • Define core team
      • Develop succession strategies beyond priority trainees
      • Share pooled resources
      • Teams that are scalable in size and complexity
      • Length of availability
      • Duration of commitments
    ▪ CGAC:
      • Increased IMT ownership and oversight
      • IC recruitment and retention
      • Teams that are scalable in size and complexity
      • Increased interagency/intergovernmental composition of IMTs
      • Participation incentives
- Manage pools of resources
- Efficiently manage IMT rotations
- Define a sustainable number of teams that meet needs
  - Agency Administrators
    - Incentives for IMT participation (for team members and AAs)
    - Expectations/requirements for fire personnel participation on IMTs
    - Build AA capacity for incident management
    - Scale IMTs to incident needs

**Outcomes:**
- Letter addressing challenge of payments/agreements
- Memo to ICAC – Meeting in February
- Memo to CGAC – Conference Call in February
- Agency Administrator White Paper (edits to existing)
- Transparency and communication to all stakeholders and all levels of organization

**Timeline:**
- Schedule follow up meeting/calls in May and in fall 2020.
- Proposal to CGAC/NMAC in January 2021.