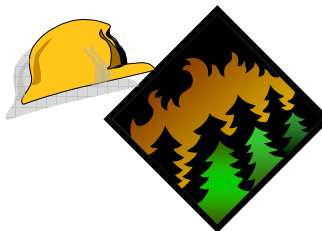


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**INTERAGENCY FIRE PROGRAM MANAGEMENT  
QUALIFICATIONS STANDARDS AND GUIDE**

**COMPETENCY RECORD FOR  
HELICOPTER MANAGER**



<b>COMPETENCY RECORD ASSIGNED TO:</b>
(Individual's Name, Duty Station and Phone Number)
<b>COMPETENCY RECORD INITIATED BY:</b>
(Official's Name, Title, Duty Station and Phone Number)
Location and Date Competency Record was Initiated

**This competency record contains both common and position-specific competencies for the identified position. Employees will have three (3) years from the date Minimum Qualification Standards are met to meet these competencies.**

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**EVALUATOR RECORD**

#	Name	Title	Office/Unit	Phone
1				
2				
3				
4				
5				

**CERTIFICATION RECORD**

Do not complete this section until the employee has met all the competencies for their position.

I certify that \_\_\_\_\_ has met all the competencies for this position.

---

**Certifying Official's Signature and Date**  
**(Unit Fire Program Manager or Agency Administrator)**

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**Certifying Official's Name, Title, Office/Unit, and Phone Number**

**INCIDENT QUALIFICATIONS AND CERTIFICATION SYSTEM (IQCS)**

This competency record was entered into IQCS on: \_\_\_\_\_ by \_\_\_\_\_

## **INTERAGENCY FIRE PROGRAM MANAGEMENT QUALIFICATIONS STANDARDS AND GUIDE COMPETENCY RECORD**

All employees working in one of the 14 Key Fire Program Management Positions identified in the Interagency Fire Program Management Qualifications Standards and Guide (IFPM Standard) must meet the **common** and **position-specific** competencies for their position.

Employees can obtain the common competencies through personal education and experiences, through agency orientation and mission renewal programs, and through interaction with peers, teams, and supervisors. Position-specific competencies can be obtained through a variety of mechanisms including but not limited to; training, on-the-job experience, details, special assignments, and mentoring.

The common competencies are intended to supplement the position-specific competencies. This task book contains both common and position-specific competencies for the identified position.

**Employees will have three (3) years from the date Minimum Qualification Standards are met to meet these competencies. Use of this competency tracking tool is not required but use will provide documentation for the employee and supervisor in tracking competency attainment.**

### **RESPONSIBILITIES**

The **Supervisor** is responsible for:

- Understanding the Interagency Fire Program Management Qualifications Standards and Guide.
- Initiating the position competency taskbook.
- Explaining to the employee the purpose and process of the competency taskbook as well as the employee's responsibilities.
- Incorporating competencies into the employees Individual Development Plan (IDP).
- Tracking progress of the employee.
- Confirming competency taskbook completion.
- Entry of position competency attainment in Incident Qualifications and Certification System (IQCS).
- Distribution of IFPM completion report to human resources and employee.

The **Employee** is responsible for:

- Reviewing and understanding the instructions in the competency taskbook.
- Identifying current and future career goals with their supervisor.
- Completion of all competencies for their position within three years.

The **Evaluator** is responsible for:

- Understanding of the Interagency Fire Program Management Qualifications Standards and Guide.
- Ensuring they are fully proficient in the competencies they are evaluating.

## COMPETENCIES

Competencies constitute the requisite knowledge, skills and abilities which, when acquired, allow a person to perform a task or function at a defined level of proficiency.

### EXPERTISE LEVELS DEFINITIONS

Competencies are described in terms of three “Expertise Levels” (working, journey, and expert). The appropriate level of expertise for that particular competency is indicated under the relevant level of program complexity. If there is no associated complexity level for a particular position, the expert level is recommended for each of the competencies.

"Program Complexity Levels" refers to those determined from the complexity analysis process. Some positions do not vary in the expertise levels of competencies, regardless of the complexity of the program to which they are assigned. Others have only a minimum level of competency expertise defined, recognizing that there is too wide a variety of programs within and between agencies to define all situations. The remainder, have either two or three levels of competency expertise, based on their unit's program complexity.

**WORKING – W:** The minimum level of experience and/or training that it takes to produce work of acceptable quality.

**JOURNEY – J:** Has sufficient experience to be considered a seasoned employee. Is skilled in performing the more difficult tasks related to the function. Has received advanced training in the function.

**EXPERT – E:** Reflects the quality of experience and/or training needed to perform the most challenging aspects of the position.

### Example of Expertise and Complexity Levels

Competencies	Program Complexity			Working Level		Journey Level		Expert Level	
	L	M	H	Evaluator	How Obtained	Evaluator	How Obtained	Evaluator	How Obtained
Knowledge of processes and sources of training.	W	J	J						

In this example, a “W” Working level of expertise is required in a Low complexity fire program; a “J” Journey level of expertise is required in both Moderate and High complexity fire programs.

The “Competency Descriptors” may be used in a variety of ways:

- Constructing employee Individual Development Plans (IDPs)
- Evaluating employee performance, supplementing the “Standard Key Performance Elements”

More information on competencies can be found in the IFPM Standard or on-line at: <http://ifpm.nifc.gov>

## POSITION-SPECIFIC COMPETENCY DESCRIPTORS FOR HELICOPTER MANAGER

### **Helicopter Manager Position Descriptor**

This position is the manager of Exclusive Use and Call-When-Needed (CWN) helicopters and is a specialist in helicopter operations. The incumbent supervises a crew of helitack personnel/firefighters that is established to provide fast initial attack, and large fire support, on wildland fires, and other incidents via helicopter. This position manages permanent and temporary helibases, provides contract administration for, and plans and direct helicopter operations in support of, fire suppression, emergency incidents, and resource management projects.

#### **I. Program Management**

##### Description

This competency identifies the knowledge, skills and abilities required to direct a safe and efficient helicopter program.

##### Outline

#### **A. Develop, implement and evaluate program goals and objectives in support of mission accomplishment.**

<b>Competencies</b>	<b>Expertise Level</b>	<b>Evaluator</b>	<b>How Obtained</b>
Knowledge of natural resource management concepts, principles, and practices applicable to the full range of duties associated with fire management.	<b>W</b>		
Knowledge of wildfire protection and fire use techniques, methods and procedures.	<b>J</b>		

Competencies	Expertise Level	Evaluator	How Obtained
<p>Knowledge of helicopter contract administration and contract provisions to act as Contracting Officer's Representative and effectively administer helicopter contracts, recommend contract language changes to the Contracting Officer, and to complete related reports, records, and payment documents.</p>	<p><b>J</b></p>		
<p>Knowledge of other agencies policies and procedures while cooperating with other agencies on wildland fires and other wildland urban interface situations.</p>	<p><b>J</b></p>		
<p>Skill in written and verbal communications to prepare plans and reports, supervise effectively, and to meet and deal with the public and contractor personnel. This knowledge is used to effectively address a wide variety of conditions and situations encountered during wildfire suppression actions, prescribed burning, project work and wildland urban interface situations.</p>	<p><b>J</b></p>		

**B. Performs full range of supervisory responsibilities.**

<b>Competencies</b>	<b>Expertise Level</b>	<b>Evaluator</b>	<b>How Obtained</b>
Knowledge of program management, supervision, and personnel practices and regulations in order to carry out supervisory responsibilities.	<b>J</b>		

**II. Operations**

Description

This competency element identifies the knowledge, skills and abilities required to implement and evaluate a helicopter program in support of wildland fire suppression operations.

Outline

**A. Manage and provide oversight to helicopter operations in support of fire suppression, wildland urban interface situations, and resource management projects.**

<b>Competencies</b>	<b>Expertise Level</b>	<b>Evaluator</b>	<b>How Obtained</b>
Knowledge and extensive experience in the planning and coordination of complex air operations at remote, isolated work locations.	<b>J</b>		

Competencies	Expertise Level	Evaluator	How Obtained
Knowledge of the capabilities and limitations of numerous helicopter models is needed to adapt helicopter capabilities to highly specialized individual projects.	<b>J</b>		
Knowledge of current management practices, technical methods, and agency policies and procedures.	<b>J</b>		
Knowledge of and ability to apply tactical aviation resources to various fire management projects.	<b>J</b>		
Knowledge of the Incident Command System component of the National Interagency Incident Management System.	<b>J</b>		
Knowledge of the air operations branch of the Operations Section within the Incident Command System.	<b>J</b>		
Knowledge of helicopter communication and navigation systems capabilities and operation.	<b>J</b>		
Knowledge of fire behavior, fire danger and fire weather.	<b>J</b>		



<b>Competencies</b>	<b>Expertise Level</b>	<b>Evaluator</b>	<b>How Obtained</b>
Ability to perform duties under stressful and adverse operating conditions, such as long hours, heavy workloads, emergency situations, adverse working and environmental conditions.	<b>J</b>		
Ability to successfully plan and execute helicopter operations based on independent analysis and evaluation of helicopter operations programs and projects.	<b>J</b>		

**B. Performs as a helicopter specialist at the unit, providing technical expertise for helicopter projects such as aerial ignition, spraying, seeding, etc.**

<b>Competencies</b>	<b>Expertise Level</b>	<b>Evaluator</b>	<b>How Obtained</b>
Knowledge of the methods and techniques of prescribed fire and fuels management.	<b>W</b>		
Ability to operate and maintain helicopter accessory equipment such as the helitorch, Premo Mark III plastic sphere dispensers, rappelling equipment, medivac equipment, longline/remote hooks, and infrared detection equipment.	<b>J</b>		

<b>Competencies</b>	<b>Expertise Level</b>	<b>Evaluator</b>	<b>How Obtained</b>
Ability to implement approved fuels modifications and prescribed fire plans.	<b>W</b>		

**C. Performs fire related assignments and project work at the unit, such as monitoring fuel inventories, pre-attack planning, and implementing fuels and prescribed fire projects.**

<b>Competencies</b>	<b>Expertise Level</b>	<b>Evaluator</b>	<b>How Obtained</b>
Knowledge of fuels management practices and policies sufficient to execute prescribed burn projects.	<b>W</b>		
Knowledge of the methods and techniques of prescribed fire and fuels management.	<b>W</b>		
Ability to implement approved fuels modification and prescribed fire plans.	<b>W</b>		

### III. Safety and Welfare

#### Description

This competency element identifies the knowledge, skills and abilities required to manage the environmental and workplace hazards of the wildland fire environment. The position provides leadership and direction to subordinates in the recognition and mitigation of these hazards using all applicable laws, policies and guidelines. Personal and subordinate accountability and zero tolerance for unsafe acts are paramount.

#### Outline

- A. Provide oversight related to safety laws, policies, and guidelines to include:
  - 1. Occupational Safety and Health Act
  - 2. Applicable state safety regulations
  - 3. Department and agency policies and guidelines
  - 4. NWCG guidelines

<b>Competencies</b>	<b>Expertise Level</b>	<b>Evaluator</b>	<b>How Obtained</b>
Knowledge of current federal and state helicopter regulations, policies, and procedures, which include pertinent Federal Aviation Regulations (e.g., parts 135, 133, and 137), general aviation safety, and DOT regulations.	<b>J</b>		
Knowledge of land management policies, resource values, agency directives, and applicable handbooks.	<b>W</b>		
Knowledge of current aviation safety practices and procedures.	<b>J</b>		

Competencies	Expertise Level	Evaluator	How Obtained
Knowledge of acceptable and unacceptable flight practices to evaluate pilot performance.	<b>J</b>		
Knowledge of safe mountain flying practices, helicopter aerodynamics and flight characteristics.	<b>W</b>		
Knowledge of the laws, policies and guidelines pertaining to safety such as the Code of Federal Regulations, national and agency policies and guidelines, Standard Firefighting Orders, Watch Out Situations, and other related fire safety guidelines.	<b>J</b>		
Knowledge of accepted safety practices and procedures in suppressing fires and various other incidents to prevent injury, property damage or loss of life.	<b>J</b>		
Ability to develop and implement a base/project operational safety plan.	<b>J</b>		
Ability to review and correctly interpret technical material, such as flight handbooks, aircraft logbooks, performance charts, and aeronautical literature.	<b>J</b>		

**B. Conduct safety-related education programs focusing on:**

1. Training
2. Certification

Competencies	Expertise Level	Evaluator	How Obtained
Knowledge of teaching techniques including formalized classroom instruction and on the job training to plan and execute successful helicopter and fire suppression training programs.	<b>J</b>		
Knowledge of basic first aid procedures.	<b>J</b>		
Skill and ability in imparting a professional work ethic for safety through the effective use of educational and certification processes.	<b>J</b>		

**C. Prepare or oversee preparation of hazard and risk analyses for:**

1. Wildland fire environment hazards
  - a. Fuels
  - b. Weather
  - c. Topography
2. Associated hazards
  - a. Aviation
  - b. Mechanized equipment
  - c. Hazardous materials
  - d. Other

Competencies	Expertise Level	Evaluator	How Obtained
Ability to ensure the appropriate preparation of hazard and risk analysis for complex fire situations utilizing advanced fire behavior prediction skills, resulting in strategy and tactics that mitigate hazards but allow for the achievement of management goals and objectives without compromising safety.	<b>J</b>		
Ability to recognize and correct unsafe practices and conditions.	<b>J</b>		

## COMMON COMPETENCY DESCRIPTORS FOR HELICOPTER MANAGER

### **I. Mission Comprehension**

#### Description

This competency requires background and understanding of the agency enabling legislation and its ramifications, and additional responsibilities that have historically evolved.

#### Outline

##### **A. Describe the agency's historical background and mission evolution.**

<b>Competencies</b>	<b>Expertise Level</b>	<b>Evaluator</b>	<b>How Obtained</b>
Knowledge of the agency's historical background and mission evolution.	<b>W</b>		
Knowledge of enabling legislation and other acts affecting agency's mission.	<b>N/A</b>		
Ability to describe the historical background of the agency.	<b>W</b>		
Ability to explain the purpose of the agency.	<b>W</b>		

##### **B. Identify relevant agency mandates.**

<b>Competencies</b>	<b>Expertise Level</b>	<b>Evaluator</b>	<b>How Obtained</b>
Knowledge of existing mandates and resolutions.	<b>W</b>		

**C. Define the purpose of limits within the agency.**

Competencies	Expertise Level	Evaluator	How Obtained
Knowledge of social, political and fiscal limits within the agency.	W		

**II. Agency Orientation**

Description

This competency requires a comprehension of the structure and organization of the agency’s organizational levels; an understanding of the structure and organization of the Departments of Agriculture or Interior and its place in the federal government; and the development of an insight into an individual employee’s role in the agency in particular, and in the federal government in general.

Outline

**A. Describe the structure and organization of the Department of Agriculture or Interior.**

Competencies	Expertise Level	Evaluator	How Obtained
Knowledge of the basics of government structure and function.	W		
Knowledge of the structure and function of the Department of the Interior or the Department of Agriculture.	W		
Knowledge of applicable Code of Federal Regulations.	W		



Competencies	Expertise Level	Evaluator	How Obtained
Ability to describe the relationship of the agency to the Department of the Interior or the Department of Agriculture.	W		

**B. Describe the structure and the organization of the agency.**

Competencies	Expertise Level	Evaluator	How Obtained
Knowledge of how goals and strategies provide structured guidance towards accomplishing an agency's mission.	N/A		
Knowledge of agency organizational structures.	W		
Ability to define how the agency relates on an interagency basis.	W		

**III. Resource Stewardship**

Description

This competency requires an understanding of the natural, cultural, and historical resources protected; the range in responsibilities in managing these resources in the context of fire management; the individual's role in resource stewardship; and the ability to work with partners outside the agency to promote resource stewardship.

Outline

**A. Describe federal stewardship of natural resources.**

<b>Competencies</b>	<b>Expertise Level</b>	<b>Evaluator</b>	<b>How Obtained</b>
Knowledge of federal legislation regarding resource management such as National Environmental Policy Act, Clean Air Act, Wilderness Act, Threatened and Endangered Species Act and the Natural Historical Preservation Act.	<b>W</b>		
Knowledge of environmental, technical, social consequences of proposed decisions and actions.	<b>W</b>		
Knowledge of public perceptions of the risks and the benefits of resource alternative strategies.	<b>W</b>		
Knowledge of the role of scientific knowledge and advanced technologies.	<b>W</b>		
Ability to learn current natural resources policy initiatives.	<b>W</b>		

**B. Identify resources protected by the agency and describe the responsibilities in managing these resources.**

<b>Competencies</b>	<b>Expertise Level</b>	<b>Evaluator</b>	<b>How Obtained</b>
Knowledge of natural, cultural, and historical resources managed by the agency.	<b>W</b>		
Knowledge of ecosystem management and the ecological response to the presence or absence of fire.	<b>W</b>		
Knowledge of the agency planning process and how it contributes to resource stewardship.	<b>W</b>		
Ability to articulate the agency stewardship function.	<b>W</b>		

**C. Define the sustainable practices philosophy.**

<b>Competencies</b>	<b>Expertise Level</b>	<b>Evaluator</b>	<b>How Obtained</b>
Knowledge of agency multiple use acts.	<b>W</b>		
Knowledge of related fields such as forestry, range, wildlife, botany, soils and water (hereafter referred to as resources).	<b>W</b>		
Knowledge of how different resources contribute to sustainable practices.	<b>N/A</b>		
Ability to describe how different resources interact.	<b>N/A</b>		

Competencies	Expertise Level	Evaluator	How Obtained
Ability to define sustainability in the context of overall resource management.	N/A		

**D. Define the employee's role in resource stewardship.**

Competencies	Expertise Level	Evaluator	How Obtained
Knowledge of agency's workforce resource priorities.	W		
Ability to explain the individual's role in supporting the agency's stewardship function.	W		
Ability to implement agency priorities within an individual's work assignments.	W		

**E. Recognize the positive purposes of interagency partnerships.**

Competencies	Expertise Level	Evaluator	How Obtained
Knowledge of fire management partnership benefits.	W		
Knowledge of cooperating agency's missions, organizations, and operating procedures.	W		
Knowledge of why the agency needs and interacts with partners to fulfill its resource stewardship role.	W		

Competencies	Expertise Level	Evaluator	How Obtained
Ability to participate in interagency workshops and other project processes.	W		
Ability to recognize the value of interagency fire management cooperation to meet fire management program goals.	W		

#### IV. Fundamental Values

##### Description

This competency focuses on the employee's ability to exhibit positive attitudes and behaviors to accomplish an assigned job and to contribute to the overall health of the organization. These attitudes and behaviors include teamwork; ethical behavior towards people and the organization; support of cultural diversity, accessibility, and fairness issues in the workplace; and an attitude towards safe behavior for one's self and for others.

The safety competency identifies an understanding of the environmental and workplace hazards of the wildland fire environment. It focuses on the employee's ability to provide leadership and direction in recognition and the mitigation of these hazards, using all applicable laws, policies and guidelines. Utilizing this approach, a passion for safety will be instilled with zero tolerance for unsafe acts. All employees will be personally accountable for safety.

##### Outline

#### A. Supervise and develop employees.

Competencies	Expertise Level	Evaluator	How Obtained
Knowledge of personnel hiring, pay, discipline, and termination procedures.	W		

Competencies	Expertise Level	Evaluator	How Obtained
Knowledge of methods and techniques of personal motivation, organization, supervision, and evaluation in order to emphasize accountability.	<b>W</b>		
Knowledge of the processes and sources of training.	<b>J</b>		
Skill in carrying out proper fiscal and accountable actions.	<b>J</b>		
Skill in practicing the commonly accepted individual values of performance, commitment, interdependence, authority, responsibility, accountability, choice, risk management, and excellence.	<b>J</b>		
Skill in applying the accepted principles of delegation.	<b>J</b>		
Ability to conduct oneself in an ethical manner.	<b>J</b>		
Ability to apply sound personnel management skills to include supervision, coaching, training, motivation, and evaluation.	<b>J</b>		
Ability to transmit high performance expectations and to follow up on personnel accomplishments.	<b>J</b>		

<b>Competencies</b>	<b>Expertise Level</b>	<b>Evaluator</b>	<b>How Obtained</b>
Ability to impart self-confidence and empowerment.	<b>J</b>		
Ability to initiate recommendations for change.	<b>J</b>		
Ability to assess personal attitudes towards others and one's employer.	<b>J</b>		
Ability to develop new insights into situations in order to improve the situation, increase efficiencies, or to mitigate safety problems.	<b>J</b>		
Ability to create effective standards and operating procedures for personnel safety.	<b>J</b>		

**B. Implement safe workplace practices.**

<b>Competencies</b>	<b>Expertise Level</b>	<b>Evaluator</b>	<b>How Obtained</b>
Knowledge of agency laws, policies, and guidelines such as NWCG's Standard Firefighting Orders and Watch Out Situations.	<b>J</b>		
Knowledge of wildland fire hazards.	<b>J</b>		
Knowledge of wildland fire safety practices and procedures.	<b>J</b>		
Knowledge of standard first aid procedures.	<b>E</b>		

<b>Competencies</b>	<b>Expertise Level</b>	<b>Evaluator</b>	<b>How Obtained</b>
Knowledge of hazard and risk analysis requirements for such areas as human factors, fuels, weather, topography, aviation, mechanized equipment, and hazardous materials.	<b>J</b>		
Skill in using educational and certification processes to impart a passion for safety.	<b>W</b>		
Skill in applying basic first aid procedures	<b>E</b>		
Skill in using safety related education programs with the focus on training and performance certification.	<b>J</b>		
Ability to recognize and correct unsafe practices and conditions.	<b>E</b>		

**C. Identify workplace accessibility issues.**

<b>Competencies</b>	<b>Expertise Level</b>	<b>Evaluator</b>	<b>How Obtained</b>
Knowledge of Americans with Disabilities Act requirements.	<b>W</b>		
Ability to make reasonable accommodation for disabled persons.	<b>W</b>		



**D. Describe the guiding principles of time management.**

<b>Competencies</b>	<b>Expertise Level</b>	<b>Evaluator</b>	<b>How Obtained</b>
Knowledge as to how time management affects one's personal well being and stress level.	<b>W</b>		
Knowledge of the impact of internal and external influences on available time and time choices.	<b>W</b>		
Ability to understand how individual factors of values, priorities, and goals affect time choices.	<b>W</b>		
Ability to define the difference between internal and external prime time.	<b>W</b>		
Ability to develop an effective time management strategy.	<b>J</b>		
Ability to monitor time spent and make adjustments as needed.	<b>J</b>		

**E. Describe the agency's management culture.**

<b>Competencies</b>	<b>Expertise Level</b>	<b>Evaluator</b>	<b>How Obtained</b>
Knowledge of the agency's values and philosophy.	<b>W</b>		
Knowledge of external influences on the agency's mission, budget, and operational procedures.	<b>W</b>		

Competencies	Expertise Level	Evaluator	How Obtained
Ability to define those elements of the management culture that have an effect on meeting one's job performance requirements.	J		

**F. Implement cultural diversity, equal opportunity and civil rights policies.**

Competencies	Expertise Level	Evaluator	How Obtained
Knowledge of appropriate act requirements to include the Equal Opportunity Act, Civil Rights Act, Age Discrimination in Employment Act, Rehabilitation Act, 29 CFR 1604.11(a) Sexual Harassment.	W		
Skill in carrying out supervisory and leadership responsibilities relevant to the workplace acts.	J		

**V. Leadership**

Description

This competency requires a comprehension of the basics of leadership.

Outline

**A. Demonstrate appropriate leadership skills to meet agency goals and safe operating procedures.**

Competencies	Expertise Level	Evaluator	How Obtained
Knowledge of acceptable leadership characteristics.	<b>J</b>		
Knowledge of delegation as a leadership and team building tool.	<b>J</b>		
Knowledge of management styles most appropriate to deal with internal and external controls.	<b>J</b>		
Knowledge of the steps of effective conflict resolution.	<b>J</b>		
Ability to function as an effective team member.	<b>J</b>		
Ability to recognize changing conditions, develop alternative strategies, and take appropriate action.	<b>J-</b>		
Ability to be decisive in leadership roles.	<b>J</b>		
Ability to define one's leadership style.	<b>W</b>		
Ability to adjust one's leadership style to meet the agency mission.	<b>J</b>		
Ability to describe how the development levels of followers affect one's leadership style.	<b>W</b>		

Competencies	Expertise Level	Evaluator	How Obtained
Ability to understand and apply the basic styles of conflict resolution such as avoiding, accommodating, compromising, competing, and collaborating.	J		

## VI. Problem Solving Skills

### Description

This competency deals with the ability to analyze, build consensus, make decisions, and practice innovation in various aspects of the job.

### Outline

#### A. Analyze a situation, determine alternative solutions, and recommend a course of action.

Competencies	Expertise Level	Evaluator	How Obtained
Knowledge of assessment skills.	J		
Knowledge of how a situation deviates from the norm or a standard.	J		
Knowledge of factors contributing to a problem.	J		
Skill in distinguishing between relevant and irrelevant information and making logical judgments	J		
Skill in collecting, grouping contributing factors.	W		

Competencies	Expertise Level	Evaluator	How Obtained
Ability to use sound reasoning to arrive at a conclusion.	J		
Ability to narrow the problem area.	W		

**B. Make sound and well-informed decisions.**

Competencies	Expertise Level	Evaluator	How Obtained
Knowledge of organizational goals and objectives.	W		
Knowledge of organizational policies and guidelines.	W		
Skill in identifying the impact and implications of decisions.	J		
Ability to quantify costs of decisions.	W		
Ability to describe the rationale for a decision.	J		

**C. Identify and mitigate stressful influences.**

Competencies	Expertise Level	Evaluator	How Obtained
Knowledge of stress indicators.	J		
Skill in recognizing the impacts of stress on the functions of supervision and leadership.	W		
Skill in mitigating stressful situations.	J		

Competencies	Expertise Level	Evaluator	How Obtained
Ability to minimize negative personal impacts.	J		

**D. Utilize facilitation skills to resolve problems and promote consensus.**

Competencies	Expertise Level	Evaluator	How Obtained
Knowledge of group processes.	W		
Knowledge of the five basic styles of conflict resolution.	W		
Skill in building group consensus to meet objectives through give and take.	W		
Ability to foster commitment.	J		
Ability to negotiate to find mutually acceptable solutions.	J		
Ability to encourage and receive cooperation.	J		
Ability to gain cooperation from others to obtain information and accomplish goals.	J		

**VII. Communication Skills**

Description

This competency relates to the ability to communicate effectively with the public and employees in writing and speech; to work as an effective team member; to use interpersonal skills to become an effective employee; and to exhibit basic computer capabilities.

Outline

**A. Communicate effectively.**

Competencies	Expertise Level	Evaluator	How Obtained
Knowledge of effective listening, speaking, and writing skills.	J		
Knowledge of the characteristics of effective written communications.	W		
Knowledge of communication methods used by the supervisor.	J		
Knowledge of how a team communicates to accomplish a common goal.	J		
Knowledge of basic computer keyboard requirements.	W		
Knowledge of computer data entry and retrieval.	W		
Skill in writing basic letters and reports and filling out basic forms for routine agency operations.	J		
Ability to identify the types of non-verbal communication methods.	W		
Ability to express facts and ideas in writing in a succinct and organized manner.	W		
Ability to define the speaker, listener, and observer tasks in communications.	J		
Ability to facilitate an open exchange of information.	W		

Competencies	Expertise Level	Evaluator	How Obtained
Ability to identify the conditions necessary for accurate and effective communications.	W		
Ability to consider and respond appropriately to the needs, feelings, and capabilities of others, and adjust communication approaches to suit different people and situations.	J		
Ability to perform computer technological skills such as word processing, electronic mail, and Internet processes.	W		
Ability to explain agency programs and procedures in understandable terms to individuals and groups.	W		

### VIII. Personal Development and Planning

#### Description

This competency considers an individual being able to work with subordinates or a supervisor. It considers an agency's plan for charting a course of action for developing an individual.

#### Outline



**A. Meet agency physical and mental fitness requirements.**

<b>Competencies</b>	<b>Expertise Level</b>	<b>Evaluator</b>	<b>How Obtained</b>
Knowledge of National Wildfire Coordinating Group and agency requirements.	<b>J</b>		
Ability to utilize a physical training program to enhance physical and mental fitness.	<b>J</b>		
Ability to perform duties under stressful and adverse operating conditions, such as long work hours, heavy workloads, emergency situations, adverse working and environmental conditions.	<b>E</b>		
Ability to recognize fitness potential in subordinates and provide opportunities to achieve this potential.	<b>E</b>		

**B. Set individual career goals and implement self-directed course of action.**

<b>Competencies</b>	<b>Expertise Level</b>	<b>Evaluator</b>	<b>How Obtained</b>
Knowledge of career development strategies.	<b>J</b>		
Knowledge of self-direction capabilities.	<b>J</b>		
Knowledge of agency and interagency opportunities and requirements for potential advancement.	<b>J</b>		

<b>Competencies</b>	<b>Expertise Level</b>	<b>Evaluator</b>	<b>How Obtained</b>
Skill in demonstrating a belief in one's own abilities and ideas.	<b>J</b>		
Ability to set personal goals for career development and implement actions to obtain them.	<b>J</b>		
Ability to use a performance appraisal to assess one's performance strengths and weaknesses to lead toward improvement.	<b>J</b>		
Ability to develop self-motivation.	<b>J</b>		
Ability to seek feedback from others and opportunities for self-learning and development.	<b>J</b>		
Ability to perform a personal role assessment, which would lead to monitoring behavior patterns associated with the functions performed.	<b>J</b>		

## **IX. Agency Operations**

### Description

This competency requires a comprehension of the basic operations of an agency, especially at the local level; and how these operations interact to fulfill the missions, planning and budgetary processes and agency purpose.

### Outline

**A. Apply basic principles of appropriation law.**

<b>Competencies</b>	<b>Expertise Level</b>	<b>Evaluator</b>	<b>How Obtained</b>
Knowledge of appropriation law relevant to supervisory and leadership roles.	<b>W</b>		
Knowledge of the aspects of appropriation law pertinent to the expenditure of funds and relative to the agency mission.	<b>W</b>		
Knowledge of agency fiscal regulations.	<b>J</b>		
Ability to describe the budget authority relevant to supervisory and leadership roles.	<b>W</b>		
Ability to describe the purpose of an obligation.	<b>W</b>		

**B. Implement and evaluate financial activities.**

<b>Competencies</b>	<b>Expertise Level</b>	<b>Evaluator</b>	<b>How Obtained</b>
Knowledge of agency financial regulations, policies and guidelines.	<b>J</b>		
Knowledge of interagency fire business management practices and procedures.	<b>J</b>		
Knowledge of required fiscal documentation.	<b>J</b>		
Ability to apply appropriate fiscal procedures.	<b>J</b>		

**C. Apply appropriate technology.**

<b>Competencies</b>	<b>Expertise Level</b>	<b>Evaluator</b>	<b>How Obtained</b>
Knowledge of existing fire information databases and software applications.	<b>W</b>		
Knowledge of current technology and the impact of technological changes on the organization.	<b>W</b>		
Ability to apply technologies on the job.	<b>J</b>		
Ability to identify various sources available that enable supervisors to keep current on technological advances.	<b>J</b>		
Ability to describe one's role in information and technological exchange.	<b>J</b>		

**D. Develop and maintain agency and interagency operations.**

<b>Competencies</b>	<b>Expertise Level</b>	<b>Evaluator</b>	<b>How Obtained</b>
Knowledge of the various aspects of local unit interactions and how they work together to accomplish the agency and local unit missions.	<b>W</b>		
Knowledge of the external agency operations.	<b>W</b>		
Knowledge of the customer consultation process.	<b>J</b>		

<b>Competencies</b>	<b>Expertise Level</b>	<b>Evaluator</b>	<b>How Obtained</b>
Knowledge of agency Cooperative Agreements, Memorandums of Understanding.	<b>W</b>		
Knowledge of the organization and the function of cooperative interagency fire organizations such as NWCG, NICC, GACC, state, tribal, and local organizations.	<b>W</b>		
Ability to provide input into cooperative agreements, MOUs, and MOAs.	<b>W</b>		
Ability to participate at the appropriate level in interagency workshop operations and seminars.	<b>J</b>		

**E. Initiate and participate in agency and interagency interdisciplinary planning processes.**

<b>Competencies</b>	<b>Expertise Level</b>	<b>Evaluator</b>	<b>How Obtained</b>
Knowledge of what constitutes a correctly written objective.	<b>W</b>		
Knowledge of how goals and strategies provide structured guidance in accomplishing an agency's mission.	<b>W</b>		
Knowledge of agency's priorities.	<b>W</b>		

<b>Competencies</b>	<b>Expertise Level</b>	<b>Evaluator</b>	<b>How Obtained</b>
Knowledge of how an agency's planning system causes a timely reconsideration of priorities.	<b>W</b>		
Skill in providing input into objective writing.	<b>J</b>		
Skill in restructuring priorities to meet goals or objectives.	<b>J</b>		
Ability to review portions of plans and provide input.	<b>J</b>		

**F. Utilize agency qualifications and certification procedures.**

<b>Competencies</b>	<b>Expertise Level</b>	<b>Evaluator</b>	<b>How Obtained</b>
Knowledge of agency and interagency qualification and certification standards and procedures adopted by the National Wildfire Coordinating Group (NWCG).	<b>J</b>		
Knowledge of position task book requirements.	<b>J</b>		
Ability to maintain position qualification.	<b>J</b>		

## X. Program/Project Progress Monitoring and Evaluation

### Description

These competencies are related in terms of adjusting program operations in a timely manner. Progress is directed to carrying out quantifiable objectives. Monitoring that part of the operation identifies whether the objectives are valid, understood, and whether the employee is capable of performing the tasks.

### Outline

#### A. Implement measurement systems that accurately track results.

Competencies	Expertise Level	Evaluator	How Obtained
Knowledge of agency performance requirements.	J		
Knowledge of basic wildland fire program requirements.	J		
Knowledge of fire operations/prescribed fire tools and equipment.	E		
Knowledge of reporting requirements and procedures.	W		
Ability to implement the common monitoring techniques of feedback and personal observation used in evaluating a project's progress.	J		

#### B. Evaluate results against program objectives.

Competencies	Expertise Level	Evaluator	How Obtained
Knowledge of evaluative processes and procedures.	J		

<b>Competencies</b>	<b>Expertise Level</b>	<b>Evaluator</b>	<b>How Obtained</b>
Ability to analyze organizational performance relative to given objectives.	<b>J</b>		
Ability to recognize how objectives establishing the direction efforts are to be focused and the criteria for measuring success.	<b>J</b>		