

# Rocky Mountain Area Incident Management Team Guidelines

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## **ORGANIZATION**

The Rocky Mountain Area (RMA) sponsors one Type 1 IMT and two Type 2 IMTs; BLACK and BLUE. Teams will be ordered through the Interagency Dispatch System using an Overhead Group request in ROSS and filled with a roster.

## **PURPOSE AND GENERAL OPERATING GUIDELINES**

Rocky Mountain Area Incident Management Teams (IMTs) are formed and maintained through coordinated efforts of participating agencies primarily to serve Agency Administrators within the Area in the management of complex wildland fires. However, the teams may be dispatched nationally to any kind of incident. The RMA Type 1 team participates in a national rotation as one of the Rocky Basin teams.

When assigned, Incident Management Teams serve the Administrator(s) of a local administrative unit or a group of units and will abide by the policies of the agencies for which service is being provided.

Incident Management Teams will apply the guidelines given in the NWCG Wildland Fire Incident Management Field Guide, PMS-210 and the Red Book (Interagency Standards for Fire and Fire Aviation Operations) and other agency specific guidelines that they are assigned to.

## **TEAM OVERSIGHT**

The Rocky Mountain Area Operations Committee (RMOC) provides oversight and management for Rocky Mountain Incident Management teams.

Monitoring and evaluation of all teams may be completed by Rocky Mountain Coordinating Group (RMCG)/RMOC representatives for each incident within the Area. The jurisdictional agency(s) will be responsible for initiating the monitoring and evaluations. The RMOC Incident Management Team Site Visit Template can be found at [http://gacc.nifc.gov/rmcc/rm\\_operations\\_committee.php](http://gacc.nifc.gov/rmcc/rm_operations_committee.php).

## **RESPONSIBILITIES**

### **ROCKY MOUNTAIN AREA COORDINATING GROUP**

RMCG is responsible to approve the final IMT rosters annually.

### **RMCG OPERATIONS COMMITTEE**

Establish procedures for implementation, selection, and management of Rocky Mountain Area Incident Management Teams (IMT). Management of teams is delegated to the RMOC from the RMCG.

- 1 Selection of new Incident Commanders (IC) and IC trainees will be completed by the RMOC, by the fall
- 2 meeting so applicants will know who the ICs are. The RMOC and ICs will complete selection of the
- 3 Incident Management Team members in January.
- 4 Assist ICs with issue resolution and develop recommendations for the RMCG and/or National Wildfire
- 5 Coordinating Group (NWCG) approval.
- 6 Ensure recommendations reflect the RMCG commitment to maintain the integrity of the IMTs.
- 7 Ensure standard operating procedures for IMTs comply with NWCG and/or RMCG direction.
- 8 Support coordination of the IMTs by RMCC (scheduling of team meetings, rotation schedule, IMT roster
- 9 updates, etc.)
- 10 Work with agencies to help ensure sufficient qualified individuals are nominated for team membership.
- 11 Conduct IMT incident evaluations for IMTs (Type 1 and 2) to evaluate how the teams are coordinating
- 12 with Agency Administrators, dispatch centers, incident resources, and buying teams.

### 13 **INCIDENT COMMANDER**

- 14 Incident Commanders are encouraged to attend all RMCG and RMOC meetings.
- 15 IMTs that are on RMA incidents are expected to participate on GACC "IC calls" so that RMCC staff, RMCG
- 16 Duty Officer, and Tactical Group/Fire Operations Officer/Agency Duty Officer representatives can better
- 17 anticipate resource needs and movement within the GACC.
- 18 At the conclusion of each assignment, RMA Incident Commanders should be provided a written team
- 19 evaluation from the responsible agency administrator or Area Commander. A copy of each evaluation
- 20 should be provided to their Operations Committee Agency Representative upon return. The Agency
- 21 Representative will in turn provide a copy to the Chairperson of the Operations Committee for full
- 22 committee review.
- 23 At the conclusion of each season, RMA Incident Commanders should provide a written team report to
- 24 the Operations Committee, summarizing their team's season and following the RMCG identified
- 25 template (see Team Evaluations section).

### 26 **ROCKY MOUNTAIN COORDINATION CENTER (RMCC)**

- 27 RMCC will be responsible for maintaining current and historical team records.
- 28 After completion of the team selection meeting, RMCC is responsible to coordinate with the ICs in
- 29 populating the team's primary roster. RMCC will coordinate with the ICs during their availability period
- 30 to formulate the team's on-call roster.
- 31 RMCC will work with the ICs during mobilization to enhance efficiency in mobilizing the team.

## INCIDENT MANAGEMENT TEAM MEMBER

Qualified team members are assigned to their team and will not accept miscellaneous overhead assignments (freelance), unless pre-approved by the Incident Commander (IC).

If pre-approved for out of GACC assignment, the individual must complete the assignment through its entirety. If the assignment is within the RMA and the IC's approve, it is considered sharing and if the individual's team gets assigned they may be released back to their IMT. The IC will not be permitted to take a non team assignment during the RMA rotation period unless the deputy is available to take the team out on assignment.

Team members are expected to monitor their IMTs on-call rotation schedule and will be considered available and expected to respond to dispatches. *Dispatch Centers will not alter an IMT member's status when performing a weekly or bi-weekly ROSS status sweep. **Availability within ROSS must reflect "Available – Local"***. Each team member shall ensure through their supervisor and Agency Administrator that they are available for assignments during assigned on-call periods. Any periods of unavailability or substitutions will be approved by the Incident Commander.

Notification of any unavailability for on-call periods must be made as far in advance as possible, to IC or designee through appropriate channels. IMT members will make unavailability notifications, via electronic mail, to their Dispatch Center, RMCC, and their section chief or IC. If notification cannot be made electronically, IMT members can make notification via telephone through their Dispatch Centers to RMCC. Unavailability notification must include their name, team, unavailability dates, and the reason for unavailability.

Dispatchers will **not** contact IMT members to verify availability during routine IMT rotations.

It is an expectation that qualified fire personnel within the RMA 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 RMOC 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.

Performance evaluations will only be completed for:

- Outstanding individual performance and/or recommendations for advancement to higher position levels.
- Deficient performance, the need for additional training, or recommendation for an individual to be moved to a lower position level.
- Trainees
- Any person who specifically requests evaluation.

## **JOB SHARED POSITIONS**

Job Sharing of primary team positions has been adopted by RMA to facilitate individual work commitments while maintaining team availability and continuity.

Job Sharing will be identified on the individual(s) application and will be considered by the RMOC in their normal team selection process.

Following RMA procedure, only one individual will be placed in the shared position on the team roster per call-out period. Job Share positions and individuals will be identified as such on team roster.

## **TEAM READINESS AND CALL UP**

**On-call time schedules** for the RMA IMT rotations (which may be adjusted by the appropriate Center Manager as the situation dictates) include:

1 <sup>st</sup> position on the rotation list	2 hour on-call
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2 <sup>nd</sup> position on the rotation list	8 hour on-call
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The IC and RMCC will complete a review of any individual who is unavailable for more than two (or portions thereof) "on call" periods and that had not been approved in advance by the IC.

Recommendations resulting from these reviews will be forwarded to the RMOC Chair.

Incident Commanders will inform RMCC of team availability upon release and demobilization from an assignment. Return to call-up status will be negotiated with the RMCC Center Manager. Teams will normally be provided 24 hours between assignments and such time as required to adequately meet work/rest guidelines.

If an IMT is unavailable they will notify the RMCC Center Manager.

If a team is released to their home unit, has time left in the rotation period and are available, they will enter the rotation in the last position.

## **TEAM ADMINISTRATION**

### **Permanent Replacement of Assigned Team Members**

Incident Commanders will contact the RMOC Chair to request permanent replacement of an assigned team member. The request will include the reason for the replacement with names of qualified replacements. If replacement of the team member is for performance or disciplinary reasons then the IC should provide the RMOC Chair a detailed performance evaluation for that team member.

The IC should obtain a list of qualified replacements and notify the RMOC Chair. The RMOC Chair will review the non-selected RMA Applicant list for potential replacement(s) per their Operating Guide. The

- 1 RMOC Chair will contact committee members regarding the request, gain consensus for the
- 2 replacement, and notify RMCC and RMCG Chair of the replacement request result.

### 3 **RMA TEAM SELECTION PROCESS**

- 4 A team member recruitment notice will be issued annually by the operations committee. Each agency
- 5 will be responsible for dissemination of information within their agency. Incident Commanders and
- 6 Deputy ICs will be on a 3-year rotation period but will also apply annually in ICAP. During the rotation
- 7 period only IC vacancies will be filled. All other team members, including trainees, will apply annually in
- 8 ICAP and be selected annually.

- 9 Refer to the Recruitment and Nomination Process Timetable (TABLE 1).

### 10 **TABLE 1 TEAM SELECTION PROCESS/TIMELINE**

DATE	RESPONSE
September 1	Recruit IC, Deputy IC and Trainee IC's
October 1	Applications close for IC, Deputy IC and Trainee IC's
Fall RMCG/RMOC Meeting	Recommendations of ICs, Deputy ICs and Trainees to RMCG by Operations Committee
Fall Meeting	RMCG approval of IC, Deputy and Trainee IC's
End of October	Solicitations for team positions sent out with directions for E-authentication and applying through the ICAP system.
December 1	Team application period closes in the ICAP system. ICAP Application quality assurance review (supervisor approval, IQCS approval, IQS/IQCS master record and incident qualification card up loads, JetPort reported) by Operations Committee Representatives with access as Agency Representatives in ICAP.
Mid December	C&G Selection Webinar or Meeting
January 2	Initial spreadsheets are compiled from the ICAP system. (Ops Chair)
By Second Week of January	IMTs submit tentative team selections to RMOC Chair and RMOC Admin Assistant utilizing approved RMA roster format.
January Combined RMOC/RMCG Mtg. (Early Week)	IC closed door meeting to resolve duplicate roster selections. RMOC meets with IC's and completes recommended team selections or filling of vacancies.

January Combined Ops. Com. /RMCG Meeting (Late Week)	Recommended team selections to RMCG for approval.
January Combined Ops Com. /RMCG Meeting (late week)	RMCG approves team selections.
By February 1	ICs provide written justification for Out of Area, ADs, and Cooperator Supplemental Resources

**Operations Committee Representatives will review application thoroughly (access as Agency Representative is required in ICAP system).**

- Ensure that all Applicant Basic Information is completely filled out.
- Ensure applicants are approved in ICAP as meeting 310-1 standards or their respective agency qualification standards if more restrictive by their IQCS administrator.
  - Review the applicant's Fire Training Experience Record and Incident Qualifications Card which should have been uploaded in ICAP.
- Ensure that the supervisory approvals are present in ICAP.
- Ensure applicant has denoted their State of Residence in ICAP.
- RMOC Agency Representative as the Agency Administrator should have received emails when candidates applied to the system.
- The sponsoring agency for ADs will be the reviewing/approving agency.
- For states that do not have direct representative to the RMOC, 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 RMOC.
- Out of Area applicant's applications will be reviewed by the sponsoring agency and approved by the Chair of the RMOC.
- 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 RMCC with the individual's respective GACC



1 The RMOC and IC's will meet in December after ICAP has closed (via Webinar and/or Conference Call)  
2 and prior to the IMT Selection Meeting to make selections for the Command & General Staff positions.

- 3       ▪ The RMOC will provide an ICAP spreadsheet from which the IC's will make tentative  
4       selections.
- 5       ▪ Prior to the call each team will provide a list of their tentative C&G selections to the RMOC  
6       Chair and Administrative Assistant.
- 7       ▪ The Team Selection Master Spreadsheet template will be populated with those tentative  
8       selections.
- 9       ▪ The Type 1 Team has the priority in Selections.
- 10      ▪ IC's will resolve any conflicts in the C&G Rosters with the goal of all teams being viable.
- 11      ▪ The RMOC will balance the needs of the Type 1 Team with the viability of all teams in the  
12      GACC.
- 13      ▪ The RMOC Chair will present the tentative C&G selections to RMCG for approval at the  
14      January meeting.

15 Prior to the Combined RMOC / RMCG January Meeting:

- 16      ▪ IC's with assistance of their C&G will make tentative IMT selections from previously  
17      provided ICAP spreadsheet.
- 18      ▪ IC's provide the tentative qualified team member selections to the RMOC chair on the Team  
19      Selection Master Spreadsheet Template (trainees will be selected during the selection  
20      meeting).
- 21      ▪ The Type 1 Team will be able to select up to 56 positions, short team 20 positions + 6 team  
22      shortage trainees, long team 47 positions + 14 trainees (9 team shortage & 5 GAC priority  
23      trainees) + 3 additional positions for a total of 61 total team members (within GACC).
- 24      ▪ The Type 2 Team will be able to select up to 53 positions short team 20 positions + 6 team  
25      shortage trainees, long team 44 positions + 14 trainees (9 team shortage & 5 GAC priority  
26      trainees) for a total of 53 total team members.
- 27      ▪ Additional trainees may be negotiated at the time of mobilization and rostered by working  
28      with the GATR and the PT list.
- 29      ▪ ICs will identify all Team selections currently occupied with ADs and Cooperators  
30      Supplemental Resources.
- 31      ▪ ICs will identify all Team selections currently occupied with out-of-area individuals. Type 1  
32      will identify Great Basin team members as GB.

- ICs will identify all individuals serving two consecutive terms (6 years) in same position.
- RMOC Chair / Admin. Assistant will compile the tentative selections on the Master Spreadsheet for side by side comparison.

At the Combined RMOC / RMCG Winter Meeting (Day 1 Part 1):

- ICs will meet in the morning prior to the Selection meeting to discuss tentative team selections to reduce duplication of names across IMTs.
- The Type 1 Team has the priority in Selections.
- ICs will resolve any conflicts in the Team Selections with the goal of all teams being viable.

(Day 1 Part 2): RMOC and ICs Meet:

- RMOC and ICs will use side by side comparison spreadsheet to discuss and resolve conflicts concerning team positions.
- The RMOC will balance the needs of the Type 1 Team with the viability of all teams in the GACC.
- Upon completion of team selections, the RMOC and ICs will identify critical shortage positions. ([Appendix C](#))
- RMOC will perform a gap analysis for all positions that are not filled with In Area Agency or Cooperator Personnel to identify critical shortage positions.
- RMOC will identify shortage positions and advertise and open ICAP for additional recruitment period(s) as necessary.

Combined RMOC / RMCG Winter Meeting (Day 3)

- RMOC Chair will present tentative team selection recommendations to RMCG for approval.

The RMOC is responsible for providing the RMOC Administrative Assistant a file which will include the ICAP spreadsheets with applicant's for each IMT Command and General Staff and team member.

After approval of team selections by RMCG, ICs will complete selections in the ICAP system which automatically contacts all applicants for their respective agency, thanking them for applying and informing them of their placement (i.e. team positions, primary, job share, assigned trainee). The RMOC members may utilize the ICAP system to confirm non-selectees, which automatically emails the applicant informing them of their non-selection. An additional letter from RMCG may be sent out informing non-selectees of this as well.

## IMT Recruitment Selection Priorities

The following applicant status will be used to set priority for team selections, annual vacancies, and annual review of ADs holding primary team positions:

In-Area Agency/Cooperators\*, over;  
Out-of-Area Agency/Cooperators\*, over;  
In-Area ADs/Cooperator Supplemental Resources\*\*, over;  
Out-of-Area ADs/Cooperator Supplemental Resources\*\*; over  
Contractors

\*Out-of-Area may be determined by the applicants "Jetport" as identified in ROSS, not the location of the agency/cooperator they work for. Great Basin applicants to the Type 1 Team may be considered as in area.

\*\*Supplemental Resources constitute overhead personnel tied to a local fire department/agency (generally by agreement) who are mobilized primarily for response to incidents/wildland fires outside of the department/agency's district or mutual aid zone. They are not a permanent part of the local fire organization and are not required to attend scheduled training, meetings, etc. of the department staff. The RMOC will make the final determination of resources fitting this category if status is in question.

### Other considerations for team selections:

- Diversity of representation on teams (Interagency Concept).
- Training and or position advancement based upon needs of the RMA.
- Six years of commitment (two consecutive rotations) at any one position.
- Team Dynamics

It is the responsibility of the sponsoring agency of an IMT candidate to ensure the nominee is fully qualified. Fire Department personnel (e.g. cooperators) will apply through, and be approved by, their State representative on the RMCG. Out-of-Area RMA applicants' applications will be reviewed by the sponsoring agency and approved by the Chair of the RMOC.

All Out-of-Area IMT applicants must be approved by both Geographic Areas. RMA Out of area applicants are approved by RMOC.

## Incident Management Team Succession Planning

The responsibility for succession planning for IMTs resides with the RMOC, Incident Commanders, and Rocky Mountain Area GATR. The purpose is to increase the number of qualified people who can fulfill the immediate position shortages and replace ADs who are performing as Command and General Staff on IMTs.

The current position shortages are included in [Appendix C](#). The ICs and the RMOC will work together to accomplish the following:

- IMTs will continue to roster up to nine IMT development (team trainees) positions to support individual IMT succession. Priority selection for the nine IMT development (team trainees)

position slots must first be granted to applicants (if available) who will replace existing IMT ADs. Beyond AD replacement, the positions are at the discretion of the IC.

- IMTs will order trainees who will help build capacity for the current position shortages positions.
- Per NMAC Correspondence #2016-05, "While the use of ADs on incident assignments is permitted, in an effort to support IMT succession planning, it is required that an agency employee be assigned to each AD as a trainee when possible and a succession plan developed for that position. This will assist agencies with workforce development efforts and lessen the reliability on a supplemental workforce."
- Encourage current IMT members to explore positions in other functional areas, i.e. DIVS or OSC2 to logistics or finance function.
- GATR will provide an end of season report to the RMOC and RMCG of trainee progression during the season.

### Rocky Mountain Area Priority Trainee's

- Rocky Mountain IMTs will select up to nine trainees during the team selection process to fill the trainee positions that fit the needs of the team. Those trainees may be rostered throughout the duration of the season as a team member or until their position task book is completed. Then a new trainee should be assigned to the team by the IC. The five additional trainee positions allowed on each IMT, will be filled from the Rocky Mountain Priority Trainee list at the time of mobilization. Once assigned to an incident, IMTs will determine what additional trainee position needs or opportunities they have and work with the Rocky Mountain Area Coordination Center or GATR fill those positions.
- Incident Training Specialists will coordinate with the GATR and hosting GACC to fill trainee positions on incidents.
- *Also see Chapter 20 of the Rocky Mountain Mobilization Guide.*
- *Also see Priority Trainee Guidebook*

### PERFORMANCE PROBLEMS

The IC will immediately address and document all position performance problems in conjunction with the appropriate Section Chief and/or immediate work supervisor on the incident (Unit Leader, Division Supervisor, etc.) Issues related to the responsibility of the Human Resource Specialist will be referred to this position for resolution assistance. Copies of all unsatisfactory team member individual performance ratings should be provided to the Chair of the RMOC upon return from each assignment. The Chair will use the process defined within the Committee's Charter and Operating Guidelines regarding any further actions to be taken.

All incident team members will conduct themselves in a professional manner. Incidents involving unprofessional employee conduct will be referred immediately to the employee's local agency administrator by the IC. At the same time, the IC will notify the Chair of the RMOC and the appropriate Agency's RMOC representative. All team members will refrain from any activity or conduct that allows them to enhance their personal financial status in

1 relation to actions taken on an incident. In the event that it appears that a team member has  
2 engaged in activity that results in the enhancement of their financial interest, the matter will  
3 be immediately referred to the RMCG membership who will immediately refer the matter to  
4 the agency hosting the incident and the home agency of the individual(s) involved. The  
5 agencies investigating will submit their findings to RMCG for consideration and possible action.  
6

7 In the event an RMOC member (other than the Incident Commander or Deputy) is asked to  
8 assist in a review of a fellow IMT member's performance or conduct issue, that representative  
9 will abstain from participation if he or she is a member of the same IMT as the employee being  
10 reviewed. An alternate RMOC member will be asked to participate.

## 11 **IMT EVALUATIONS**

12 To assist in evaluation of team performance, following an assignment and no later than the  
13 Fall RMOC Meeting each year, ICs will provide the following records in order to summarize  
14 their activities and accomplishments for each incident to the RMCC Center Manager and the  
15 RMOC Chair or IC Agency Rep:

- 16 • Team narrative of actions on the incident during period of assignment, including  
17 cumulative cost summaries.
  - 18 ○ Top 3 findings of what went well per incident
  - 19 ○ Top 3 lessons learned for improvement per incident.
- 20 • Team evaluations by Agency Administrator or Area Commander.
- 21 • Summary of the status of assigned trainees.
- 22 • Summary of number of personnel per incident.
- 23 • Summary of the Total Number of Days on Incident including the number and types of  
24 assignments.
- 25 • Summary of the number and types of reviews the team received (ie. SAT, ASTAT,  
26 RMOC, RMCG, etc.)
- 27 • Also include a summary of any requests for assistance or guidance from RMCG.  
28

1 **Appendix A Team Rosters**

2 See RMA Website. [https://gacc.nifc.gov/rmcc/overhead\\_teams.php#](https://gacc.nifc.gov/rmcc/overhead_teams.php#)

3

- 1 **Appendix B RMA Team Site Visit Form**
- 2 See RMA Opertaions Committee website for current form.
- 3 [https://gacc.nifc.gov/rmcc/rm\\_operations\\_committee.php](https://gacc.nifc.gov/rmcc/rm_operations_committee.php)
- 4
- 5
- 6

## 1 Appendix C Critical Shortage Positions

2

RMA Priority Rank	2015	2016	RMA Trainees in ICAP	2017	RMA Trainees in ICAP	RMA PTs
1	ICT1/2	HEB1	0	HEB1	0	6
2	ASGS	ASGS	0	ASGS	2	2
3	AOBD	AOBD	0	AOBD	0	1
4	HEB1	COMT	3	COML	1	0
5	PROC	COML	0	COMT	1	4
6	TIME	LSC1/2	5 (T2)	LSC1/2/3	4(2) 1(1)	4(2)0(1)
7	GISS	PROC	1	PROC	1	7
8	RCDM	TIME	2	PSC1/2/3	0 (1,2,3)	2(2)
9	BCMG	RCDM	3	FSC1/2/3	1(1) 2(2)	1(2)
10	SPUL	BCMG	5	SPUL	3	0
11	FSC1/2	SPUL	1	FDUL	2	2 (different from ICAP applicants)
12	LSC1/2	FSC1/2	1 (T1) 2 (T2)	FBAN	0	1
13	OSC1/2	OSC1/2	11 (T1) 6 (T2)	LTAN	1	4
14	PSC1/2	PSC1/2	1 (T1) 2 (T2)	COMP	2	0
15	FBAN	FBAN	4	OSC1	1	2
16	TNSP	TNSP	1	RESL	2	4
17	COMT	FDUL	2	RCDM	5	2
18	FDUL	SECM	1	ORDM	0	1
19	SECM	COMP	0	FACL	3	3 (different from ICAP applicants)
20	COMP	GISS	6	SOPL	2	1