Memorandum No. 15-007
Date: 24 June 2015

TO: NWCG Executive Board Members

FROM: Dan Smith, Chair, NWCG Executive Board

SUBJECT: Completion of NWCG Evolving Incident Management (EIM) Implementation Project

This memorandum 1) summarizes the accomplishments of the NWCG Evolving Incident Management Implementation Project; 2) sunsets the activities of the project team members; and 3) transitions remaining project assignments to standing NWCG committees where applicable. Please distribute this as appropriate within your agencies.

The Implementation Phase of the NWCG Evolving Incident Management project was tasked on February 22, 2013 (NWCG Tasking Memorandum 2013-002). The Implementation Project Team and other entities have made significant progress toward implementing the 2011 report, *Evolving Incident Management: A Recommendation for the Future*. Decisions and accomplishments include:

- Decision to maintain Type 1 and Type 2 Qualifications Standards for command and general staff positions.
- Proposed pathways from Type 3 unit leader positions to Type 2 and Type 1 command and general staff positions to improve speed to certification. These are currently being evaluated for inclusion into the 2015 *NWCG Wildland Fire Qualification System Guide* (PMS 310-1).
- Addition of Type 3 general staff positions in the 2014 310-1.
- Analysis of historical Incident Management Team use to develop recommendations on future numbers, placement, and mobilization of national IMTs.
- Development of a strategy to increase capacity to staff Area Command Teams and expand their mission to include a more strategic role in incident management
- Clarification and completion of single qualification and NIMO units
- Increased coordination across Geographic Areas for trainee assignments
- Analysis and prioritization of recommendations outside NWCG's purview prior to elevation through agency channels

Even with these accomplishments, much remains to be done. The NWCG has received direction from the federal Fire Executive Council, the federal Fire Management Board, the National Association of State Foresters, and the International Association of Fire Chiefs to develop a path forward to accomplish the remaining work. This work includes:

- Clarify roles and responsibilities for IMT direction, prioritization, and oversight.
- Develop a plan and strategy to increase non-traditional IMT participation (e.g. DOD, USGS, BOR, NRCS).
- Continue to develop and improve NWCG qualification pathways.
- Clarify goals and responsibilities for equitable experience opportunities among IMTs.
- Determine number of IMTs that can be supported.
- Identify and implement IMT mobilization efficiencies.

- Coordinated trainee management to meet national IMT staffing goals.

The remaining work will be completed by various entities within the current national wildland fire governance structure, including the Fire Executive Council, the federal Fire Management Board, the National Wildfire Coordinating Group, the National Multi-Agency Coordinating Group, and the Geographic Area Coordinating Groups. Given the on-going nature of this work, NWCG will accomplish its work through regular committee business. Additional information will be provided via joint memorandum from NWCG, NMAC and FMB Chairs.

With the transition of implementation project work into regular NWCG Committee business, the work of the Implementation Project Team is complete.

I want to express my appreciation to the members of the Implementation Project Team for their commitment to this project and its goal of solving the challenge we face to sustain and improve the success of our Incident Management Teams.

cc: Bill Kaage (Chair, Fire Management Board); Evans Kuo (Project Lead, EIM Implementation Project Team); Aitor Bidaburu (Chair, National Multi-Agency Coordinating Group)

Oversight Group (OG) IMT Succession Planning
Tasking Log - 2015

No.	Assigned	Action	Due	Comments	Status
15-01	FEC	Clarify roles and responsibilities for IMT management with clear FEC intent for NMAC working with the CGAC to provide national direction, prioritization, resource allocation, and oversight of IMT assignments.	01/2016	Requested CGAC establish a working team to collect and evaluate all the governance and procedures used by the different GACG. Intent of the effort is to identify "best practices" and use those as the basis for developing standard operating procedures for IMT governance. CGAC initiated effort in 2015. (EIM Task 12.1)	Completed
15-02	FEC	Clarify authorization and funding for NMAC to pre-position out-of-GACC IMTs and require GAs to utilize pre-positioned IMTs.	01/2016	NICC and GACC's have identified support codes for pre-positioning IMTs. Language for pre-positioning and support codes are in the National MOB Guide.	Completed
15-03	OG	Memorandum development for FEC approval on agency purview items: 1) Agency role in IMT Succession Planning; 2) Use of non-traditional all-hazard partners for IMT support; 3) Clarify expectations for wildfire response of agency employees.	03/2016		
15-04	OG	Make recommendation to FEC to consider national cost coverage for the training of those individuals who make the commitment to serve in critical positions determined through the IMT needs analysis effort assigned to NMAC and CGAC.	10/2016		
15-05	OG	Implement consistent IMT succession planning practices and reporting by 2016. Incorporate as a goal into OG memorandum	09/2015		
15-06	FMB	Develop a plan and strategy to increase non-traditional IMT participation (potential NGOs like the Red Cross and TNC, DOD assets, other federal agencies such as USGS, BOR, NRCS) by 20% by 2019. 1) Credentialing individuals based upon FEMA-NIC's T3 organizational work; 2) Paying (agreements) and ordering (dispatching) individuals, 3) Clarify roles between NWCG and NMAC.	03/2016	OWDC's efforts in the Pathways work unit may have assisted by: Creating cross-credentialing potential under new ICS qualification endorsement system. (EIM Task 9.2)	
15-07	FMB	Assign comparison of agency administrator requirements for wildland fire to the Interagency Standards for Fire and Fire Aviation Operations Group (ISOG).	03/2016	In progress. ISOG is comparing LFML/NFML courses. Still need to compare between agencies. (OAP 3.1)	

No.	Assigned	Action	Due	Comments	Status
15-08	FMB	FMB to document backfill policies across agencies. Consistency with target relief between agencies (see D7 & D8 on EIM Crosswalk Table).	03/2016	OAP 7.4	
15-09	FMB	FMB to explore and document compensation issues raised during the IMOSP Phase One effort in order to ascertain the degree to which individual participation is impacted.	01/2016	OAP 7.1, 7.3, and 7.4	
15-10	NWCG	Continue NWCG learning pathway and bridging efforts.	10/2015	OTC (formerly OWDC) has proposed modifications for inclusion into the Oct 2015 PMS 310-1. Pending review and vetting by agencies. (EIM Task 3.4) Streamlines some of the development pathways Allows bridging between some of the C&GS positions and Included a pathway from T3 to T2/T1 * Reference NWCG Tasking Memo No. 15-003: NWCG Training System Assessment --- Efficiencies for taskbooks, exploring recognition for prior learning concepts, etc.	
15-11	NWCG	Utilize NWCG and FEMA's NIC working groups to explore collaboration and integration of efforts at IMT development where appropriate. Ensure that wildland fire standards/core competencies are consistent with FEMA-NIC credentialing effort.	Ongoing	OAP 1.5	
15-12	NWCG	Request that NWCG Training Committee draft comparison of agency mentoring programs and capabilities.	01/2017	OAP 3.1 AND 3.3	
15-13	NMAC	Clarify national goals, responsibilities, and trigger points for leveling IMT use and providing for adequate IMT practice.	04/2016		
15-14	NMAC	Encourage each GA to incorporate IMTs from at least 1 other GA in their rotation.	04/2016	EIM Task Team proposed this to the CGAC in 2014/2015. Concept is being explored by CGAC, similar to the Rocky-Basin rotation and the proposed NR-Eastern Area combination. GACG are exploring potential, i.e. PNW-AK, and SW-SA. NCSC also looking into a National Type 2 IMT rotation for when out-of-GACC T2 IMT is needed.	

No.	Assigned	Action	Due	Comments	Status
15-15	NMAC	Develop common minimum IMT composition standards in the 2016 Mob Guide.	11/2016	This was the intent of the proposal for the CGAC to establish a working team to identify IMT governance "best practices" and establish national IMT standards. (EIM Task 12.1)	
15-16	NMAC	Work with CGAC to develop template for standardized IMT governance practices.	04/2016	In progress. In 2015, CGAC established a working team to evaluate GA governance procedures and identify "best practices". Intent is to standardize IMT governance practices. (EIM Task 12.1)	
15-17	NMAC	Work with CGAC and GATRs to document an IMT position needs analysis for sharing with agencies in order to help with succession planning.	04/2017	OWDC discussed potential for creating cross-system compatibility between IQCS and IQS. It can be done, but will be significantly more difficult to program IQS (states) and gather data. Easier in IQCS (federal). If cross system compatability is not feasible discuss more general or reference other mechanisms for documenting position needs. (OAP 1.1)	
15-18	NMAC	Work with the CGAC to obtain feedback from the geographic areas on the consistency of contracting practices amongst agencies. Consideration will be given to the module support concept like what is employed via Admin Payment Teams and Buying Teams.	03/2016	OAP 11.1, 11.2, and 11.4	
15-19	NMAC	Clarify the intent regarding the use of ADs in order to encourage development of agency employees for service on IMTs (in collaborate with NMAC/CGAC).	04/2016	In progress. Requested CGAC address this by developing national guidance to standardize use of AD employees on IMTs. Some GAs already have policies in place regarding priority and tenure on an IMT. Part of the CGAC working team to evaluate IMT governance procedures and identify "best practices". (OAP 1.2, 1.3, 3.2)	
15-20	NMAC	Re-Evaluate team targets with 2014 data and compare to 2016 GA Team numbers. NMAC provide data via memorandum wherein GA's substantiate the number of teams they can support. (Moved from GA Section)	01/2016	Metadata from the 2013 NICC analysis has been provided to the GACG for independent validation, though instruction to the GA regarding the request for analysis has not been issued.	

No.	Assigned	Action	Due	Comments	Status
15-21	CGAC	Clarify the intent regarding the use of ADs in order to encourage development of agency employees for service on IMTs (in collaboration with FMB/NMAC). Develop national guidance to standardize the use of AD employees on IMTs.	04/2016	OAP 1.2, 1.3, 3.2 EIM Task Team requested CGAC consider developing a standard for use of ADs employees on IMT. For example, prioritize agency (fed/state/local) employees for IMT selection, use ADs for surge capacity, and to train agency employees. (EIM Task 9.1)	
15-22	CGAC	Develop a standardized, compatible, and flexible rotation approach for all GAs including consideration or normal and exceptional seasons.	04/2016	EIM Task Team provided range of alternatives to CGAC to modify the national rotation for T1 IMTs. Most CGAC reps and the ICACC responded in favor of Option 3: Maintain Geographic Area rotation for immediate need and a National Rotation for planned need and preposition. (EIM Task 13.1)	
15-23	CGAC	Coordinated GACC management of trainees will have to occur across GACCs in order to meet staffing goals for IMTs.	Ongoing	Even though this originated as an EIM initiative, the GATRs have independently pursued development of the Trainee Priority List and have been coordinating priority trainee assignments across GA boundaries for the last 3-4 years. As of 2015 all GAs are participating in the program. (EIM Task 8.1, 8.2, 8.3)	
15-24	CGAC	CGAC will work with NMAC and GATRs to document an IMT position needs analysis for sharing with agencies in order to help with succession planning.	01/2017	OWDC discussed potential for creating cross-system compatibility between IQCS and IQS. It can be done, but will be significantly more difficult to program IQS (states) and gather data. Easier in IQCS (federal). (OAP 1.1)	
15-25	CGAC	CGAC will work with NMAC to obtain feedback from the geographic areas on the consistency of contracting practices amongst agencies. Consideration will be given to the module support concept like what is employed via Admin Payment Teams and Buying Teams.	03/2016	OAP 11.1, 11.2, AND 11.4	