



**ROCKY MOUNTAIN AREA**

**ROCKY MOUNTAIN COORDINATING GROUP**

**OPERATIONS COMMITTEE**

**OPERATING GUIDE**

**January 20, 2011**

**Final RMCG Approved**

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*The Operations Committee Operating Guide has been developed to assist the committee's members and advisors in their roles and responsibilities while providing some degree of consistency to the dynamic and diverse tasks in which the committee is affiliated.*

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## **ROCK MOUNTAIN COORDINATING GROUP**

### **EXPECTATIONS**

#### Rocky Mountain Coordinating Group Expectations of the Standing Committees:

1. Nominations for RMCG awards shall come from the Committees through the Committee Liaison for RMCG approval. Nominations must be received by RMCG by January 15<sup>th</sup> to assure approval and presentation at the Spring Fire Management Meeting.
2. Each Committee Chair will be responsible for assuring the minutes of the Committee meetings are recorded and mailed to each RMCG member and other Committee Chairs.
3. The Committee Chair or representative committee member will attend at least one RMCG meeting annually, preferably the spring meeting. At that meeting the chair or representative will present a Committee report, both orally and in writing outlining issues, work accomplished and work planned.
4. Committees have the authority to appoint task groups to assist with issues within the Committee.
5. Committees are not allowed to task each other. If a Committee feels a task is beyond its scope of responsibility the task will go back to the RMCG and RMCG will deal with it appropriately.
6. Committees will actively address tasks submitted by RMCG but should not hesitate to tell RMCG if they feel unable to complete the task for whatever reason.
7. Each Committee chair will keep a notebook of committee activities and minutes. The notebook should be passed on to each new Committee chair as a historic record.
8. Committees will only make policy, direction or guideline recommendations to RMCG.
9. The Committee will keep RMCG apprised of the need to replace Committee members. Committees will make recommendations, thru the Liaison, for selection of new members. RMCG will select new members based on Committee recommendations.
10. The Committee charter will be reviewed by each new Committee chair and the respective Liaison. Any changes or additions to a Committee charter will be proposed, thru the Liaison, to RMCG for consideration and approval.
11. Each Committee will annually review the Rocky Mountain Area Mobilization Guide (RMG). The Committees will then make recommendations for changes or additions, as needed, to the Rocky Mountain Area Coordination Center (RMC). Committees and RMC will concur on recommended changes before submitting to RMCG for approval.

**ROCKY MOUNTAIN COORDINATING GROUP**  
**OPERATIONS COMMITTEE**  
**CHARTER**

**Introduction**

The Operations Committee (herein referred to as the Committee) is established as a standing committee under the Rocky Mountain Coordinating Group (RMCG). The Committee shall function in an interagency advisory capacity for the RMCG to address Rocky Mountain Geographic Area's fire operational issues.

**Mission Statement**

The Committee's mission is to provide advice, counsel, and recommendations for the management of fire operations issues within the Rocky Mountain Area (RMA).

**Purpose and Duties**

- Provide the RMCG with a Committee recommendation on all assigned tasks.
- Provide a forum for the exchange of ideas relating to fire management operational issues.
- Follow and maintain the expectations of the RMCG.
- Review nominations, prioritize and recommend selections for S-420/520/620 candidates in coordination with the RMCG Training Committee. Candidate recommendations should ensure a continual supply of qualified individuals to accept RMA team assignments in every position.
  - Ensure coordination between other RMA committees.
- Annually review those portions of the Rocky Mountain Area Interagency Mobilization Guide that are within the Committee's scope of oversight, and provide appropriate comments and changes to the Rocky Mountain Coordination Center (RMC). The Committee and RMC will concur on recommended changes before submitting to RMCG for approval.
- Annually review and coordinate proposed updates to the Rocky Mountain Area Fire Cache (RMK) Operating Plan.
- Review and provide information/recommendations on safety issues identified by other standing committees that cannot be resolved within each respective committee.
- Provide recommendations for operational issues in areas such as, but not limited to air operations, Interagency Hotshot Crews, equipment, technology, weather, efficient utilization of resources within the RMA, safety, and position needs analysis (in conjunction with the Training Committee).
- Coordinate with all RMA Standing Committees on issues of mutual interest.
- Provide oversight for the RMA IHCs.
  - Meet with the IHCs Representative following the fire season to review performance and identify problems requiring RMCG and/or Agency management solutions.
- Assist RMCG in providing oversight and management for the Rocky Mountain Incident Management Teams:

- Provide recommendations for Incident Management Team IC's to RMCG each year or when requested.
- Provide recommended IMT rosters to RMCG for approval by February 15 of each year. The qualifications of all recommended team members will be verified before submittal to RMCG.
- Assist in the evaluation of Team performances by reviewing Team Narratives, Agency Administrator Evaluations, and Command and General Staff Evaluations.
- Review unavailability lists for all primary team members and justifications for failure of IMT members to fill positions.
- Meet with the IC's following the fire season to review performance and identify problems requiring RMCG and/or Agency management solutions.
- Review performance problems by team personnel or grievances. Submit any recommendations for actions to RMCG.
- Monitor expected future team position vacancies due to team member length-of-service, transfers, and/or retirements to ensure that a continual supply of qualified individuals are ready to accept RMA team assignments in every position.

### **Membership**

The Committee will be comprised of representatives from each of the following agencies:

- Bureau of Indian Affairs (Southwest, Rocky Mountain, and Great Plains Regional Offices)
- Bureau of Land Management (Colorado and Wyoming Offices)
- Fish and Wildlife Service (Mountain-Prairie Region)
- Forest Service (Rocky Mountain Region)
- National Park Service (Intermountain Region, Midwest Region)
- State Wildland Fire Agencies of Colorado, Wyoming, South Dakota, Nebraska and Kansas

Agency representatives will be responsible to ensure that respective agency policy and procedures are maintained and agency administrators are informed. The members will coordinate recommendations and present them to the RMCG for agency acceptance and implementation.

### **Decision Model:**

The Committee will function by consensus and not voting. The Consensus Model [http://gacc.nifc.gov/RMC/RMCG\\_WEB\\_Postings/Consensus%20Decision%20Model\\_Final.pdf](http://gacc.nifc.gov/RMC/RMCG_WEB_Postings/Consensus%20Decision%20Model_Final.pdf) shall be the preferred decision-making model for the Committee. All Agency Representatives will have a voice in the consensus model. **This does NOT preclude a request to “suspend the rules” and ask for a majority vote to utilize Robert's Rules of Order for part of, or the remainder of the meeting.** The same procedure can be invoked for moving from Robert's Rules to the Consensus Model

Advisory membership will include subject matter experts in the fields of logistics, engines/equipment, safety and aviation as well as the following:

Rocky Mountain Area Coordination Center (RMC) - Center Manager  
Rocky Mountain Area Incident Commanders and Deputies  
Rocky Mountain Area IHC Representative

The Chairperson of RMCG approved committees may attend the operations committee meetings as the agenda allows. The agenda and minutes will be provided to each RMCG Committee Chairperson.

In addition, RMCG will appoint a liaison to the Committee. The Liaison will represent RMCG during Committee meetings and other correspondence and serve as the main communication link between RMCG and the Committee. The liaison will rotate every 3 years. (the first year beginning January 2011 which is the 3<sup>rd</sup> year of the team rotation.)

The Committee will keep RMCG apprised of the need to replace Committee members. The Committee will make notification through the RMCG Liaison as to the need to appoint or replace members. RMCG will review and approve the appointment of new members based on the recommendations of the affected agency.

The Committee will appoint an Administrative Assistant in addition to those members/advisors listed above that will be responsible for recording, finalizing and distributing the minutes of all meetings and conference calls. The minutes will be forwarded to the Committee members, RMCG, and the Chairs of other standing committees. The Administrative Assistant will be responsible for maintaining all files and records related to the work of the Committee. The position will be filled on a voluntary basis by any of the agencies/states represented.

### **Officers**

Based on the order of the Agencies listed below, a Chairperson will be appointed for a one-year term.

BLM Wyoming  
State of South Dakota  
USFS  
State of Wyoming  
NPS  
State of Colorado  
FWS  
State of Kansas  
BLM Colorado  
State of Nebraska  
BIA

The Vice-Chairperson will be the representative from the next Agency in line, and will assume the Chair position as it becomes vacant. Terms will expire after the Incident Management Team selection meeting in January. Interim vacancies will cause the rotation of the chair and vice-chair to move accordingly.

## **Officer Duties and Responsibilities**

**Chairperson:** Responsible for coordination of all administrative actions and completion of RMCG assigned tasks. The chair will ensure that minutes of meetings are taken, edited, filed and distributed to each Chair of the Standing Committees and each member of the RMCG. Specific responsibilities are out lined in the Committee's Operating Guide -"Chair Responsibilities".

**Vice Chair:** Assume the duties and responsibilities of the Chairperson during the absence of the Chairperson or at the request of the RMCG. The Vice-Chair will also ensure that: minutes of meetings are taken, edited, filed, and distributed to each chair of the Standing Committees and each member of the Rocky Mountain Area Coordinating Group. Specific responsibilities are out lined in the Committee's Operating Guide -"Vice-Chair Responsibilities"

## **Members:**

All members, including Advisory members, are expected to participate to the best of their ability to fulfill the mission, duties, and purpose of the Committee and ensure success of fire management activities in the Rocky Mountain Area. The responsibilities of members and advisors are out lined in the Committee's Operating Guide.

## **Meetings**

The Committee will meet as necessary to accomplish its assigned tasks but will meet at least three times annually (Fall, Winter, and Spring). Other meetings, to include task groups and subcommittees, may need to be scheduled to accomplish the mission of the committee. Additional work and/or meetings may be accomplished through the use of conference calls, webinars, net meetings, etc as well as informal face-to-face meetings between the members.

## **Tasking**

The Committee will provide direction and oversight to any task group(s) created by the Committee. All tasks to be completed will be clearly identified, including the scope of the task and the time line for completion. A task group will sunset upon completion of its task unless additional work is assigned by the Committee. Task group membership shall be determined by each individual agency however; the Committee may recommend the involvement of specific subject matter experts or specialists.

## **Task Groups:**

Task Groups may be established by the Committee to increase efficiency and defer the workload of the Committee.

## **Subcommittees:**

An IMT subcommittee has been established by RMCG.

**Conflict of Interest**

Committee members are expected to express opinions on different issues based upon their professional knowledge and the interests of the Agency they represent. However, biased opinions concerning issues which may affect the personal interests of the member are considered unprofessional and may conflict with the best interests of the Interagency fire community as a whole (Conflict of Interest).

Therefore, members are expected to abstain or recuse themselves from any issue in which they have a Conflict of Interest. This would include, but is not limited to, participating in consensus or voting, establishment of an adverse policy, and/or drafting of corrective action regarding 1) any group of which they are a member, including RMA Incident Management Teams, 2) their personal fire qualifications or eligibility to participate in an activity, and/or 3) the qualifications, eligibility or participation of any person with whom they have a close personal relationship.

Members who do not remove themselves from these situations may be required to do so by the majority of the Committee membership.

/s/

**Joe Lowe**

**1/2011**

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**Joe Lowe**

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**1/2011**

Chairperson, Rocky Mountain Coordinating Group Date

## RMA Operations Committee (As of September 8, 2011)

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## Operations Officer Rotation for 2011 – Operations Committee

The Operations Officer for the Operations Committee will consist of the Chair, followed by the Vice-Chair, and then continuing in order of the respective agency representatives as listed in the Charter. It will be the Operations Officer's assigned responsibility to notify RMC if/when they are no longer available to fill the assignment. RMC will then contact the next member. The Chair of the Committee will update the Operations Officer Rotation annually and submit to the Committee and RMC. It is understood that if none of the Committee members are available that contact will defer to RMC.

<p><b>1) LaVerne Hermanson (Chair)</b> SD Division of Wildland Fire 4250 Fire Station Rd.Suite #2 Rapid City, SD 57703 (w)605-393-8011 (c)605-381-7262 (f)605-393-8044 <a href="mailto:laverne.hermanson@state.sd.us">laverne.hermanson@state.sd.us</a></p> <p><b>2) Kelly Kane (Vice Chair)</b> US Forest Service 740 Simms Street Lakewood, CO 80225 (w) 303-275-5791 (c) 720-236-2799 (fax) 303-275-5754 <a href="mailto:kmkane@fs.fed.us">kmkane@fs.fed.us</a></p> <p><b>3) Chris Fallbeck (2<sup>nd</sup> Vice Chair)</b> Wyoming State Forestry Division 1100 W. 22<sup>nd</sup>. St. Cheyenne, WY 82002 (w)307-777-8017 (c)307-631-2594 (f)307-777-5986 <a href="mailto:chris.fallbeck@wyo.gov">chris.fallbeck@wyo.gov</a></p> <p><b>4) Al Stover</b> 26611 US Highway 385 Hot Springs, SD 57747 (w)605-745-1175 (c)308-862-1061 (f)605-745-1162 <a href="mailto:alan_stover@nps.gov">alan_stover@nps.gov</a></p>	<p><b>5) Clair W. Brown</b> CO State Forest Service 5060 Campus Delivery Colorado State University Fort Collins, CO 80523 (w)970 491-7561 (c)970-222-0552 (f)970 491-7736 <a href="mailto:browncw@colostate.edu">browncw@colostate.edu</a></p> <p><b>6) Vacant</b> US Fish &amp; Wildlife – CO District 5650 Havana St. Bldg 121 Commerce City, CO 80022 (w) 303-289-0165 (c) 720-347-8388 (fax) 303-289-0579</p> <p><b>7) Don Mitchell</b> Bureau of Indian Affairs Wind River Agency PO Box 158 Ft. Washakie, WY 82514 (w)307-332-2921 (c)307-330-8285 (f)307-332-5017 <a href="mailto:donald.mitchell@bia.gov">donald.mitchell@bia.gov</a></p> <p>RMC RMC Coordinator or Duty Officer PL 4 &amp; 5 MAC Coordinator (w)303-445-4300 (f)303-445-4319 <a href="mailto:corcmc@dms.nwcg.gov">corcmc@dms.nwcg.gov</a></p>
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## **The Operations Officer Role**

- Serve as a liaison to the Rocky Mountain Area IMT's and report to the Chair of the Rocky Mountain Coordinating Group (RMCG).
  - Be the conduit for the Rocky Mountain Area Teams Incident Commanders when on assignment in addressing problems & concerns.
  - Facilitate the Area's Teams by working with the Incident Commanders in resolving conflicts and bringing concerns/issues to closure.
- The point of contact for the Rocky Mountain Area Coordinating Group and their assigned Duty Officer in matters concerning the Area Teams.
- If unavailable for the Operations Officer Rotation – notify RMC. RMC will then contact the next individual on the established Operations Officer Rotation.

## **Chair & Vice-Chair Responsibilities - Operations Committee**

### **Chair:**

- Assure final committee recommendation on team selections is provided to RMCG.
- Assure the Committee meetings are held in the fall, winter, and spring (October, January, and April).
- Develop agendas for meetings with Committee member input and provide agendas and pertinent information to Committee members prior to meetings to ensure meeting efficiency and Committee effectiveness.
- Ensure that a Committee "Operations Officer" rotation is updated annually and provided to the Committee and RMC.
- Serve as lead in all IMT evaluation follow-up.
- Serve as the lead or assign a lead for any IMT reviews that prove necessary throughout the year.
- As required and/or assigned by RMCG, serve as the lead in investigating and/or recommending corrective action of an IMT or IMT member.
- As requested initiate IHC certification review panel and inform RMCG of results
- Maintain good communications with other Committee Chairs.
  - Chair or Chair designee should strive to attend other committee meetings
  - Furnish dates and agendas to other Committee Chairs.
- Ensure timely Mob Guide reviews are completed through establishment of task groups or assignment of duties to Committee members.
- Provide leadership to the Committee in all ways, ensuring the Committee effectively represents the Rocky Mountain Area.
- Represent the Committee in any dealings with the RMCG or its standing committees and attend at least one RMCG meeting per year and as requested to provide a Committee report, updates, and present issue papers, work accomplished, work planned, or otherwise represent the Committee. Generally RMCG meets in fall, winter, and spring.
- Maintain close ties with RMCG through the RMCG Liaison in all Operations Committee matters.
- Identify key tasks through the Ongoing and Recurring Action Log; assign work and follow-up on assigned work. Work should be assigned to Committee members and advisors. Chair will be responsible for tasks but primarily with directing the Committee in the right direction, coordinating with other committees and RMCG.
  - Advise RMCG if unable to complete a task submitted by RMCG

- Assure a notebook of meeting minutes, issue papers, action log, re-occurring log, charter and operating guide to be passed on to the new Committee Chair as an historic record.
- Assure meeting minutes are recorded and sent to RMCG members and other Committee Chairs.
- Annually review Charter with RMCG Liaison.
- In brief Incoming Chair, making sure they have read the Operations Guide and Charter.
- Ensure all new committee members read the Operations Guide and Charter.

### **Vice Chair:**

- The vice-chair will assist the chair and serve in the absence of the chairperson.
- Ensure IMT Sub-committee provides timely teams selection information to the Committee (by or at the January meeting) for final recommendations selection and submittal to RMCG.
  - Notify committee members of subcommittee meeting date(s) and agenda
  - Assure distribution of team vacancy list to committee members prior to subcommittee draft selections.

### **Second Vice-Chair:**

- The third person in the ops committee agency rotation will assist the vice-chair.
- Will coordinate the recruitment and application process for S420/520/620.
- Serves as the primary contact for the IHC advisor and IHC Agency Reps.

### **Administrative Assistant**

- Responsible for recording, finalizing and distributing the minutes of all meetings and conference calls.
- The minutes will be forwarded to the Committee members, RMCG, and the Chairs of other standing committees.
- The Administrative Assistant will be responsible for maintaining all files and records related to the work of the Committee.
- The position will be filled on a voluntary basis by any of the agencies/states represented.
- Maintains electronic and hard copy documentation files.

### **Agency Representative Responsibilities - Operations Committee**

- Attend all Committee Meetings.
  - If unable to attend, provides an alternate or calls in on conference line.
- Provide constructive input, with alternatives if warranted, to Committee tasks & decisions in a timely manner or by the requested time frame.
- Participate in an active manner to help shoulder the work-load of the Committee to include but not limited to:
  - Giving and receiving assignments.
  - Oversight & reporting upon projects as assigned.
  - Reviewing and submitting information by other committee members.
- Conduit between the Committee and agency personnel.
  - Actions, progress and new developments.
- Fully engaged in the Team selection process.
- Participate in “Operation Officer” Rotation & Responsibilities.
- Participate on sub-committees.
- Participate on Mobilization Guide revisions.

- Solicit 420 and 520 applicants.
- Evaluation of IMT.
  - Review Team narrative(s).
  - Agency Administrator Evaluations.
  - Evaluations of Command & General Staff.
- Meet with IC's at October Meeting to:
  - Review Team performance & evaluate problems for management solution.
  - Review performance problems of team personnel.
  - Review grievances.
  - Review unavailability of primary team members.
    - Not reporting unavailability.
    - Unavailable for two or more assignments.
  - Participate in formulation recommendations for actions.
- Participate in the IHC certification program.
  - Participate in preparedness reviews.
  - Facilitate administrative and supervisory support.
  - Participate in periodic reviews of IHCs.
    - Review concurrence or non-concurrence criteria in the National IHC Handbook.
    - Participate on certification review panels as requested.

### **Advisor Responsibilities - Operations Committee**

- Attend the committee meetings. Provide an alternate if unable.
- Provide constructive input, with alternatives if warranted, to Committee Tasks & Decisions in a timely manner.
- Participate in an active manner to help shoulder the work-load of the Committee.
- Be informed and convey pertinent information to the Committee's tasks about the represented group.
  - Try to establish contact with represented groups for information sharing such as Area and National Cache Managers, Logistics, Engines/Equipment, IHC, Safety, Aviation, Dispatch Groups.
- Address Rocky Mountain Area concerns of the represented group and formulate issue papers &/or discussion &/or decision items to be approved by the committee and presented to RMCG.
- Be the conduit for the represented group pertaining to information and direction from RMCG through the Operations Committee.
- **Incident Commanders:**
  - ⊖ At the completion of the fire season, provide the committee the following information & documentation package:
    - Evaluation(s) of team performance.
      - Team Narrative(s).
      - Agency Administrator Evaluation(s).
      - Evaluations of Command and General Staff.
    - List of trainees that were qualified.
    - Performance issues or grievances of team personnel.

- Evaluations indicating deficiencies or sub-standard performance will be immediately forwarded to the RMCG representative from the same agency as the person evaluated.
    - Recommendations for committee actions, including replacement if necessary.
    - List of unavailability for all primary team members and justifications for failure of IMT members to fill positions.
      - Recommend any action, if necessary, for a primary team member missing a combination of two or more on-call rotations.
  - Incident Commanders will contact the Operations Committee Chair and RMC Center Manger to request permanent replacement of an assigned team member (Documentation in written form may be needed). The request will include the reason for the request and names of suitable replacements.
  - Participate and give insight on Team selections.
    - Identify vacancies and AD's in primary positions.
      - Submit list of vacancies and AD's by position to Committee prior to selections in January.
    - Complementing weakness & strengths.
    - Nurturing Team dynamics.
  - Identify potential S-420, S-520, & S-620 candidates.
  - Provide RMC with a current copy of the IMT's Standard Operating Guide.
- **IHC Advisor**
  - Furnish Committee with letters of concurrence or non-concurrence of the criteria in the National IHC Operations Guide.
  - Inform the Committee of the need to convene a certification review panel.
  - Furnish Committee with Preparedness Review dates for the IHCs.
  - Will work with designated Agency Reps and the Operations Officer on any geographical IHC concerns.
  - Facilitate Rocky Mountain Area IHC (T) in receiving performance appraisals on incident assignments.
  - Facilitate resolution to RMA related IHC issues that may occur during TDY (temporary duty status) that are unresolved through their chain of command.
- **Logistics Advisor**
  - Coordinate annual interagency review of the Rocky Mountain Area Fire Cache operating plan.
    - Solicit comments from affected committees, RMK, Logistics Section Chiefs, Fire Management Officers and Dispatch Centers.
  - Represent the Operations Committee with the Incident Business Management Committee and with Regional Supplements, etc, in regards to acquisition management for the RMA Teams.
- **Equipment Advisor**
  - Subject matter expert to the Operations Committee in the changes in policy and typing of equipment and engines.
  - Development and presentation of issue papers as requested by the committee.
  - To serve on working-groups and subcommittees as requested by the committee.

## **Operations Committee – Team Selection Process / Considerations**

A team member recruitment notice will be issued annually by the Operations Committee. Each agency will be responsible for dissemination of information within their agency. Refer to the Recruitment and Nomination Process Timetable below.

### **TEAM SELECTION PROCESS/TIMELINE:**

<b>DATE</b>	<b>RESPONSE</b>
August 1	Recruit IC, Deputy IC and Trainee IC's
September 1	Apps close for IC, Deputy IC and Trainee IC's
September 15	Recommendations to RMCG by Operations Committee
September 30	RMCG selection of IC, Deputy and Trainee IC's
October 1	Application for team positions sent out – Recruitment continues.
November 1	Team applications due to Operations Committee Representatives.
November 15	Data Entry complete for team applications by the Operations Committee Representatives.
Prior to Jan Ops. Com. Mtg.	Sub-committee makes tentative team selections.
January Ops. Com. Mtg.	Operations Committee completes recommended team selections.
January RMCG Meeting	Recommended team selections to RMCG for approval.
January RMCG Meeting	RMCG approves team selections.

### **Representatives will review application thoroughly.**

- **Ensure that all Applicant Basic Information is completely filled out.**
- **Ensure applicants meet 310-1 standards or their respective agency qualification standards if more restrictive.**
  - Review the applicant's Fire Training Experience Record and Incident Qualifications Card which should accompany the application.
- Ensure that the Availability box is checked.
- Ensure that the Applicant signature and supervisory approvals are signed and dated.
- Review the Reviewer Checklist and note in boxes.
- **Ensure the Review and Referral signatures are in place, and dated.**
  - Unit Fire Staff, FMO or Fire Department Chief
  - RMA Operations Committee Agency Representative
- The sponsoring agency for AD's will be the reviewing/approving agency.
- For states that do not have direct representative to the Committee, the reviewing/approving authority will be the appropriate Staff Officer for that state.
- Fire Department personnel will apply through, and be approved by their State representative on the RMCG. Out of Area applicant's applications will be reviewed by the sponsoring agency and approved by the Chair of the Operations Committee
- Identify the Out of Area Applicants, and ensure the sending GACC has approved the applicant participating out of their area.

- Any out-of-Area individuals will be approved through RMC with the individual's respective GACC

A subcommittee, lead by the Vice Chair and consisting of the Incident Commanders and at least one additional Committee member, will meet prior to the January meeting.

- Should make & distribute tentative team vacancy list to the Operations Committee.
- List all Team positions currently occupied with AD's and Cooperators.
- List all Team positions currently occupied with out-of-area individuals.
- List all individuals serving two consecutive terms (6 years) in same position.
- Inform committee of subcommittee meeting dates/agendas.
- Make tentative team vacancy selections.

The Committee will review the subcommittee's tentative selections, address specific questions, and submit a final recommendation to RMCG for approval.

Each agency representative on the Operations Committee is responsible for providing the Operations Committee Administrative Assistant a file which will include a completed team application and documentation in support of the team member's qualifications (IQCS/IQS master Record and most recent Incident Qualification Card) for each IMT Command and General Staff member.

After approval of team selections-by RMCG, Committee members will contact all applicants for their respective agency, thanking them for applying and informing them of their placement. (team, assigned trainee, priority trainee list or unassigned)

It is the expectation that qualified fire personnel within the RMA with critical skills will first make a commitment to the needs of the Rocky Mountain Incident Management Teams. Should an RMA agency employee or sponsored AD wish to participate on another geographic area IMT, that individual will be required to submit a written request through their local unit to their agency Operations Committee representative. The request will then be forwarded to RMCG for review, approval, or disapproval. In the event an employee moves into the RMA having already made a commitment to an out of area team, a similar notification following the above process should be made.

### **Filling of Vacant Incident Commander Position Outside of the Regular Selection Process**

1. If an Incident Commander becomes temporarily unavailable and there is a qualified deputy, the deputy would assume command of the team for that time period
2. If an Incident Commander becomes permanently unavailable and there is a qualified deputy, the deputy will assume command of the team until such time as a new application process for that position can be completed.
  - a. A Replacement IC will be selected at the conclusion of fire season.
3. If the IC becomes unavailable temporarily or permanently, and there is no Deputy, then default to national mob guide (page 185 line 28).

## **Filling Of Vacant Team Positions Outside Of The Regular Selection Process**

1. Changes in IMT Rosters Temporary vs. Permanent. For “back fills” (temporary change in the RMCG approved roster):
  - a. IC can pick an individual that meets qualifications from the non selected RMA applicants.
  - b. If no RMA applicants available, selection can be made using the existing dispatch system.
2. For changes in Command and General Staff Positions during an in-season permanent roster change (not a regular 1 or 3 year rotation)
  - a. Go through the formal application and review process. (Application to Operations Committee Agency Representative, then to Operations Committee, then to RMCG Operations Committee Liaison, then to RMCG for approval.)
3. For changes in a Unit Leader or below during an in-season permanent roster change (not a regular 1 or 3 year rotation):
  - a. Go through the formal application and review process. (Application to Operations Committee Agency Representative, then to Operations Committee, then to RMCG Operations Committee Liaison, then to RMCG for approval.)
4. For any permanent change to a RMCG approved roster during an in-season permanent roster change:
  - a. Go through the pool of previously submitted applicants first. If the pool of previous applicants has been exhausted, then new applications can be solicited. Applications will be sent to Operations Committee Chair for review and quality check of applicants credentials. Then the application is sent up to RMCG through the RMCG Operations Committee Liaison.
  - b. A temporary back fill may be used for a permanent position change while the application process is on-going during the applicable season of availability. The temporary backfill will step down if not chosen as the permanent replacement.

### **TEAM SELECTION CONSIDERATIONS:**

The Primary goal of team selection is to place highly skilled applicants in positions for which they are qualified and for which they fit in a Team concept. **It is imperative that selected personnel have a commitment to safety, proof of performance, quality and competency.**

The following considerations should be used for the three (3) year team selections, for annual vacancies, and annual review of AD’s holding primary team positions.

- Agency/Cooperator over AD.
- In-Area resource over out-of-area resource.
- Diversity of representation on teams (Interagency Concept).
- Training and or position advancement based upon needs of the Rocky Mountain Area.
- Personality blend of Team.
- 6 years of commitment (2 consecutive rotations) at any one position.
- Team Dynamics.

Team selection should consider many factors. Strengths of individuals may be utilized to off-set weaknesses, etc. A position may need to be filled based upon training &/or position advancement in order to fulfill needs of the Rocky Mountain Area. Opportunities for individuals to assume a position held by an individual for 2 consecutive rotations should be considered. The need to maintain an interagency mix/participation should be strived for. All things being equal (training,

experience, team dynamics), agency personnel should be considered over AD's and resources within the Rocky Mountain Area should be considered over outside Area resources.

The Incident Commander's input on team membership is critical. This input is needed in order to utilize and build upon the Team Concept and Team Dynamics. Decisions will need to be made to facilitate the Rocky Mountain Area having the most effective, efficient, and professional teams possible. The rationale behind the selection decisions must be documented in written form in order to appropriately address the decision(s) and process to RMCG. (Examples: Retention of AD or individual serving six or more consecutive years with applicant(s) for the position or out-of-area resource over an in-area resource.)

Recommendations will be approved by RMCG before any official release of rosters. Even though information about selections inadvertently finds its way through the fire community, official and intentional release of selections should be avoided prior to RMCG approval.

### **TEAM GENERAL OPERATING PROCEDURES**

(From the 2010 Rocky Mountain Area Mobilization Guide)

The RMA IMTs Standard Operating Guides are modified and available through the RMA IMT ICs and Operations Committee. RMC will retain a current copy of each team's current Standard Operating Guide.

At the conclusion of each assignment, RMA Incident Commanders will request written team evaluation from the responsible agency administrator(s) or Area Command. A copy of each evaluation should be provided to the Rocky Mountain Center Manager upon return. The Center Manager will in turn provide a copy to the Chairperson of the Operations Committee for review.

RMC will be responsible for maintaining current and historical team records.

It is the expectation that qualified fire personnel within the RMA with critical skills will first make a commitment to the needs of the Rocky Mountain Incident Management Teams. Should an RMA agency employee or sponsored AD wish to participate on another geographic area IMT, that individual will be required to submit a written request through their local unit to their agency Operations Committee representative. The request will then be forwarded to RMCG for review, approval, or disapproval. In the event an employee moves into the RMA having already made a commitment to an out of area team, a similar notification following the above process should be made.

An IMT member who cannot complete the period of commitment will notify their respective agency RMA Operations Committee representative following notification to his/her Incident Commander. An evaluation of potential job sharing or replacement will be evaluated between the IC, RMC Center Manager, and the RMA Operations Committee representative.

Type 2 Command and General Staff qualified individuals will not be assigned to C&G positions on a T1 IMT (including trainee positions) until such time as they have successfully completed a minimum of one year service as a primary C&G staff member on a T2 IMT. Exceptions can be made upon recommendation of the RMA Operations Committee and approval of RMCG.

Completed team rosters will be provided to RMC by the RMA Operations Committee.

Primary team positions that are held by an AD will be reviewed annually. Consideration will be given to replace the AD with a qualified agency applicant.

### **Team & Team Member Performance**

## **General**

By charter, the Operations Committee has been tasked by RMCG to assist in providing oversight and management for the Rocky Mountain Incident Management Teams". Specifically the Operations Committee is to:

- Assist in the evaluation of team performances by reviewing team narratives, Agency Administrator Evaluations, and Command and General Staff Evaluations.
- Meet with IC's following the fire season to review performance and identify problems requiring RMCG and/or Agency management solutions.
- Review performance problems by team personnel or grievances. Submit any recommendations for actions to RMCG.
- Provide an Operations Officer from the RMA Operations Committee for the RMA teams throughout the year.

A key component in the ICS position certification process is the subjective evaluation by management of an individual's competency to perform in a position. Likewise team performance is often subjective as a result of team dynamics. Completion of training and prerequisite requirements alone does not assure that an individual can perform the work nor does it assure performance within the team concept. The purpose of the Guidelines below is to provide the Chair of the Committee a consistent and detailed outline of how to proceed with performance issues or grievances in the event they occur so as to ensure timely resolution to issues and maintain individual and/or team rights or dignity as outlined in various agency Human Resources guidelines and policy.

Upon occasion the Chair of the Committee may be directed by RMCG on how to proceed with performance issues or grievances that will supersede the Operations Committee Guidelines herein.

NOTE: In the event the Operations Committee is required to investigate and/or recommend corrective action of an IMT or IMT member, and Operations Committee member who is also a member of the IMT being investigated or being considered for corrective action will abstain or defer from participating in the investigation or drafting of the corrective action recommendation(s).

## **Team Performance**

The Chair or Vice-Chair of the Operations Committee will notify the RMCG Duty Officer and/or RMCG Chair and the RMCG Operations Committee Liaison of any performance issues. The Chair of the Operations Committee, or Vice-Chair in the absence of the Chair, will review any notifications of Team safety, performance problems, or grievances to include any recommendations for actions. The Chair/Vice will determine appropriate course of action to include involvement of other committee members or the committee as a whole.

Any safety or poor team evaluations will be reviewed.

- Chair or Operations Committee findings, actions, or recommendations will be forwarded to RMCG for decision or further direction.
  - Reasoning behind evaluations and recommendations should be documented and provided to RMCG.
- Findings, actions, &/or recommendations will be shared with the entire Operations Committee at their next regularly scheduled meeting.
- In the event an RMA Operations Committee member (other than the Incident Commander or Deputy) is asked to assist in a review of a fellow IMT member's

performance or conduct issue, that representative will abstain from participation (except to provide information during the investigative process) if he or she is a member of the same IMT as the employee being reviewed. An alternate committee member will be asked to participate.

- If individual performance issues are identified then the guide for individual performance will be utilized (see below).

### **INDIVIDUAL TEAM MEMBER PERFORMANCE**

Upon notification of issues regarding an individual team member or trainee's performance, an Executive Committee shall be formed comprised of the (1) Operations Committee Chair or Vice-Chair, (2) the involved Incident Commander and/or Deputy, (3) the Agency Representative from the individual employee's agency, (Optional 4) a representative of the employing agency's Human Resource Staff, and (Optional 5) other staff determined to be essential to the issue. The Executive Committee will gather information and supporting documentation of the issues. Upon review and consensus<sup>1</sup>, the committee, in coordination with the RMCG Chairperson, shall implement a range of corrective actions including:

- No Action or a Determination of Unfounded.
- Probation with Performance Improvement Plan.
- Suspension, followed by Probation and Performance Improvement Plan.
- Replacement.
- Recommendation for De-Certification in the Position.
- Other Action(s) Determined To Be Appropriate.
- Notification to the Employee of the Committee's Decision shall be made through the Employing Agency's Channels.

<sup>1</sup> In the event the Executive Committee cannot reach agreement, the issue shall be forwarded to RMCG for resolution under a process to be determined by them.

### **Employee Grievance:**

Upon receipt of an employee grievance involving an Incident Commander or Deputy, an Arbitration Committee shall be formed comprised of the (1) Operations Committee Chair, (2) the Vice-Chair, (3) the Agency Representative from the individual employee's agency, (4) the Agency Representative from the Incident Commander's agency, (Optional 5) representatives of the employing agencies' Human Resource Staffs, and (Optional 6) other staff determined to be essential to the issue. The Arbitration Committee will gather information and supporting documentation of the issues. Upon review and consensus<sup>1</sup>, the committee, in coordination with the RMCG Chairperson, shall implement a range of mediation or corrective actions including:

- No Action or Determination of Unfounded.
- Negotiated Settlement.
- Probation with Performance Improvement Plan.
- Suspension, Followed By Probation and Performance Improvement Plan.
- Replacement.
- Other Action(s) Determined To Be Appropriate.

<sup>1</sup> In the event the Arbitration Committee cannot reach agreement, the issue shall be forwarded to RMCG for resolution under a process to be determined by them.

### **Process for Filling Vacancy Created Through Disciplinary Action:**

- Changes in IMT Rosters Temporary vs. Permanent. For “back fills” (temporary change in the RMCG approved roster):
  - IC can pick an individual that meets qualifications from the non selected RMA applicants.
  - If no RMA applicants available, selection can be made using the existing dispatch system.
- If non-selected candidates are available from a previous IMT recruitment effort, a candidate may be selected without additional recruitment.
- If there is no one available, the process for identifying a permanent replacement will begin by obtaining a list of qualified and available candidates from the RMC Center Manager.
- Available candidates shall provide an application through the established recruitment/review process.
- The Operations Committee will review applicants and recommend a candidate.
- The recommended candidate or list of candidates will be forwarded to RMCG for approval.

### **PRIORITY TRAINEES**

The Operations Committee will seek applications for trainees on an annual basis concurrent with the primary team position application process. At the January meeting, the committee should:

1. Prioritize pre-identified shortage positions.
2. Prioritize and assign trainees.
  - a. Individual trainees selected to be with the team are the Area’s priority candidates. These individuals should be priority for trainee assignment.
  - b. Although assigned to the team, the trainee may be available for other training assignments with their Incident Commander’s approval and coordination with RMC.
  - c. Criteria used to prioritize trainees includes taskbook expiration date, tasks remaining to be completed, availability.
3. All unassigned applicant trainees will be listed in the Area Mobilization Guide by position.
4. The applicant trainee prioritization list will be utilized by RMC and IC’s to replace trainees who have become qualified or to fill unavailable trainee positions.
  - a. RMA trainees who have applied will have priority over outside area trainees.
  - b. Cooperators will have priority over AD’s.

Upon completion of training, a trainee may be placed in the primary position for which the individual was being trained if it is vacant. They must apply for that position for the subsequent fire season.

### **MENTORING PROGRAM**

(From 2010 Mob Guide)

RMA has adopted a mentoring program for S420/520 applicants to enhance their skills and increase learning opportunity in successful completion of the course. These applicants can be assigned to IMT1 or IMT2 to go out with the team as opportunities arise. The IC will coordinate the use with the host agency.

The intent of the program is not to necessarily function as a trainee working on a Taskbook. Rather it is to allow the applicant to spend quality time on an actual incident with each of the

Command & General Staff positions observing team dynamics, position roles and inter-relationships.

In addition, each applicant should be provided with contact information for individual(s) currently qualified for the position to which they're applying. The applicant should be encouraged to contact that individual(s) with any questions or concerns that may arise during the mentoring process.

### **S-420, S-520 & S-620 PROTOCOL**

1. Candidates for S-420, S-520, & S-620 submit through agency channels:
  - a. NWCG application
  - b. Biography
2. Agency FMO reviews candidates' applications and Bios.
  - a. Assure candidates meet qualifications.
    - i. Applicants not meeting all course prerequisites will be identified with what requirements they are lacking, i.e., task book, S-course, experience.
  - b. Prioritize their candidates if more than one per position.
  - c. Submit applications and Bios (see flow Chart).
3. Zone Training Coordinator
  - a. Compiles applicants in a list.
  - b. Periodically updates list.
4. Geographic Area Training Representative (GATR)
  - a. Announces S-420 Training Course by August annually.
5. Operations Committee and GATR:
  - a. Prioritize applicants.

*(Note: To save time and confusion, applicants will only be prioritized after their applications have been processed through the GATR).*
  - b. Based on Area position needs.
  - c. Best qualified candidate.
  - d. Based on Selection Criteria (*see below*).
  - e. Submits Prioritization back to GATR.

*(Note: The Prioritization process is dynamic and ever changing and therefore will not be freely distributed).*
6. Assign mentor to individuals accepted into S-520.

## **Rocky Mt. Area S-420 Course Selection Criteria**

### **#1 Priority Candidate**

1. Candidate meets all current qualifications and training (except for S-420) for targeted Command and General Staff position as stated in NWCG 310-1 **and has a task book initiated for that C & G staff position.**
2. Candidate has shown an active commitment to RMA or other area Type 1 or Type 2 teams **or** candidate has expressed a sincere interest in participating in RMA Incident Management Teams in the immediate future.
3. Candidate's selection would promote diversity within RMA IMT's.

### **#2 Priority Candidate**

1. Candidate meets all current qualifications and training (except for S-420) for targeted Command and General Staff position as stated in NWCG 310-1 **but does not have a task book initiated.**
2. Candidate has shown an active commitment to RMA or other area Type 1 or Type 2 teams **or** candidate has expressed a sincere interest in participating in RMA Incident Management Teams in the immediate future.
3. Candidate's selection would promote diversity within RMA IMT's.

### **#3 Priority Candidate**

1. Other candidates as forwarded by the Operations Committee Chairman to the RMCG and approved by RMCG. These candidates may or may not meet all current qualifications and training for targeted Command and General Staff positions as stated in NWCG 310-1, ***but*** should have demonstrated an active role in IMT activities within the RMA ***and*** have a high probability of success in completing S-420.

## **Rocky Mt. Area S-520/620 Course Selection Criteria**

### **#1 Priority Candidate**

1. Candidate meets all current qualifications and training (except for S-520) for targeted Command and General Staff position as stated in NWCG 310-1 **and has a task book initiated for that C & G staff position. In addition, individual is actively participating in fire assignments with documented accomplishment in the task book.**
2. Candidate has shown an active commitment to RMA or other area Type 1, or Type 2, teams through active participation in fire assignments **or** candidate has expressed a sincere interest in participating in National Incident Management Teams in the immediate future.
3. Candidate's selection would promote diversity within RMA IMT's.

### **#2 Priority Candidate**

4. Candidate meets all current qualifications and training (except for S-520) for targeted Command and General Staff position as stated in NWCG 310-1 **but does not have a task book initiated.**
5. Candidate has shown an active commitment to RMA or other area Type 1 or Type 2 teams **or** candidate has expressed a sincere interest in participating in National Incident Management Teams in the immediate future.
6. Candidate's selection would promote diversity within RMA IMT's.

### **#3 Priority Candidate**

2. Other candidates as forwarded by the Operations Committee Chairman to the RMCG and approved by RMCG. These candidates may or may not meet all current qualifications and training for targeted Command and General Staff positions as stated in NWCG 310-1, **but** should have demonstrated an active role in IMT activities within the RMA **and** have a high probability of success in completing S-520/620.

## **OPERATIONS COMMITTEE IHC PROTOCOL**

The intent of the Operations Committee is to allow for an exchange of ideas and offer recommendations for operational issues with the IHC as indicated in our charter.

- The Operations Committee will strive to have a representative participate in any Preparedness Reviews of the Area IHCs. Again, the intent is to act as a liaison to the committee for the exchange and recommendations of operational issues in the Rocky Mountain Area.
  - The Hotshot Representative to the Operations Committee will disseminate the planned dates of any reviews to the Operations Committee.
- When our Area IHCs are on an incident, the Operations Officer for the Committee will, as requested by the RMCG Duty Officer or IHC Superintendent;
  - Facilitate the RMA IHCs with issues that cannot be resolved by the Superintendent.
- Certification Review for the initial certification of new crews as well as re-certification of existing crews who have been de-certified.
  - (See National Interagency Hotshot Crew Operations Guide (IHCOG) and Appendixes. [http://www.nifc.gov/policies/IHC/IHC\\_Standards.pdf](http://www.nifc.gov/policies/IHC/IHC_Standards.pdf))
  - For Clarification to the IHCOG, the following has been approved as an addendum to the IHCOG for the Rocky Mountain Area:

### **Rocky Mountain Area IHC Initial Certification Process**

This describes Regional modification/clarification of the peer review process for new IHC programs as addressed in the IHCOG. New IHC programs in the Rocky Mountain Area will complete the following requirements as part of their initial certification process.

- Candidate crews will successfully complete a minimum of 3 peer reviews. Peer reviews must be conducted by current IHC Superintendents. Reviewers should be working on the same division or “side-by-side” with the candidate crew and must have sufficient opportunity to evaluate the candidates’ operational abilities and other functional or safety items within IHCOG Appendix E.
- Candidate crews will successfully complete an Embedded Review. Embedded reviews can occur concurrently with peer reviews and must be conducted by a current or past IHC Superintendent, as approved by R2 IHC Committee Chair. Embedded reviewer will use Peer Review document (IHCOG Appendix E). Reviewer will participate on one or more assignments, as needed, with candidate crew in order to sufficiently evaluate all items in the peer review.

The RMA Operations Guide is approved by:

/s/

*Joe Lowe*

*1/2011*

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**Joe Lowe**

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**1/2011**

Chairperson, Rocky Mountain Coordinating Group

Date