

**IMT Pathway Work Unit (Executive Board Liaison: Bill Kaage, Unit Leads: Pam Ensley/Beth Lund)**

IMOSP Recommendations and Overarching Principles	Work Unit Tasks	Skill Sets Needed	Timeline	
<p><b>Rec #3 IMT Typing</b>                      This work unit needs to be completed fairly early on because other work units are dependent on it.</p>	<p>Merge all federally sponsored Type 1 and Type 2 teams into one type of IMT (Type 1). There would be one type of federally sponsored IMT under the recommended organizational model (States will maintain their Type 2 and Type 1 Teams).                      There are three response levels:</p> <ul style="list-style-type: none"> <li>Initial attack (type 4 and 5 incidents),</li> <li>Extended attack (type 3 incidents managed by type 3 IMTs),</li> <li>Complex incidents on federally managed lands will normally be managed by federal sponsored type 1 IMT.</li> </ul>	<p><b>Tasks:</b></p> <p>3.1 Establish that the standard for federally sponsored IMTs will be at the Type 1 level.</p> <ul style="list-style-type: none"> <li>Clarify the difference between Type 1 and Type 2 assignments and how the one type of federally sponsored IMT will be assigned in the 2014 Mobilization Guide and Redbook/Bluebook.</li> </ul> <p>3.2 Develop training/learning pathways to develop current Type 2 C&amp;GS to the Type 1 level.</p> <ul style="list-style-type: none"> <li>Develop Business Practices for S-520 to match the new organizational model.</li> <li>Develop process for existing Type 2 to complete Type 1 PTB over the next five years.</li> <li>Schedule existing federal Type 2 C&amp;GS to attend S-520 prior to Type 1 certification.</li> </ul> <p>3.3 Revise Complexity Analysis/Organizational Needs Analysis (ONA) to match the new organizational model of only having one type of federally sponsored IMT.</p> <ul style="list-style-type: none"> <li>Incorporate revised Complexity Analysis/ONA in Redbook and National Mob Guide when finalized to differentiate between long team and short team configuration.</li> <li>Type 1 and Type 2 incidents need to be retained in complexity analysis to account for use of State sponsored IMTs during surge capacity.</li> <li>Note: OWDC is currently working on the Complexity Analysis and Organizational Needs Assessment Evaluation Tasking, (TM#2012-002). Review tasking to determine if any refinements are needed to link these two tasks.</li> </ul> <p>3.4 Develop training/learning pathways to sustain the 40 federal wildland fire IMTs for the long term (post EIM implementation).</p> <p>3.5 Evaluate efforts to improve wildland fire Type 3 capabilities at the local level to manage extended attack fires and to provide a recruitment source for future IMT C&amp;GS.</p> <ul style="list-style-type: none"> <li>Task GACG's through NMAC to provide input and coordination since they provide governance to Type 3 teams.</li> <li>Develop training/learning pathways to sustain all Wildland Fire Type 3 for long term.</li> </ul> <p>3.6 Develop monitoring mechanism to track effectiveness of implemented pathway.</p> <p>Be mindful of:  <b>OAP #1 Succession Planning</b> when developing learning pathways to Type 1 C&amp;GS level.</p> <ul style="list-style-type: none"> <li>Intent is to streamline process to get to the Type 1 C&amp;G level.</li> <li>Consider feeder source for future Type 1 C&amp;GS and how to prepare them for the transition from Type 3 to Type 1.</li> </ul> <p>Establish interaction or connection with the Complex Incident Management Course (CIMC) Steering Committee.</p>	<p>Work Unit Leads: Pam Ensley / Beth Lund</p> <p>Task 3.1: Lead: OWDC</p> <p>Task 3.2: Deb Fleming, WFI Implementation Task Team Chair</p> <p>Task 3.3: OWDC working with USFS RD&amp;A and Red Book Committee</p> <p>Task 3.4: Deb Fleming, WFI Implementation Task Team Chair</p> <p>Task 3.5: Deb Fleming, WFI Implementation Task Team Chair</p> <p>Others: S-520/S-620 Steering Committee, OWDC, Wildland Fire Decision Support Group, IC/AC, Geographic Area Coordinating Group (GACG), Agency Administrators, Cliff Liedtke, Chair of CIMC Steering Committee</p>	

IMT Governance and Mobilization Work Unit (Executive Board Liaison: Dan Smith, Unit Lead: Kim Christensen)

IMOSP Recommendations and Overarching Principles		Work Unit Tasks	Skill Sets Needed	Timeline
<b>Rec #1 Number of Incident Management Teams</b>	<i>The target number of federally sponsored interagency IMTs is 40.</i>	Recommendation #1 describes the end state for the number of federally sponsored IMTs. <ul style="list-style-type: none"> <li>The actual tasks are contained in Recommendations #4 and #13.</li> </ul>	N/A	
<b>Rec #4 Distribution of IMTs Throughout the Geographic Areas</b>	<i>The current geographic distribution of federally sponsored IMTs is maintained in the recommended organizational model (see page 20). NWCG should consider redistribution of IMTs during the implementation phase to make more single resources available and to meet the agencies' workforce succession objectives.</i>	<b>Tasks:</b> 4.1 Develop national guidelines for how the 40 federally sponsored IMTs will be distributed throughout the Geographic Areas (GA). <ul style="list-style-type: none"> <li>Develop a national template for an IMT Needs Analysis to help determine the appropriate number of IMTs per GA based on historical usage.</li> <li>Establish an implementation deadline for all GA's to reduce or increase the number of federally sponsored IMTs in their GA to meet the national distribution guidelines.</li> </ul> 4.2 Update Geographic Area and National Mobilization Guides to reflect the number of IMTs that are hosted by each GA.  4.3 Develop monitoring mechanism to track effectiveness of implementing this recommendation.	Lead: NICC Manager  Others: NMAC, GACGs, Dispatch Rep, Agency Administrator	
<b>Rec #12 Governance of IMTs</b>	<i>Geographic areas coordination groups would govern their assigned federally sponsored IMTs under the recommended organizational model based on a national template for IMT standard operating procedures.</i>  <i>National Template will include:</i> <ul style="list-style-type: none"> <li>Mission statement and expectations for IMTs</li> <li>Standards for IMT Command and General Staff and trainee development</li> <li>Governance of IMTs by GA's and Nat'l Coordinating Group, including performance measures, and accountability for mobilization and scalability</li> <li>SOPs for Team composition, size, and configurations</li> <li>SOPs for team recruitment, nominations and membership</li> <li>SOPs for business practices</li> <li>SOPs for augmentation (ordering modules or service centers) including surge capacity during peak periods</li> <li>Succession planning, development pathways, and trainees</li> </ul>	<b>Tasks:</b> 12.1 Develop and enforce a single set of standard operating procedures (SOPs) for IMT management, formalized in the National Mobilization Guide.  12.2 Establish a deadline that the 40 federally sponsored IMTs will adopt the national SOP template in time for the 2014 fire season.  12.3 Develop monitoring mechanism to track effectiveness of implementing this recommendation.  Be mindful of: <b>OAP #8 Standard Operating Procedures</b> by developing and enforcing a single set of SOPs to improve consistency of service provided by IMTs across all GA's.  <b>OAP #4 Incident Complexity/Scalability</b> by establishing in the IMT SOP that mobilization of the long or short team configuration will depend on the outcome of the Complexity Analysis or ONA.  <b>OAP #6 Responsiveness to Jurisdictional Policy</b> by establishing this principle as one of the core values / mission statements in the IMT standard operating procedures. <ul style="list-style-type: none"> <li>IMTs will be accountable for ensuring a high degree of responsiveness to the policies applicable to the jurisdiction where the IMT is assigned.</li> </ul> <b>OAP #10 Interagency Cooperation / External Considerations</b> in Team SOPs to promote interagency structure from traditional as well as non-traditional partner agencies.	Lead: NMAC Chair working with Kim Christensen, Forest Service Deputy Director for Operations  Others: IC/AC, GACGs, NICC, Dispatch Rep	

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<p><b>Rec #13 Dispatching of IMTs</b></p>	<p><i>Geographic area coordination centers (GACC) would manage IMT rotations for their geographic area until the national preparedness level reaches 3. At preparedness level 3 and above, the National Interagency Coordination Center (NICC) coordinates the IMT rotation in consultation with the GACCs. <b>NIMO Teams will be managed by the Forest Service and mobilized by NICC at all Preparedness Levels.</b></i></p> <p><i>Local and geographic areas are responsible for monitoring the current status and composition of IMTs through geographic area coordination centers in cooperation with ICs. Oversight of size, composition, and trainee make-up on rosters is accomplished by geographic areas.</i></p>	<p><b>Tasks:</b></p> <p>13.1 Develop national guidelines to reflect how the 40 federally sponsored IMTs will be mobilization at Preparedness Level's (PL) 1 thru 5.</p> <ul style="list-style-type: none"> <li>• Incorporate guidelines into the National and GA Mobilization Guides</li> <li>• Modify the IMOSP recommendation to reflect that NIMO will be managed by NICC at all PL's.</li> <li>• Include in the guidelines that automatic dispatch of full teams should be discontinued,                             <ul style="list-style-type: none"> <li>○ IMTs will respond in configurations of teams as requested or negotiated commensurate with incident complexity or ONA.</li> <li>○ Team size should be adjusted by managers rather than maintaining a fixed configuration for the duration of the assignment.</li> </ul> </li> </ul> <p>13.2 Develop monitoring mechanism to track effectiveness of implementing this recommendation.</p> <p>Be mindful of:  <b>OAP #4 Incident Complexity/Scalability</b> as core principle into National and GA Mob Guides.</p>	<p>Lead: NICC Manager</p> <p>Others: NMAC, GMAC, GACGs, Dispatch Rep</p>	
<p><b>Rec #5 Surge Capacity</b></p>	<p><i>IMTs sponsored by states would provide surge capacity at elevated geographic area and national preparedness levels under the recommended model.</i></p>	<p><b>Tasks:</b></p> <p>5.1 Develop national guidelines to reflect when and how state sponsored IMTs will be mobilized to provide surge capacity.</p> <ul style="list-style-type: none"> <li>• Incorporate guidelines into National and GA Mobilization Guides.</li> <li>• Expand or develop business practices for state sponsored IMTs to operate nationally.</li> <li>• Include in the guidelines that automatic dispatch of full teams should be discontinued,                             <ul style="list-style-type: none"> <li>○ State-sponsored IMTs will respond in configurations of teams as requested or negotiated, commensurate with incident complexity or ONA.</li> <li>○ Team size should be adjusted by managers, rather than maintaining a fixed configuration for the duration of the assignment.</li> </ul> </li> </ul> <p>5.2 Develop national guidelines for when and how local and regional Type 3 AHIMTs can be ordered and how to use these resources for wildland fire incidents.</p> <ul style="list-style-type: none"> <li>• Incorporate guidelines into National and GA Mobilization Guides.</li> </ul> <p>5.3 Develop monitoring mechanism to track effectiveness of implementing this recommendation.</p> <p>Be mindful of:  <b>OAP #4 Incident Complexity/Scalability</b> as core principle into National and GA Mob Guides.</p>	<p>Task 5.1 Lead: Dan Smith, NASF</p> <p>Task 5.2 Lead: Aitor Bidaburu, USFA</p> <p>Others: NMAC, GMAC, GACGs, IBC, NICC, Dispatch Rep</p>	

**IMT Composition Work Unit (Executive Board Liaison and Unit Lead: John Segar)**

IMOSP Recommendations and Overarching Principles		Work Unit Tasks	Skill Sets Needed	Timeline
<p><b>Rec #6 Size and Configuration of IMTs</b></p>	<p><i>IMTs are composed of 27 members and 14 trainees in the recommended model. The recommended size and configuration of IMTs (see page 22) consists of both a short and long team with respective configurations identified. Federal agencies address complexity through use of the organizational needs analysis (ONA) to identify the resources needed to manage the incident; the size of the incident management organization is scaled up and down in response to incident needs.</i></p>	<p><b>Tasks:</b></p> <p>6.1 Implement the EIM recommended size and configurations for all 40 federally sponsored IMTs.</p> <ul style="list-style-type: none"> <li>Update the National Mobilization Guide to reflect the IMT size and configurations.</li> <li>Establish timelines for the 40 federally sponsored IMTs to re-configure their rosters to match the recommended long or short team configurations.</li> <li>IMT Pathways Work Unit task 3.3 will be addressing ONA Tasking.</li> </ul> <p>6.2 Develop monitoring mechanism to track effectiveness of implementing this recommendation.</p> <p>Be mindful of:  <b>OAP #8 Standard Operating Procedures</b> by capturing team composition and size into a national SOP template for IMTs (see Rec # 12 in Governance/Mobilization Work Unit).</p> <ul style="list-style-type: none"> <li>Development and adherence to standard operating procedures for maintaining membership, roster size, and trainee selection are important parts of governance.</li> </ul>	<p>Lead: NMAC Chair</p> <p>Others: NICC Manager, GMAC, GACGs, line officers, IC/AC</p>	
<p><b>Rec #7 Discretionary Positions</b></p>	<p><i>Each IMT roster would include three positions at the discretion of the IC and the geographic area. The final response configuration would be determined through coordination with the requesting unit based on complexity and characteristics of each incident.</i></p>	<p><b>Tasks:</b></p> <p>7.1 Establish national guidelines for how the three discretionary positions will be managed.</p> <ul style="list-style-type: none"> <li>Incorporate guidelines into the IMT Standard Operating Procedures, National and GA Mobilization Guides.</li> </ul> <p>7.2 Develop monitoring mechanism to track effectiveness of implementing this recommendation.</p> <p>Be mindful of:</p> <ul style="list-style-type: none"> <li>Coordination with IMT Governance and Mobilization Work Unit, Rec. #12.</li> </ul>	<p>Lead: NMAC Chair</p> <p>Others: GACG Advisory Group, GACGs, line officer, IC/AC</p>	
<p><b>Rec #8 Trainees</b></p>	<p><i>Each team carries 14 trainees. Each member of the command and general staff would have a trainee assigned by the geographic area. These eight trainees would be assigned with the IMT for the entire fire season and would be deployed with both the long- and short team configurations.</i></p> <p><i>Six additional trainee positions are designated by the home geographic area coordinating group in response to interagency successional planning priorities in the geographic area. These trainee positions would be filled only with the long team configuration, and are assigned from a pool maintained by the geographic area.</i></p>	<p><b>Tasks:</b></p> <p>8.1 Develop national guidelines for managing trainees at the Geographical Area (GA) level.</p> <ul style="list-style-type: none"> <li>Establish how C&amp;GS trainees will be recruited, nominated, selected, prioritized, and subject to term limits.</li> <li>Establish how the six additional high priority trainee positions will be identified, recruited, selected, prioritized, and managed at the GA during mobilization of an IMT.</li> <li>Establish mobilization guidelines for when IMT is mobilized out-of-GA, or an out-of-GA IMT is mobilized to that GA (i.e. who's GA trainees will be assigned).</li> </ul> <p>8.2 Develop a national template for an IMT Position Needs Analysis to assist GA's in identifying critical shortages for succession planning.</p> <p>8.3 Develop guidelines and timelines for how the National Needs Analysis template will be used by the GA's to identify a pool of trainees based on GA interagency priorities. For example:</p> <ul style="list-style-type: none"> <li>Each GACG will need to develop baseline of current numbers.</li> <li>Each GACG will perform the analysis for their GA to identify high priority trainee positions needed to address shortages. Results will be compiled at the national level for tracking and oversight.</li> </ul>	<p>Lead: NMAC Chair</p> <p>Others: GACG Advisory Group, IC/AC, line officers, OWDC, WFI, GATRs, FS Workforce Succession</p>	

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IMOSP Recommendations and Overarching Principles		Work Unit Tasks	Skill Sets Needed	Timeline
		<ul style="list-style-type: none"> <li>Once needs are determined, GA’s will use it to base trainee recruitment and nominations for IMTs in their GA.</li> <li>GA will manage high priority trainee assignments even at PL 3+ to maximize experience opportunities.</li> </ul> <p>8.4 Develop monitoring mechanism to track effectiveness of implementing this recommendation.</p> <p>Be mindful of:  <b>OAP #1 Succession Planning</b> by assisting agencies through developing a national template for Needs Analysis to help determine the necessary IMT positions that are lacking.  <b>NWCG EB:</b> Be mindful of the IMT work done by the Forest Service as well as other agencies, so it is not counterproductive.</p>		
<p><b>Rec #9 IMT Membership</b></p>	<p><i>IMT members should be drawn from the broadest possible range of qualified participants, including NWCG-represented agencies and qualified personnel from other governmental agencies. Personnel in professions other than fire management (militia) should be encouraged to participate. The IMT selection process must include both agency administrators and coordinating groups to make sure interagency and agency specific succession planning efforts are considered.</i></p>	<p><b>Tasks:</b></p> <p>9.1 Develop criteria for IMT membership to be included in the National IMT Standard Operating Procedures (SOP), such as:</p> <ul style="list-style-type: none"> <li>Priority for IMT membership and mobilization will be given to agency regular employees (federal, state, local).</li> <li>IMT membership should be drawn from a broad range of qualified participants, including militia.</li> <li>Establish term limits for IMT membership.</li> <li>Include representation from Agency Administrators to provide oversight for IMT selection process and governance.</li> </ul> <p>9.2 Determine barriers to developing/expanding agreements with non-NWCG member agencies to increase participation on federally sponsored IMTs.</p> <ul style="list-style-type: none"> <li>Identify other governmental entities (state or local law enforcement, public works, Coast Guard, EPA, and others) that would be interested in participating.</li> <li>For non-NWCG agencies, establish a process for recognition of qualifications under NIMS.</li> <li>Consider qualification endorsements where applicable (i.e. wildland vs. All-Hazard).</li> <li>Consider if PL106-558 can be expanded to authorize full overtime for employees in other federal departments beyond USDA and DOI to engage in emergency wildland firefighting (may be outside of NWCG purview).</li> </ul> <p>9.3 Develop monitoring mechanism to track effectiveness of implementing this recommendation.</p> <p>Be mindful of:  <b>OAP# 6</b> Responsiveness to Jurisdictional Policy and <b>OAP #10</b> Interagency Cooperation/<u>External Considerations</u> by highly encouraging that Team Composition be made up of members of different agencies (fed, state, local govt.), so that:</p> <ul style="list-style-type: none"> <li>IMTs have the necessary knowledge, expertise, and capabilities to implement all management responses and oversee management actions consistent with the affected jurisdictions.</li> </ul>	<p>Task 9.1 Lead: NMAC Chair</p> <p>Task 9.2 Lead: NWCG Executive Board</p> <p>Others: IC/AC, GACGs, GMAC, Agency Administrator representatives, USFA (for tie w/ FEMA/DHS), IMWG, NRF NIMS Committee, IBC</p>	

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IMOSP Recommendations and Overarching Principles		Work Unit Tasks	Skill Sets Needed	Timeline
		<ul style="list-style-type: none"><li>Coordination with external partners to establish or extend agreements, operating standards, and procedures to promote an interagency structure.</li></ul>		

IMT Augmentation Work Unit (Executive Board Liaison: Tory Henderson, Unit Lead: Sarah Fisher)

IMOSP Recommendations and Overarching Principles	Work Unit Tasks	Skill Sets Needed	Timeline
<p><b>Rec #10 Modules</b></p> <p>Modules are organized to meet the specific needs of complex incidents and should be designed to promote efficient use of scarce resources. Modules may be ordered or demobilized at any time during the incident as incident needs change. Modules are organized by the geographic area as a unit and include leadership. The modules are organized to meet the needs of the incidents and do not contain permanent membership. Each Module would be defined by a national standard, but the GACC would retain some flexibility to deviate from the standard based on geographic area needs.</p> <p>Examples of Modules include:</p> <ul style="list-style-type: none"> <li>• Finance Module</li> <li>• Technology Support Module</li> <li>• Air Operations Module</li> <li>• Helibase Module</li> <li>• Information Module</li> </ul>	<p><b>Tasks:</b></p> <p>10.1 Evaluate the benefits of establishing standard Modules configurations as displayed in the new organizational model versus creating ad hoc “modules” on the incident through ordering individual positions to augment a short or long IMT.</p> <p>10.2 Depending on the outcome of Task 1:</p> <p>a. Develop national guidelines for how Modules will be governed, ordered, and mobilized.</p> <ul style="list-style-type: none"> <li>• Identify how GACC would retain flexibility to deviate from the standard, and process for ordering a different configured Module.</li> <li>• Identify SMEs that will be formed into sub-task teams to develop the national standards for each module (i.e. size, composition, configuration, qualification requirements, and trainees).</li> </ul> <p>–or–</p> <p>b. Recommend to NWCG Executive Board that this recommendation be removed from the EIM organizational model if the current system of ordering single resources to supplement an IMT is sufficient.</p> <p>10.3 Develop monitoring mechanism to track effectiveness of implementing this recommendation.</p> <p>Be mindful of:  <b>OAP #1 Succession Planning</b> to identify and develop critical skills/trainees to ensure succession.  <b>OAP # 5 Modules and Support Centers</b></p>	<p>Lead: NMAC Chair with GACG Advisory Group</p> <p>Others: GACGs, IC/AC, GMAC, IBC, NICC/Dispatch</p>	
<p><b>Rec #11 Support Centers</b></p> <p>Support centers are ad hoc organizations established to meet the needs of multiple incidents at a central location. How support centers are governed depends on the situation; they may work for geographic areas, area command, or other groups. Examples of support centers under the recommended model include:</p> <ul style="list-style-type: none"> <li>• Wildland Fire Decision Support Center</li> <li>• Finance Support Center</li> <li>• Joint Information Center</li> <li>• Expanded Dispatch Center</li> <li>• Buying Team Support Center</li> <li>• LTAN/FBAN Support Center</li> <li>• Infrared Support Center</li> <li>• GIS Support Center</li> <li>• Mobilization/Demobilization Centers</li> <li>• Staging Area Support Center</li> </ul>	<p><b>Tasks:</b></p> <p>11.1 Establish national guidelines for Support Centers in the National Mobilization Guide.</p> <ul style="list-style-type: none"> <li>• Develop national standard operating procedures for how Support Centers will be governed, ordered, and mobilized at different Preparedness Levels.</li> <li>• Develop mission statement and expectations for Support Centers</li> <li>• Identify SMEs that will be formed into sub-task teams to develop the national standards for each Support Center (i.e. size, composition, configuration, qualification requirements, and trainees).</li> </ul> <p>11.2 Develop monitoring mechanism to track effectiveness of implementing this recommendation.</p> <p>Be mindful of:  <b>OAP #1 Succession Planning</b> to identify and develop critical skills/trainees to ensure succession.</p> <p><b>OAP #4 Incident Complexity/Scalability</b> as core principle into National and GA Mob Guides.</p> <ul style="list-style-type: none"> <li>• Support Centers will respond in configurations as requested or negotiated, commensurate with incident complexity or ONA.</li> <li>• Size should be adjusted by managers, rather than maintaining a fixed configuration for the duration of the assignment.</li> </ul> <p><b>OAP # 5 Modules and Support Centers</b>  <b>OAP #8 Standard Operating Procedures</b></p>	<p>Lead: NMAC Chair</p> <p>Others: GACGs, IC/AC, GMAC, IBC, NICC/Dispatch</p>	

Note: Red font indicates proposed verbiage changes to the EIM Report Recommendation

Transition of AC to Strategic Management Team Work Unit (Executive Board Liaison: Bill Kaage, Unit Lead: Bob Houseman)

IMOSP Recommendations and Overarching Principles	Work Unit Tasks	Skill Sets Needed	Timeline
<p><b>#14 Strategic Management Teams (Area Command)</b></p> <p><i>Teams formerly known as area command teams have been evolving a unique set of roles and responsibilities. In addition, they are experiencing the same trends in personnel availability and workforce succession as IMTs. The following section provides recommendations to revise the current area command’s role and function to better meet future incident management needs.</i></p> <p><i>The recommendations are divided into short-term and long ter.</i></p> <p><u>Short-term Recommendations (2012-2016)</u></p> <ul style="list-style-type: none"> <li><i>Maintain four area command teams.</i></li> <li><i>Formalize the current management of the four area command trams as a pool of interchangeable personnel sufficient to staff four teams.</i></li> </ul> <p><u>Long-term Recommendations (2016 and beyond)</u></p> <p><i>Name: Transition “Area Command Teams” to “Strategic Management Teams”. This will more accurately reflect changing demands for an oversight group to provide strategic planning, risk management, command, control, coordination, information management, and preparedness support. The oversight group will be the source for innovative processes, procedures, and technology to support incident objectives.</i></p> <ul style="list-style-type: none"> <li><i>Strategic Management Teams will be managed at the national level.</i></li> <li><i>Maintain four standardized, national strategic management teams.</i></li> <li><i>Maintain strategic management teams at ten positions with expansion possible through individual resource orders, module use, and support centers, as warranted.</i></li> </ul> <p><i>All teams will have a short configuration, will strongly rely on expansion and contraction as warranted by the incident complexity and agency/unit needs, and maintain a strong training program. The national training course for strategic management teams may need to be combined with a national IMT training course, re-structured in content, and re-numbered at an appropriate level to be consistent with the other part of this report. Develop a program where four national teams can be fully staffed and maintained (this may take a longer period to achieve while succession is built for IMTs).</i></p> <p><i>The core strategic management team would consist of seven positions. Three discretionary positions would be available. Teams may expand and contract depending upon the situation.</i></p>	<p><b>Tasks:</b></p> <p>14.1 Work with FEMA to change terminology (Area Command to Strategic Management Teams)</p> <ul style="list-style-type: none"> <li>Ensure that SMT’s in the new organizational model is compliant with NIMS.</li> </ul> <p>14.2 Identify the barriers to maintain current staffing levels of AC Teams and future SMTs.</p> <ul style="list-style-type: none"> <li>Develop recommendations to mitigate barriers if under NWCG purview.</li> <li>Evaluate current learning pathway for AC positions and revise if needed for development of future SMT positions.</li> </ul> <p>14.3 Develop a single set of standard operating procedures (SOP) for SMTs, based on Recommendation #14 and formalize in the National Mobilization Guide.</p> <ul style="list-style-type: none"> <li>Establish the mission and expectations of SMTs.</li> <li>Establish SMT size, composition, configuration, qualifications, and use of trainees.</li> <li>Establish how SMTs will be governed.</li> </ul> <p>14.4 Develop an implementation plan for the short and long-term recommendations.</p> <p>14.5 Develop monitoring mechanism to track effectiveness of implementing this recommendation.</p> <p>Be mindful of:</p> <p><b>OAP #1 Succession Planning</b> goals when developing training pathways to Strategic Management Team level and use of accelerated training programs over next five years.</p> <p><b>OAP #8 Standard Operating Procedures</b> by developing and enforcing a single set of SOPs to improve consistency of service provided by SMTs.</p> <p><b>OAP #6 Responsiveness to Jurisdictional Policy</b> by establishing this principle as one of the core values / mission statements in the SMT standard operating procedures.</p> <ul style="list-style-type: none"> <li>SMTs will be accountable for ensuring a high degree of responsiveness to the policies applicable to the jurisdiction where the SMT is assigned.</li> </ul>	<p>Lead: NMAC Chair</p> <p>Others: NWCG EB Vice Chair (liaison to FEMA), Agency Administrator reps, IC/AC, WFI, OWDC, S-520/S-620 Steering Committee, NICC/dispatch, NRF NIMS Committee</p>	

**NIMO Work Unit (Executive Board Liaison: Tory Henderson, Unit Lead: Robin Cole)**

IMOSP Recommendations and Overarching Principles		Work Unit Tasks	Skill Sets Needed	Timeline
<p><b>Rec #2 National Incident Management Organization (NIMO)</b></p>	<p><i>Four NIMO Teams will be maintained under the supervision of the USDA Forest Service.</i></p>	<p><b>Tasks:</b></p> <p>2.1 Update the National Mobilization Guide and Red/Blue Books to describe the governance, range of NIMO deployments, and types of assignments.</p> <p>2.2 Recommend modifying the EIM recommendation to reflect that mobilization of NIMO Teams continue to go thru NICC under FS-WO purview.</p> <ul style="list-style-type: none"> <li>• Clarify that NIMO Teams are not assigned by GA. If there is a need, the requests for a NIMO Team go through NICC.</li> <li>• Clarify that the four NIMO Teams are in addition to the 40 federally sponsored IMTs</li> <li>• Develop rotation guidelines for how the four NIMO Teams will be managed in conjunction with the 40 federally sponsored IMTs during PL 1 thru 5.                             <ul style="list-style-type: none"> <li>○ For example: keeping the NIMO Teams separate from the 40 federally sponsored IMT rotation allows NIMO to maintain availability for long-term incidents or special assignments for which NIMO is better suited without “jumping” the 40 IMT Rotations.</li> </ul> </li> </ul> <p>2.3 Develop monitoring mechanism to track effectiveness of implementing this recommendation.</p>	<p>Lead: Robin Cole, NIMO Coordinator</p> <p>Others: NICC, FS-AD Risk Mgmt.</p>	

**Single Qualification System Work Unit (Executive Board Liaison: Aitor Bidaburu, Unit Lead: Evans Kuo)**

IMOSP Recommendations and Overarching Principles		Work Unit Tasks	Skill Sets Needed	Timeline
<p><b>OAP #2 Single Qualification System</b></p>	<p><i>A common wildland fire qualification system will be used in support of interagency workforce development and succession planning strategies.</i></p> <p><i>Progress on the completion of an all-hazard qualification system applicable across emergency services must be accelerated, as should the progress on the integration of the National Incident Management System and the National Interagency Incident Management System.</i></p>	<p><b>Tasks:</b></p> <p>1. Determine the barriers to adopting the PMS 310-1 as the single common wildland fire qualification system for all NWCG member agencies for national mobilization.</p> <ul style="list-style-type: none"> <li>• Identify what needs to be done to eliminate the barriers so the PMS 310-1 can be adopted by all NWCG member agencies without the need for individual agencies/states to supplement.</li> </ul> <p>2. Conduct systems analysis between IQS and IQCS, and identify the benefits of creating cross system compatibility.</p> <ul style="list-style-type: none"> <li>• Develop ability to pull reports for succession planning.</li> </ul> <p>3. Develop recommendations for how NWCG can accelerate the integration of NIIMS into NIMS.</p> <ul style="list-style-type: none"> <li>• Need to consider that DHS/FEMA controls NIMS.</li> <li>• Identify the barriers/benefits to eliminating NIIMS and fully adopting NIMS.</li> <li>• Identify the changes to training, development pathways, PTB, and NWCG publications if NIIMS were to be fully integrated into NIMS.</li> </ul> <p>4. Develop monitoring mechanism to track effectiveness of implementing this recommendation.</p> <p>Be mindful of:  <b>OAP #2</b> Single Qualification System: OSHA has mandated Forest Service to develop further qualifications.</p>	<p>Lead: OWDC</p> <p>Others: NWCG NRF NIMS Committee, FEMA IMWG, ROSS SME</p>	

IMOSP Recommendations and Overarching Principles		Work Unit Tasks	Skill Sets Needed	Timeline

**Agency Purview Work Unit (Executive Board Liaison: Tory Henderson)**

IMOSP Recommendations and Overarching Principles		Work Unit Tasks	Skill Sets Needed	Timeline
<b>OAP #1 Succession Planning</b>	<i>The current system relies on voluntary participation and cannot be sustained due to a lack of sufficient incentives and accountability measures.</i>	<p><b>Task: Develop recommendations that agency leads can take back to their agency/bureau to help promote this OA principle:</b></p> <ol style="list-style-type: none"> <li>Support for NWCG to develop an interagency template for a National IMT Position Needs Analysis that would be used by all agencies.</li> <li>Agencies need to determine how to make fire protection an agency expectation for all employees, to include: <ul style="list-style-type: none"> <li>Agency expectations that participation in fire management activities is a responsibility of all employees. <ul style="list-style-type: none"> <li>All fire funded personnel are required to support wildland fire activities and may be called upon to support other forms of protection activities based on training and capabilities.</li> <li>Non-fire funded employees may be called upon to support fire protection activities based on training and capabilities.</li> </ul> </li> <li>Allow for differing levels of commitment and participation, ranging from supporting local incidents, virtual support for national incidents, to active participation on IMTs.</li> <li>Individuals taking training should be required to serve in the target position thru an employment agreement.</li> <li>Develop or participate in formal fire mentoring programs to recruit employees into positions that are critically short.</li> <li>Provide opportunities for some support role positions to be performed virtually.</li> </ul> </li> <li>Recommend each agency review their PDs for fire funded positions to include support for fire protection as a requirement. <ul style="list-style-type: none"> <li>Develop and enforce standardized language for PDs that require supporting wildland fire activities.</li> <li>Develop employee performance standards.</li> </ul> </li> <li>Review barriers with NWCG Executive Board.</li> <li>Explore methods to streamline training and performance opportunities to accelerate position qualification development.</li> <li>Develop talking points and key messages.</li> <li>Develop monitoring mechanism to track effectiveness of implementing this recommendation.</li> </ol>	<p>Lead: NWCG Executive Board</p> <p>Others: Agency HR, Line Officers, Fire Directors-Agency Reps, Department to OPM, FS Workforce Development</p>	
<b>OAP #3 Agency Accountability</b>	<i>The incident management organization must be supported by both agency leadership and supervisors to be successful.</i>	<p><b>Task: Develop recommendations that agency leads can take back to their agency/bureau to help promote this OA principle:</b></p> <ol style="list-style-type: none"> <li>Develop evaluation criteria for selection of line officers in fire-dependent ecosystems to include knowledge and abilities in fire management leadership. <ul style="list-style-type: none"> <li>Establish minimum knowledge, skills, and abilities or training requirements for Line Officers.</li> </ul> </li> <li>Establish targets for IMT participation that each Line Officer will be accountable to maintain for their unit.</li> <li>Develop performance elements that Line officers, supervisors and managers will be accountable for ensuring employee participation on IMT's or in filling support roles.</li> </ol>	<p>Lead: NWCG Executive Board</p> <p>Others: Agency HR, Line Officers, Fire Directors-Agency Reps, Departments (DOI/USDA), FS Workforce Development</p>	

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IMOSP Recommendations and Overarching Principles		Work Unit Tasks	Skill Sets Needed	Timeline
		<ol style="list-style-type: none"> <li>4. Determine the barriers or disincentives to IMT participation, and steps that can be taken to eliminate or reduce those barriers or disincentives.</li> <li>5. Review barriers with NWCG Executive Board.</li> <li>6. Develop talking points and key messages.</li> <li>7. Develop monitoring mechanism to track effectiveness of implementing this recommendation.</li> </ol>		
<p><b>OAP #7 Compensation Strategies, Incentives, and Accountability</b></p>	<p><i>The recommendation includes compensation systems with incentives and accountability measures sufficient to sustain the organizational model. The model provides for individual participation on IMTs through robust agency support and accountability measures.</i></p>	<p><b>Task: Develop recommendations that agency leads can take back to their agency/bureau to help promote this OA principle:</b></p> <ol style="list-style-type: none"> <li>1. Evaluate barriers or disincentives, such as:                             <ul style="list-style-type: none"> <li>• Maximum pay cap for higher GS levels</li> <li>• Work accomplishments / target relief</li> <li>• Employee and agency administrator recognition</li> <li>• Other barriers or disincentives?</li> </ul> </li> <li>2. Review Barriers with NWCG Executive Board.</li> <li>3. Identify and evaluate non-monetary incentives that would improve IMT participation.</li> <li>4. Identify and evaluate incentives for managers/supervisors that would increase their support for employees to participate on IMTs.</li> <li>5. Develop talking points &amp; key messages.</li> </ol>	<p>Lead: NWCG Executive Board Lead: NWCG Executive Board</p> <p>Others: IBC/personnel, Agency HR, Line Officers, Fire Directors-Agency Reps, Departmental Reps (DOI/USDA), FS Workforce Development</p>	
<p><b>OAP #9 Support of Agency Administrator and Incident Management Team Decisions</b></p>	<p><i>The organizational model will provide for strong agency support by agency administrator in IMT decision making. Agencies should address deep-seated concerns regarding personal liability that discourage the participation of employees, especially as ICs.</i></p>	<p><b>Task: Develop recommendations that agency leads can take back to their agency/bureau to help promote this OA principle:</b></p> <ol style="list-style-type: none"> <li>1. Identify the barriers that do not allow all IMT participants to obtain commensurate liability insurance (federal, state, local govt, or AD).</li> <li>2. Review Barriers with NWCG Executive Board.</li> <li>3. Determine how the agencies can increase support for their employees to acquire personal liability protection.</li> <li>4. Develop talking points &amp; key messages.</li> </ol>	<p>Lead: NWCG Executive Board</p> <p>Others: Solicitors Office (DOI), Office of General Council (FS), NASF, Federal Fire Directors, FS Workforce Development, Agency Administrators, IC/AC, IBC</p>	
<p><b>OAP #11 Consistent Business Management Practices</b></p>	<p><i>The recommended organizational model requires compliance with local, state, and Federal statutes, and consistent business management practices. Federal agencies will operate under a single set of practices, especially in regard to how salaries are charged for participants during incidents. (ex. portal to portal, P code savings, backfill issues).</i></p>	<p><b>Task: Develop recommendations that agency leads can take back to their agency/bureau to help promote this OA principle:</b></p> <ol style="list-style-type: none"> <li>1. Evaluate if the recommended business management practices (Use of Suppression Funding, Timekeeping Practices, Contracting Practices, and Use of Casuals) contained in Appendix A of the Oct 2011 EIM Report are:                             <ul style="list-style-type: none"> <li>• In compliance with local, state, and Federal statutes</li> <li>• In compliance with individual departmental or agency policies and regulations</li> <li>• There would be support from OMB</li> </ul> </li> <li>2. Determine the barriers or disincentives to establishing these business management practices as common to all federal agencies.</li> <li>3. Review Barriers with NWCG Executive Board.</li> </ol>	<p>Lead: NWCG Executive Board</p> <p>Others: IBC, Agency HR, NASF, Federal Fire Directors, FS Workforce Development</p>	

IMOSP Recommendations and Overarching Principles		Work Unit Tasks	Skill Sets Needed	Timeline
		4. Develop recommendations that each agency can pursue to build consistency between federal agencies. 5. Develop talking points & key messages.		