



## ROCKY MOUNTAIN COORDINATING GROUP

**Bureau of Indian Affairs** (Southwest, Rocky Mountain and Great Plains Regions)  
**Bureau of Land Management** (Colorado and Wyoming)  
**Fish and Wildlife Service** (Mountain/Prairie Region)  
**Forest Service** (Rocky Mountain Region)  
**National Park Service** (Intermountain and Midwest Regions)  
**State Agencies in Colorado, Wyoming, South Dakota, Nebraska and Kansas**

March 18, 2013

**To:** RMA Agency Administrators, Fire Management Officers, and Fireline Leaders

**From:** Chair, Rocky Mountain Area Fire Executive Committee

Chair, Rocky Mountain Coordinating Group

**Subject:** 2013 Firefighter & Leader Expectations

Thank you for your continued commitment to the Rocky Mountain Area (RMA). The Rocky Mountain Fire Executive Committee (RMA-FEC) and Rocky Mountain Coordinating Group (RMCG) expect the highest standards of professionalism and leadership from our firefighting crews, resources and crew leaders. While the tenets of Duty, Respect, and Integrity are a common and known theme within the wildland fire community, it is important for our firefighters to know your expectations on how to put these concepts into practice.

In 2011, an interagency group representing leadership from multiple resource types at the crew leader level (IHCs, Engines, Helitack, Wildland Fire Modules, Fuels, IMT ICs, Smokejumpers) put together the following list of principles and practices. While this list is not all inclusive, it will serve as a good starting point for you to relay your expectations to firefighters in leadership roles – ultimately improving the standing of RMA resources nationally. Please take the time before this year's fire season to pass on your expectations in these areas to your firefighters:

### Communication

- Ensure your interaction with IMTs, hosting units, local fuel management, and local incident commanders is professional and reflects positively on the RMA.
- Schedule and pursue After Action Reviews (AARs) with hosting agencies, fireline peers, supervisors, and subordinates. Make an effort to debrief and learn from your experiences and share those lessons with others in the fire community.
- Ensure that any public interaction by you and your crew is a positive reflection of all RMA agencies.
- Understand and utilize the chain of command to keep home unit and hosting supervisors informed.
- Always feel free to communicate with your RMCG Operations Committee representative in accordance with home unit policy - please share experiences, personal thoughts, suggestions, and alternatives so that we can strive to continually improve how resources are managed and lead in the RMA.

**Safety**

- Fire fighter and public safety must be the first priority.
- Ensure that all actions are deliberate and planned and that carelessness or unsafe actions are not acceptable.
- Promote safe working and driving practices at all times.
- Adhere to work/rest guidelines.

**Personnel**

- Respond to emergency incidents within and outside of the RMA with highly skilled and qualified personnel.
- Promote a professional attitude that supports handling stressful incident situations by frequent positive and supportive inter-crew interaction and camaraderie.
- Promote the same professional attitude with other RMA resources through continuous positive interaction and support.

**Leadership**

- Demonstrate professionalism at all times – on incidents, between incidents, at trainings, and at public functions where you are representing RMA resources.
- Be personally committed to and responsible for your crew's performance.
- Ensure that your crew's actions are fair and all individuals and agencies are treated equally; we have zero tolerance for discrimination of any kind.
- Handle conflicts with fire line supervisors through professionalism and tact.
- Resolve problems at the lowest level possible to ensure corrections are initiated at the first opportunity.
- Pursue an evaluation before departing all assignments.

**Business Practices**

- All business practices should be in accordance with the Interagency Incident Business Management Handbook including but not limited to time, travel and fire replacement.

Thank you again for your continued commitment and long-standing dedication to the Rocky Mountain Area. We look forward to working with you to meet our shared goals and expectations!