Pacific Northwest Wildfire Coordinating Group
Northwest Geographic Area Board

To: **Interagency Incident Management Team Incident Commanders**

From: **Northwest Geographic Area Board**

Subject: **Expectations of Incident Commanders**

The intent of this document is to ensure that we, the Northwest Geographic Area Board (the Board) clearly communicate our expectations to the Incident Commanders and Deputy Incident Commanders serving on the Northwest Interagency Incident Management Teams (IMTs).

Performance expectations on all assignments

1. Ensure the safety of your team members and all personnel working for you on an assignment.
2. Serve the Citizens, Agency Administrators and Firefighters that you work for, with and that work for you. Your job is to improve their situation.
3. Fully review and negotiate the delegation of authority given to you by the agency administrator before accepting the assignment. If anything is unclear or vague (i.e., specific business practices, resource protection policies), do not accept the assignment until you have resolution.
4. On all-hazard assignments, review and negotiate the task/mission assignment given you. These tasks may not be as clear as a delegation of authority, ensure that you understand leader's intent and end state of the task/mission.
5. Do your best to fully meet the objectives given to you in the delegation of authority or task/mission assignment. This is your contract with the agency administrator and your ability to accomplish its objectives reflects upon the entire Incident Management Team.
6. Always perform within the limits of your delegation of authority, applicable laws and other regulations.
7. Ensure that meaningful performance evaluations are provided for all resources assigned to incidents that you manage.
8. When opportunities are presented, order trainees from the appropriate trainee pool. Ensure that your assigned expanded dispatch is aware of this expectation.
9. When you have temporary vacancies of standing team positions, seek first to find replacements from Incident Command Application Process System (ICAPS) alternate pool maintained by the Northwest Coordination Center (NWCC)
10. You are expected to have open, candid discussions with the Agency Administrator(s) during each incident and to request and receive a written performance evaluation for your

team after each assignment. Should you encounter challenges related to the evaluation process or content, contact a Board member to provide information or request assistance.

11. You are to send a copy of your team's signed performance evaluation and close-out summary to the NWCC manager within 10 working days of completion of an assignment. You may choose to attach additional information to help Board members understand the assignment evaluation as the Board considers your performance and your team's performance prior to the formation of 2016 IMT's.
12. You are expected to work with the host Agency Administrator to ensure your team configuration is appropriate for the assignment.

Performance outside of assignments

1. Your most important duty is to serve as an appropriate leadership role model for members of your team and others.
2. Participate fully with the other Incident Commanders and the Board in the annual selection of members of your team.
3. Look for mentoring opportunities to ensure that team position needs will be met in the future. Share information about potential team leaders with other Incident Commanders and the Board.
4. Take initiative to provide input to the Board on any issues which you have questions or concerns.
5. Support Board decisions behaviorally once they are made, the expectation is that Board decisions/policies will be fully implemented.
6. Develop and implement plans to guide how the team will mentor assigned apprentices and use "AD's" assigned to the team to train and mentor less experienced people.
7. Complete annual team survey/questionnaires on time and thoroughly following each fire season. This information is important to the Board to identify issues and to seek remedies for troublesome situations that confront you and your team.

What you can expect from the Geographic Area Board

1. We will strive to provide an appropriate leadership model for you and your team.
2. We will act to deal with and resolve any issues you bring to the Board in a timely manner.
3. We will strive to make the best decisions possible that meet the needs of all member agencies.
4. The Board will work closely with you to form complete, diverse teams, including identification of potential members and trainees, and in mentoring existing and potential team members.
5. Board members will attend incident in briefings or out-briefings when possible to identify and resolve issues as they arise. Board members attending these meetings are there to represent the entire Board.
6. The Board will strive to provide complete support as you perform your duties and responsibilities as an Incident Commander within the specified operating expectations.

7. The Board is committed to open and effective communication with you and the other Incident Commanders. To that end:
    a. We will meet with the incident commander group at least twice per year: during the team formation meeting and during the annual IMT training.
    b. We will meet in November with each Incident Commander and Deputy Incident Commander to review individual and team performance on the basis of these expectations, observations during the season, agency administrator performance evaluations, and other appropriate information.

Randy M. Johnson 3-30-15
Signature Date
Randy M. Johnson
Chair, Northwest Geographic Area Board