



Fire Management Board

Predictive Services Oversight Group

PSOG-19-01

Date: 26 June 2019

To: Predictive Services Units, Geographic Area Coordination Center Managers, and Geographic Area Coordinating Groups

From: Dan O'Brien, Chair, Predictive Services Oversight Group

Subject: Shifting Emphasis and Managing Change

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The Predictive Services Oversight Group (PSOG) is authorized by the Fire Management Board (FMB) to provide management oversight and direction to the National Predictive Services Program. In service to that mission, PSOG members met and established consensus on the ensuing program direction.

Predictive Services Mission

The National Predictive Services program will actively align itself to the mission and operating principles defined in FMB Memorandum 18-001, https://drive.google.com/file/d/1M-JkGD6ZETUh7KMUu5MgFxl8bCmOMaz/view?usp=drive_web, namely:

"Working as cohesive units situated at each of the Geographic Area and National Interagency Coordination Centers, Predictive Services will blend the functions of intelligence, fire management analysis, and meteorology for delivering decision support products and services in support of Geographic Area and National decision-making."

Shifting Program Emphasis

Further, national program work processes and organizations will align with the "shifting program emphasis" and "management considerations common to all alternatives" supported by the Predictive Services Phase 2 Final Report (PSP2 Final Report):

"In addition to repositioning ... understanding operational implications associated with the timing and intensity of a given fire environment. the ability to marshal effective operational capability and the return provided by that investment influences ... decision-making. Fire management analysis and situation/resource analytics are now and will increasingly become critical components of strategic decision-framing, as full partners with fire potential forecasting" (PSP2 Final Report, pg. 6).

Achieving this capability requires greater emphasis on the fire management analyst position/function and an expansion of the Intelligence function. Please reference the complete PSP2 Final Report, https://drive.google.com/file/d/1osgBtZxAQSDu2iI_sEiIaE_x9O-7fiNj/view for more detail.

Managing Organizational Change

Given the significant attention paid to the proposed management alternatives in the PSP2 Final Report, PSOG feels it is necessary to highlight that the report encouraged FMB to "pick and choose specific attributes of the presented alternatives to form the framework for a preferred and final [management] alternative" (PSP2 Final Report, pg. 5).

PSOG wants to emphasize that a "No Action" alternative does not exist because the existing program is not in suitable alignment with management requirements for the national program as stated in both the PSP2. Final Report and FMB 18-001.

Given these realities, PSOG concluded that if the existing Predictive Services program can flex to meet the mission and shifting program emphasis requirements stated above, major organizational changes may be unnecessary. Moreover, even if significant organizational change is undertaken, change processes will occur over the long term, combining employee attrition with effective planning.

Specific Management Actions

PSOG's first priority is to alleviate staff and stakeholder uncertainty to move the national program onto a productive path forward. We, therefore, encourage Predictive Services Units to work with their respective Coordination Center Managers and Coordinating Groups to take the following actions:

- Develop a process for achieving alignment with the Predictive Services mission and shifting program emphasis described above.
- Advertise vacant Predictive Services positions and fill them in a manner that serves the mission and shifting program emphasis.
- In general, devote 20% of a Predictive Services Unit's time/workload to supporting national products and services.

PSOG also wishes to emphasize to stakeholders that we are listening to their concerns and value their feedback. Transparency is important to the members. Steps to enhance that include:

- PSOG is developing specific management requirements that define purpose, capability, and deliverables of the intelligence, fire analysis, and meteorology functional areas to increase flexibility in Geographic Area staffing decisions.
- Information sharing and solicitations for feedback to staff and stakeholders will continue in the future. PSOG will develop methodology for communicating with staff and stakeholders as a part of its standard operating procedures which will also include procedures for resolving differences and appealing decisions.

At this time, PSOG intends to meet twice annually, supplementing communications with conference calls and digital media. We encourage Predictive Services staff and stakeholders to communicate and provide feedback on national program issues through your PSOG Representative. A list of representatives are found by following this link:

<https://sites.google.com/a/firenet.gov/fmb/home/fmb-groups/national-predictive-services-oversight-group/membership-charter>