

# Incident Workforce Development Group

4 – 6 February 2020 Workshop

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## 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:
  - Uniformly address type, function, and number of teams
  - Reimagined configuration and management of teams
  - Increased potential for modularization of functions/roles
  - Right-sizing and scalability
  - Improved management of:
    - Fatigue
    - Pools of resources, including single resource personnel
    - Depth of experience
    - Capabilities
- What it needs:
  - Support from stakeholders on local, regional, and national levels
  - Define and communicate what success looks like
  - Revised complexity analysis
  - Revised organizational needs assessment
  - Position qualifications and training coordination
  - 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.