



USDA Forest Service Fire and Aviation Management Briefing Paper



Date April 24, 2006

Topic: Roadmap for Implementation of Doctrine

Background: While doctrinal principles are being written, a process is needed that establishes a direction to take for implementation. These ideas are intended as a beginning “road map” for the implementation effort.

Key Points: INTERNAL

Policy/Doctrine:

- Write a F&M foundational doctrine statement for inclusion in FS manual system that combines all Pulaski documents.
- Establish a steering group responsible for guiding policy revision in F&AM.
- Develop a contract to identify documents that need to be revised, moving policy and principles out of guides and handbooks.
- Establish priority and deadlines for manual revision.
- Assess the need for new delegations of authority and “guidance for independent action” while transitioning to the doctrinal approach.

Organization:

- Finalize organization of the Risk Management branch.
- Authorize Training (Barnett) move to Boise.
- Authorize office space and internal moves in NIFC.
- Fill the vice Hollenshead position.
- Fill the new AD for Risk Management.
- Fill the vacant Aviation Training and Risk Management position.

Public Affairs:

- Develop a Communications Plan
- Stand Up a Doctrine Website
- Issue a series of news releases to address our intent and progress to the public.
- Activate a permanent website for doctrine and maintain with current info.
- Articles released for inclusion in Ag. Dept. newsletter.
- Develop a news video, human interest story on impacts on the ground firefighter.

Pilot Demo:

- Establish a pilot project for a Region-wide transition to doctrinal management.
- Develop goals and objectives with measurable performance markers.
- Solicit proposals from interested Regions.
- Monitor for progress and accomplishment

Training:

- Develop a new training curriculum for fire and aviation program leadership and career performance development. (Target 420/520 to lead effort)
- Work with AMD to incorporate doctrine throughout the IAT curriculum.

Road Map for Doctrine cont'

- Lessons Learned Center focus on human performance examples, issue papers using contemporary experience in fire/aviation situations.
- Establish a new contract to develop "on-line" training web site for doctrine.
- Work with NWCG/NAFRE to incorporate doctrine throughout the fire training curriculum. Must include "de-programming and re-programming" exercises. This will require interagency buy-off on doctrine the approach.
- Establish MOU's with east and west Universities for leadership development and the "Fire Management Univ." concept. (Recommend UC Davis to expand leadership curriculum at McClellan facility with R-5 cooperation.)

Futuring:

- Bring Pulaski Conference Series to closure following events for fire, aviation, fuels.
- Issue a letter or paper with Director's intent for a "futuring" role.
- Identify the Risk Management group as lead entity for futuring efforts.

Transition:

- Consider using field advisors to guide ICT's during initial transition to doctrinal operations, especially during interagency incidents.
- Consider using NIMO teams as standing committees to revise rules and mentor other teams thru the transition.

Liaisons:

- Compare the DOD approach to doctrine with FS needs for compatibility, report back to Director with recommendations.
- Identify a liaison person to facilitate cooperative implementation with Interior, States, and other external parties.
- Key responsibility with cooperators will be the rewrite of policy and principles to remove them from guides and handbooks.

Matrix: Reference the Attachment

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