

**United States  
Department of  
Agriculture**

**Forest  
Service**

**R-6**

**OR/  
WA**

**United States  
Department of  
Interior**

**Bureau of  
Land Management**

**Reply Refer To:** 5100(FS) / 9210(BLM) (OR-934) P

**Date:** March 15, 2004

**EMS TRANSMISSION 03/18/2004  
BLM-Information Bulletin No. OR-2004-092**

**To:** Forest Service Forest Supervisors and Bureau of Land Management District Managers

**Subject:** Forest Service ICT3 Simulation Assessment

On January 6, 2004, the Forest Service (FS) Chief's Office Accident Review Boards' Report on the Cramer Incident was approved by the Associate Chief. Five actions were accepted as agency commitments to improve firefighter safety. As required by OSHA, safety and training standards must be consistent within the agency.

Action Item 2 of the Cramer Accident Prevention Plan calls for Incident Commanders Type 3 (ICT3s) to be certified competent and capable to perform the requirements of the position through a simulation assessment by April 30, 2004. The simulations will be delivered using the computer based 3-D Wildland Fire Simulator or by using a Sand Table. Standard scenarios and certification evaluation criteria have been developed utilizing nineteen tasks from the ICT3 Position Performance Task Book.

ICT3s that do not successfully complete the simulation in two attempts will be de-certified (FSH 5109.17, sec. 22.6). The Forest Red Card Qualification Committee will be responsible for developing a plan to re-certify the individual to include re-completion of the ICT3 Taskbook, (FSH 5109.17, sec. 22.5).

Several memos and resources have been developed to implement the assessment (enclosed). Region 6 will conduct a March 9-12 Train-the Trainer session in order to field 5 assessment teams. Fire Management Officers have been contacted to schedule the evaluations of the approximately 250 FS Incident Commander Type 3s in the Pacific Northwest Region.

The Bureau of Land Management (BLM) is currently reviewing the components of the Cramer Accident Prevention Plan. Passing a simulation based assessment will not be requirement for certification in 2004 for BLM employees.

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Line Officers are encouraged to provide leadership in the assessment process through supporting time commitments of testing cadre, assisting in pre-test briefings, closely monitoring results and participating on local Incident Qualification Review Committees.

It is estimated that 70 percent of fatality fires occur during transitions from initial attack to extended attack. We generally rely upon type 3-5 incident commanders to manage these situations. Support and development of incident commanders is of critical importance.

Questions concerning the ICT3 Assessment should be directed to Mike Spencer; F&AM Training Specialist at 503.808.2333.

/s/ Laurie Perrett  
LAURIE PERRETT  
Director, Fire and Aviation  
Region 6  
Forest Service

/s/ Leo Sidebotham  
LEO SIDEBOTHAM  
Chief, Fire and Aviation Management  
OR/WA  
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Authenticated by  
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Management Assistant

cc:  
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BLM Distribution  
WO FA-100

Enclosures - 6

1 - [January 26, 2004 6730/5100 Memo](#) (1p)

- 2 - [March 9, 2004, Replacement for February 27, 2004 5120 Memo](#) (2pp)
- 3 - [Incident Commander Type 3 Assessment Simulation Prestudy](#) (5pp)
- 4 - [ICT3 Assessment Simulation Questions and Answers, 2/27/04](#) (2pp)
- 5 - [ICT3 Assessment Participant Feedback Form](#) (1p)
- 6 - [Region 6 Implementation Procedures](#) (4pp)

## ICT3 Assessment Simulation Questions and Answers, 2/27/2004

## 1. Why is every Region being required to put all of their current ICT3s through a simulation?

Because of the Cramer Incident, the Chief's Accident Review Board found this to be a necessary step to assure that all ICT3s can demonstrate adequate decision making and leadership skills. In a high percentage of incidents where turnovers resulted in deaths, ICT3s were in charge. The Review Board found the ICT3 is a pivotal position. These individuals will most likely be in charge of a fire during the turbulent early hours and during the transition to an Incident Management Team. This is when most deaths and injuries occur.

## 2. When do the ICT3s have to be assessed?

By April 30, 2004, each Region is required to assess ICT3s using simulations as required in Action Item 2 of the January 6<sup>th</sup> Cramer Accident Prevention Plan issued by the Chief's Accident Review Board on January 6<sup>th</sup>, 2004. Forest Supervisors and District Rangers must assure these guidelines are followed.

## 3. Who has to take the assessment simulation?

All Forest Service employees currently qualified at ICT3 as their highest incident commander position are required to go through a certification process. Each ICT3 must successfully complete a timed simulation designed to evaluate their leadership and decision-making skills.

## 4. How is each Region expected to get this job done in such a short time?

Two simulations were developed and can be administered through a 3-D SIM computer simulation model or on a sandtable. Cadres are trained within each Region in the use of both these media and the certification process. ICT3s are encouraged to study for the simulation. Pre-simulation study materials are located at [www.nationalfiretraining.net](http://www.nationalfiretraining.net).

## 5. What happens if all the ICT3s can't be assessed by April 30, 2004?

ICT3s who come on board after April 30, or who are unable to participate in the simulation prior to April 30, must be certified through the process prior to performing in an ICT3 position this fire season. Once certified, the certification will remain in force until April 30, 2005 except where an individual is decertified for reasons as outlined in FSH 5109.17, sec. 22.6.

## 6. What if an ICT3 can't go through the assessment prior to fire season?

Before April 30, 2004, all ICT3s that are current can manage an incident. After April 30, 2004, if they have not successfully completed an assessment simulation, they cannot manage an incident and cannot hold a REDCARD as an ICT3 until the assessment is successfully completed.

Attachment 4-1

## 7. Does each ICT3 get more than one chance to successfully complete the assessment simulation?

An individual shall be provided 1 additional opportunity to pass the simulation assessment if they fail the first attempt.

## 8. What happens if an ICT3 fails the first simulation?

ICT3s failing the first simulation will be critiqued concerning areas of improvement and provided at least 24 hours to study before attempting the second simulation.

## 9. What happens if an ICT3 fails both simulations?

If an individual fails both simulations, they will be decertified (FSH 5109.17, sec. 22.6) as an ICT3. Re-certification will follow the process identified in FSH 5109.17, sec. 22.5.

10. Does this mean they can never be an ICT3 again?

We encourage competent individuals to be re-certified following the process identified in FSH 5109.17, sec. 22.5. This should be administered under the direction of the Forest Qualifications Review Committee.

11. Does this mean we cannot use ICT3s from other agencies on our fires?

We are working in the interagency community to develop long-term assessment and certification processes for the ICT3 and other critical positions. We will continue to accept the qualifications of other NWCG members and their ICT3s.

12. Who do I contact if I have questions about this process?

If you have any question about this direction, contact the Branch Chief, Fire Training, Billy Terry, at 202-205-1488 or [bterry@fs.fed.us](mailto:bterry@fs.fed.us).

## ICT3 Assessment Participant Feedback Form

Region \_\_\_\_\_

Put an X in the box to the right of the answer most nearly correct									
How long have you been certified as an ICT3? Please check									
< 1 year		1 to 2 years		2 to 5 years		5 to 10 years		Over 10 years	
What other Incident Command System fireline positions do you currently hold? Please check all appropriate positions									
Single Resource Boss (any type)		Task Force Leader		Strike Team Leader		Division Supervisor		Ops Chief Type 2 or higher	
How long have you worked in the Wildland Fire Service? Please check									
< 2 years		3 to 5 years		5 to 10 years		10 to 20 years		Over 20 years	
Please rate using 1 to 5 where 1 is "strongly disagree"; 2 is "disagree"; 3 is "somewhat agree"; 4 is "agree"; 5 is "strongly agree"									
This simulation involved a realistic scenario.									
1		2		3		4		5	
This simulation accurately reflected the actions expected of an ICT3.									
1		2		3		4		5	
The pre-study resource for this simulation helped me prepare to succeed.									
1		2		3		4		5	
This simulation helped me improve as an ICT3 by reinforcing my training and agency expectations for the position.									
1		2		3		4		5	
Simulations should be required annually of all ICT3s to reinforce the leadership and decision making skills required of the positions.									
1		2		3		4		5	
Simulations should be used in the certification of ICT3s because it permits error to be made, identified, without creating the safety problems possible in real life.									
1		2		3		4		5	
Simulations should be used to teach policy and procedures changes for ICT3s as appropriate									
1		2		3		4		5	
Simulations should be incorporated into ICT3 training to give students practice in leadership and decision making.									
1		2		3		4		5	
All line positions from Single Resource Boss to Division Supervisor should be assessed by simulation prior to being Red Carded or Certified.									
1		2		3		4		5	

# Region 6 ICT3 Re-certification Implementation Procedures Supplement

## **Introduction**

This document is a supplement to the policies, direction and protocols outlined in the following:

January 26, 2004 6730/5100 Memo

February 27, 2004 5120 Memo

Incident Commander Type 3 Assessment Simulation Prestudy

ICT3 Assessment Simulation Questions and Answers, 2/27/04

ICT3 Assessment Participant Feedback Form

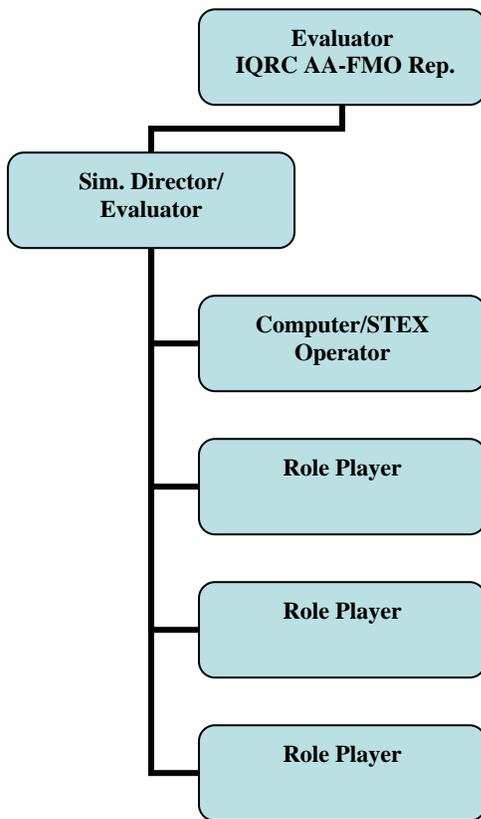
## **Intent**

Accomplish the assessment of approximately 250 ICT3s by April 30, 2004 in a professional, supportive and consistent manner.

## **Elements**

- March 9-12 Regional Train the Trainer on Simulations. See Agenda.
- Purchase 8 Dell 650 Workstations to run computer simulation. Manage workstations as Regional resources to be utilized in training and future assessments.
- Construct and supply sand tables on each Forest if sand table exercise (stex) method is going to be utilized.
- Five Regional Teams. Western Oregon & Washington, Eastern Washington, Central Oregon, Southern Oregon, Eastern Oregon. Each zone has a point of contact for scheduling assessments. See Organization Chart. Assessment schedule to be developed.
- Direct all potential participants to applicable documents including pre-study package.
- Provide participant in-briefing that will cover background of why assessments are being done, simulator media (stex and computer), nature of scenarios and grading procedures, ground rules, after action review, disposition of results, and feedback form.
- Treat specific assessments results as confidential. Original evaluation documentation to be kept in individuals training and qualifications file.
- Allow for second assessment using either sand table or computer. Local FMO will be a part of the evaluation team.
- By April 30, 2004 each Forest will provide the Region with a status of completion of assessments and summation of results.
- BLM ICT3s will not be assessed as part of re-certification.

**ICT3 Simulation Assessment Staffing**



<b>Team 1</b>	<b>Team 2</b>	<b>Team 3</b>	<b>Team 4</b>	<b>Team 5</b>
Western WA	Eastern WA	Central OR	Eastern OR	Southern OR
Western OR	Bruce Keleman	Daryl Davis	Tom Fitzpatrick	Chuck McElwain
Mike Matarrese	Troy Shaddox	Doug Johnson	Barry Hansen (c)	Bob Crumrine
Sam Swetland (c)	D. Van Woert	Steven Burns(c)	Willy Crippen (c)	Matt Webb
Randy Green	D.Longanecker	Tom Mountz	Bob Kausler	Bob Crumrine
Dale Gardner	Randy Whitehall	Lance Honda	Dan Becker	Carmen Thomas
Dave Duron (c)	Dave Wilson		Lance Delgado (c)	John Carothers
	Kent Contreras (c)		Bob Pugh	
	Brant Stanger (c)		Jim Beekman	
			DougBaxter	
			Dave Toney	

**Simulation Train-the-Trainer  
March 8-12, 2004  
Redmond Air Center  
Smokejumper Training Room**

Monday March 8, 2004

Agenda

Classroom: SJ

Training and

STEX Room East

0800-1100	Set-up both rooms Computer Simulation and room directly East of SJ training room for STEX	Nic Anthony and Chuck McElwain with support
1100-1200	Go over Objectives and Expectations for the week	All Notional Cadre
1300-1500	Simulation Exercise Practice	STEX Room
1500-1700	National Cadre Assessments-We will need 4-6 evaluators for this session if we split simulation rooms	McElwain, Keleman, Matareese and Spencer plus 2 from COFMS
1700	After Action Review	

Tuesday March 9, 2004

Classroom: SJ Training and

STEX

0800-0815	Welcome and Administrative Details	John Holcomb or Redmond Staff
0815-0900	History of why we are here? Objectives, Purpose and Intent	Mike Spencer
0900-0915	Tuesday Ground Rules and Split group into Computer Operations/Simulation Director Groups	John Holcomb
0915-0930	Break	
0930-1200	Computer Simulation Introduction with computer operators	Chuck McElwain
0930-1200	Tactical Decision Games and Sand Table Introduction with Simulation Directors	STEX Room Nic Anthony
1200-1700	Work Time with respective groups	Chuck McElwain and Nic Anthony
1700	After Action Review	All in SJ Training

Wednesday March 10, 2004

Classroom: SJ

Training and STEX

0800-0900	Questions and Answers	Chuck McElwain and Nic Anthony
0900-1200	Regional Cadre Certifications using both simulation mediums	National Cadre
1300-1700	Regional Cadre Certifications using both simulation mediums	National Cadre
1700	After Action Review	

Thursday March 11, 2004  
Training and STEX

Classroom: SJ

0800-1200	Regional Cadre Certifications using both simulation mediums	All Certified Cadre
1300-1700	Regional Cadre Certifications using both simulation mediums	All Certified Cadre
1700	After Action Review	

Friday March 12, 2004  
STEX

Classroom: SJ Training a

0800-1000	Regional Cadre Certifications using both simulation mediums	All Certified Cadre
1000-1200	Clean Up	All Certified Cadre
1200	Travel Home	

# Incident Commander Type 3 Assessment Simulation Prestudy

## **Intent**

On January 6, 2004 the Chief's Office Accident Review Board's Report on the Cramer Incident was approved by the Associate Chief. Five actions were accepted as agency commitments to improve firefighter safety. As required by OSHA, safety and training standards must be consistent within the agency. Every Region should be fully involved in implementing these actions.

Action Item 2 of the Cramer Accident Prevention Plan calls for Incident Commanders Type 3 (ICT3s) to be certified competent and capable to perform the requirements of the position through a simulation assessment. The simulation is part of an evaluation process designed to reinforce correct procedures and actions. The simulations will be delivered using the computer based 3-D Wildland Fire Simulator or by using a Sand Table.

A group was identified to develop standard scenarios and certification evaluation criteria. A Trainer Handoff was conducted February 17 to the 20<sup>th</sup>. These trainers are responsible for conducting and coordinating the simulations and certification activities within the Regions. ICT3s that do not successfully complete the simulation in two attempts will be de-certified (FSH 5109.17, sec. 22.6). Future direction from the Washington office will require some periodic re-certification of ICT3s and possibly other positions.

This pre-study resource is provided to help ICT3s prepare for the simulation and be completely equipped to function at top performance.

## Ground Rules

1. ICT3 is to remain at the Evaluation Station until Simulation Director advises that the Simulation is over.
2. The Simulation process will take approximately 1 1/2 hours.
3. ICT3 can use any work and reference aids they chose during the Simulation. Examples of such aids include: Incident Response Pocket Guide, ICS forms, incident organizers, local management guides or forms, etc.
4. ICT3 will use radio or other provided communication device to communicate with assigned incident resources, dispatch, and other overhead. The assigned channel or frequency is not to be altered during Simulation.
5. The Evaluation Team will evaluate ICT3's completion of tasks and procedures by monitoring verbal communications with incident resources, dispatch, other contacts, and your written documentation.
6. ICT3 should assume they are on assignment away from their home unit.
7. ICT3 will gather information and make decisions based on visual and audio inputs provided by the Simulation.
8. There are no trick questions. The issues and problems commonly occur during wildland incidents. Ineffective response to foundation tasks (1-1, 2-1, 3-1, 4-1, 5-1, 6-1) will impact the ICT3's ability to perform the other related tasks in the same performance objective.
9. ICT3 will provide the Evaluation Team with written Incident objectives (at least two) and Incident organization at the end of the Simulation. Examples of format would be ICS 201 or other Local Unit Incident Organizer.
10. ICT3 decisions or observations regarding firefighter and public safety (compliance with the 10 Standard Firefighting Orders, mitigating any of the 18 Watchout Situations, establishing incident objectives, etc.) will need to be addressed throughout the Simulation either verbally or in written format.
11. ICT3 will be given an opportunity to take a second simulation if they do not successfully complete the first simulation. The second simulation will be given no sooner then 24 hours afterward in order to allow study and practice time.

## Evaluation Criteria

<b>The following tasks are actions that evaluators will expect to see exhibited by ICT3s during the simulation.</b>	
<b>1. Ability to select and utilize references</b>	
1-1	<b>Develops an action plan</b>
	Position Task Book # 5,7,9,19,20,27 30 Mile IC Checklist # 1
1-2	<b>Utilizes necessary references</b>
	Position Task Book # 7,8,15 30 Mile IC Checklist N/A
1-3	<b>Initiates documentation to record essential information</b>
	Position Task Book # 5,18,27 30 Mile IC Checklist N/A
1-4	<b>Considers work/rest guidelines</b>
	Position Task Book # 7 30 Mile IC Checklist # 6
<b>2. Ability to establish command &amp; control</b>	
2-1	<b>Establishes presence as IC</b>
	Position Task Book # 10,11 30 Mile IC Checklist # 4
2-2	<b>Allocates resources to specific incident assignments</b>
	Position Task Book # 7,8,11 30 Mile IC Checklist # 8
2-3	<b>Delegates duties to a support staff as needed</b>
	Position Task Book # 9,11,14,15,34,35 30 Mile IC Checklist N/A
<b>3. Ability to give instructions and solicit feedback</b>	
3-1	<b>Provides briefing to newly assigned resources</b>
	Position Task Book # 4,10 30 Mile IC Checklist # 4
3-2	<b>Provides report on conditions to dispatch</b>
	Position Task Book # 13,23 30 Mile IC Checklist N/A
3-3	<b>Provides information updates to assigned resources</b>
	Position Task Book # 4,10,17 30 Mile IC Checklist N/A
<b>4. Ability to recognize and react to changing conditions</b>	
4-1	<b>Gains situation awareness of incident environment</b>
	Position Task Book # 4,6,8,9,14,15,16,17,19 30 Mile IC Checklist # 1
4-2	<b>Adjusts strategy and/or tactics to reflect changed conditions in the incident environment</b>
	Position Task Book # 9,16,22,25 30 Mile IC Checklist # 10
4-3	<b>Determines incident complexity</b>

	Position Task Book # 16,19,24 30 Mile IC Checklist # 2
<b>5. Ability to manage competing priorities</b>	
5-1	<b>Insures ability to operate as dedicated IC</b>
	Position Task Book N/A 30 Mile IC Checklist # 12
5-2	<b>Reacts to a critical incident within the incident</b>
	Position Task Book # 16 30 Mile IC Checklist N/A
5-3	<b>Monitors incident for mitigation of 18 Watchouts and compliance with 10 Firefighting Orders</b>
	Position Task Book # 4,7,9,11,21,25 30 Mile IC Checklist # 1, 3,7,10
<b>6. Ability to interact with another Incident Commander</b>	
6-1	<b>Obtains briefing from on-site IC or designated officer</b>
	Position Task Book # 3,4,6,18 30 Mile IC Checklist N/A
6-2	<b>Confirms transfer of command</b>
	Position Task Book # 13,23 30 Mile IC Checklist N/A
6-3	<b>Provides information to relief IC</b>
	Position Task Book # 5,33 30 Mile IC Checklist N/A

## **Study Reference Links**

ICT3 NWCG Qualifications Taskbook

30 Mile IC Checklist

ICS Form 201

Incident Response Pocket Guide green pages (NFES 1077)

Interagency Standards for Fire Operations (Red Book 2003 version) Section 10-2 to 10-4

ICT3 Certification WO Letter



**File Code:** 5120

**Date:** March 9, 2004

**Route To:**

**Subject:** Incident Commander Type 3 (ICT3) Assessment Replacement Letter

**To:** Regional Foresters, Station Directors, Area Director, IITF Director, Job Corps, and  
WO Staff

This letter replaces the February 27, 2004, 5120 letter on the subject of Incident Commander Type 3 Assessment Simulations. This letter clarifies the certification and decertification requirements.

By April 30, 2004, each Region is required to assess ICT3's using simulations as required in Action Item 2 of the January 6 Cramer Accident Prevention Plan issued by the Chief's Accident Review Board. Forest Supervisors and District Rangers must assure these guidelines are followed.

These steps will guide implementation of the ICT3 certification process until the issuance of changes to the Forest Service Fire and Aviation Management Qualifications Handbook, FSH 5109.17:

1. All Forest Service employees currently qualified at ICT3 as their highest incident commander position are required to go through a certification process. Each ICT3 must successfully complete a timed simulation designed to evaluate their leadership and decision-making skills. Two simulations were developed and can be administered through a 3-D SIM computer simulation model or on a sandtable. Cadres are trained within each Region in the use of both these media and the certification process. ICT3's are encouraged to study for the simulation. Pre-simulation study materials are located at [www.nationalfiretraining.net](http://www.nationalfiretraining.net).
2. Unless they are decertified using the process described in this letter, all currently qualified ICT3's will remain qualified until April 30, 2004, and may be assigned as an ICT3 prior to completing the simulation. ICT3's who come on board after April 30, or who are unable to participate in the simulation prior to April 30, must be certified through the process before performing in an ICT3 position this fire season. The certification will remain in force until April 30, 2005, except where an individual is decertified for reasons as outlined in FSH 5109.17, sec. 22.6.
3. An individual shall be provided one additional opportunity to pass the simulation assessment if they fail the first attempt. ICT3's failing the first simulation will be critiqued concerning areas of improvement and provided at least 24 hours to study before attempting the second simulation. If an individual fails both simulations, they will be decertified (FSH 5109.17, sec. 22.6) as an ICT3. Re-certification will follow the process identified in FSH 5109.17, sec. 22.5.



Regional Foresters, Station Directors, Area Director, IITF Director, Job Corps, and WO Staff 2

We are working in the interagency community to develop long-term assessment and certification processes for the ICT3 and other critical positions. We will continue to accept the qualifications of other NWCG members and their ICT3's.

A set of talking points are enclosed with this letter for clarification. However, if you have any further questions, contact the Branch Chief, Fire Training, Billy Terry, at 202-205-1488 or [bterry@fs.fed.us](mailto:bterry@fs.fed.us).

/s/ Robin L. Thompson (for)  
JOEL D. HOLTROP  
Deputy Chief State and Private Forestry

cc: Billy Terry, Ed Hollenshead



**File Code:** 6730/5100

**Date:** January 26, 2004

**Route To:**

**Subject:** Cramer Accident Prevention Plan Action Item 2 - ICT3 Simulation Assessment

**To:** Regional Foresters, Area Director

**REPLY DUE FEBRUARY 6, 2004**

Action Item 2 of the Cramer Accident Prevention Plan requires all fire personnel qualified to serve as the Incident Commander on Type III incidents to complete simulation assessment by April 30, 2004. To meet this extremely tight and firm deadline, the Region and Area must identify qualified trainers to attend the February Train-the-Trainer simulation class by February 6. The test will assure that all current ICT3's have the necessary leadership and decision making skills to act safely under stressful conditions.

You must send four to six individuals to participate in a Train-the-Trainer Program. This training program will be at the National Wildfire Apprentice Training Center at the former McClellan Air Force Base in Sacramento, California. The dates are February 17-20, 2004. The attendees will be provided the knowledge, procedures and tools to conduct the test simulation stipulated in the action plan. The sponsoring unit is responsible for paying employee travel to the training session. The selected individuals should complete the nomination form at [www.nartc.net](http://www.nartc.net). The form must be forwarded through your Training Officer to Deborah Corner at [dcorner01@fs.fed.us](mailto:dcorner01@fs.fed.us). Course information will be forwarded to participants.

Attendees must be experienced fire personnel with the proper training skills to conduct simulations and evaluate the performance of participants. We hope that most of the attendees have completed Facilitative Instructor Training (M-410). They should be at least Division Supervisor qualified or higher. At least two participants should be a member of the Regional Fire Qualifications Review Board.

By February 27, 2004, your Regional Fire Qualifications Review Board should identify all individuals that have ICT3 as their highest current qualification. Current ICT2 or ICT1 fire qualified individuals will not be tested. The Regional Foresters and Area Director are responsible for certifying that all identified ICT3s have completed the simulation process by the deadline of April 30, 2004.

If you have any questions about this simulation assessment program, you may contact Billy Terry, Branch Chief, Fire Training at [bterry@fs.fed.us](mailto:bterry@fs.fed.us) or 202-205-1488.

THEODORE W. BEAUVAIS

/S/ THEODORE W. BEAUVAIS,

/s/ Joel D. Holtropfor

JOEL D. HOLTROP



Deputy Chief State and Private Forestry

cc: Billy Terry, Ed Hollenshead, Dick King, William R Dougan, Wilson Fisher, Jerry T Williams, Buck Latapie, Rich Wands, Deborah Corner, Don L Studebaker