

## Sadler Fire Integration/AAR Notes April 22nd 2010

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In order to improve the big picture of what was happening on the fire and in Nevada we will try to include the following information in the next Staff Ride:

- A more involved “frame” of the NV situation from 8.5-8.9; which will include: SIT Reports, a summary of the fire situation, more detail about the initial attack, more detail about the Type II phase of the Sadler Fire, the origin of the dozer line and RAWS information taken before during and after the entrapment.
- More insight into strategy and tactics derived from individuals on the fire (Dondero, Warren, Kinkade). We may try and create more media for the PowerPoint in the form of interviews and sound bites.
- We will add unit logs to the participant guide from the Type II and Type I organization to help frame the divisions with a broader perspective.
- Although I omitted correlations between the Storm King Fire and its players (Shepard), I will incorporate that information with talking points in order to explore similarities in human factors and accident alignment.
- After reviewing Fire and Ashes again I have found that there is a lot more information regarding the medical, which may be valuable . . . I will try to include that information in the medical stand.
- Some of the maps will be made larger.
- A Google Earth “fly-by” will be added to the PowerPoint in order to frame the division and dozer line with a greater 3-D perspective.
- Talking/Discussion questions and points will be added to the participant guides to help draw out conversation.
- We will try to add additional perspective by those involved (Christensen) to improve and deepen the understanding of what was happening at the entrapment site (per Donovan Walker’s narrative at the Checkpoints).

A number of great points were made throughout the day, during the walk through and classroom “integration”:

- The IRPG was not published until 2001, consequently:
  - The risk refusal process was not as concrete then as it is now;
  - The “Incident Complexity Analysis” is in itself a great tool to utilize in gaining S.A. despite position or rank . . .
  - There were no protocols, so to speak, in regards to burn injuries (fully developed in 2006);
  - Fundamental risk management tools/references (10, 18, LCES) were not as readily accessible;
  - “Operational Leadership”, “Human Factor Barriers to Situation Awareness”, “Communication Responsibilities” and the “After Action Review” templates/references were not as available or developed until the IRPG was published . . . All great tools and references to refresh.
- Team transitions follow a much stricter format post-Sadler;
  - We must remember that transitions at all levels of command must be as thorough and seamless as possible;
  - A poor transition phase could have gravid outcomes with information being lost or poorly disseminated;
  - There is never “too much information” . . .
- If something is happening that we feel is wrong it is all of our responsibilities to be a voice of reason; We all need to be cognizant of the value of Situational Awareness; ask questions, clarify, ensure that the safety “checks and balances” are in place and adequate prior to engagement;
- Despite all that is going on around us we can never downplay the value of the basics: Leader’s Intent is the latticework for engagement and once we go to do our job we have to always remember our roots and the value of the 10, 18 and LCES.
- Capability does not necessarily equal ability;

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- Tactical assignments should be based on the skill, experience and capability of the resources assigned.
- After exploring Highly Reliable Organizing;
  - Are we a reporting culture? . . . Is all information being passed? Is it heard, understood and acknowledged?
  - Are we deferring to the experts? . . . Are we sure they are the experts?
  - Are we tracking small failures? . . . Are we aware that the “holes” are aligning?
  - Are we sensitive to operations? . . . Are we validating our intuition, our gut, and our feelings with situational *awareness*?
  - Is the culture just? . . . Are we all maintaining accountability for our actions? Are others accountable for theirs?