

Fire Program Oversight Review Process January 2016



The fire management review process will be used to evaluate activity of individual Conservancy fire programs in two areas; 1) operational safety, reliability and efficiency; and 2) compliance with TNC requirements and guidelines as stated in the Fire Management SOP and Fire Management Manual. Examples of excellence and areas for improvement will be identified. Reviews will provide a mechanism to share outcomes for organizational learning and improving fire management throughout The Nature Conservancy.

Program reviews consist of two elements:

1. Regular operational evaluations by the Fire Manager of their program
2. Administrative review conducted by reviewers from outside the program

Additional reviews and self-evaluations are encouraged between formal reviews, including administrative pre-reviews that can be requested by programs. Escaped fire and serious incident reviews will take place as needed by a separate process.

Operational Evaluations

The Fire Manager will conduct operational reviews periodically for programs he or she supervises. Site visits are recommended with a focus on local program safety and risk management, operational leadership, and areas for learning and improvement. Recommendations should be constructive in tone, with the goal of maintaining and improving fire management and leadership skills. Professional development goals in fire should be regularly discussed. Ideally, reviews will include observation during fire operations, which may include fire suppression, prescribed fire, or training. The Fire Manager will evaluate the program using standards based on [High Reliability Organizing](#), safety and effectiveness. Evaluation criteria for the review are included in [Attachment A](#).

If a Fire Manager determines that a TNC fire program, project or contractor is operating under unsafe conditions or otherwise putting the Conservancy at significant risk due to disregard for organizational standards, he/she may temporarily suspend relevant fire management operations. The Fire Manager must consult the Fire Management Coordinator and State Director (or delegate, e.g. Conservation Director) immediately to determine corrective measures.

Administrative Reviews

The objectives for administrative reviews are to ensure compliance with Conservancy standards, assess progress toward meeting conservation objectives, and facilitate learning to improve fire management knowledge and skills. Typically, reviews are conducted for programs engaged in fire management related activities every five years, more or less.

Process: Typically, a two-person review team will travel to the program and meet with the Fire Manager, burn boss and other relevant staff. Reviews can be completed in two days. Larger programs may take as many as three to four days to review.

Reviewers will receive input from the local program in the form of discussion and a presentation on program objectives, partnerships, science, training, planning and monitoring. Reviewers will examine required documentation (plans, training records, etc.). The review may also allow time for one-on-one discussions with staff, volunteers or partners. See Attachment B for a checklist of items to be evaluated by reviewers.

For very small programs, reviews may be completed remotely using remote conferencing and file sharing technology. It should be noted that less organizational learning is typically experienced from remote reviews than from in-person reviews. Remote technology works well for evaluating compliance for items such as required planning and personnel qualifications documents.

Team Participants: A Review Team will typically be composed of two individuals, usually the Fire Management Coordinator (or designee) and a Fire Manager or FMAT representative from outside of the program being reviewed.

Scheduling: Each year the Fire Management Coordinator will identify program to be reviewed and will inform area FMAT representatives, Fire Managers, and individual programs. Administrative reviews are routinely completed every five years for a given program. A Fire Manager may request additional program reviews. The Fire Management Coordinator may implement a program review as a result of a review of an accident or other reportable incident, as appropriate.

Results: The review team will draft a review report within two weeks of the site visit. Review findings will include both commendations and recommendations for improvement. The report will be provided to the local program staff, Fire Manager, and the Fire Management Coordinator (if not on the review team). Program staff may provide comments or ask for clarification. A final report will be provided business unit leadership (e.g, Project Director, Director of Conservation, State Director) and TNC attorney designated to handle fire issues for the business unit.

Recommendations: The review team will make recommendations for improvement to the program. These recommendations may be very specific and suggest methods to improve efficiency or effectiveness. Such recommendations will be process or procedure oriented and ideally reference examples for the program to consider from other business units.

Required Follow-up: Any items found to be in non-compliance with Conservancy standards will require follow up corrective actions by the program. With input from business unit staff and leadership, the Fire Management Coordinator and Fire Manager will agree on a plan to implement changes or improvements. The plan will include specific actions and timelines. Examples: Staff X completes a position task book or

training by a specific date ensuring that fire management personnel meet TNC standards; Burn Plans amended prior to next implementation to include justification for use of prescribed fire; engage staff in a mentoring connection to improve performance and competencies.

If serious violations of standards are discovered, the review team may recommend to the local Fire Manager and Fire Management Coordinator that the program be suspended until the violations are corrected. The Fire Management Coordinator will make this decision in consultation with business unit leadership (e.g., Project Director, Director of Conservation, and/or State Director).

The entire review process will be completed within 90 days. Broad lessons learned from the reviews will be distributed among Fire Managers and the FMAT.

Typical Administrative Review Timeline:

Action	Timeline
Program notified of review	Annual list of programs identified in 4 th Quarter of each year for the following year
Schedule timing of review	In 4 th Quarter for following year's reviews, approximate timing
Review team identified	3 months or more in advance of review
Exact dates of review are set	2 months or more in advance of review
Program completes review preparations; Attachment C- Typical Preparations	1 month in advance of review
Review Meetings or calls completed	1-4 days typically needed
Review Team initial report drafted and submitted to local program staff, Fire Manager and Fire Management Coordinator (if not on the review team)	Two weeks after review meetings
Fire Manager, local program staff and Fire Management Coordinator submit comments and ask for clarifications	Two weeks after receiving report
Final report submitted to Fire Management Coordinator and subsequently released to local program, Fire Manager, and appropriate Chapter leadership.	Following program comments or questions
Improvement actions developed, if needed.	Defined in review report

Attachment A. Operational Evaluation Criteria

Project/ Program Reviewed _____

	Rating	NA	Improve	Fair	Good	Excellent	Comments
	Equipment – Use and Condition						
1.	Vehicles						
2.	Pumps/ hoses/fittings						
3.	Hand tools						
4.	Radios						
5.	Firing devices						
6.	PPE , including fire shelters						
7	A backup water delivery system available on burns for which containment is dependent on mechanized water deliver?						
	Operations						
7.	After dark standards met?						
8.	Completed and approved burn plan						
9.	Minimum prescribed burn crew size is six unless justified in the Burn Unit Plan?						
10	Operations effective to meet burn objectives.						
11	Burn boss obtained weather forecast on the day of the burn?						
12	Crew Briefing						
13	Go-No Go Checklist						
14	LCES						
15	Crew Map(s)						
16	Test fire						
17	Personnel competent in equipment operations						
18	Participants qualified for tasks						
19	General safety						
20	Communications						
21	Ignitions						
22	Holding						
23	Mop-up						
24	Operations weather monitoring						
25	AAR/Post-burn debrief						
26	Crew cohesion/coordination						
27	All fires are monitored until they are completely out?						
28	Other						
	Reliability/Crew Function						
29	Preoccupation with Failure						
30	Reluctance to Simplify						
31	Sensitivity to Operations						
32	Commitment to Resilience						
33	Deference to Expertise						

Fire Manager Signature and Date: _____

Burn Boss Signature and Date: _____

Attachment B: Checklist for Administrative Oversight Review

	* Refers to Requirements and Guidelines as defined in the Fire Management Manual. R1 = Requirement #1	NA	Yes/No/Partial	If No, is exemption in place?	Comments
R1*	Wildfires turned over to suppression authorities? <i>or</i> MOU or other document signed to allow TNC to participate with or lead suppression of wildfires?				
R2	Review of Laws and Regulations complete for every site burned?				
R3	Burn Unit Plans completed for all rx burns?				
R3	Burn Unit Plans properly reviewed and approved? w/ signatures, and if authored by Fire Manager then Technical Review completed.				
R3	Burn Unit Plans include all required elements?				
R3	Non-broadcast burns in compliance with standards?				
R4	All individuals participating on burns are trained at required levels?				
R4	Volunteers signed liability waiver forms?				
R4	Every burn is led by an RxB1, RxB2 or RxB3?				
R4	All personnel conducting training meet FMCG requirements?				
R4	Training records for local staff are on file? Documentation for IQCS entry; IQCS entry for those required to be in the database				
R4	Burn Boss qualifications records to FMC office?				
R4	Burn Boss(es) have a signed letter of designation?				
R5	Is PPE in good condition?				
R6	All active personnel have annual safety refresher?				
R6	All active personnel screened for physical fitness?				

	* Refers to Requirements and Guidelines as defined in the Fire Management Manual. R1 = Requirement #1	NA	Yes/No/Partial	If No, is exemption in place?	Comments
R7	All incidents on burns have been properly reported?				
R7	A review has occurred for incidents involving injury requiring medical attention?				
R8	Program has submitted annual fire management summaries?				
R9	All burns led on non-TNC land with permission and waiver forms (or MOU)?				
G1	Fire shelters are in use or exempted in Burn Plans?				
G2	Is Communications equipment adequate (number/condition)?				
G3	Mechanized Equipment condition/function?				
G4	WX forecasts documented?				
G5	Burn operations after dark are stated in the Burn Plans?				
G6	On-site weather monitoring conducted and documented?				
G7	Minimum burn crew sizes are reasonable?				
G8	Urban burns do not exceed 100 acres, or are justified and properly mitigated for smoke?				
G9 G10 G11	Briefings- test fires- AAR's are conducted & documented?				
G12	Post burn monitoring is conducted and documented?				
Planning	Wildfire Plans in use for sites under active fire management?				
Planning	Site Fire Management Plans or equivalent documents are complete for sites under active fire management?				
Admin-Special Situations	Written agreement and Fire Manager approvals in place for all burns conducted by others for TNC?				
Admin-Special Situations	Written agreement, MOU or Mutual Aid agreement in place for burning with partners?				
Additional Comments:					

Attachment C. Administrative Review Typical Preparations

A map of the program for the start of the review showing TNC office and project locations, locations of fire cache (equipment storage) facilities, and areas under fire management. Note- no special GIS prep work is necessary as this is for general geographic orientation of the review team.

Information, documents and files

The following items are typically needed for review team perusal.

Fire Qualifications

- Burn Boss qualifications files with Dir. of Fire Mgmt (DFM) **DFM will check files against program's list of burn bosses**
- IQCS data on active program fire management personnel
- Program personnel fire qualifications files (paper or electronic)
- Volunteer fire personnel qualifications and waiver documentation (paper or electronic)
- Contractor qualifications documentation, e.g. Fire Manager approved Burn Boss

Plan documents

- Prescribed Burn Plans with signatures, 1-2 from each active burn boss or separate project office going back 1-3 years of implemented burns
- Non-broadcast burn plans, if used
- Program Serious Incident Response Plan, if exists, related to reporting and responding within TNC to a fire related serious incident
- Any parts of CAP plans, business plans or other project plans that may address fire management needs or justifications
- Fire agreements, all written agreement including Mutual Aid agreements, Fire MOU's, Challenge Cost Shares and other agreements enabling joint-agency, hired or shared fire management

Fire Documentation

- The last 2-3 years of Annual fire reporting data, **DFM will typically bring**
- Any incident reports, either reportable incidents or in-program reports, lessons learned documents, or near-miss reports
- Wildfire reports
- Burn Summary documents, e.g. fire summary reports or documentation packets from burn boss for individual burns implemented (sampling of a couple from each burn boss)

Other items

- Review of Laws for the State, **DFM will bring**, Program will identify any additional useful references specific to the Program's legal and regulatory framework around fire and smoke.
- Media and outreach materials related to fire management, if Program-specific items exist
- Program Org chart with placement/ distribution of fire staff identified