Learning as a shared responsibility: insights about escaped Rx reviews

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A Joint Fire Science Program Project
(JFSP # 10-1-05-1)

3rd Human Dimensions in Wildland Fire
Seattle, WA
April 17-19, 2012
How do we define learning?

<table>
<thead>
<tr>
<th></th>
<th>Event</th>
<th>Review Process</th>
<th>Review Product</th>
<th>Transfer Activities</th>
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<td>Individual</td>
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INSIGHT – ‘aha’

ACTION – new behavior
Participants

**Organizational level**

- District (30)
- Forest/Refuge/Park (19)
- Region/State (12)
- National (6)

67 Total

**Agency**

- NFS (40)
- NPS (6)
- FWS (9)
- BLM (4)
- BIA/Tribe (2)
- Other (6)

Other: TNC (2), FUTA (1), PFTC (1), LLC (1), AD (1)
## Positions Represented

<table>
<thead>
<tr>
<th>District</th>
<th>Forest/Park/Refuge</th>
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<tbody>
<tr>
<td>District/Zone AFMO (5)</td>
<td>Multi-refuge FMO (4)</td>
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<td>District/Zone FMO (8)</td>
<td>Forest /Tribe FMO (6)</td>
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<tr>
<td>Forest Fuels Specialist (4)</td>
<td>Forest Fuels Specialist (5)</td>
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<td>District Fuels Specialist (4)</td>
<td>Forest Fuels Planner (1)</td>
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<td>Zone Fuels specialist (2)</td>
<td>Forest Fire Staff Officer (1)</td>
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<td>Zone Fire Staff Officer (1)</td>
<td>Burn Boss (1)</td>
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<td>Engine Captain (2)</td>
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<td>Seasonal (1)</td>
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<td>Smokejumper (1)</td>
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<td>WF Module (2)</td>
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<td>Hotshot, Asst Sup (1)</td>
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<td>AD (1)</td>
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<td>District Ranger (2)</td>
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<td>Regional/Deputy Regional FMO (3)</td>
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<td>State/Regional Fuels (6)</td>
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<td>Regional Fire Ecologist (1)</td>
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<td>Regional Safety (1)</td>
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<td>Regional Asst Dir F&amp;AM (1)</td>
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**National:** TNC (1), FUTA (1), PFTC (1), LLC (1)
88% had some experience with Rx Reviews

- the subject of an escaped Rx review?
- a member of a review team?
- the line officer accountable for a review?
- both subject and team member?
- No experience
Three Lenses

• Our initial framing
• Inductive - What the data reveals
• Deductive – Looking through other frames
  • Definitions of Organizational Learning
  • Rhetoric - Communications
  • Learning from experience --Counter-factuals
Where is learning occurring?

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Ground levels:

**Personal improvement**: “I was looking at the review team as kind of the experts ...to come in and tell me, well, these are the tricks of the trade or whatever .. (USFS, District Fuels Specialist)

**Info to train/coach**: “I’m looking for ...something that I can maybe turn into a sand table exercise. ...from the actual players ... some kind of a bullet list that you can go through and sort of latch onto it.” (NPS, Fuels Management Specialist)

“the story is in the experience as well as all the decision-making leading up to lighting the match and following through with it...I want to hear the stories. “ (Tribal FMO)
Regional levels:

**Due Diligence**: “Number one through seven in the policy guide, {laughter} seriously. That’s what I need when I’m on the receiving end of one of those until such time as that policy changes at the minimum.” *(USFS Regional F&AM)*

**Trends**: “Are there themes coming out that make our program very vulnerable in future planning and implementation and application?” *(USFS, Regional Fuels)*

National levels:

**Corrective Action (policy)**: “What we’re looking for at our level is findings, recommendations that need to be addressed by policy change or something like that.” *(National Fire Ops, BLM)*
Action and Learning

Prepare → Conduct → Reflect

Confidence – Self/Other

Leader’s Intent
Audience
Tone
Open, Understanding

Learn

Compassion - Self/Other
Action and Learning

Prepare → Conduct → Reflect

Sand-tables | BAR | Pre-mortem | DAR/PA | AAR | Outcome Review

Prepare

?follow-up? | ?implement rec’s?

Conduct

Sense-making

Learn

Instill | Transfer | Capture

Refresher, LLC library, 1MChain | ?GE Staff Rides? | Podcasts? Reports

Leader’s Intent

Audience

Tone

Open, Understanding

Consistent process

All outcomes
Other Lenses – definitions and types of learning

Individual
- Updating knowledge through experience
- Learning in absence of experience

Group
- Coordinating analysis & dissemination, transfer of knowledge, Inculturation of practices

Organizational
- Updating policies, procedures, training,

“In Chinese, ‘learning’ is expressed by two symbols: the first stands for ‘take in’, the second stands for ‘practice constantly’.”

(Kofman and Senge 2001:5)
Thank you!
Discussion