



Danny Rhynes Interagency Training Center
602 S. Tippecanoe Ave.
San Bernardino, CA 92408
(909) 382-2984 Fax (909) 382-4192
Email: drtc@fs.fed.us

Memorandum

DATE: December 5, 2011

SUBJECT: S-200 Initial Attack Incident Commander

TO: Course Participant

You have been selected for the S-200 Initial Attack Incident Commander training session to be conducted at the Danny Rhynes Interagency Training Center on **January 10-12, 2012**. **Class will begin at 1300 hours on Tuesday, January 10 and conclude at approximately 1500 hours on Thursday, January 12.**

This course is designed to meet the training needs of the ICT4. It is presented in a discussion/exercise format. The six instructional units cover: Foundation Skills; Intelligence Gathering and Documentation; Size Up the Incident; Develop a Plan of Action; Post-Fire Activities; Evaluating Incident Objectives and Manage the Incident. Evaluation of the student is by unit tests and performance based evaluations.

Objectives:

1. Demonstrate effective foundation skills (leadership, risk management, and communications) at the ICT4 level.
2. Gather and document essential information about the incident.
3. Size up the incident, develop plan of action.
4. Manage the incident through effective leadership.
5. Demonstrate the ability to evaluate plan of action and make adjustments to the plan when necessary.
6. Conduct post fire activities.

Course pre-requisites are:

1. Qualified as any single resource boss.

Pre-Course work:

1. View Apollo 13 in its entirety.
2. Document instances within the film that illustrate the Wildland Fire Leadership Values and Principles on the pre work handout provided.

Apollo13 illustrates an abundance of leadership values and principles – especially an emphasis on team cohesion. During the movie, you should have few problems identifying those that correspond to the Wildland Fire Leadership Values and Principles. The objective is not to identify every leadership principle but to promote thought and discussion.

Items to bring to class:

1. Fireline Handbook, NFES 0065
<http://www.nwcg.gov/pms/pubs/pubs.htm>
2. Incident Response Pocket Guide, NFES 1077
<http://www.nwcg.gov/pms/pubs/pubs.htm>
3. Incident Commander Type 4 (ICT4) Position Task Book
<http://www.nwcg.gov/pms/pubs/pubs.htm>
4. Interagency Standards for Fire and Aviation Operations, NFES 2724
5. Reference materials from previous courses such as single resource boss

Please find enclosed the pre-work assignment that each student must complete and return to the training center by **COB Tuesday, January 3, 2012**. Failure to return a completed pre-course work assignment package will result in being dropped from the class. No exceptions will be made. Please fax or send your completed pre-work assignment package to:

Danny Rhynes Training Center
602 S. Tippecanoe Avenue
San Bernardino, CA 92408

****ALL STUDENTS:** Please complete and return the pre-registration form to the training center no later than close of business Tuesday, December 27, 2011. FAX copies are sufficient.

Tuition

Course tuition is **\$300.00**.

All students must submit a NWCG Nomination Form with proper agency charge codes and signatures for payment. Forms can be attained on-line at: "nationalfiretraining.net".

Billing Information:

Forest Service (Other Regions): The approved NWCG Nomination Form will be used for payment. This form must include proper agency charge codes and signatures.

Other Federal Agencies: The approved NWCG Nomination Form will be used for payment. This form must include proper agency codes, agreement numbers and signatures.

Other Non Federal Agencies: It is recommended that students pay with check or money order at the facility at the start of class. There is an additional 7.1% administrative fee added to this tuition charge. If payment is not received, a bill of collection will be issued to your agency.

Cancellations: Cancellations must be made two weeks prior to the course start date. If a cancellation occurs after the two-week cut off and the slot goes unfilled, there will be a charge not to exceed the tuition charge for the course. **The last date to cancel for this course is December 27, 2011.**

If a student cancels within the two-week period and pre work has already been received, the student needs to return pre work to the training facility.

Dress: Students are to wear casual office attire. This means attire suitable for public contact (no shorts, tank tops, flip flops, etc).

Travel: For travel and lodging information navigate on the internet to the DRTC website:
<http://www.fs.usda.gov/goto/sanbernardino/travel>

Any questions regarding this course may be directed to your unit training coordinator or appropriate training representative. If you are self-sponsored, you may contact the training center directly at drtc@fs.fed.us

Kristel Johnson

Danny Rhynes Training Center Manager

Enclosures:

Pre-Work Assignments

Student Pre-Registration Form

APPENDIX C

PRE-COURSE WORK

S-200 Initial Attack Incident Commander Pre-Course Work Assignment

NAME: _____

Objective: Students will identify Wildland Fire Leadership Values and Principles illustrated in the movie *Apollo 13*.

The Leadership Principles contained in the pre-course work are derived from L-280, Followership to Leadership.

Apollo 13 illustrates an abundance of leadership values and principles – especially an emphasis on team cohesion. During the movie, you should have few problems identifying those that correspond to the Wildland Fire Leadership Values and Principles. The objective is not to identify every leadership principle but to promote thought and discussion. You should be less concerned with how many principles you view within the film and more concerned with how the principles you recognize can be used to develop yourself as a leader.

Part 1

View *Apollo 13* in its entirety. This movie has received excellent reviews as a leadership primer.

Part 2

Document instances within the film that illustrate the Wildland Fire Leadership Values and Principles on the handout provided.

Bring your completed responses to class. Be prepared to discuss your findings and how you will apply the leadership lessons in your role in wildland fire suppression.

Wildland Fire Leadership Values and Principles

Be proficient in your job, both technically and as a leader.

- Take charge when in charge.
- Adhere to professional standard operating procedures.
- Develop a plan to accomplish given objectives.

Make sound and timely decisions.

- Maintain situation awareness in order to anticipate needed actions.
- Develop contingencies and consider consequences.

Duty

- Improvise within the commander's intent to handle a rapidly changing environment.

Ensure that tasks are understood, supervised and accomplished.

- Issue clear instructions.
- Observe and assess actions in progress without micro-managing.
- Use positive feedback to modify duties, tasks and assignments when appropriate.

Develop your subordinates for the future.

- Clearly state expectations.
- Delegate those tasks that you are not required to do personally.
- Consider individual skill levels and development needs when assigning tasks.

Know your subordinates and look out for their well being.

- Put the safety of your subordinates above all other objectives.
- Take care of your subordinate's needs.
- Resolve conflicts between individuals on the team.

Keep your subordinates informed.

- Provide accurate and timely briefings.
- Give the reason (intent) for assignments and tasks.
- Make yourself available to answer questions at appropriate times.

Respect

Build the team.

- Conduct frequent debriefings with the team to identify lessons learned.
- Recognize individual and team accomplishments and reward them appropriately.
- Apply disciplinary measures equally.

Employ your subordinates in accordance with their capabilities.

- Observe human behavior as well as fire behavior.
- Provide early warning to subordinates of tasks they will be responsible for.
- Consider team experience, fatigue and physical limitations when accepting assignments.

Know yourself and seek improvement.

- Know the strengths/weaknesses in your character and skill level.
- Ask questions of peers and superiors.
- Actively listen to feedback from subordinates.

Seek responsibility and accept responsibility for your actions.

- Accept full responsibility for and correct poor team performance.

Integrity

- Credit subordinates for good performance.
- Keep your superiors informed of your actions.

Set the example.

- Share the hazards and hardships with your subordinates.
 - Don't show discouragement when facing set backs.
 - Choose the difficult right over the easy wrong.
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