INTERAGENCY FIRE PROGRAM MANAGEMENT
QUALIFICATIONS STANDARDS AND GUIDE

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June 2003

INTRODUCTION

INTERAGENCY FIRE PROGRAM MANAGEMENT QUALIFICATIONS STANDARDS AND GUIDE

BACKGROUND

On July 6, 1994, a combination of firefighting resources including helitack, smokejumpers and interagency hotshot crews were assigned to the South Canyon Fire west of Glenwood Springs, Colorado. A dry cold front with very strong winds passed over the area that afternoon causing all 49 firefighters to abandon the fireline in an attempt to escape the 100 foot flames of the rekindled inferno. Thirty-five firefighters survived; 14 died.

An interagency team was formed to investigate the fatalities and contributing factors. The South Canyon Fire Investigation Report was published on August 17, 1994. As a result, the Acting Director, Bureau of Land Management, and the Chief, Forest Service, established the Interagency Management Review Team (IMRT) to serve as a steering group, study the findings and conclusions of the Investigation Team, and propose a plan for corrective action.

Management Actions and Expectations

On October 17, 1994, the Report of the Interagency Management Review Team was published. It included, among others, these recommendations (IMRT Topic 3.6):

> 1. "Establish minimum qualifications for fire managers and agency administrators who are required to make fire management decisions."
>
> 2. "Agency Administrators should ensure that personnel holding, or selected for, fire management or agency administrator positions are qualified for the level of wildland fire complexity involved in the position or are able to obtain these qualifications within an acceptable time period."

(Up to that time, no federal wildland fire management agency had adopted fire program management qualifications on a service-wide basis. Certainly, none existed on a common interagency basis.)

On December 18, 1995, the U.S. Department of Interior and the U.S. Department of Agriculture published the final report of the Federal Wildland Fire Management Policy and Program Review (Federal Fire Policy). Signed by both Department Secretaries, it directed the federal agencies to:

> "establish fire management qualifications based on program complexity, and staff existing and future agency administrator and fire management vacancies with individuals who meet

these qualifications and who are committed to accomplishing the total fire management program."

On May 23, 1996, the U.S. Department of Interior and the U.S. Department of Agriculture published the Implementation Action Plan Report outlining action items which must be accomplished by the signatory agencies to fully implement the Federal Fire Policy. Several action items are specific to the development of qualifications for agency administrators and personnel assigned fire management duties including:

Action Item 27. "establish fire management qualifications based on program complexity, and staff existing and future agency administrator and fire management vacancies with individuals who meet these qualifications and who are committed to accomplishing the total fire management program."

Action Item 62, "Develop and utilize consistent fire management qualification standards and specific selection criteria for fire program managers."

Action Item 63: "Establish job performance standards for Agency Administrators and fire managers that clearly reflect the complexity and scope of fire management responsibilities."

Throughout this time, various efforts were underway to address recognized fire program qualifications deficiencies, both coincidental to and as a result of the IMRT Report and the Federal Fire Policy Review. These efforts included:

- In July, 1995, as part of a servicewide revision of its career development program, the National Park Service (NPS) convened an interagency task group at the National Interagency Fire Center to identify essential competencies (a combination of vital knowledge, skills and abilities) for selected fire management positions. While this effort addressed NPS concerns, it was felt that the other four federal wildland fire management agencies might also benefit and contribute significantly to the project. It was also considered an initial step towards meeting the IMRT 3.6 recommendation. An "Interagency Task Group Report: Federal Fire and Aviation Management Competencies" was produced in August, 1995.

- In August, 1995, the Bureau of Land Management (BLM) conducted an internal National Fire & Aviation Review. A significant outcome was the establishment of performance standards for BLM agency administrators and fire program managers. Subsequently, in April, 1996, the BLM established qualification standards for six key fire program positions.

- In December, 1996, the BLM implemented interim standards to reduce inconsistencies in qualifications and classification of fire management positions in the GS-401 series.

The Federal Fire and Aviation Leadership Council (FFALC: the respective Fire Directors of the USDA-Forest Service, and USDI-Bureau of Indian Affairs, Bureau of Land Management, Fish and Wildlife Service, and National Park Service) combined the IMRT Action Item 3.6 with action items #27, 28, 62, 63, and 64 of the "Implementation Action Report Plan" for the "Federal

Wildland Fire Management Policy and Program Review, 12/95." To accomplish these action items, the FFALC formed an Interagency Fire Program Management Qualifications task group. An initial meeting was held in July, 1997.

Further support for interagency fire program management competencies and qualifications was identified in the "Wildland Firefighter Safety Awareness Study", a FFALC-sponsored study contracted to the Tridata Corporation. In March, 1998, Tridata Corporation released its Phase III Report, "Implementing Cultural Changes for Safety." In chapter 4, "Leadership and Fire Management", the Report identified three goals for achieving leadership experience and competence:

> "Goal 42: Fire experience and competency should be considered as critical selection factors for fire leadership and fire management positions."
>
> "Goal 43: All personnel in a given position must meet the performance requirements of that position."
>
> "Goal 44: Fire Management Officers (FMO's) must be selected from among those with fire backgrounds."

The Implementation Strategy for accomplishing these goals is to "Set and enforce minimum requirements for key leadership positions."

PURPOSE

The objective of the Interagency Fire Program Management Qualifications Task Group has been to complete staff work, acceptable to all federal agencies with wildland fire management responsibilities and to the Office of Personnel Management, sufficient for the establishment of minimum qualifications standards for key fire management positions. In accomplishing this, the group has developed:

- Competency descriptors for key fire management positions.
- A rating guide for evaluating fire program complexity.
- Minimum qualification standards for the key fire management positions with consideration for the complexity of the fire program where the position is located.
- Standard Key Performance Elements based on the key competencies for each position.
- A list of required and recommended training for designated agency managers.
- Supplemental Standards for the GS-401 series, the selected series for professional fire management positions.

These products have additional value-added benefits including:

- The competency descriptors are worded to support future development of standard interagency fire management position descriptions.
- The minimum qualifications for each position/complexity level combination have been augmented with additional training and experience recommendations to assist incumbents in meeting the competency descriptors.
- The competency descriptors and qualifications standards may be used as employee development tools for identifying career training, education and experience needs.

TASK GROUP ASSIGNMENTS (Historical Perspective)

Fed. Fire Policy Implementation
<u>Action Report Number:</u>

Action Item #27 and #62

Draft management and red card qualifications for key fire management positions, based on program complexity, using the 8/95 "Interagency Task Group Report: Federal Fire & Aviation Management Competencies" as a starting point.

Included in this "Interagency Fire Program Management Qualifications Standards and Guide"

Action Item #27 and #62

Draft minimum qualifications standards for collateral duty fire management positions.

Task Group Decision: there are no differences in qualifications or competencies between collateral duty or multi-functional positions and full time fire management positions, as the job requirements are the same.

Action Item #28

Identify existing appropriate tools (training, handbooks, job performance guidelines, planning documents) necessary to assist administrators and fire management personnel in administering and managing safe and efficient wildland fire programs.

Developmental training, competencies, and job performance elements are identified and included.

Action Item #62

Draft standard selective placement factors for key fire management positions to be included in all Federal vacancy announcements.

Minimum qualification standards for key positions are identified in this "Interagency Fire Program Management Qualifications Standards and Guide" which should be used in all Federal vacancy announcements. If additional selective factors are deemed necessary for a specific vacancy announcement, they should be included by the hiring authority.

Action Item #63

Draft standardized key performance elements (critical results) for fire management positions.

Included in this "Interagency Fire Program Management Qualifications Standards and Guide"

Action Item #64

Draft consistent and adequate agency administrator training requirements for those making wildland fire management decisions, based on program complexity.

Included in this "Interagency Fire Program Management Qualifications Standards and Guide"

Follow-Up Task

Draft generic position description language for entry level, full-performance and supervisory fire management positions and recommended grades, based on program scope and complexity.

Positions and minimum grade levels are identified. At the time of publication, the FFALC had decided to postpone any further efforts to develop standard interagency position descriptions. However, the identified competencies and minimum qualifications standards within the "Interagency Fire Program Management Qualifications Standards and Guide" constitute an excellent starting point to do so.

Follow-Up Task

Draft generic position description language for collateral duty fire management positions.

See previous "Follow-Up Task" rationale. See also Task Group Decision about collateral duty vs. full-time positions in Action Item #27 and #62 above.

Follow-Up Task

Explore and define alternative approaches to collateral duty/multi-functional position descriptions such as dual position descriptions.

See previous "Follow-up Task" rationale. See also Task Group Decision about collateral duty vs. full-time positions in Action Item #27 and #62 above.

Follow-Up Task

Draft Supplemental GS-401 Series Standards which include academic and work experience criteria to provide consistency between all federal wildland fire management agencies.

Included in this "Interagency Fire Program Management Qualifications Standards and Guide"

TASK GROUP MEMBERSHIP

FFALC Liaison: Steve Haglund, National Fire Director, BIA-NIFC (Ret'd)
Jim Stires, National Fire Director, BIA-NIFC

Leader: Paul Broyles, National Fire Operations Program Manager, NPS-NIFC

Members: Mike Benscoter, Regional Fire Coordinator, FWS-R2 Albuquerque
Frank Boden, National Training Officer, BIA-NIFC (Ret'd)
Dave Koch, National Training Officer, BIA-NIFC
Roy Johnson, Deputy Fire Program Manager, BLM-NIFC
Buck Latapie, Branch Chief for Fire Training, FS-WO
Mark Beighley, Fire Management Analyst, FS-R6 Portland

Technical Advisors: Jim Knox, Human Resource Mgmt. Group Leader, BLM-NIFC
Marcia Scifres, Federal Fire & Law Enforcement Retirement Team Leader, BLM-NIFC
Cyndie Hogg, Assistant Center Manager, BLM-NICC

Executive Secretaries: Janelle Smith, External Affairs, BLM-NIFC
Liz Roberts, Administrative Assistant, NPS-NIFC

GUIDING PRINCIPLES

- Fourteen (14) positions, common to the five federal wildland fire management agencies, are identified in which interagency qualifications directly or significantly affect employee safety. Those positions which do not significantly affect employee fireline safety, such as cache manager, are not addressed. Additionally, aviation positions and training are not included, as those are being addressed by a separate interagency work group.

Generic position titles are necessary, as some agencies use different titles for the same positions. The fourteen positions are:

First Line Supervisor (Those that implement fire projects.)

Interagency Hotshot Crew (IHC) Superintendent
Helicopter Manager
Senior Firefighter
Engine Module Supervisor
Supervisory Fire Engine Operator
Initial Attack Dispatcher

Fire Project Specialist (Those that plan fire projects.)

Wildland Fire Operations Specialist
Prescribed Fire and Fuels Specialist
Prevention and Education Specialist
Initial Attack Lead Dispatcher/Assistant Center Manager
Center Manager

Fire Program Manager (Those that manage the overall fire program.)

Unit Fire Program Manager
Geographic Area Fire Program Manager
National Fire Program Manager

At the program management level, “unit” is defined to be:

- Bureau of Indian Affairs—Tribe/Agency
- Bureau of Land Management—District/Field Office
- Fish and Wildlife Service—Refuge/Zone
- National Park Service—Park/Area
- United States Forest Service—Forest/District or Zone

The "geographic area" level is considered to be:

- Bureau of Indian Affairs—Area
- Bureau of Land Management—State
- Fish and Wildlife Service—Regional
- National Park Service—Regional
- United States Forest Service—Regional

♦ Competencies are identified for each position. Competencies constitute the requisite knowledge, skills and abilities which, when acquired, allow a person to perform a task or function at a defined level of proficiency. **These competencies,** including those which are common to most positions, **MUST be utilized as an integral component of these interagency fire qualifications standards**.

These competencies are to be used for:

- Developing **employee development plans**,
- Evaluating **employee performance** (supplemental to the standard key performance elements for each position, also identified in this Standards and Guide).

♦ Fire program complexities are described in "low", "moderate", and "high" categories. Numerical ratings assist in describing those complexities: the use of the enclosed Excel spreadsheet greatly speeds the calculations. Further guiding principles and instructions about the use of the program complexity descriptors are identified in that section.

♦ Most of the key positions are evaluated in terms of program complexity levels (see matrix below). It is recognized that some positions will not vary in their responsibilities, regardless of the complexity of the program they are assigned to; therefore they have but a single level identified (i.e., no complexity variability). For the National and Geographic Area Fire Program Managers, only a minimum level of complexity is defined because it is recognized that there is too wide a variety of programs within and between agencies to define all situations.

"No Complexity Variability" indicates that there is a single standard of competency and program complexity.

"Minimum Level of Complexity" implies that there is more than one level of competency and program complexity, but is too variable to accurately define other than at a minimum level.

"Complex Variability" indicates that there is more than one level of identified program complexity and required competencies.

No Complexity Variability	**Minimum Level of Complexity**	**Complex Variability**
IHC Superintendent	Geographic Area FPM	Unit FPM
Helicopter Manager	National FPM	Wildland Fire Ops Spec.
Senior Firefighter		Prescribed Fire/Fuels Spec.
Initial Attack Dispatcher		Prevention/Educ. Spec.
Supervisory Fire Engine Oper.		Initial Attack Lead Dispatcher/
Eng. Module Supervior		Asst. Center Mgr.
		Center Manager

- Applicants must meet the appropriate Office of Personnel Management (OPM) qualification standards AND the Interagency Fire Program Management (IFPM) standards before being placed in a key fire management position.

- Applicants do not have to fully meet all identified competencies, but must attain them no later than three years of placement into the position. Until competencies are met, employees must be supervised by employees who meet both sets of standards above and all identified competencies.

- All high complexity fire programs, and most of the moderate complexity programs, should be managed by dedicated, full-time fire program managers.

HOW TO USE THE "INTERAGENCY FIRE PROGRAM MANAGEMENT QUALIFICATIONS STANDARDS AND GUIDE"

The "Interagency Fire Program Management Qualifications Standards and Guide" includes:

- this "Introduction" section
- "Minimum Qualifications Standards"
- "OPM Standards" for GS-401, -455, and –462 Series
- "Positions Standards and Guide" for each position, including minimum qualifications standards, common and position competencies, employee developmental training, and key performance elements.
- "Training for Designated Agency Managers"
- "Program Complexity Descriptors"
- Consolidated "Common Competencies" for all positions

All components of this "Standards and Guide" are complementary to each other and intended to be used together.

Guiding principles, assumptions and instructions specific to these components are included at the front of each section.

In general terms, a unit would first evaluate its program for complexity against the **"Program Complexity Descriptors"** and determine whether it rates a "Low", "Moderate", or "High" complexity. This might also be done by managers at the geographic or national levels, for consistency in interpreting descriptors between units.

The identified level of complexity then leads one to the minimum qualifications standards and minimum recommended grade level for the Fire Program Manager of that unit. Subordinate positions' minimum standards and grade levels are determined in other ways. (See "**NOTE,"** p. 6-3 of "Instructions and Guiding Principles for Use of the Complexity Descriptors"—located behind the "Program Complexities" tab.)

The **"Competency Descriptors"** should be reviewed for the subject position(s) in question. Competencies are described in terms of three "Expertise Levels" ("working", "journey", and "expert"). The appropriate level of expertise for that particular competency is indicated under the appropriate level of complexity.

> Note: The "working" level of expertise identified in the "Competency Descriptors" is defined as the minimum level of experience and/or training that it takes to produce work of acceptable quality and meet safety standards. It is **not** intended that a prospective job applicant have all the defined competencies in their entirety when first selected for any position at any level (unless for some reason, the employing unit so chooses, and indicates same in a vacancy announcement). It **is** intended that the employee achieve all indicated competencies before being considered at a full performance level. Timelines

for achieving full performance level standards should be specified in vacancy announcements and other personnel documents.

The **IFPM Minimum Qualifications Standards** are used in a variety of ways.

- For identifying minimum qualifications on vacancy announcements
- For identifying OPM series standard requirements
- For identifying NWCG Incident Management Qualifications requirements
- For identifying "additional required training" for a position, beyond that required for NWCG Incident Management Qualifications
- As guides for employees when constructing Employee Development Plans for future positions

"Additional Required Training" identifies training that is required prior to being considered qualified for a position. It cannot be challenged. An agency equivalent course may be used as a substitute when that course meets or exceeds a required course's learning and performance objectives.

"Employee Development Training" identifies training that assists an employee in meeting position competencies, in addition to training that is required. It is recognized that training is not the only way of obtaining competencies, but the identified courses do provide many, though not necessarily all, of the knowledge and skills needed to meet position competencies.

The "Common Competency Descriptors for All Positions" is intended to supplement each position "Competency Descriptor." They are competencies needed for most positions. Employees obtain these "Common Competencies" through personal education and experiences, through agency orientation and mission renewal programs, and through interaction with peers, teams, and supervisors.

These "Competency Descriptors/Common Competency Descriptors" are used in a variety of ways.

- Constructing Employee Development Plans
- Evaluating employee performance

The "Standard Key Performance Elements" are to be used to evaluate employee performance, in conjunction with "Competency Descriptors." These "Performance Elements" are defined as a mission-based outcome or end product that is essential to overall success of the position. Not surprisingly, these "Performance Elements" are derived from the major elements of the "Competency Descriptors."

A chart is found within the section tabbed as "Training for Agency Managers" detailing required and recommended training for various levels of agency administrators, fire program managers, and other agency managers of the five federal wildland fire management agencies.

MINIMUM QUALIFICATIONS STANDARDS

The following "Minimum Qualifications Standards" are established, meeting the direction outlined in the Implementation Action Plan Report of the 1995 Federal Fire Policy Review. Action Items # 27, 62 and 63 from that Action Plan specifically direct the establishment and utilization of these standards by federal wildland fire management agencies.

- Applicants must meet the appropriate Office of Personnel Management (OPM) qualification standards AND the Interagency Fire Program Management (IFPM) standards before being placed in a key fire management position.

- Applicants must attain all identified competencies within three years of being placed into the position. Until competencies are met, employees must be supervised by employees who meet the qualification standards above and all identified competencies.

- To meet these minimum standards, all identified "Minimum Qualifications Standards" components ("OPM Standard Requirements," "Specialized Experiences," "Additional Required Training" and "NWCG Incident Management Qualifications") must be met.

- These "Minimum Qualification Standards" must be used when recruiting for vacant positions. "Specialized Experience," "Required Training," and "NWCG Incident Management Qualifications" requirements are assumed to be cumulative as complexity increases within a position. For example, requirements for a high complexity unit fire program manager include the requirements for moderate and low complexity unit fire program managers.

- Where NWCG Incident Management Qualifications are shown, they relate to minimum incident management skills required to manage the local program on the unit. The assumption is made that if higher incident management skills are needed to manage an incident, they would be ordered through the standard resource ordering process.

- Differing complexity levels are identified for the Wildland Fire Operations Specialist, Prescribed Fire & Fuels Specialist, Prevention & Education Specialists, and Dispatcher series positions. There is a transition level identified, from technician to professional, for these positions.

- "Employee Development Training" identifies training that assists an employee in meeting position competencies, in addition to training that is required. It is recognized that training is not the only way of obtaining competencies, but the identified courses do provide many, though not necessarily all, of the knowledge and skills needed to meet position competencies.

- Each Minimum Qualification Standard is identified by the fire organizational title. The formal classification title will be based on the appropriate job series.

MINIMUM QUALIFICATION STANDARDS

NATIONAL FIRE PROGRAM MANAGER

OPM Standard Requirements – GS-401

Bachelor's degree in biological sciences, agriculture, natural resource management, or a related discipline appropriate to the position being filled; OR a combination of education and experience as defined in the Supplemental Qualification Standard for the GS-0401 Fire Management Specialist. Additional information can be obtained from OPM's Qualification Standards Operating Manual, Group Coverage Qualification Standard for Professional and Scientific Positions and the Individual occupational requirements for the 401 series. The Supplemental Qualification Standard for the GS-0401 Fire Management Specialist and assistance in interpreting the standard are posted at
http://www.nifc.gov/training_quals/IFPM/ifpm.htm
OPM's Qualification Standards Operating Manual is posted at
http://www.opm.gov/qualifications/

Recommended minimum grade level GS-14

Specialized Experience - Applicants must have a minimum of one year of creditable specialized wildland fire management experience equivalent to the next lower grade level.

Specialized experience is that experience which has provided the applicant with the particular knowledge, skills, and abilities necessary to successfully function in the wildland fire management position applied for. Possession of the particular knowledge, skills, and abilities can be evidenced by:

- reviewing and evaluating fire management plans for ecological soundness and technical adequacy.
- conducting field inspections before and after prescribed or wildland fires to determine if objectives were achieved and/or evaluate the effectiveness of actions taken.
- developing analyses on the ecological role of fire and its use and/or exclusion, and smoke management.

In addition to fire program management, appropriate experience must have included either prescribed fire/fuels management - OR - fire management operations as described below:

Prescribed fire/fuels management - experience in a broad range of activities such as:

- inventory methods and procedures
- fuel treatment methods and programming
- land use planning and environmental coordination
- evaluating prescribed burn plans or fire management plans to ensure containment is possible and identify contingencies if containment is not obtained.

Fire management operations - analyzing and applying fire management strategies, plus experience in at least five of the following activities:

- mobilization and dispatch coordination
- fire prevention and education
- training
- logistics
- equipment development and deployment
- fire communication systems
- suppression and preparedness
- aviation

The above specialized experiences may be evidenced by the following or similar positions:

Unit Fire Program Manager

OR

Geographic Area Fire Program Manager

OR

National-level fire program staff lead

OR

Experience as an Agency Administrator of a unit having a fire program

OR

Experience as an immediate supervisor of a Unit Fire Program Manager or of a Geographic Area Fire Program Manager

NWCG Incident Management Qualifications - Currency Not Required

Command:	Incident Commander, Type 3 (ICT3), and Type 2 Command and General Staff position
AND	
Operations:	Task Force Leader (TFLD)
AND	
Prescribed Fire:	Prescribed Fire Burn Boss, Type 2 (RXB2)

Additional required training as presented in the following courses or agency equivalent:

- "Fire Program Management," or "Local Fire Management Leadership" or "Fire Management Leadership"

MINIMUM QUALIFICATION STANDARDS

GEOGRAPHIC AREA FIRE PROGRAM MANAGER

OPM Standard Requirements - GS-401

Bachelor's degree in biological sciences, agriculture, natural resource management, or a related discipline appropriate to the position being filled; OR a combination of education and experience as defined in the Supplemental Qualification Standard for the GS-0401 Fire Management Specialist. Additional information can be obtained from OPM's Qualification Standards Operating Manual, Group Coverage Qualification Standard for Professional and Scientific Positions and the Individual occupational requirements for the 401 series. The Supplemental Qualification Standard for the GS-0401 Fire Management Specialist and assistance in interpreting the standard are posted at http://www.nifc.gov/training_quals/IFPM/ifpm.htm
OPM's Qualification Standards Operating Manual is posted at http://www.opm.gov/qualifications/

Recommended minimum grade level GS-13

Specialized Experience - Applicants must have a minimum of one year of creditable specialized wildland fire management experience equivalent to the next lower grade level.

Specialized experience is that experience which has provided the applicant with the particular knowledge, skills, and abilities necessary to successfully function in the wildland fire management position applied for. Possession of the particular knowledge, skills, and abilities can be evidenced by:

- reviewing and evaluating fire management plans for ecological soundness and technical adequacy
- conducting field inspections before and after prescribed or wildland fires to determine if objectives were achieved and/or evaluate the effectiveness of actions taken
- developing analyses on the ecological role of fire and its use and/or exclusion, and smoke management

In addition to fire program management, appropriate experience must have included either prescribed fire/fuels management - OR - fire management operations including:

Prescribed fire/fuels management - experience in a broad range of activities such as:

- inventory methods and procedures
- fuel treatment methods and programming
- land use planning and environmental coordination
- evaluating prescribed burn plans or fire management plans to ensure containment is possible and identify contingencies if containment is not obtained.

Fire management operations - analyzing and applying fire management strategies, plus experience in at least five of the following activities:

- mobilization and dispatch coordination
- fire prevention and education
- training
- logistics
- equipment development and deployment
- fire communication systems
- suppression and preparedness
- aviation

The above specialized experiences may be evidenced by the following or similar positions:

Fire Program Manager
OR
Geographic-level fire program staff lead
OR
National-level Fire Program staff lead
OR
Agency Administrator of a unit having a fire program
OR
Experience as an immediate supervisor of a Unit Fire Program Manager

NWCG Incident Management Qualifications - Currency Not Required

Command:	Incident Commander, Type 3 (ICT3) and Type 2 Command and General Staff position
AND	
Operations:	Task Force Leader (TFLD)
AND	
Prescribed Fire:	Prescribed Fire Burn Boss, Type 2 (RXB2)

Additional required training as presented in the following courses or agency equivalent:

- "Fire Program Management" or "Local Fire Management Leadership" or "Fire Management Leadership"

MINIMUM QUALIFICATION STANDARDS

UNIT FIRE PROGRAM MANAGER

Low Complexity

OPM Standard Requirements - GS-401

Bachelor's degree in biological sciences, agriculture, natural resource management, or a related discipline appropriate to the position being filled; OR a combination of education and experience as defined in the Supplemental Qualification Standard for the GS-0401 Fire Management Specialist. Additional information can be obtained from OPM's Qualification Standards Operating Manual, Group Coverage Qualification Standard for Professional and Scientific Positions and the Individual occupational requirements for the 401 series. The Supplemental Qualification Standard for the GS-0401 Fire Management Specialist and assistance in interpreting the standard are posted at http://www.nifc.gov/training_quals/IFPM/ifpm.htm
OPM's Qualification Standards Operating Manual is posted at http://www.opm.gov/qualifications/

Recommended minimum grade level GS-9

Specialized Experience - Applicants must have a minimum of one year of creditable specialized wildland fire management experience equivalent to the next lower grade level.

Specialized experience is that experience which has provided the applicant with the particular knowledge, skills, and abilities necessary to successfully function in the wildland fire management position applied for. Possession of the particular knowledge, skills, and abilities can be evidenced by:

1. Experience that demonstrated understanding of fire effects on cultural and natural resources. The assignments must have shown participation in activities such as:

   - developing fire management plans to ensure plan objectives can be met from a fire management standpoint.
   - conducting field inspections before and/or after prescribed fires or wildland fires to determine if objectives have been met.

2. Prescribed fire/fuels management - experience in activities such as:

   - inventory methods and procedures
   - fuel treatment methods and programming
   - evaluating prescribed fire plans or fire management plans to ensure containment is possible and identify contingencies if containment is not obtained.

3. Fire management operations - analyzing and applying fire management strategies, plus experience in at least four of the following activities:

   - mobilization and dispatch coordination
   - fire prevention
   - training
   - logistics
   - equipment development and deployment
   - fire communication systems
   - suppression and preparedness

The above specialized experiences may be evidenced by the following or similar positions:

Wildland and prescribed fire experience comparable to that gained in positions such as assistant Fire Program Manager

OR
Wildland Fire Operations Specialist
OR
Prescribed Fire and Fuels Specialist
OR
Initial Attack Lead Dispatcher/Asst. Center Manager
OR
Prevention & Education Specialist
AND
Incident experience in any ICS position on a Type I or II incident

NWCG Incident Management Qualifications - Currency Required

Command:	Incident Commander, Type 4 (ICT4)
AND	
Operations:	Single Resource Boss (SRB)-Crew or Engine
AND	
Prescribed Fire:	Prescribed Fire Burn Boss, Type 2 (RXB2)

Additional required training as presented in the following courses or agency equivalent:

- None

MINIMUM QUALIFICATION STANDARDS

UNIT FIRE PROGRAM MANAGER

Moderate Complexity

OPM Standard Requirements - GS-401

Bachelor's degree in biological sciences, agriculture, natural resource management, or a related discipline appropriate to the position being filled; OR a combination of education and experience as defined in the Supplemental Qualification Standard for the GS-0401 Fire Management Specialist. Additional information can be obtained from OPM's Qualification Standards Operating Manual, Group Coverage Qualification Standard for Professional and Scientific Positions and the Individual occupational requirements for the 401 series. The Supplemental Qualification Standard for the GS-0401 Fire Management Specialist and assistance in interpreting the standard are posted at http://www.nifc.gov/training_quals/IFPM/ifpm.htm
OPM's Qualification Standards Operating Manual is posted at http://www.opm.gov/qualifications/

Recommended minimum grade level GS-11

Specialized Experience - Applicants must have a minimum of one year of creditable specialized wildland fire management experience equivalent to the next lower grade level.

Specialized experience is that experience which has provided the applicant with the particular knowledge, skills, and abilities necessary to successfully function in the wildland fire management position applied for. Possession of the particular knowledge, skills, and abilities can be evidenced by:

- reviewing and evaluating fire management plans for ecological soundness and technical adequacy.
- conducting field inspections before and after prescribed or wildland fires to determine if objectives were achieved and/or evaluate the effectiveness of actions taken.
- developing analyses on the ecological role of fire and its use and/or exclusion, and smoke management.

In addition to fire program management, appropriate experience must have included either prescribed fire/fuels management - OR - fire management operations as described below:

Prescribed fire/fuels management - experience in a broad range of activities such as:

- inventory methods and procedures
- fuel treatment methods and programming
- land use planning and environmental coordination
- evaluating prescribed burn plans or fire management plans to ensure containment is possible and identify contingencies if containment is not obtained.

Fire management operations - analyzing and applying fire management strategies, plus experience in at least five of the following activities:

- mobilization and dispatch coordination
- fire prevention and education
- training
- logistics
- equipment development and deployment
- fire communication systems
- suppression and preparedness
- aviation

The above specialized experiences may be evidenced by the following or similar positions:

Unit Fire Program Manager
OR
Wildland Fire Operations Specialist
OR
Prescribed Fire and Fuels Specialist
OR
Prevention & Education Specialist
OR
Initial Attack Lead Dispatcher/Asst. Center Manager
AND
Experience at the Unit Leader Level on a Type I or II incident

NWCG Incident Management Qualifications - Currency Not Required

Command:	Incident Commander, Type 3 (ICT3)
AND	
Operations:	Task Force Leader (TFLD)
AND	
Prescribed Fire:	Prescribed Fire Burn Boss, Type 2 (RXB2)

Additional required training as presented in the following courses or agency equivalent:

- "Fire Program Management"

MINIMUM QUALIFICATION STANDARDS

UNIT FIRE PROGRAM MANAGER

High Complexity

OPM Standard Requirements - GS-401

Bachelor's degree in biological sciences, agriculture, natural resource management, or a related discipline appropriate to the position being filled; OR a combination of education and experience as defined in the Supplemental Qualification Standard for the GS-0401 Fire Management Specialist. Additional information can be obtained from OPM's Qualification Standards Operating Manual, Group Coverage Qualification Standard for Professional and Scientific Positions and the Individual occupational requirements for the 401 series. The Supplemental Qualification Standard for the GS-0401 Fire Management Specialist and assistance in interpreting the standard are posted at
http://www.nifc.gov/training_quals/IFPM/ifpm.htm
OPM's Qualification Standards Operating Manual is posted at
http://www.opm.gov/qualifications/

Recommended minimum grade level GS-12

Specialized Experience - Applicants must have a minimum of one year of creditable specialized wildland fire management experience equivalent to the next lower grade level.

Specialized experience is that experience which has provided the applicant with the particular knowledge, skills, and abilities necessary to successfully function in the wildland fire management position applied for. Possession of the particular knowledge, skills, and abilities can be evidenced by:

- reviewing and evaluating fire management plans for ecological soundness and technical adequacy.
- conducting field inspections before and after prescribed or wildland fires to determine if objectives were achieved and/or evaluate the effectiveness of actions taken.
- developing analyses on the ecological role of fire and its use and/or exclusion, and smoke management.

In addition to fire program management, appropriate experience must have included either prescribed fire/fuels management - OR - fire management operations as described below:

Prescribed fire/fuels management - experience in a broad range of activities such as:

- inventory methods and procedures
- fuel treatment methods and programming
- land use planning and environmental coordination
- evaluating prescribed burn plans or fire management plans to ensure containment is possible and identify contingencies if containment is not obtained.

Fire management operations - analyzing and applying fire management strategies, plus experience in at least five of the following activities:

- mobilization and dispatch coordination
- fire prevention and education
- training
- logistics
- equipment development and deployment
- fire communication systems
- suppression and preparedness
- aviation

The above specialized experiences may be evidenced by the following or similar positions:

Unit Fire Program Manager
OR
Wildland Fire Operations Specialist
OR
Prescribed Fire and Fuels Specialist
OR
Center Manager
OR
Prevention & Education Specialist
AND
Served as member of Type 1 or Type 2 Incident Management Team at the Command and General Staff level, or as an Agency Administrator

NWCG Incident Management Qualifications - Currency Not Required

Command:	Incident Commander, Type 3 (ICT3)
AND	
Operations:	Division/Group Supervisor (DIVS)
AND	
Prescribed Fire:	Prescribed Fire Manager, Type 2 (RXM2)

Additional required training as presented in the following courses or agency equivalent:

- "Fire Program Management"

MINIMUM QUALIFICATION STANDARDS

WILDLAND FIRE OPERATIONS SPECIALIST

Low Complexity

OPM Standard Requirements - GS-455/462 Technician Series

One year of specialized experience equivalent to the next lower grade level. Graduate education may be substituted for specialized experience only when it is directly related to the work of the position. Further information can be obtained from OPM's Qualification Standards Operating Manual, specifically, OPM's Group Coverage Qualification Standard for Technical and Medical Support Positions and the Individual occupational requirements for either the 455 or 462 series. OPM's Qualification Standards Operating Manual is posted at http://www.opm.gov/qualifications/

Recommended minimum grade level GS-7

Specialized Experience - Applicants must have a minimum of one year of creditable specialized wildland fire management experience equivalent to the next lower grade level.

Specialized experience is that experience which has provided the applicant with the particular knowledge, skills, and abilities necessary to successfully function in the wildland fire management position applied for. Possession of the particular knowledge, skills, and abilities can be evidenced by:

- participating in implementing prescribed fire or fire use plans to ensure resource objectives can be met from a fire management standpoint.
- developing initial attack incident management strategies and tactics to meet the stated resource objectives.

NWCG Incident Management Qualifications - Currency Required

Command:	Incident Commander, Type 4 (ICT4)
AND	
Operations:	Single Resource Boss (SRB)-crew, engine
AND	
Prescribed Fire:	Ignition Specialist, Type 2 (RXI2)

Additional required training as presented in the following courses, or agency equivalent:

- None

MINIMUM QUALIFICATION STANDARDS

WILDLAND FIRE OPERATIONS SPECIALIST

Moderate Complexity

This position can be established at either the professional or technical level, depending upon the competency of the position which in turn will determine whether professional or technical knowledge is required. This, in turn, depends upon the structure which the position is established. If the position is established at the technical level, any professional duties would be handled by a separate, usually higher graded, professional position.

OPM Standard Requirements - GS-455/462 Technician Series

One year of specialized experience equivalent to the next lower grade level. Graduate education may be substituted for specialized experience only when it is directly related to the work of the position. Further information can be obtained from OPM's Qualification Standards Operating Manual, specifically, OPM's Group Coverage Qualification Standard for Technical and Medical Support Positions and the Individual occupational requirements for either the 455 or 462 series. OPM's Qualification Standards Operating Manual is posted at http://www.opm.gov/qualifications/

OPM Standard Requirements - GS-401 Professional Series

Bachelor's degree in biological sciences, agriculture, natural resource management, or a related discipline appropriate to the position being filled; OR a combination of education and experience as defined in the Supplemental Qualification Standard for the GS-0401 Fire Management Specialist. Additional information can be obtained from OPM's Qualification Standards Operating Manual, Group Coverage Qualification Standard for Professional and Scientific Positions and the Individual occupational requirements for the 401 series. The Supplemental Qualification Standard for the GS-0401 Fire Management Specialist and assistance in interpreting the standard are posted at
http://www.nifc.gov/training_quals/IFPM/ifpm.htm
OPM's Qualification Standards Operating Manual is posted at
http://www.opm.gov/qualifications/

Recommended minimum grade level GS-9

Specialized Experience - Applicants must have a minimum of one year of creditable specialized wildland fire management experience equivalent to the next lower grade level.

Specialized experience is that experience which has provided the applicant with the particular knowledge, skills, and abilities necessary to successfully function in the wildland fire management position applied for. Possession of the particular knowledge, skills, and abilities can be evidenced by:

1. Experience that demonstrated understanding of fire effects on cultural and natural resources. The assignments must have shown participation in activities such as:

   - developing fire management plans to ensure plan objectives can be met from a fire management standpoint.
   - conducting field inspections before and/or after prescribed fires or wildland fires to determine if objectives have been met.

2. Prescribed fire/fuels management - experience in activities such as:

   - inventory methods and procedures
   - fuel treatment methods and programming
   - evaluating prescribed fire plans or fire management plans to ensure containment is possible and identify contingencies if containment is not obtained.

3. Fire management operations - analyzing and applying fire management strategies, plus experience in at least four of the following activities:

   - mobilization and dispatch coordination
   - fire prevention
   - training
   - logistics
   - equipment development and deployment
   - fire communication systems
   - suppression and preparedness

NWCG Incident Management Qualifications - Currency Required

Command:	Incident Commander, Type 3 (ICT3)
AND	
Operations:	Task Force Leader (TFLD)
AND	
Prescribed Fire:	Prescribed Fire Burn Boss, Type 2 (RXB2)

Additional required training as presented in the following courses, or agency equivalent:

- None

MINIMUM QUALIFICATION STANDARDS

WILDLAND FIRE OPERATIONS SPECIALIST

High Complexity

OPM Standard Requirements - GS-401

Bachelor's degree in biological sciences, agriculture, natural resource management, or a related discipline appropriate to the position being filled; OR a combination of education and experience as defined in the Supplemental Qualification Standard for the GS-0401 Fire Management Specialist. Additional information can be obtained from OPM's Qualification Standards Operating Manual, Group Coverage Qualification Standard for Professional and Scientific Positions and the Individual occupational requirements for the 401 series. The Supplemental Qualification Standard for the GS-0401 Fire Management Specialist and assistance in interpreting the standard are posted at http://www.nifc.gov/training_quals/IFPM/ifpm.htm
OPM's Qualification Standards Operating Manual is posted at http://www.opm.gov/qualifications/

Recommended minimum grade level GS-11

Specialized Experience - Applicants must have a minimum of one year of creditable specialized wildland fire management experience equivalent to the next lower grade level.

Specialized experience is that experience which has provided the applicant with the particular knowledge, skills, and abilities necessary to successfully function in the wildland fire management position applied for. Possession of the particular knowledge, skills, and abilities can be evidenced by:

- reviewing and evaluating fire management plans for ecological soundness and technical adequacy.
- conducting field inspections before and after prescribed or wildland fires to determine if objectives were achieved and/or evaluate the effectiveness of actions taken.
- developing analyses on the ecological role of fire and its use and/or exclusion, and smoke management.

In addition to fire program management, appropriate experience must have included either prescribed fire/fuels management - OR - fire management operations as described below:

Prescribed fire/fuels management - experience in a broad range of activities such as:

- inventory methods and procedures
- fuel treatment methods and programming
- land use planning and environmental coordination
- evaluating prescribed burn plans or fire management plans to ensure containment is possible and identify contingencies if containment is not obtained.

Fire management operations - analyzing and applying fire management strategies, plus experience in at least five of the following activities:

- mobilization and dispatch coordination
- fire prevention and education
- training
- logistics
- equipment development and deployment
- fire communication systems
- suppression and preparedness
- aviation

NWCG Incident Management Qualifications - Currency Required

Command:	Incident Commander, Type 3 (ICT3)
AND	
Operations:	Division/Group Supervisor (DIVS)
AND	
Prescribed Fire:	Prescribed Fire Burn Boss, Type 2 (RXB2)

Additional required training as presented in the following courses, or agency equivalent:

- None

MINIMUM QUALIFICATION STANDARDS

PRESCRIBED FIRE AND FUELS SPECIALIST

Low Complexity

OPM Standard Requirements - GS-455/462 Technician Series

One year of specialized experience equivalent to the next lower grade level. Graduate education may be substituted for specialized experience only when it is directly related to the work of the position. Further information can be obtained from OPM's Qualification Standards Operating Manual, specifically, OPM's Group Coverage Qualification Standard for Technical and Medical Support Positions and the Individual occupational requirements for either the 455 or 462 series. OPM's Qualification Standards Operating Manual is posted at http://www.opm.gov/qualifications/

Recommended minimum grade level GS-7

Specialized Experience - Applicants must have a minimum of one year of creditable specialized wildland fire management experience equivalent to the next lower grade level.

Specialized experience is that experience which has provided the applicant with the particular knowledge, skills, and abilities necessary to successfully function in the wildland fire management position applied for. Possession of the particular knowledge, skills, and abilities can be evidenced by:

- participating in implementing prescribed fire or fire use plans to ensure resource objectives can be met from a fire management standpoint.
- developing initial attack incident management strategies and tactics to meet the stated resource objectives.

NWCG Incident Management Qualifications - Currency Required

Command:	Incident Commander, Type 4 (ICT4)
AND	
Operations:	Single Resource Boss (SRB)-Crew or Engine
AND	
Prescribed Fire:	Ignition Specialist, Type 2 (RXI2)

Additional required training as presented in the following courses, or agency equivalent:

- None

MINIMUM QUALIFICATION STANDARDS

PRESCRIBED FIRE AND FUELS SPECIALIST

Moderate Complexity

This position can be established at either the professional or technical level, depending upon the competency of the position which in turn will determine whether professional or technical knowledge is required. This, in turn, depends upon the structure which the position is established. If the position is established at the technical level, any professional duties would be handled by a separate, usually higher graded, professional position.

OPM Standard Requirements - GS-455/462 Technician Series

One year of specialized experience equivalent to the next lower grade level. Graduate education may be substituted for specialized experience only when it is directly related to the work of the position. Further information can be obtained from OPM's Qualification Standards Operating Manual, specifically, OPM's Group Coverage Qualification Standard for Technical and Medical Support Positions and the Individual occupational requirements for either the 455 or 462 series. OPM's Qualification Standards Operating Manual is posted at http://www.opm.gov/qualifications/

OPM Standard Requirements - GS-401 Professional Series

Bachelor's degree in biological sciences, agriculture, natural resource management, or a related discipline appropriate to the position being filled; OR a combination of education and experience as defined in the Supplemental Qualification Standard for the GS-0401 Fire Management Specialist. Additional information can be obtained from OPM's Qualification Standards Operating Manual, Group Coverage Qualification Standard for Professional and Scientific Positions and the Individual occupational requirements for the 401 series. The Supplemental Qualification Standard for the GS-0401 Fire Management Specialist and assistance in interpreting the standard are posted at
http://www.nifc.gov/training_quals/IFPM/ifpm.htm
OPM's Qualification Standards Operating Manual is posted at
http://www.opm.gov/qualifications/

Recommended minimum grade level GS-9

Specialized Experience - Applicants must have a minimum of one year of creditable specialized wildland fire management experience equivalent to the next lower grade level.

Specialized experience is that experience which has provided the applicant with the particular knowledge, skills, and abilities necessary to successfully function in the wildland fire management position applied for. Possession of the particular knowledge, skills, and abilities can be evidenced by:

1. Experience that demonstrated understanding of fire effects on cultural and natural resources. The assignments must have shown participation in activities such as:

   - developing fire management plans to ensure plan objectives can be met from a fire management standpoint
   - conducting field inspections before and/or after prescribed fires or wildland fires to determine if objectives have been met

2. Prescribed fire/fuels management - experience in activities such as:

   - inventory methods and procedures
   - fuel treatment methods and programming
   - evaluating prescribed fire plans or fire management plans to ensure containment is possible and identify contingencies if containment is not obtained

3. Fire management operations - analyzing and applying fire management strategies, plus experience in at least four of the following activities:

   - mobilization and dispatch coordination
   - fire prevention
   - training
   - logistics
   - equipment development and deployment
   - fire communication systems
   - suppression and preparedness

NWCG Incident Management Qualifications - Currency Required

Command:	Incident Commander, Type 4 (ICT4)
AND	
Operations:	Single Resource Boss (SRB)-Crew or Engine
AND	
Prescribed Fire:	Prescribed Fire Burn Boss, Type 2 (RXB2)

Additional required training as presented in the following courses, or agency equivalent:

- None

MINIMUM QUALIFICATION STANDARDS

PRESCRIBED FIRE AND FUELS SPECIALIST

High Complexity

OPM Standard Requirements - GS-401

Bachelor's degree in biological sciences, agriculture, natural resource management, or a related discipline appropriate to the position being filled; OR a combination of education and experience as defined in the Supplemental Qualification Standard for the GS-0401 Fire Management Specialist. Additional information can be obtained from OPM's Qualification Standards Operating Manual, Group Coverage Qualification Standard for Professional and Scientific Positions and the Individual occupational requirements for the 401 series. The Supplemental Qualification Standard for the GS-0401 Fire Management Specialist and assistance in interpreting the standard are posted at
http://www.nifc.gov/training_quals/IFPM/ifpm.htm
OPM's Qualification Standards Operating Manual is posted at
http://www.opm.gov/qualifications/

Recommended minimum grade level GS-11

Specialized Experience - Applicants must have a minimum of one year of creditable specialized wildland fire management experience equivalent to the next lower grade level.

Specialized experience is that experience which has provided the applicant with the particular knowledge, skills, and abilities necessary to successfully function in the wildland fire management position applied for. Possession of the particular knowledge, skills, and abilities can be evidenced by:

- reviewing and evaluating fire management plans for ecological soundness and technical adequacy.
- conducting field inspections before and after prescribed or wildland fires to determine if objectives were achieved and/or evaluate the effectiveness of actions taken.
- developing analyses on the ecological role of fire and its use and/or exclusion, and smoke management.

In addition to fire program management, appropriate experience must have included either prescribed fire/fuels management - OR - fire management operations as described below:

Prescribed fire/fuels management - experience in a broad range of activities such as:

- inventory methods and procedures
- fuel treatment methods and programming
- land use planning and environmental coordination
- evaluating prescribed burn plans or fire management plans to ensure containment is possible and identify contingencies if containment is not obtained.

Fire management operations - analyzing and applying fire management strategies, plus experience in at least five of the following activities:

- mobilization and dispatch coordination
- fire prevention and education
- training
- logistics
- equipment development and deployment
- fire communication systems
- suppression and preparedness
- aviation

NWCG Incident Management Qualifications - Currency Required

Command:	Incident Commander, Type 3 (ICT3)
AND	
Operations:	Task Force Leader (TFLD)
AND	
Prescribed Fire:	Prescribed Fire Burn Boss, Type 1 (RXB1) or Fire Use Manager (FUMA)

Additional required training as presented in the following courses, or agency equivalent:

- None

MINIMUM QUALIFICATION STANDARDS

PREVENTION AND EDUCATION SPECIALIST

Low Complexity

OPM Standard Requirements - GS-455/462 Technician Series

One year of specialized experience equivalent to the next lower grade level. Graduate education may be substituted for specialized experience only when it is directly related to the work of the position. Further information can be obtained from OPM's Qualification Standards Operating Manual, specifically, OPM's Group Coverage Qualification Standard for Technical and Medical Support Positions and the Individual occupational requirements for either the 455 or 462 series. OPM's Qualification Standards Operating Manual is posted at http://www.opm.gov/qualifications/

OPM Standard Requirements - GS-401 Professional Series

Bachelor's degree in biological sciences, agriculture, natural resource management, or a related discipline appropriate to the position being filled; OR a combination of education and experience as defined in the Supplemental Qualification Standard for the GS-0401 Fire Management Specialist. Additional information can be obtained from OPM's Qualification Standards Operating Manual, Group Coverage Qualification Standard for Professional and Scientific Positions and the Individual occupational requirements for the 401 series. The Supplemental Qualification Standard for the GS-0401 Fire Management Specialist and assistance in interpreting the standard are posted at
http://www.nifc.gov/training_quals/IFPM/ifpm.htm
OPM's Qualification Standards Operating Manual is posted at
http://www.opm.gov/qualifications/

Recommended minimum grade level GS-7

Specialized Experience - Applicants must have a minimum of one year of creditable specialized wildland fire management experience equivalent to the next lower grade level.

Specialized experience is that experience which has provided the applicant with the particular knowledge, skills, and abilities necessary to successfully function in the wildland fire management position applied for. Possession of the particular knowledge, skills, and abilities can be evidenced by:

- participating in implementing prescribed fire or fire use plans to ensure resource objectives can be met from a fire management standpoint.
- developing initial attack incident management strategies and tactics to meet the stated resource objectives.

NWCG Incident Management Qualifications - Currency Not Required

Command:	Incident Commander, Type 5 (ICT5)
AND	
Operations:	Firefighter, Type 1 (FFT1)
AND	
Prescribed Fire:	**----**

Additional required training as presented in the following courses, or agency equivalent:

- None

MINIMUM QUALIFICATION STANDARDS

PREVENTION AND EDUCATION SPECIALIST

Moderate Complexity

This position can be established at either the professional or technical level, depending upon the competency of the position which in turn will determine whether professional or technical knowledge is required. This, in turn, depends upon the structure which the position is established. If the position is established at the technical level, any professional duties would be handled by a separate, usually higher graded, professional position.

OPM Standard Requirements - GS-455/462 Technician Series

One year of specialized experience equivalent to the next lower grade level. Graduate education may be substituted for specialized experience only when it is directly related to the work of the position. Further information can be obtained from OPM's Qualification Standards Operating Manual, specifically, OPM's Group Coverage Qualification Standard for Technical and Medical Support Positions and the Individual occupational requirements for either the 455 or 462 series. OPM's Qualification Standards Operating Manual is posted at http://www.opm.gov/qualifications/

OPM Standard Requirements - GS-401 Professional Series

Bachelor's degree in biological sciences, agriculture, natural resource management, or a related discipline appropriate to the position being filled; OR a combination of education and experience as defined in the Supplemental Qualification Standard for the GS-0401 Fire Management Specialist. Additional information can be obtained from OPM's Qualification Standards Operating Manual, Group Coverage Qualification Standard for Professional and Scientific Positions and the Individual occupational requirements for the 401 series. The Supplemental Qualification Standard for the GS-0401 Fire Management Specialist and assistance in interpreting the standard are posted at
http://www.nifc.gov/training_quals/IFPM/ifpm.htm
OPM's Qualification Standards Operating Manual is posted at
http://www.opm.gov/qualifications/

Recommended minimum grade level GS-9

Specialized Experience - Applicants must have a minimum of one year of creditable specialized wildland fire management experience equivalent to the next lower grade level.

Specialized experience is that experience which has provided the applicant with the particular knowledge, skills, and abilities necessary to successfully function in the wildland fire management position applied for. Possession of the particular knowledge, skills, and abilities can be evidenced by:

1. Experience that demonstrated understanding of fire effects on cultural and natural resources. The assignments must have shown participation in activities such as:

   - developing fire management plans to ensure plan objectives can be met from a fire management standpoint.
   - conducting field inspections before and/or after prescribed fires or wildland fires to determine if objectives have been met.

2. Prescribed fire/fuels management - experience in activities such as:

   - inventory methods and procedures
   - fuel treatment methods and programming
   - evaluating prescribed fire plans or fire management plans to ensure containment is possible and identify contingencies if containment is not obtained.

3. Fire management operations - analyzing and applying fire management strategies, plus experience in at least four of the following activities:

   - mobilization and dispatch coordination
   - fire prevention
   - training
   - logistics
   - equipment development and deployment
   - fire communication systems
   - suppression and preparedness

NWCG Incident Management Qualifications - Currency Not Required

Command:	Incident Commander, Type 5 (ICT5)
AND	
Operations:	Firefighter, Type 1 (FFT1)
AND	
Prescribed Fire:	----

Additional required training as presented in the following courses, or agency equivalent:

- P-301 “Wildland Fire Prevention Planning”

MINIMUM QUALIFICATION STANDARDS

PREVENTION AND EDUCATION SPECIALIST

High Complexity

OPM Standard Requirements - GS-401

Bachelor's degree in biological sciences, agriculture, natural resource management, or a related discipline appropriate to the position being filled; OR a combination of education and experience as defined in the Supplemental Qualification Standard for the GS-0401 Fire Management Specialist. Additional information can be obtained from OPM's Qualification Standards Operating Manual, Group Coverage Qualification Standard for Professional and Scientific Positions and the Individual occupational requirements for the 401 series. The Supplemental Qualification Standard for the GS-0401 Fire Management Specialist and assistance in interpreting the standard are posted at http://www.nifc.gov/training_quals/IFPM/ifpm.htm
OPM's Qualification Standards Operating Manual is posted at http://www.opm.gov/qualifications/

Recommended minimum grade level GS-11

Specialized Experience - Applicants must have a minimum of one year of creditable specialized wildland fire management experience equivalent to the next lower grade level.

Specialized experience is that experience which has provided the applicant with the particular knowledge, skills, and abilities necessary to successfully function in the wildland fire management position applied for. Possession of the particular knowledge, skills, and abilities can be evidenced by:

- reviewing and evaluating fire management plans for ecological soundness and technical adequacy.
- conducting field inspections before and after prescribed or wildland fires to determine if objectives were achieved and/or evaluate the effectiveness of actions taken.
- developing analyses on the ecological role of fire and its use and/or exclusion, and smoke management.

In addition to fire program management, appropriate experience must have included either prescribed fire/fuels management - OR - fire management operations as described below:

Prescribed fire/fuels management - experience in a broad range of activities such as:

- inventory methods and procedures
- fuel treatment methods and programming
- land use planning and environmental coordination
- evaluating prescribed burn plans or fire management plans to ensure containment is possible and identify contingencies if containment is not obtained.

Fire management operations - analyzing and applying fire management strategies, plus experience in at least five of the following activities:

- mobilization and dispatch coordination
- fire prevention and education
- training
- logistics
- equipment development and deployment
- fire communication systems
- suppression and preparedness
- aviation

NWCG Incident Management Qualifications - Currency Not Required

Command:	Incident Commander, Type 5 (ICT5)
AND	
Operations:	Firefighter, Type 1 (FFT1)
AND	
Prescribed Fire:	----

Additional required training as presented in the following courses, or agency equivalent:

- P-301 “Wildland Fire Prevention Planning”

MINIMUM QUALIFICATION STANDARDS

INTERAGENCY HOTSHOT CREW SUPERINTENDENT

OPM Standard Requirements - GS-455/462 Technician Series

One year of specialized experience equivalent to the next lower grade level. Graduate education may be substituted for specialized experience only when it is directly related to the work of the position. Further information can be obtained from OPM's Qualification Standards Operating Manual, specifically, OPM's Group Coverage Qualification Standard for Technical and Medical Support Positions and the Individual occupational requirements for either the 455 or 462 series. OPM's Qualification Standards Operating Manual is posted at http://www.opm.gov/qualifications/

Recommended minimum grade level GS-9

Specialized Experience - Applicants must have a minimum of one year of creditable specialized wildland fire management experience equivalent to the next lower grade level.

Specialized experience is that experience which has provided the applicant with the particular knowledge, skills, and abilities necessary to successfully function in the wildland fire management position applied for. Possession of the particular knowledge, skills, and abilities can be evidenced by:

Assistant Interagency Hotshot Crew (IHC) Superintendent

NWCG Incident Management Qualifications - Currency Required

Command:	Incident Commander, Type 4 (ICT4)
AND	
Operations:	Task Force Leader (TFLD)
AND	
Prescribed Fire:	Ignition Specialist, Type 2 (RXI2)

Additional required training as presented in the following courses, or agency equivalent:

- None

MINIMUM QUALIFICATION STANDARDS

SUPERVISORY FIRE ENGINE OPERATOR

Supervising three or fewer crew members

OPM Standard Requirements - GS-455/462 Technician Series

One year of specialized experience equivalent to the next lower grade level. Graduate education may be substituted for specialized experience only when it is directly related to the work of the position. Further information can be obtained from OPM's Qualification Standards Operating Manual, specifically, OPM's Group Coverage Qualification Standard for Technical and Medical Support Positions and the Individual occupational requirements for either the 455 or 462 series. OPM's Qualification Standards Operating Manual is posted at http://www.opm.gov/qualifications/

Recommended grade level GS-5/6

Grade will be determined by application of the "General Schedule Supervisory Guide."

Specialized Experience - Applicants must have a minimum of one year of creditable specialized wildland fire management experience equivalent to the next lower grade level.

Specialized experience is that experience which has provided the applicant with the particular knowledge, skills, and abilities necessary to successfully function in the wildland fire management position applied for. Possession of the particular knowledge, skills, and abilities can be evidenced by:

Senior Firefighter

NWCG Incident Management Qualifications - Currency Required

Command:	Incident Commander, Type 5 (ICT5)
AND	
Operations:	Engine Operator (ENOP)
AND	
Prescribed Fire:	----

Additional required training as presented in the following courses, or agency equivalent:

- S-211 "Portable Pumps and Water Use"
- S-216 "Driving for the Fire Service"

MINIMUM QUALIFICATION STANDARDS

ENGINE MODULE SUPERVISOR

Supervising four or more crew members

OPM Standard Requirements - GS-455/462 Technician Series

One year of specialized experience equivalent to the next lower grade level. Graduate education may be substituted for specialized experience only when it is directly related to the work of the position. Further information can be obtained from OPM's Qualification Standards Operating Manual, specifically, OPM's Group Coverage Qualification Standard for Technical and Medical Support Positions and the Individual occupational requirements for either the 455 or 462 series. OPM's Qualification Standards Operating Manual is posted at http://www.opm.gov/qualifications/

Recommended grade level GS-7/8

Grade will be determined by application of the "General Schedule Supervisory Guide."

Specialized Experience - Applicants must have a minimum of one year of creditable specialized wildland fire management experience equivalent to the next lower grade level.

Specialized experience is that experience which has provided the applicant with the particular knowledge, skills, and abilities necessary to successfully function in the wildland fire management position applied for. Possession of the particular knowledge, skills, and abilities can be evidenced by:

Commercial Driver's License Certification for over 26,000 GVW if appropriate.

AND

Assistant Engine Module Supervisor

OR

Supervisory Fire Engine Operator

NWCG Incident Management Qualifications - Currency Required

Command:	Incident Commander, Type 4 (ICT4)
AND	
Operations:	Single Resource Boss (SRB)-Engine
AND	
Prescribed Fire:	----

Additional required training as presented in the following courses, or agency equivalent:

- None

MINIMUM QUALIFICATION STANDARDS

HELICOPTER MANAGER

OPM Standard Requirements - GS-455/462 Technician Series

One year of specialized experience equivalent to the next lower grade level. Graduate education may be substituted for specialized experience only when it is directly related to the work of the position. Further information can be obtained from OPM's Qualification Standards Operating Manual, specifically, OPM's Group Coverage Qualification Standard for Technical and Medical Support Positions and the Individual occupational requirements for either the 455 or 462 series. OPM's Qualification Standards Operating Manual is posted at http://www.opm.gov/qualifications/

Recommended minimum grade level GS-9

Specialized Experience - Applicants must have a minimum of one year of creditable specialized wildland fire management experience equivalent to the next lower grade level.

Specialized experience is that experience which has provided the applicant with the particular knowledge, skills, and abilities necessary to successfully function in the wildland fire management position applied for. Possession of the particular knowledge, skills, and abilities can be evidenced by:

One season as an Assistant Helicopter Manager (HEMG)

OR

Two seasons as a Lead Helicopter Crewmember (HECM)

NWCG Incident Management Qualifications - Currency Required

Command:	Incident Commander, Type 4 (ICT4)
AND	
Operations:	Helibase Manager, Type 2 (HEB2)
AND	
Prescribed Fire:	----

Additional required training as presented in the following courses, or agency equivalent:

- None

MINIMUM QUALIFICATION STANDARDS

SENIOR FIREFIGHTER (advanced level firefighter with specialized skills and knowledge)

OPM Standard Requirements - GS-455/462 Technician Series

One year of specialized experience equivalent to a GS-04 or successful completion of a full 4-year course of study leading to a bachelor's degree with a major degree as described in OPM's Qualification Standards Operating Manual, specifically, OPM's Individual occupational requirements for either the 455 or 462 series. OPM's Qualification Standards Operating Manual is posted at http://www.opm.gov/qualifications/

Recommended minimum grade level GS-5

Specialized Experience - Applicants must have a minimum of one year of creditable specialized wildland fire management experience equivalent to the next lower grade level.

Specialized experience is that experience which has provided the applicant with the particular knowledge, skills, and abilities necessary to successfully function in the wildland fire management position applied for. Specialized experience is obtained by meeting the NWCG qualifications below.

NWCG Incident Management Qualifications - Currency Required

Command:	Incident Commander, Type 5 (ICT5)
AND	
Operations:	Firefighter, Type 1 (FFT1) or Helicopter Crewmember (HECM), as appropriate
AND	
Prescribed Fire:	**----**

Additional required training as presented in the following courses, or agency equivalent:

- S-290 "Intermediate Fire Behavior"

MINIMUM QUALIFICATION STANDARDS

CENTER MANAGER

This position can be established at either the professional or technical level, depending upon whether professional or technical knowledge is required. This, in turn, depends upon the structure which the position is established. If the position is established at the technical level, any professional duties would be handled by a separate, usually higher graded, professional position.

OPM Standard Requirements - GS-455/462 Technician Series

One year of specialized experience equivalent to the next lower grade level. Graduate education may be substituted for specialized experience only when it is directly related to the work of the position. Further information can be obtained from OPM's Qualification Standards Operating Manual, specifically, OPM's Group Coverage Qualification Standard for Technical and Medical Support Positions and the Individual occupational requirements for either the 455 or 462 series. OPM's Qualification Standards Operating Manual is posted at http://www.opm.gov/qualifications/

OPM Standard Requirements - GS-401 Professional Series

Bachelor's degree in biological sciences, agriculture, natural resource management, or a related discipline appropriate to the position being filled; OR a combination of education and experience as defined in the Supplemental Qualification Standard for the GS-0401 Fire Management Specialist. Additional information can be obtained from OPM's Qualification Standards Operating Manual, Group Coverage Qualification Standard for Professional and Scientific Positions and the Individual occupational requirements for the 401 series. The Supplemental Qualification Standard for the GS-0401 Fire Management Specialist and assistance in interpreting the standard are posted at
http://www.nifc.gov/training_quals/IFPM/ifpm.htm
OPM's Qualification Standards Operating Manual is posted at
http://www.opm.gov/qualifications/

Recommended minimum grade level at moderate complexity - GS-10
Recommended minimum grade level at high complexity - GS-11

Specialized Experience - Applicants must have a minimum of one year of creditable specialized wildland fire management experience equivalent to the next lower grade level.

Specialized experience is that experience which has provided the applicant with the particular knowledge, skills, and abilities

necessary to successfully function in the wildland fire management position applied for. Possession of the particular knowledge, skills, and abilities can be evidenced by:

- reviewing and evaluating fire management plans for ecological soundness and technical adequacy.
- conducting field inspections before and after prescribed or wildland fires to determine if objectives were achieved and/or evaluate the effectiveness of actions taken.
- developing analyses on the ecological role of fire and its use and/or exclusion, and smoke management.

In addition to fire program management, appropriate experience must have included either prescribed fire/fuels management - OR - fire management operations as described below:

Prescribed fire/fuels management - experience in a broad range of activities such as:

- inventory methods and procedures
- fuel treatment methods and programming
- land use planning and environmental coordination
- evaluating prescribed burn plans or fire management plans to ensure containment is possible and identify contingencies if containment is not obtained.

Fire management operations - analyzing and applying fire management strategies, plus experience in at least five of the following activities:

- mobilization and dispatch coordination
- fire prevention and education
- training
- logistics
- equipment development and deployment
- fire communication systems
- suppression and preparedness
- aviation

The above specialized experience may be evidenced by the following or similar positions:

Wildland firefighting operations experience is required

AND

Initial attack Lead Dispatcher/ Assistant Center Manager

NWCG Incident Management Qualifications - Currency Not Required

Command:	**----**
OR	
Operations:	**----**
AND	
Prescribed Fire:	**----**
AND	
Dispatch	Support Dispatcher

Additional required training as presented in the following courses, or agency equivalent:

- S-491 “National Fire Danger Rating System”
- 40-HR Supervisory Training
- Basic dispatcher computer skills training
- Training to provide intermediate computer skills and working knowledge of various fire management computer programs.

MINIMUM QUALIFICATION STANDARDS

INITIAL ATTACK LEAD DISPATCHER/ASSISTANT CENTER MANAGER

OPM Standard Requirements - GS-455/462 Technician Series

One year of specialized experience equivalent to the next lower grade level. Graduate education may be substituted for specialized experience only when it is directly related to the work of the position. Further information can be obtained from OPM's Qualification Standards Operating Manual, specifically, OPM's Group Coverage Qualification Standard for Technical and Medical Support Positions and the Individual occupational requirements for either the 455 or 462 series. OPM's Qualification Standards Operating Manual is posted at http://www.opm.gov/qualifications/

OPM Standard Requirements - GS-401 Professional Series

Bachelor's degree in biological sciences, agriculture, natural resource management, or a related discipline appropriate to the position being filled; OR a combination of education and experience as defined in the Supplemental Qualification Standard for the GS-0401 Fire Management Specialist. Additional information can be obtained from OPM's Qualification Standards Operating Manual, Group Coverage Qualification Standard for Professional and Scientific Positions and the Individual occupational requirements for the 401 series. The Supplemental Qualification Standard for the GS-0401 Fire Management Specialist and assistance in interpreting the standard are posted at
http://www.nifc.gov/training_quals/IFPM/ifpm.htm
OPM's Qualification Standards Operating Manual is posted at
http://www.opm.gov/qualifications/

Recommended minimum grade level GS-9

Specialized Experience - Applicants must have a minimum of one year of creditable specialized wildland fire management experience equivalent to the next lower grade level.

Specialized experience is that experience which has provided the applicant with the particular knowledge, skills, and abilities necessary to successfully function in the wildland fire management position applied for. Possession of the particular knowledge, skills, and abilities can be evidenced by:

Wildland firefighting operations experience is required
AND
Initial Attack Dispatcher

NWCG Incident Management Qualifications - Currency Not Required

Command:	**----**
OR	
Operations:	**----**
AND	
Prescribed Fire:	**----**
AND	
Dispatch	Support Dispatcher (EDSD)

Additional required training as presented in the following courses, or agency equivalent:

- None

MINIMUM QUALIFICATION STANDARDS

INITIAL ATTACK DISPATCHER

OPM Standard Requirements - GS-455/462 Technician Series

One year of specialized experience equivalent to the next lower grade level. Graduate education may be substituted for specialized experience only when it is directly related to the work of the position. Further information can be obtained from OPM's Qualification Standards Operating Manual, specifically, OPM's Group Coverage Qualification Standard for Technical and Medical Support Positions and the Individual occupational requirements for either the 455 or 462 series. OPM's Qualification Standards Operating Manual is posted at http://www.opm.gov/qualifications/

Recommended minimum grade level: **Senior Fire Dispatcher GS-7**
Fire Dispatcher GS-5

Specialized Experience - Applicants must have a minimum of one year of creditable specialized wildland fire management experience equivalent to the next lower grade level.

Specialized experience is that experience which has provided the applicant with the particular knowledge, skills, and abilities necessary to successfully function in the wildland fire management position applied for.

Specialized experience is obtained by meeting the NWCG qualifications below. Additionally, previous wildland firefighting operations experience is required.

NWCG Incident Management Qualifications - Currency Not Required

Command:	----
OR	
Operations:	----
AND	
Prescribed Fire:	----
AND	
Dispatch	Dispatch Recorder (EDRC)

Additional required training as presented in the following courses, or agency equivalent:

- None

United States Department of the Interior

OFFICE OF THE SECRETARY
Washington, D.C. 20240

OCT - 1 2002

Memorandum

To: Director, Bureau of Land Management
Director, National Park Service
Director, Fish and Wildlife Service
Deputy Commissioner, Bureau of Indian Affairs
Bureau and Equivalent Office Personnel Officers

From: Carolyn Cohen
Director, Office of Personnel Policy

Tim Hartzell
Director, Office of Wildland Fire Coordination

Subject: Implementation of the Supplemental Qualification Standard for GS-401 Fire Management Specialist

As you may be aware, there has been an ongoing effort between the Department of the Interior (DOI), Bureau of Land Management (BLM), National Park Service (NPS), Fish and Wildlife Service (FWS), Bureau of Indian Affairs (BIA), and the United States Department of Agriculture (USDA) Forest Service to develop a supplemental qualification standard for fire management specialist positions classified in the GS-401 series. This has now come to fruition with the approval and release of the Office of Personnel Management (OPM) Supplemental Qualification Standard for DOI and USDA. The new standard is at attachment (1). Effective immediately, you should implement this new standard.

The supplemental standard was developed under the sponsorship of the DOI, Federal Fire and Aviation Leadership Council, composed of representatives from the BLM, NPS, FWS, BIA, the Forest Service and USDA. The goal of the supplemental standard is to ensure consistent application in qualifying and hiring employees for key fire management specialist positions in these agencies. The standard is to be used for noncompetitive actions involving reassignment and selection from another two-graded interval position or for competitive actions.

Attachments (2) and (3) are to be used in implementing this standard. Attachment (2) provides clarifying information about implementation, and attachment (3) provides a list of creditable courses from other than an accredited university or college that can be used to satisfy the educational requirement.

Your Human Resource Offices can respond to further questions you may have about implementation. Our points of contact for this matter are:

Office of Personnel Policy
Lisa Williams
Lisa_Williams@doi.gov
(202) 208-6755

Office of Wildland Fire Coordination
Wally Josephson
Wally_Josephson @IOS.DOI.GOV
(202) 606-3053

3 Attachments

cc:

Chief of Staff
Bureau Fire Directors
Wildland Fire Human Resource Advisory Group
USDA Forest Service Liaison
DAS, Human Resources and Workforce Diversity

United States Department of Agriculture | **Forest Service** | **Washington Office** | **14th & Independence SW**
P.O. Box 96090
Washington, DC 20090-6090

File Code: 6130
Route To: (5100)

Date: September 4, 2002

Subject: Implementation of the Office of Personnel Management Supplemental Standard for GS-401Fire Management Specialists Positions

To: Regional Foresters, Station Directors, Area Director, IITF Director, Job Corps, and WO Staff Staffs

As you may be aware, there has been an ongoing effort between the Department of Interior (DOI), Bureau of Indian Affairs, Bureau of Land Management, Fish and Wildlife Service and the Department of Agriculture Forest Service to include certain positions assigned fire management duties to be placed in the GS-401 series. This has now come to fruition with the approval and release of the Office of Personnel Management Supplemental Qualification Standard for USDA and DOI. The new standard is enclosed. Effective immediately, you may implement this new standard.

The supplemental standard was developed under the sponsorship of the Federal Fire and Aviation Leadership Council and composed of representatives from the Bureau of Indian Affairs, Bureau of Land Management, Fish and Wildlife Service and the Forest Service. Representatives from the Forest Service Council of the National Federation of Federal Employees also reviewed this standard. The goal of the supplemental standard is to ensure consistent application in qualifying and hiring employees for key fire management specialist positions in these agencies. **The standard is to be used for noncompetitive actions involving reassignment, selection, etc., from another two-graded interval positions or for competitive actions.**

Enclosed are two attachments to be used in implementing this standard. Enclosure (2) provides clarifying information about implementation, and Enclosure (3) provides a list of creditable courses from other than an accredited university or college that can be used to satisfy the educational requirement. Should you have further questions about implementation, please contact your Servicing Human Resource Management Office.

/s/ John Lopez
THOMAS J. MILLS
Deputy Chief for Business Operations

Enclosures

cc: Lisa Williams, DOI, PPM
Maryann Jenkins, USDS, OHRM
Kathy Burgers, WO-HRM

Attachment 1

SUPPLEMENTAL QUALIFICATION STANDARD FOR THE U.S. DEPARTMENT OF AGRICULTURE - FOREST SERVICE U.S. DEPARTMENT OF THE INTERIOR - BUREAU OF INDIAN AFFAIRS, BUREAU OF LAND MANAGEMENT, FISH AND WILDLIFE SERVICE, AND NATIONAL PARK SERVICE

GS-401 FIRE MANAGEMENT SPECIALIST

This document supplements the requirements outlined in the Qualification Standards for General Schedule Positions Operating Manual published by the Office of Personnel Management and must be used in conjunction with those requirements. Additional or clarifying information can be obtained from the Operating Manual.

Basic Requirements:

A. Degree: biological sciences, agriculture, natural resources management, or related discipline appropriate to the position being filled.

-OR-

B. Combination of education and experience: courses equivalent to a major in biological sciences, agriculture or natural resources management, or at least 24 semester hours in biological sciences, natural resources, wildland fire management, forestry, or agriculture equivalent to a major field of study, plus appropriate experience or additional education that is comparable to that normally acquired through the successful completion of a full 4-year course of study in the biological sciences, agriculture, or natural resources.

Applicants who meet the criteria for Superior Academic Achievement qualify for positions at the GS-7 level.

Specialized Experience:

For positions at GS-7 and above, one year of specialized experience at the next lower grade level is required in addition to meeting the basic requirements.

For GS-7: Experience that demonstrated an understanding of fire behavior relative to fuels, weather, and topography and how fire affects natural and cultural resources. Typical assignments include:

- Participating in implementing prescribed fire or fire use plans to ensure resource objectives can be met from a fire management standpoint.
- Developing initial attack incident management strategies and tactics to meet the stated resource objectives.

For GS-9: Experience in at least two of the following three categories:

1. Experience that demonstrated understanding of fire effects on cultural and natural resources. The assignments must have shown participation in activities such as:

- Developing fire management plans to ensure resource objectives can be met from a fire management standpoint; or
- Conducting field inspections before and/or after prescribed fires or wildland fires to determine if defined resource objectives have been met.

2. Prescribed fire/fuels management - experience in activities such as:

- Professional forest or range inventory methods and procedures (e.g., Brown's planar intercept for dead and down fuels; live fuel loading assessments), or
- Analysis of fuel loadings and determination of appropriate fuel treatment methods and programming, or
- Evaluating prescribed fire plans or fire management plans to ensure fire containment is possible and identify appropriate suppression contingencies if containment is not obtained.

3. Fire management operations - analyzing and applying fire management strategies, plus experience in at least four of the following activities:

- Mobilization and dispatch coordination
- Fire prevention
- Training
- Logistics
- Equipment development and deployment
- Fire communications systems
- Suppression and preparedness

For GS-11 and above: Experience must have included all of the fire program management elements as described below:

- Reviewing and evaluating fire management plans for ecological soundness and technical adequacy;

- Conducting field inspections before and after prescribed or wildland fires to determine if resource objectives were achieved and/or to evaluate the effectiveness of actions taken; and
- Developing analyses on the ecological role of fire and its use and/or exclusion, and smoke management.

In addition to fire program management, appropriate experience must have included either prescribed fire/fuels management - **OR** - fire management operations as described below:

Prescribed fire/fuels management - experience in a broad range of activities such as:

- Professional forest or range inventory methods and procedures (e.g., Brown's planar intercept for dead and down fuels; live fuel loading assessments);
- Analysis of fuel loadings and determination of appropriate fuel treatment methods and programming;
- Land use planning and environmental coordination;
- Evaluation of prescribed burn plans or fire management plans to ensure fire containment is possible and identification of appropriate suppression contingencies if containment is not obtained.

Fire management operations - analyzing and applying fire management strategies, plus experience in at least five of the following activities:

- Mobilization and dispatch coordination
- Fire prevention and education
- Training
- Logistics
- Equipment development and deployment
- Fire communication systems
- Suppression and preparedness
- Aviation

Medical and Physical Requirements

Medical and physical requirements must be met for positions that have duties that are of an arduous or hazardous nature.

Attachment 2

Application of Education and Specialized Experience

Creditable Education

Education, to be creditable toward the 24-semester hour requirement, must meet the requirements of the Qualification Standards for General Schedule Positions Operating Manual, published by the Office of Personnel Management. The nature and quality of the education must have been such that it would serve as a prerequisite for more advanced study (graduate level or professional education).

The education must meet one of the following:

1. Conventional - Obtained from a college or university, applicable school within the college or university, or applicable curriculum at the college or university that has been properly accredited.

2. Other education - Education obtained from other than an accredited institute of higher learning, such as National Wildfire Coordinating Group (NWGC) courses listed in Attachment 3.

3. Credits from the USDA Graduate School, or equivalent. Only courses in biological sciences, natural resources, wildland fire management, forestry, or agricultural coursework are creditable towards the 24 semester hours equivalent to a major field of study.

Education Equivalent to a Major Field of Study (24 semester hours)

The **24 semester hours** must be obtained in biological sciences, natural resources, wildland fire management, forestry, or agriculture course work. Educational course work must include at least **18 semester hours** of upper division (junior/senior) course work. Course titles and numbers may help determine whether a given course is upper or lower division. For example, courses numbered 100 or 200, beginning with A or B, or entitled “An Introduction To”, are almost always lower division courses. Conversely, courses numbered 300 or 400, or beginning with C or D are usually upper division courses. You can also refer to college course catalogs or consult with college advisors or officials to help you to determine the appropriate level of courses.

Attachment 3 is a list of wildland fire courses, which may also be applied to this requirement. Additional creditable education may be added to this listing after a thorough review process, involving subject matter experts from the five land management agencies

and a panel of college professors who specialize in wildland fire education. Prospective coursework will be reviewed to determine that it meets the criteria established by the Office of Personnel Management for the GS-401 series. Updated lists will be approved and issued by the Chair of the Federal Fire and Aviation Leadership Council through the respective agencies' human resources and line management channels.

Additional Education

In addition to courses in the major and related fields, a typical college degree would have included courses that involved analysis, written and verbal communication, critical thinking, planning research, etc. Therefore, creditable experience should have demonstrated similar skills and abilities.

The quality of the combination of education and experience must be sufficient to demonstrate that the applicant possesses the knowledge, skills, and abilities required to perform work in the occupation and is comparable to that normally acquired through the successful completion of a full 4-year course of study in the fields listed in section A or B of the Basic Requirements. Experience credited under section "B" of the new GS-401 qualifications standard cannot be credited as specialized experience. Time credited for specialized experience is in addition to the time credited to meet basic qualifications.

Appropriate Experience to Meet Basic Requirements

An example of appropriate experience which would be comparable to the required college coursework may be that of a technician, at the GS-7 grade level or above, who is working under the supervision of a professional employee and is performing duties equivalent to an entry-level professional employee, in the field of biological sciences, agriculture, natural resources management, or fire management.

Examples (Section "B" of Basic Requirements)

In accordance with direction in the Qualification Standards for General Schedule Positions Operating Manual, 30 semester hours (or 45 quarter hours) is comparable to one year of college and can be substituted for one year of experience.

Example 1:

An applicant has 60 semester hours of creditable education, which includes the required 24 semester hours equivalent to a major field of study, (of which at least 18 are upper division). The applicant still must have 2 years of appropriate experience to meet the basic requirements. This combination equals 100%.

Example 2:

An applicant has only the 24 semester hours of creditable education, which includes the required 24 semester hours equivalent to a major field of study, (of which at least 18 are upper division). The applicant still must have 3 years, 2 1\2 months of

appropriate experience to meet the basic requirements. This combination equals 100%.

Example 3:

An applicant has 24 semester hours of creditable general education from a local university and 24 semester hours of NWCG coursework, (of which at least 18 of are upper division). This applicant will be credited with a total of 48 semester hours of education. The applicant still must have 2 years, 5 months of appropriate experience to meet the basic requirements. This combination equals 100%.

Example 4:

An applicant has earned an Associate Degree in Fire Science Management, and has taken other coursework which together totals 75 semester hours of education. However, he/she has only earned 10 semesters hours of upper division credit. In addition, the applicant has 3 years of appropriate experience. The applicant is still short 8 semester hours of upper level coursework; thus would not meet the basic requirements.

Note: In any case where NWCG coursework duplicates college or university coursework, duplicate credits cannot be granted.

Specialized Experience

According to the Qualification Standards for General Schedule Positions Operating Manual, one-grade interval experience may be qualifying for two-grade interval positions, provided that the experience demonstrated the Knowledge, Skills, and Abilities required to perform the work successfully. This is true for either lateral or promotion actions. The basic requirements for the type and level of experience and/or education apply to all applicants, whether their experience has been in the same occupation as the position being filled or in related occupational field. Since two-grade interval positions may differ significantly in the nature of the work, it is important that applicants be evaluated on the “knowledge required to do the work.”

Attachment 3

Other Education Creditable Towards 24 Semester Hours Requirement

Creditable education includes education from other than an accredited institute of higher learning that meets the requirements of the qualifications standards. To meet the 24 semester hour requirement, the other education must be equivalent to course work in a Bachelor of Arts or Bachelor of Science degree in biological sciences, natural resources, wildland fire management, forestry, or agriculture. Therefore, most technology type coursework will not meet this requirement.

Technical Fire Management[1] - Upper Division **18 semester hours**

All modules must be successfully completed before the 18 semester hours is credited.

Module I/IA	Statistics/Computers & Math
Module II	Economics
Module III	Fuels Management
Module IV	Fire Ecology and Fire Effects
Module V	Fire and Land Management
Module VI	Final Project Reviews

National Wildfire Coordinating Group (NWCG) Courses[2] - Upper Division

FIEM	Fire in Ecosystem Management	1 semester hour
FML	Fire Management Leadership	1 semester hour
FPM	Fire Program Management	1 semester hour
LFML	Local Fire Management Leadership	1 semester hour
NFMAS	National Fire Management Analysis System	1 semester hour
RX-450	Smoke Management Techniques	1 semester hour
RX-540	Applied Fire Effects	1 semester hour
RX-590	Prescribed Fire Behavior Interpretation (to be combined with S-590)	2 semester hours
S-490	Advanced Wildland Fire Behavior Calculations	1 semester hour
S-491	National Fire Danger Rating System	1 semester hour
S-492	Long Term Fire Risk Assessment	1 semester hour
S-493	Fire Area Growth Simulation	1 semester hour
S-520	Advanced Incident Management	2 semester hours
S-580	Advanced Fire Use Applications (National Parks & Wilderness Fire Mgmt)	1 semester hour
S-590	Fire Behavior Interpretation	2 semester hours
S-620	Area Command	1 semester hour

National Wildlife Coordinating Group (NWCG) Courses[3] - Lower Division

P-151	Wildfire Origin and Cause Determination	1 semester hour
RX-300	Prescribed Fire for Burn Bosses	1 semester hour
RX-340	Introduction to Fire Effects	1 semester hour
S-190/290	Introduction to Fire Behavior combined with Intermediate Wildland Fire Behavior	1 semester hour
S-390	Intro. to Wildland Fire Behavior Calculations	1 semester hour

1 – Per Colorado State University
2 – Per Colorado State University/Utah State/Northern Arizona University
3 – Per University of Idaho/ Colorado State University/University of Montana

Group Coverage Qualifications Standards for Technical and Medical Support Positions

This qualification standard covers positions in the General Schedule that involve the performance of one-grade interval technical or medical support work. It contains common patterns of creditable experience and education to be used in making qualifications determinations. Related individual occupational requirements are contained in Section IV-B of this manual. Section V of the same manual identifies the occupations that have test requirements.

This standard may also be used for one-grade interval positions other than those listed if the education and experience pattern is determined to be appropriate.

EXPERIENCE AND EDUCATION REQUIREMENTS

The following table shows the amounts of education and/or experience required to qualify for positions covered by this standard.

GRADE	EXPERIENCE OR EDUCATION		
	GENERAL	SPECIALIZED	
GS-1	None	None	None
GS-2	3 months	None	High school graduation or equivalent
GS-3	6 months	None	1 year above high school with course(s) related to occupation, if required
GS-4	6 months	6 months	2 years above high school with courses related to occupation, if required
GS-5	None	1 year equivalent to at least GS-4	4-year course of study above high school leading to a bachelor's degree with courses related to occupation, if required
GS-6 and above	None	1 year equivalent to at least next lower grade level	See NOTE under the Education section

Equivalent combinations of education and experience are qualifying for all grade levels and positions for which both education and experience are acceptable.

While the levels of experience shown for most positions covered by this standard follow the grade level progression pattern outlined in the table, users of the standard should refer to **E.3.***(o)* in the "General Policies and Instructions" (Section II of the manual) for guidance on crediting experience for positions with different lines of progression.

General Experience: (l) Any type of work that demonstrates the applicant's ability to perform the work of the position, or (2) experience that provided a familiarity with the subject matter or processes of the broad subject area of the occupation.

Specialized Experience: Experience that equipped the applicant with the particular knowledge, skills, and abilities (KSA's) to perform successfully the duties of the position, and that is typically in or related to the work of the position to be filled. To be creditable, specialized experience must have been equivalent to at least the next lower grade level. Applicants who have the 1 year of appropriate specialized experience, as indicated in the table, are not required by this standard to have general experience, education above the high school level, or any additional specialized experience to meet the minimum qualification requirements.

Education: High school graduation or the equivalent is qualifying for GS-2.

Successfully completed post-high school education is qualifying for grades GS-3 through GS-5. This education must have been obtained in an accredited business or technical school, junior college, college or university for which high school graduation or the equivalent is the normal prerequisite. One year of full-time undergraduate study is defined as 30 semester hours, 45 quarter hours, or the equivalent in a college or university or at least 20 hours of classroom instruction per week for approximately 36 weeks in a business or technical school.

For some occupations covered by this standard, 6 semester hours of specific courses are included in the l year of education that meets the GS-3 requirements. The 6 semester hours allow for subjects that are common to a broad range

of degree programs, e.g., subjects in the mathematical, physical, or biological sciences. This inclusion corresponds to the second part of the description of general experience, i.e., the subjects provide evidence of a familiarity with the subject matter or processes of the broad subject area of the occupation. At grades GS-4 and above, a portion of the education is usually directly related to the work of the position to be filled. Examples of related courses are provided in the individual occupational requirements where applicable. However, agencies may require other courses if they are considered to be more related to the position to be filled.

NOTE: Graduate education or an internship meets the specialized experience required above GS-5 *only* in those instances where it is directly related to the work of the position. One full year of graduate education meets the requirements for GS-7. Two full years of graduate education or a master's degree meets the requirements for GS-9. One year of full-time graduate education is considered to be the number of credit hours that the school attended has determined to represent 1 year of full-time study. If that information cannot be obtained from the school, 18 semester hours should be considered as satisfying the 1 year of full-time study requirement. Part-time graduate education is creditable in accordance with its relationship to a year of full-time study at the school attended.

Training: Completion of appropriate training such as in-service training programs, training acquired while serving in the Armed Forces, and government-sponsored developmental training programs will be allowed credit on a month-for-month basis, generally through the GS-5 level. Such training meets general or specialized experience requirements depending upon its applicability.

Completion of an intensive, specialized course of study of less than l year may meet in full the experience requirements for GS-3. Courses of this type normally require completion of up to 40 hours per week of instruction rather than the usual 20 hours per week, and are usually of *at least* 3 months duration. Such courses may have been obtained through a variety of programs such as those offered by technical schools and military training programs. To be creditable, such a course must have been designed specifically as career preparation for the work of the position being filled, and must have provided the applicant with the necessary knowledge, skills, and abilities to do the work.

Combining Experience and Education: Equivalent combinations of successfully completed post-high school education and experience are also qualifying. The combinations described below are those most typical for these positions, i.e., for grades GS-3 through GS-5. If education is used to meet specialized experience requirements, then such education must include courses directly related to the work of the position. (When crediting education, prorate the number of hours of related courses required as a proportion of the total education to be used.)

- **For GS-3** level positions, determine the applicant's total qualifying experience as a percentage of the 6 months' experience required for GS-3; then deter-mine the applicant's education as a percentage of the l year of education that meets the requirements for GS-3. Add the two percentages. The total percentage must equal at least 100 percent to qualify an applicant for GS-3.
- **For GS-4** level positions, determine the applicant's total qualifying experience as a percentage of the 1 year of experience required for GS-4; then determine the applicant's education as a percentage of the 2 years of education that meets the requirements for GS-4. Add the two percentages. The total percentage must equal at least 100 percent to qualify an applicant for GS-4.
- **For GS-5** level positions, only education in excess of the first 60 semester hours of a course of study leading to a bachelor's degree is creditable toward meeting the specialized experience requirements. Two full academic years of study, or 60 semester hours, *beyond the second year* is equivalent to l year of specialized

experience. Determine the applicant's total qualifying experience as a percent-age of the year of specialized experience required at the GS-5 level. Then determine the applicant's education as a percentage of the education that meets the requirements for GS-5. Add the two percentages. The total percent-age must equal at least 100 percent to qualify an applicant for GS-5.

The following are examples of how education and experience may be combined. They are examples only, and are not all-inclusive.

- The position to be filled is a Pharmacy Aid, GS-3. An applicant has 2 months of experience and 20 semester hours of college. The applicant meets 33 percent of the required experience and 67 percent of the required education. The applicant meets 100 percent of the total requirements and is qualified for the position.

- The position to be filled is an Industrial Engineering Technician, GS-4. An applicant has 5 months of general experience and 36 semester hours of college. The applicant meets 42 percent of the required experience and 60 percent of the required education. The applicant exceeds 100 percent of the total requirements and is qualified for the position. (This example assumes that education is being used to meet the specialized experience requirements, and that at least 7 of the 36 semester hours are in courses directly related to the work of the position.) Examples of such courses are provided in the individual occupational requirements for the Industrial Engineering Technician Series, GS-895, in Section IV-B.

- The position to be filled is a Recreation Assistant, GS-5. An applicant has 8 months of GS-4 level specialized experience and 80 semester hours of college. The applicant meets 67 percent of the required experience and 33 percent of the required education (i.e., 20 semester hours in excess of the first 60 semester hours). The applicant meets 100 percent of the total requirements and is qualified for the position. At least 8 of the 20 semester hours must be directly related to the work of the position. Examples of such courses are provided in the individual occupational requirements for the Recreation Aid and Assistant Series, GS-189, in Section IV-B.

USING SELECTIVE FACTORS FOR POSITIONS COVERED BY THIS STANDARD

Selective factors must represent knowledge, skills, or abilities that are essential for successful job performance and cannot reasonably be acquired on the job during the period fo orientation/training customary for the position being filled. For example, a requirement for knowledge of microbiological laboratory techniques may be needed immediately to perform the duties of a Biological Technician position in a disease research laboratory. If that is the case, such knowledge could be justified as a selective factor in filling the position.

USING INDIVIDUAL OCCUPATIONAL REQUIREMENTS WITH THIS STANDARD

General experience requirements at the GS-2 and GS-3 levels are described in the group coverage standard so that the applicant pool at those “trainee” levels will be as generally inclusive as possible. Thus, examples of qualifying general experience are not included in the “Individual Occupational Requirements” for positions covered by this qualification standard.

Positions at GS-4 and above require specialized experience, education, or training related to the occupation. Examples of qualifying specialized experience are provided for those occupations where such information is currently available. Examples of qualifying post-high school education or training are also provided.

GS-455 **Range Technician Series** **GS-455**

Use these individual occupational requirements in conjunction with the "Group Coverage Qualification Standard for Technical and Medical Support Positions."

Specialized Experience (for positions at GS-4 and above): In addition to the experience requirements described in the group coverage standard, seasonal experience may also be creditable. A season of experience is considered to be a period of no less than 3 months of continuous employment on a seasonal basis. Shorter periods may be combined to make a season, provided a total of at least 3 months' experience is shown. For any period where the work exceeded 3 months, the excess work is credited towards an additional season of experience. One season of experience is qualifying for GS-2; 2 seasons of experience qualify for GS-3; and 4 seasons of experience qualify for GS-4. Examples of qualifying specialized experience include:

- Work in the conservation, regulation, and use of public or Federally controlled lands for grazing.
- Range research activities.
- Work in the operation of a livestock ranch or in assisting in the management or preservation of lands comparable to the public range.
- Range or forest fire control, prevention, or suppression work.

OR

Education and Training:
For GS-3: Successful completion of 1 year of study that included at least 6 semester hours in a combination of courses such as range management or conservation, agriculture, forestry, wildlife management, engineering, biology, mathematics, or other natural or physical sciences.

For GS-4: Successful completion of 2 years of study that included at least 12 semester hours in any combination of courses such as forestry, agriculture, crop or plant science, range management or conservation, wildlife management, watershed management, soil science, natural resources (except marine fisheries and oceanography), outdoor recreation management, civil or forest engineering, or wildland fire science. No more than 3 semester hours in mathematics is creditable.

For GS-5: Successful completion of a full 4-year course of study leading to a bachelor's degree (a) with major study in forestry, range management, agriculture, or a subject-matter field directly related to the position, or (b) that included at least 24 semester hours in any combination of courses such as those shown above for GS-4. No more than 6 semester hours in mathematics is creditable.

Group Coverage Qualifications Standards for Technical and Medical Support Positions

This qualification standard covers positions in the General Schedule that involve the performance of one-grade interval technical or medical support work. It contains common patterns of creditable experience and education to be used in making qualifications determinations. Related individual occupational requirements are contained in Section IV-B of this manual. Section V of the same manual identifies the occupations that have test requirements.

This standard may also be used for one-grade interval positions other than those listed if the education and experience pattern is determined to be appropriate.

EXPERIENCE AND EDUCATION REQUIREMENTS

The following table shows the amounts of education and/or experience required to qualify for positions covered by this standard.

GRADE	EXPERIENCE OR EDUCATION		
	GENERAL	SPECIALIZED	
GS-1	None	None	None
GS-2	3 months	None	High school graduation or equivalent
GS-3	6 months	None	1 year above high school with course(s) related to occupation, if required
GS-4	6 months	6 months	2 years above high school with courses related to occupation, if required
GS-5	None	1 year equivalent to at least GS-4	4-year course of study above high school leading to a bachelor's degree with courses related to occupation, if required
GS-6 and above	None	1 year equivalent to at least next lower grade level	See NOTE under the Education section

Equivalent combinations of education and experience are qualifying for all grade levels and positions for which both education and experience are acceptable.

While the levels of experience shown for most positions covered by this standard follow the grade level progression pattern outlined in the table, users of the standard should refer to **E.3.***(o)* in the "General Policies and Instructions" (Section II of the manual) for guidance on crediting experience for positions with different lines of progression.

General Experience: (l) Any type of work that demonstrates the applicant's ability to perform the work of the position, or (2) experience that provided a familiarity with the subject matter or processes of the broad subject area of the occupation.

Specialized Experience: Experience that equipped the applicant with the particular knowledge, skills, and abilities (KSA's) to perform successfully the duties of the position, and that is typically in or related to the work of the position to be filled. To be creditable, specialized experience must have been equivalent to at least the next lower grade level. Applicants who have the 1 year of appropriate specialized experience, as indicated in the table, are not required by this standard to have general experience, education above the high school level, or any additional specialized experience to meet the minimum qualification requirements.

Education: High school graduation or the equivalent is qualifying for GS-2.

Successfully completed post-high school education is qualifying for grades GS-3 through GS-5. This education must have been obtained in an accredited business or technical school, junior college, college or university for which high school graduation or the equivalent is the normal prerequisite. One year of full-time undergraduate study is defined as 30 semester hours, 45 quarter hours, or the equivalent in a college or university or at least 20 hours of classroom instruction per week for approximately 36 weeks in a business or technical school.

For some occupations covered by this standard, 6 semester hours of specific courses are included in the l year of education that meets the GS-3 requirements. The 6 semester hours allow for subjects that are common to a broad range of degree programs, e.g., subjects in the mathematical, physical, or biological sciences. This inclusion corresponds to the second part of the description of general experience, i.e., the subjects provide evidence of a familiarity with the subject matter or processes of the broad subject area of the occupation. At grades GS-4 and above, a portion of the education is usually directly related to the work of the position to be filled. Examples of related courses are provided in the individual occupational requirements where applicable. However, agencies may require other courses if they are considered to be more related to the position to be filled.

NOTE: Graduate education or an internship meets the specialized experience required above GS-5 *only* in those instances where it is directly related to the work of the position. One full year of graduate education meets the requirements for GS-7. Two full years of graduate education or a master's degree meets the requirements for GS-9. One year of full-time graduate education is considered to be the number of credit hours that the school attended has determined to represent 1 year of full-time study. If that information cannot be obtained from the school, 18 semester hours should be considered as satisfying the 1 year of full-time study requirement. Part-time graduate education is creditable in accordance with its relationship to a year of full-time study at the school attended.

Training: Completion of appropriate training such as in-service training programs, training acquired while serving in the Armed Forces, and government-sponsored developmental training programs will be allowed credit on a month-for-month basis, generally through the GS-5 level. Such training meets general or specialized experience requirements depending upon its applicability.

Completion of an intensive, specialized course of study of less than l year may meet in full the experience requirements for GS-3. Courses of this type normally require completion of up to 40 hours per week of instruction rather than the usual 20 hours per week, and are usually of *at least* 3 months duration. Such courses may have been obtained through a variety of programs such as those offered by technical schools and military training programs. To be creditable, such a course must have been designed specifically as career preparation for the work of the position being filled, and must have provided the applicant with the necessary knowledge, skills, and abilities to do the work.

Combining Experience and Education: Equivalent combinations of successfully completed post-high school education and experience are also qualifying. The combinations described below are those most typical for these positions, i.e., for grades GS-3 through GS-5. If education is used to meet specialized experience requirements, then such education must include courses directly related to the work of the position. (When crediting education, prorate the number of hours of related courses required as a proportion of the total education to be used.)

- **For GS-3** level positions, determine the applicant's total qualifying experience as a percentage of the 6 months' experience required for GS-3; then deter-mine the applicant's education as a percentage of the l year of education that meets the requirements for GS-3. Add the two percentages. The total percentage must equal at least 100 percent to qualify an applicant for GS-3.
- **For GS-4** level positions, determine the applicant's total qualifying experience as a percentage of the 1 year of experience required for GS-4; then determine the applicant's education as a percentage of the 2 years of education that meets the requirements for GS-4. Add the two percentages. The total percentage must equal at least 100 percent to qualify an applicant for GS-4.
- **For GS-5** level positions, only education in excess of the first 60 semester hours of a course of study leading to a bachelor's degree is creditable toward meeting the specialized experience requirements. Two full academic years of study, or 60 semester hours, *beyond the second year* is equivalent to l year of specialized experience. Determine the applicant's total qualifying experience as a percentage of the year of specialized experience required at the GS-5 level. Then determine the applicant's education as a percentage of the education that meets the requirements for GS-5.

Add the two percentages. The total percent-age must equal at least 100 percent to qualify an applicant for GS-5.

The following are examples of how education and experience may be combined. They are examples only, and are not all-inclusive.

- The position to be filled is a Pharmacy Aid, GS-3. An applicant has 2 months of experience and 20 semester hours of college. The applicant meets 33 percent of the required experience and 67 percent of the required education. The applicant meets 100 percent of the total requirements and is qualified for the position.
- The position to be filled is an Industrial Engineering Technician, GS-4. An applicant has 5 months of general experience and 36 semester hours of college. The applicant meets 42 percent of the required experience and 60 percent of the required education. The applicant exceeds 100 percent of the total requirements and is qualified for the position. (This example assumes that education is being used to meet the specialized experience requirements, and that at least 7 of the 36 semester hours are in courses directly related to the work of the position.) Examples of such courses are provided in the individual occupational requirements for the Industrial Engineering Technician Series, GS-895, in Section IV-B.
- The position to be filled is a Recreation Assistant, GS-5. An applicant has 8 months of GS-4 level specialized experience and 80 semester hours of college. The applicant meets 67 percent of the required experience and 33 percent of the required education (i.e., 20 semester hours in excess of the first 60 semester hours). The applicant meets 100 percent of the total requirements and is qualified for the position. At least 8 of the 20 semester hours must be directly related to the work of the position. Examples of such courses are provided in the individual occupational requirements for the Recreation Aid and Assistant Series, GS-189, in Section IV-B.

USING SELECTIVE FACTORS FOR POSITIONS COVERED BY THIS STANDARD

Selective factors must represent knowledge, skills, or abilities that are essential for successful job performance and cannot reasonably be acquired on the job during the period fo orientation/training customary for the position being filled. For example, a requirement for knowledge of microbiological laboratory techniques may be needed immediately to perform the duties of a Biological Technician position in a disease research laboratory. If that is the case, such knowledge could be justified as a selective factor in filling the position.

USING INDIVIDUAL OCCUPATIONAL REQUIREMENTS WITH THIS STANDARD

General experience requirements at the GS-2 and GS-3 levels are described in the group coverage standard so that the applicant pool at those “trainee” levels will be as generally inclusive as possible. Thus, examples of qualifying general experience are not included in the “Individual Occupational Requirements” for positions covered by this qualification standard.

Positions at GS-4 and above require specialized experience, education, or training related to the occupation. Examples of qualifying specialized experience are provided for those occupations where such information is currently available. Examples of qualifying post-high school education or training are also provided.

Use these individual occupational requirements in conjunction with the "Group Coverage Qualification Standard for Technical and Medical Support Positions. "

Specialized Experience- (for positions at GS-4 and above): In addition to the experience requirements described in the group coverage standard, seasonal experience may also be creditable. A season of experience is considered to be a period of no less than 3 months of continuous employment on a seasonal basis. Shorter periods may be combined to make a season, provided a total of at least 3 months' experience is shown. For any period where the work exceeded 3 months, the excess work is credited towards an additional season ofexperience. One season of experience is qualifying for GS-2; 2 seasons of experience qualify for GS-3; and 4 seasons of experience qualify for GS-4. Examples of qualifying specialized experience include:

- Forestry aid or technician work.
- Engineering, range, or soil conservation technician work that involved the application of cultural, resource conservation, or land management practices on nonforest or ranch lands when combined with knowledge of forestry operations and equipment.
- Farming or ranching work that involved application of cultural and soil and water conservation practices, including safety and use of equipment, and that provided a basic understanding of land use.
- Forest or range fire control, prevention, or suppression work.

OR

Education and Training:

For GS-3: Successful completion of 1 year of study that included at least 6 semester hours in a combination of courses such as range management or conservation, agriculture, forestry, wildlife management, engineering, biology, mathematics, or other natural or physical sciences.

For GS-4: Successful completion of 2 years of study that included at least 12 semester hours in any combination of courses such as forestry, agriculture, crop or plant science, range management or conservation, wildlife management, watershed management, soil science, natural resources (except marine fisheries and oceanography), outdoor recreation management, civil or forest engineering, or wildland fire science. No more than 3 semester hours in mathematics is creditable.

For GS-5: Successful completion of a full 4-year course of study leading to a bachelor's degree (a) with major study in forestry, range management, agriculture, or a subject-matter field directly related to the position, or (b) that included at least 24 semester hours in any combination of courses such as those shown above for GS-4. No more than 6 semester hours in mathematics is creditable.

FOR DEPARTMENT OF THE INTERIOR POSITIONS WITH PILOT DUTIES

Applicants must:

- Possess a current FAA Commercial Airman Certificate with ratings appropriate for the duties performed;
- Possess an instrument rating;
- Have completed a minimum of 500 hours of flight time as Pilot-in-Command and 25 hours of flight time as Pilot-in-Command at night; and
- Possess a current Class 11 Medical Certificate.

INDIVIDUAL POSITION STANDARD AND GUIDE

The following individual position standard and guide includes these components:

- Minimum Qualifications Standards
- Employee Development Training
- Competency Descriptors: Common Competencies, and Position Competencies
- Key Performance Elements

The **"Minimum Qualifications Standards"** are used in a variety of ways.

- For identifying minimum qualifications on vacancy announcements
- For recruitment crediting plans
- For identifying OPM series standard requirements
- For determining minimum grade levels
- For identifying any specialized experience requirements
- For identifying NWCG Incident Management Qualifications requirements
- For identifying "additional required training" for a position, beyond that required for NWCG Incident Management Qualifications
- As guides for employees when constructing Employee Development Plans for future positions

"Additional Required Training" identifies training that is required prior to being considered qualified for a position. It cannot be challenged. An agency equivalent course may be used as a substitute when that course meets or exceeds a required course's learning and performance objectives.

"Employee Development Training" identifies training that assists an employee in meeting position competencies, in addition to training that is required. It is recognized that training is not the only way of obtaining competencies, but the identified courses do provide many, though not necessarily all, of the knowledge and skills needed to meet position competencies.

The "Common Competency Descriptors for All Positions" is intended to supplement each position "Competency Descriptor." They are competencies needed for most positions. Employees obtain these "Common Competencies" through personal education and experiences, through agency orientation and mission renewal programs, and through interaction with peers, teams, and supervisors.

These "Competency Descriptors/Common Competency Descriptors" are used in a variety of ways.

- Constructing Employee Development Plans
- Developing Recruitment Crediting Plans
- Evaluating employee performance

The "Standard Key Performance Elements" are to be used to evaluate employee performance, in conjunction with "Competency Descriptors." These "Performance Elements" are defined as a mission-based outcome or end product that is essential to overall success of the position. Not surprisingly, these "Performance Elements" are derived from the major elements of the "Competency Descriptors."

MINIMUM QUALIFICATIONS STANDARDS

The following "Minimum Qualifications Standards" are established, meeting the direction outlined in the Implementation Action Plan Report of the 1995 Federal Fire Policy Review. Action Items # 27, 62 and 63 from that Action Plan specifically direct the establishment and utilization of these standards by federal wildland fire management agencies.

- Applicants must meet the appropriate Office of Personnel Management (OPM) qualification standards AND the Interagency Fire Program Management (IFPM) standards before being placed in a key fire management position.

- Applicants must attain all identified competencies within three years of being placed into the position. Until competencies are met, employees must be supervised by employees who meet the qualification standards above and all identified competencies.

- To meet these minimum standards, all identified "Minimum Qualifications Standards" components ("OPM Standard Requirements," "Specialized Experiences," "Additional Required Training" and "NWCG Incident Management Qualifications") must be met.

- These "Minimum Qualification Standards" must be used when recruiting for vacant positions. "Specialized Experience," "Required Training," and "NWCG Incident Management Qualifications" requirements are assumed to be cumulative as complexity increases within a position. For example, requirements for a high complexity unit fire program manager include the requirements for moderate and low complexity unit fire program managers.

- Where NWCG Incident Management Qualifications are shown, they relate to minimum incident management skills required to manage the local program on the unit. The assumption is made that if higher incident management skills are needed to manage an incident, they would be ordered through the standard resource ordering process.

- Differing complexity levels are identified for the Wildland Fire Operations Specialist, Prescribed Fire & Fuels Specialist, Prevention & Education Specialists, and Dispatcher series positions. There is a transition level identified, from technician to professional, for these positions.

- "Employee Development Training" identifies training that assists an employee in meeting position competencies, in addition to training that is required. It is recognized that training is not the only way of obtaining competencies, but the identified courses do provide many, though not necessarily all, of the knowledge and skills needed to meet position competencies.

- Each Minimum Qualification Standard is identified by the fire organizational title. The formal classification title will be based on the appropriate job series.

MINIMUM QUALIFICATION STANDARDS

NATIONAL FIRE PROGRAM MANAGER

OPM Standard Requirements – GS-401

Bachelor's degree in biological sciences, agriculture, natural resource management, or a related discipline appropriate to the position being filled; OR a combination of education and experience as defined in the Supplemental Qualification Standard for the GS-0401 Fire Management Specialist. Additional information can be obtained from OPM's Qualification Standards Operating Manual, Group Coverage Qualification Standard for Professional and Scientific Positions and the Individual occupational requirements for the 401 series. The Supplemental Qualification Standard for the GS-0401 Fire Management Specialist and assistance in interpreting the standard are posted at http://www.nifc.gov/training_quals/IFPM/ifpm.htm
OPM's Qualification Standards Operating Manual is posted at http://www.opm.gov/qualifications/

Recommended minimum grade level GS-14

Specialized Experience - Applicants must have a minimum of one year of creditable specialized wildland fire management experience equivalent to the next lower grade level.

Specialized experience is that experience which has provided the applicant with the particular knowledge, skills, and abilities necessary to successfully function in the wildland fire management position applied for. Possession of the particular knowledge, skills, and abilities can be evidenced by:

- reviewing and evaluating fire management plans for ecological soundness and technical adequacy.
- conducting field inspections before and after prescribed or wildland fires to determine if objectives were achieved and/or evaluate the effectiveness of actions taken.
- developing analyses on the ecological role of fire and its use and/or exclusion, and smoke management.

In addition to fire program management, appropriate experience must have included either prescribed fire/fuels management - OR - fire management operations as described below:

Prescribed fire/fuels management - experience in a broad range of activities such as:

- inventory methods and procedures
- fuel treatment methods and programming
- land use planning and environmental coordination
- evaluating prescribed burn plans or fire management plans to ensure containment is possible and identify contingencies if containment is not obtained.

Fire management operations - analyzing and applying fire management strategies, plus experience in at least five of the following activities:

- mobilization and dispatch coordination
- fire prevention and education
- training
- logistics
- equipment development and deployment
- fire communication systems
- suppression and preparedness
- aviation

The above specialized experiences may be evidenced by the following or similar positions:

Unit Fire Program Manager

OR

Geographic Area Fire Program Manager

OR

National-level fire program staff lead

OR

Experience as an Agency Administrator of a unit having a fire program

OR

Experience as an immediate supervisor of a Unit Fire Program Manager or of a Geographic Area Fire Program Manager

NWCG Incident Management Qualifications - Currency Not Required

Command:	Incident Commander, Type 3 (ICT3), and Type 2 Command and General Staff position
AND	
Operations:	Task Force Leader (TFLD)
AND	
Prescribed Fire:	Prescribed Fire Burn Boss, Type 2 (RXB2)

Additional required training as presented in the following courses or agency equivalent:

- "Fire Program Management," or "Local Fire Management Leadership" or "Fire Management Leadership"

EMPLOYEE DEVELOPMENT TRAINING

NATIONAL FIRE PROGRAM MANAGER

Employee should receive the following developmental training, (or agency equivalent) to fully achieve competencies:

- I-300 “Intermediate ICS”
- I-400 “Advanced ICS”
- M-580 “Fire in Ecosystem Management”
- S-491 “National Fire Danger Rating System”
- S-580 “Advanced Fire Use Applications”/“National Park & Wilderness Fire Management”
- 40-hour Supervisory Training
- Agency fire planning and budgeting process training
- Aviation safety, operations, and management training
- Leadership and organizational skills training
- “Multi-Agency Coordination Group”
- National Environmental Policy Act (NEPA) Training

COMPETENCY DESCRIPTORS

A "competency" is defined as a combination of knowledge, skills and abilities which, when acquired, allows a person to perform a task or function at a specifically defined level of proficiency.

A "common competency" is one that describes the knowledge, skills and abilities found in most or all key fire management positions identified in this Guide.

Competencies are described in terms of three "Expertise Levels" (working, journey, and expert). The appropriate level of expertise for that particular competency is indicated under the relevant level of complexity. Expertise level definitions and an example of expertise and complexity levels are included on the first page of each "Competency Descriptor."

> **NOTE:** The "working" level of expertise identified in the "Competency Descriptors" is defined as the minimum level of experience and/or training that it takes to produce work of acceptable quality and meet safety standards.
>
> It is **not** intended that a prospective job applicant have all the defined competencies in their entirety when first selected for any position at any level (unless the hiring unit so chooses, and indicates same in a vacancy announcement). It **is** intended that the employee achieve all indicated competencies before being considered at a full-performance level. Timelines for achieving full-performance level standards should be specified in vacancy announcements and other personnel documents.

The Common Competency Descriptors are intended to supplement each position's Competency Descriptor; the two should be used together. Employees obtain these common competencies through personal education and experiences, through agency orientation and mission renewal programs, and through interaction with peers, teams, and supervisors.

The "Competency Descriptors" may be used in a variety of ways:

- Constructing Employee Development Plans
- Developing Recruitment Crediting Plans, supplementing the "Minimum Qualification Standards"
- Evaluating employee performance, supplementing the "Standard Key Performance Elements"

COMMON COMPETENCY DESCRIPTORS FOR NATIONAL FIRE PROGRAM MANAGER

All Positions Descriptor

The following Common Competencies are needed across most positions and at the entry level of positions by every employee. Employees obtain these Common Competencies through personal education and experiences, through agency orientation and mission renewal programs, and through interaction with peers, teams, and supervisors. These competencies must be taken in context of a particular position for scope and complexity.

Core competencies (skill levels) that do not change due to program complexity do not reappear in the individual position descriptions. If program complexity changes the skill level required, then the competency will appear with the appropriate expertise level described, using such language as “comprehensive” or “expert.”

EXPERTISE LEVELS DEFINITIONS

WORKING - W	JOURNEY - J	EXPERT - E
Definition: The minimum level of experience and/or training that it takes to produce work of acceptable quality.	**Definition:** Has sufficient experience to be considered a seasoned employee. Is skilled in performing the more difficult tasks related to the function. Has received advanced training in the function.	**Definition:** Reflects the quality of experience and/or training needed to perform the most challenging aspects of the position.

I. Mission Comprehension

Description

This competency requires background and understanding of the agency enabling legislation and its ramifications, and additional responsibilities that have historically evolved.

Outline

A. Describe the agency's historical background and mission evolution.

Competencies	National Fire Program Manager
Knowledge of the agency's historical background and mission evolution.	**J**
Knowledge of enabling legislation and other acts affecting agency's mission.	**J**
Ability to describe the historical background of the agency.	**J**
Ability to explain the purpose of the agency.	**J**

B. Identify relevant agency mandates.

Competencies	National Fire Program Manager
Knowledge of existing mandates and resolutions.	**J**

C. Define the purpose of limits within the agency.

Competencies	National Fire Program Manager
Knowledge of social, political and fiscal limits within the agency.	**J**

II. Agency Orientation

Description

This competency requires a comprehension of the structure and organization of the agency's organizational levels; an understanding of the structure and organization of the Departments of Agriculture or Interior and its place in the federal government; and the development of an insight into an individual employee's role in the agency in particular, and in the federal government in general.

Outline

A. Describe the structure and organization of the Department of Agriculture or Interior.

Competencies	National Fire Program Manager
Knowledge of the basics of government structure and function.	**J**
Knowledge of the structure and function of the Department of the Interior or the Department of Agriculture.	**J**
Knowledge of applicable Code of Federal Regulations.	**J**
Ability to describe the relationship of the agency to the Department of the Interior or the Department of Agriculture.	**E**

B. Describe the structure and the organization of the agency.

Competencies	National Fire Program Manager
Knowledge of how goals and strategies provide structured guidance towards accomplishing an agency's mission.	**J**
Knowledge of agency organizational structures.	**E**
Ability to define how the agency relates on an interagency basis.	**E**

III. Resource Stewardship

Description

This competency requires an understanding of the natural, cultural, and historical resources protected; the range in responsibilities in managing these resources in the context of fire management; the individual's role in resource stewardship; and the ability to work with partners outside the agency to promote resource stewardship.

Outline

A. Describe federal stewardship of natural resources.

Competencies	National Fire Program Manager
Knowledge of federal legislation regarding resource management such as National Environmental Policy Act, Clean Air Act, Wilderness Act, Threatened and Endangered Species Act and the Natural Historical Preservation Act.	**E**
Knowledge of environmental, technical, social consequences of proposed decisions and actions.	**E**
Knowledge of public perceptions of the risks and the benefits of resource alternative strategies.	**E**
Knowledge of the role of scientific knowledge and advanced technologies.	**E**
Ability to learn current natural resources policy initiatives.	**E**

B. Identify resources protected by the agency and describe the responsibilities in managing these resources.

Competencies	National Fire Program Manager
Knowledge of natural, cultural, and historical resources managed by the agency.	**E**
Knowledge of ecosystem management and the ecological response to the presence or absence of fire.	**E**
Knowledge of the agency planning process and how it contributes to resource stewardship.	**E**
Ability to articulate the agency stewardship function.	**E**

C. Define the sustainable practices philosophy.

Competencies	National Fire Program Manager
Knowledge of agency multiple use acts.	**E**
Knowledge of related fields such as forestry, range, wildlife, botany, soils and water (hereafter referred to as resources).	**J**
Knowledge of how different resources contribute to sustainable practices.	**W**
Ability to describe how different resources interact.	**W**
Ability to define sustainability in the context of overall resource management.	**J**

D. Define the employee's role in resource stewardship.

Competencies	National Fire Program Manager
Knowledge of agency's workforce resource priorities.	**E**
Ability to explain the individual's role in supporting the agency's stewardship function.	**J**
Ability to implement agency priorities within an individual's work assignments.	**E**

E. Recognize the positive purposes of interagency partnerships.

Competencies	National Fire Program Manager
Knowledge of fire management partnership benefits.	**E**
Knowledge of cooperating agencies' missions, organizations, and operating procedures.	**J**
Knowledge of why the agency needs and interacts with partners to fulfill its resource stewardship role.	**E**
Ability to participate in interagency workshops and other project processes.	**E**
Ability to recognize the value of interagency fire management cooperation to meet fire management program goals.	**E**

IV. Fundamental Values

Description

This competency focuses on the employee's ability to exhibit positive attitudes and behaviors to accomplish an assigned job and to contribute to the overall health of the organization. These attitudes and behaviors include teamwork; ethical behavior towards people and the organization; support of cultural diversity, accessibility, and fairness issues in the workplace; and an attitude towards safe behavior for one's self and for others.

The safety competency identifies an understanding of the environmental and workplace hazards of the wildland fire environment. It focuses on the employee's ability to provide leadership and direction in recognition and the mitigation of these hazards, using all applicable laws, policies and guidelines. Utilizing this approach, a passion for safety will be instilled with zero tolerance for unsafe acts. All employees will be personally accountable for safety.

Outline

A. Supervise and develop employees.

Competencies	National Fire Program Manager
Knowledge of personnel hiring, pay, discipline, and termination procedures.	**J**
Knowledge of methods and techniques of personal motivation, organization, supervision, and evaluation in order to emphasize accountability.	**J**
Knowledge of the processes and sources of training.	**J**
Skill in carrying out proper fiscal and accountable actions.	**E**
Skill in practicing the commonly accepted individual values of performance, commitment, interdependence, authority, responsibility, accountability, choice, risk management, and excellence.	**J**
Skill in applying the accepted principles of delegation.	**J**
Ability to conduct oneself in an ethical manner.	**J**
Ability to apply sound personnel management skills to include supervision, coaching, training, motivation, and evaluation.	**J**
Ability to transmit high performance expectations and to follow up on personnel accomplishments.	**E**
Ability to impart self-confidence and empowerment.	**E**
Ability to initiate recommendations for change.	**E**
Ability to assess personal attitudes towards others and one's employer.	**J**
Ability to develop new insights into situations in order to improve the situation, increase efficiencies, or to mitigate safety problems.	**E**
Ability to create effective standards and operating procedures for personnel safety.	**E**

B. Implement safe workplace practices.

Competencies	National Fire Program Manager
Knowledge of agency laws, policies, and guidelines such as NWCG's Standard Firefighting Orders and Watch Out Situations.	**E**
Knowledge of wildland fire hazards.	**E**
Knowledge of wildland fire safety practices and procedures.	**E**
Knowledge of basic first aid procedures.	**W**
Knowledge of hazard and risk analysis requirements for such areas as human factors, fuels, weather, topography, aviation, mechanized equipment, and hazardous materials.	**E**
Skill in applying basic first aid procedures.	**W**
Skill in using educational and certification processes to impart a passion for safety.	**J**
Skill in using safety related education programs with the focus on training and performance certification.	**J**
Ability to recognize and correct unsafe practices and conditions.	**J**

C. Identify workplace accessibility issues.

Competencies	National Fire Program Manager
Knowledge of Americans with Disabilities Act requirements.	**W**
Ability to make reasonable accommodation for disabled persons.	**W**

D. Describe the guiding principles of time management.

Competencies	National Fire Program Manager
Knowledge as to how time management affects one's personal well being and stress level.	**W**
Knowledge of the impact of internal and external influences on available time and time choices.	**W**
Ability to understand how individual factors of values, priorities, and goals affect time choices.	**W**
Ability to define the difference between internal and external prime time.	**W**
Ability to develop an effective time management strategy.	**J**
Ability to monitor time spent and make adjustments as needed.	**J**

E. Describe the agency's management culture.

Competencies	National Fire Program Manager
Knowledge of the agency's values and philosophy.	**E**
Knowledge of external influences on the agency's mission, budget, and operational procedures.	**E**
Ability to define those elements of the management culture that have an effect on meeting one's job performance requirements.	**E**

F. Implement cultural diversity, equal opportunity and civil rights policies.

Competencies	National Fire Program Manager
Knowledge of appropriate act requirements to include the Equal Opportunity Act, Civil Rights Act, Age Discrimination in Employment Act, Rehabilitation Act, 29 CFR 1604.11(a) Sexual Harassment.	**J**
Skill in carrying out supervisory and leadership responsibilities relevant to the workplace acts.	**J**

V. Leadership

Description

This competency requires a comprehension of the basics of leadership.

Outline

A. Demonstrate appropriate leadership skills to meet agency goals and safe operating procedures.

Competencies	National Fire Program Manager
Knowledge of acceptable leadership characteristics.	**E**
Knowledge of delegation as a leadership and team building tool.	**E**
Knowledge of management styles most appropriate to deal with internal and external controls.	**E**
Knowledge of the steps of effective conflict resolution.	**E**
Ability to function as an effective team member.	**E**
Ability to recognize changing conditions, develop alternative strategies, and take appropriate action.	**E**
Ability to be decisive in leadership roles.	**E**

Competencies	National Fire Program Manager
Ability to define one's leadership style.	**J**
Ability to adjust one's leadership style to meet the agency mission.	**E**
Ability to describe how the development levels of followers affect one's leadership style.	**J**
Ability to understand and apply the basic styles of conflict resolution such as avoiding, accommodating, compromising, competing, and collaborating.	**E**

VI. Problem Solving Skills

Description

This competency deals with the ability to analyze, build consensus, make decisions, and practice innovation in various aspects of the job.

Outline

A. Analyze a situation, determine alternative solutions, and recommend a course of action.

Competencies	National Fire Program Manager
Knowledge of assessment skills.	**E**
Knowledge of how a situation deviates from the norm or a standard.	**E**
Knowledge of factors contributing to a problem.	**E**
Skill in distinguishing between relevant and irrelevant information and making logical judgments.	**E**
Skill in collecting, grouping contributing factors.	**J**

Competencies	National Fire Program Manager
Ability to narrow the problem area.	**J**
Ability to use sound reasoning to arrive at a conclusion.	**E**

B. Make sound and well-informed decisions.

Competencies	National Fire Program Manager
Knowledge of organizational goals and objectives.	**E**
Knowledge of organizational policies and guidelines.	**E**
Skill in identifying the impact and implications of decisions.	**E**
Ability to quantify costs of decisions.	**E**
Ability to describe the rationale for a decision.	**J**

C. Identify and mitigate stressful influences.

Competencies	National Fire Program Manager
Knowledge of stress indicators.	**J**
Skill in recognizing the impacts of stress on the functions of supervision and leadership.	**J**
Skill in mitigating stressful situations.	**E**
Ability to minimize negative personal impacts.	**J**

D. Utilize facilitation skills to resolve problems and promote consensus.

Competencies	National Fire Program Manager
Knowledge of group processes.	**E**
Knowledge of the five basic styles of conflict resolution.	**W**
Skill in building group consensus to meet objectives through give and take.	**E**
Ability to foster commitment.	**E**
Ability to negotiate to find mutually acceptable solutions.	**E**
Ability to encourage and receive cooperation.	**E**
Ability to gain cooperation from others to obtain information and accomplish goals.	**E**

VII. Communication Skills

Description

This competency relates to the ability to communicate effectively with the public and employees in writing and speech; to work as an effective team member; to use interpersonal skills to become an effective employee; and to exhibit basic computer capabilities.

Outline

A. Communicate effectively.

Competencies	National Fire Program Manager
Knowledge of effective listening, speaking, and writing skills.	**E**

Competencies	National Fire Program Manager
Knowledge of the characteristics of effective written communications.	**J**
Knowledge of communication methods used by the supervisor.	**J**
Knowledge of how a team communicates to accomplish a common goal.	**J**
Knowledge of basic computer keyboard requirements.	**J**
Knowledge of computer data entry and retrieval.	**J**
Skill in writing basic letters and reports and filling out basic forms for routine agency operations.	**J**
Ability to identify the types of non-verbal communication methods.	**W**
Ability to express facts and ideas in writing in a succinct and organized manner.	**E**
Ability to define the speaker, listener, and observer tasks in communications.	**J**
Ability to facilitate an open exchange of information.	**E**
Ability to identify the conditions necessary for accurate and effective communications.	**J**
Ability to consider and respond appropriately to the needs, feelings, and capabilities of others, and adjust communication approaches to suit different people and situations.	**J**
Ability to perform computer technological skills such as word processing, electronic mail, and Internet processes.	**J**
Ability to explain agency programs and procedures in understandable terms to individuals and groups.	**E**

VIII. Personal Development and Planning

Description

This competency considers an individual being able to work with subordinates or a supervisor. It considers an agency's plan for charting a course of action for developing an individual.

Outline

A. Meet agency physical and mental fitness requirements.

Competencies	National Fire Program Manager
Knowledge of National Wildfire Coordinating Group and agency requirements.	**E**
Ability to utilize a physical training program to enhance physical and mental fitness.	**J**
Ability to perform duties under stressful and adverse operating conditions, such as long work hours, heavy workloads, emergency situations, adverse working and environmental conditions.	**J**
Ability to recognize fitness potential in subordinates and provide opportunities to achieve this potential.	**W**

B. Set individual career goals and implement self-directed course of action.

Competencies	National Fire Program Manager
Knowledge of career development strategies.	**J**
Knowledge of self-direction capabilities.	**J**
Knowledge of agency and interagency opportunities and requirements for potential advancement.	**J**
Skill in demonstrating a belief in one's own abilities and ideas.	**J**
Ability to set personal goals for career development and implement actions to obtain them.	**J**

Competencies	National Fire Program Manager
Ability to use a performance appraisal to assess one's performance strengths and weaknesses to lead toward improvement.	**J**
Ability to develop self-motivation.	**J**
Ability to seek feedback from others and opportunities for self-learning and development.	**J**
Ability to perform a personal role assessment, which would lead to monitoring behavior patterns associated with the functions performed.	**J**

IX. Agency Operations

Description

This competency requires a comprehension of the basic operations of an agency, especially at the local level; and how these operations interact to fulfill the missions, planning and budgetary processes and agency purpose.

Outline

A. Apply basic principles of appropriation law.

Competencies	National Fire Program Manager
Knowledge of appropriation law relevant to supervisory and leadership roles.	**E**
Knowledge of the aspects of appropriation law pertinent to the expenditure of funds and relative to the agency mission.	**E**
Knowledge of agency fiscal regulations.	**E**
Ability to describe the budget authority relevant to supervisory and leadership roles.	**E**
Ability to describe the purpose of an obligation.	**J**

B. Implement and evaluate financial activities.

Competencies	National Fire Program Manager
Knowledge of agency financial regulations, policies and guidelines.	**E**
Knowledge of interagency fire business management practices and procedures.	**E**
Knowledge of required fiscal documentation.	**E**
Ability to apply appropriate fiscal procedures.	**E**

C. Apply appropriate technology.

Competencies	National Fire Program Manager
Knowledge of existing fire information databases and software applications.	**E**
Knowledge of current technology and the impact of technological changes on the organization.	**E**
Ability to apply technologies on the job.	**J**
Ability to identify various sources available that enable supervisors to keep current on technological advances.	**J**
Ability to describe one's role in information and technological exchange.	**J**

D. Develop and maintain agency and interagency operations.

Competencies	National Fire Program Manager
Knowledge of the various aspects of local unit interactions and how they work together to accomplish the agency and local unit missions.	**E**
Knowledge of the external agency operations.	**E**
Knowledge of the customer consultation process.	**J**
Knowledge of agency Cooperative Agreements, Memorandums of Understanding.	**E**
Knowledge of the organization and the function of cooperative interagency fire organizations such as NWCG, NICC, GACC, state, tribal, and local organizations.	**E**
Ability to provide input into cooperative agreements, MOUs, and MOAs.	**E**
Ability to participate at the appropriate level in interagency workshops and seminars.	**J**

E. Initiate and participate in agency and interagency interdisciplinary planning processes.

Competencies	National Fire Program Manager
Knowledge of what constitutes a correctly written objective.	**J**
Knowledge of how goals and strategies provide structured guidance in accomplishing an agency's mission.	**E**
Knowledge of agency's priorities.	**E**
Knowledge of how an agency's planning system causes a timely reconsideration of priorities.	**E**
Skill in providing input into objective writing.	**J**
Skill in restructuring priorities to meet goals or objectives.	**E**
Ability to review portions of plans and provide input.	**E**

F. Utilize agency qualifications and certification procedures.

Competencies	National Fire Program Manager
Knowledge of agency and interagency qualification and certification standards and procedures adopted by the National Wildfire Coordinating Group (NWCG).	**E**
Knowledge of position task book requirements.	**J**
Ability to maintain position qualification.	**J**

X. Program/Project Progress Monitoring and Evaluation

Description

These competencies are related in terms of adjusting program operations in a timely manner. Progress is directed to carrying out quantifiable objectives. Monitoring that part of the operation identifies whether the objectives are valid, understood, and whether the employee is capable of performing the tasks.

Outline

A. Implement measurement systems that accurately track results.

Competencies	National Fire Program Manager
Knowledge of agency performance requirements.	**E**
Knowledge of basic wildland fire program requirements.	**E**
Knowledge of fire operations/prescribed fire tools and equipment.	**J**
Knowledge of reporting requirements and procedures.	**E**
Ability to implement the common monitoring techniques of feedback and personal observation used in evaluating a project's progress.	**J**

B. Evaluate results against program objectives.

Competencies	National Fire Program Manager
Knowledge of evaluative processes and procedures.	**J**
Ability to analyze organizational performance relative to given objectives.	**E**
Ability to recognize how objectives establishing the direction efforts are to be focused and the criteria for measuring success.	**E**

Competency Descriptors for National Fire Program Manager

National Fire Program Manager Position Descriptor

A National Fire Program Manager develops national fire management policies, guidance, and oversight to the agency and respective geographic area fire program managers for the protection and enhancement of the wildland environment. A national fire program manager oversees the integration of fire-related environmental, social, political, economic and technological information into land management activities to meet desired agency objectives. A national fire program manager has significant interaction with congressional, departmental, and judicial entities, as well as interagency counterparts, for policy and budgetary development purposes. The manager initiates most actions based upon his/her experience in and knowledge of the functional and programmatic responsibilities. The supervisor provides direction in terms of broad-mission objectives concerning major policies and administrative matters.

Guiding principles: Competency Descriptors addressed in this document will be the standard for all fire management functions at this level. Any assigned subordinate staff positions having similar duties as herein described, would utilize elements within this document. Competency descriptions for such assigned subordinate staff will not be separately identified.

EXPERTISE LEVELS DEFINITIONS

WORKING – W

Definition: The minimum level of experience and/or training that it takes to produce work of acceptable quality.

JOURNEY – J

Definition: Has sufficient experience to be considered a seasoned employee. Is skilled in performing the more difficult tasks related to the function. Has received advanced training in the function.

EXPERT – E

Definition: Reflects the quality of experience and/or training needed to perform the most challenging aspects of the position.

"Program Complexity Levels" refers to those determined from the complexity analysis process. Some positions do not vary in the expertise levels of competencies, regardless of the complexity of the program to which they are assigned. Others have only a minimum level of competency expertise defined, recognizing that there is too wide a variety of programs within and between agencies to define all situations. The remainder have either two or three levels of competency expertise, based on their unit's program complexity.

Example of Expertise and Complexity Levels

Competencies	Low	Moderate	High
Knowledge of processes and sources of training.	**W**	**J**	**J**

In this example, a “W” Working level of expertise is required in a Low complexity fire program; a “J” Journey level of expertise is required in both Moderate and High complexity fire programs.

I. Program Management

Description

This element identifies the knowledge, skills and abilities required for providing leadership and coordination in all facets of the national fire management program, including policy development, policy compliance, budget oversight and development, personnel management, interagency relations, and monitoring and evaluating mission accomplishments.

Outline

A. Develop, implement and evaluate programs in support of mission accomplishment.

Competencies	**Expertise Level**
Knowledge of the Office of Personnel Management's Executive Core Qualifications (ECQ 1-5) and associated Leadership Competencies, including "Leading Change," "Leading People," Results Driven," Business Acumen," and "Building Coalitions/Communications."	**J**
Knowledge of natural resource management concepts, principles, and practices applicable to the full range of duties associated with fire management.	**J**
Knowledge of the integration of related fields, such as: forestry, range, recreation, wildlife, soil, air and water.	**J**
Knowledge of the ecological response to the presence or absence of fire in a variety of area/regional ecosystems and social and political climates.	**J**
Knowledge of fire protection, fuels management and fire use techniques, methods and procedures.	**J**
Knowledge of fire-related computer application programs, existing fire research information databases, and applications.	**W**
Knowledge of program monitoring and evaluation processes and procedures.	**J**
Knowledge of reporting requirements and procedures.	**J**
Ability to identify and define fire-related management issues, resolve these issues with available research and make recommendations.	**E**
Ability to predict and interpret ecological effects of fire or its absence and anticipate social and political responses.	**E**

Competencies	**Expertise Level**
Ability to apply sound fire management principles and practices, on a programmatic basis, in a variety of ecosystems and social and political climates.	**E**
Ability to apply corrective actions to increase efficiencies and effectiveness.	**E**
Ability to monitor and evaluate Fire Management Program elements for a variety of geographic areas and determine their effectiveness in meeting agency management goals and objectives, to emphasize program accountability.	**J**

B. Develop, implement and evaluate fire management budgets.

Competencies	**Expertise Level**
Knowledge of agency and interagency fire business management practices and procedures.	**J**
Knowledge of agency budgetary process, financial regulations, policies and guidelines.	**J**
Knowledge of agency financial management systems, contracting, procurement, and payroll.	**J**
Ability to develop operational strategy for implementing the Appropriations Act.	**J**
Ability to formulate, present, and justify agency budgets to the Office of Management and Budget.	**E**

C. Develop and maintain interagency partnerships.

Competencies	**Expertise Level**
Knowledge of cooperating agencies' charters, organizations and operating procedures.	**J**
Knowledge of national cooperative programs such as Cooperative Forest Fire Protection and Federal Excess Property Procurement.	**J**
Knowledge of organization and function of cooperating interagency fire organizations, such as the National Wildfire Coordinating Group, National Multi-agency Coordinating Group, geographic area coordinating groups, and state, tribal, and local groups.	**E**
Knowledge of tribal self-determination (contracts) and self-governance (compacts).	**W**
Skill in developing Cooperative Agreements, Memoranda of Understanding and Memoranda of Agreement.	**J**
Skill in developing national interagency agreements, policies, programs and procedures.	**J**
Ability to interact as a fully-functional member of external and internal teams.	**E**

D. Identify research needs, and develop and apply new technologies.

Competencies	**Expertise Level**
Knowledge of research processes (issue identification, prospectus, funding, oversight, etc.).	**W**
Ability to identify and clarify issues and develop research recommendations if needed.	**W**

E. Communicate program processes, goals, and implementation procedures to a variety of audiences.

Competencies	**Expertise Level**
Knowledge of media needs and procedures as related to fire program management.	**J**
Knowledge of agency practices and procedures as related to fire program management and agency associated programs.	**E**
Ability to effectively interact with the public and media.	**J**
Ability to articulate programs in understandable terms to national and international audiences.	**E**

II. Program Planning

Description

This element identifies the knowledge, skills and abilities required for development of land and fire management planning strategies.

- National-level land management policy
- National-level fire management policy
- Area-level fire management plans
- Annual Operating Plan - these plans could include prevention, public and media contacts, preparedness, emergency equipment rental agreements, mobilization, Memoranda of Understanding and Cooperative Agreements, etc.

Outline

A. Develop agency and interagency interdisciplinary planning strategies and processes.

Competencies	**Expertise Level**
Skill in providing leadership and direction at the national level in the interdisciplinary planning processes.	**J**
Ability to incorporate agency priorities into interagency planning processes.	**E**

B. Review policies and strategies for compliance with agency enabling laws, regulations and policies.

Competencies	**Expertise Level**
Knowledge of agency specific policies sufficient to develop new or revised policies and operational plans.	**E**
Skill in proposing decisions and actions which have potentially controversial environmental, technical or social consequences.	**J**

C. Develop agency planning guidelines and processes.

Competencies	**Expertise Level**
Knowledge of planning processes.	**E**
Skill in defining the full range of acceptable management strategies based on interagency criteria and standards.	**E**
Skill in establishing national planning guidelines through agency manuals and handbooks.	**J**

III. Operations

Description

This element identifies the knowledge, skills and abilities required to define operational program components to achieve land management objectives established for the agency. Operational components include preparedness, wildland fire, prevention, fuels and prescribed fire, aviation and rehabilitation.

Outline

A. Develop, monitor and evaluate agency preparedness policies and guidelines to include:
   1. Detection
   2. Preparedness
   3. Agreements
   4. Fire danger/behavior predictions
   5. Severity requests
   6. Mobilization

Competencies	**Expertise Level**
Knowledge of aerial and land-based detection systems and technologies sufficient to develop efficient and effective national detection policies.	**W**
Knowledge of current fire weather, fire danger and fire behavior prediction systems and their interpretation.	**J**
Knowledge of pre-season agreements necessary to ensure adequate resources are available during periods of potential use.	**W**
Knowledge of local, regional and national dispatch and coordination systems and procedures, including preparedness levels.	**W**
Knowledge of cache management and accountability procedures.	**W**
Skill in providing oversight to national and interagency fire coordination operations.	**J**
Skill in recognizing conditions which warrant severity requests and in responding on an interagency basis.	**J**
Skill in developing national staffing and preparedness plans.	**J**
Skill in developing national readiness review policies and ensuring implementation.	**J**
Ability to ensure implementation of pre-season preparedness activities as identified in national, area, and unit annual operating plans.	**J**

B. Provide national policy development and oversight of wildland fire response programs to include, but not limited to:
1. Strategy and tactics
2. Incident management
3. Emergency rehabilitation
4. Logistics/support
5. Priority setting and coordination
6. Reporting

Competencies	**Expertise Level**
Knowledge of the Incident Command System component of the National Interagency Incident Management System.	**J**
Knowledge of wildland/urban interface fire suppression strategies and tactics.	**J**
Knowledge of the full range of wildland fire appropriate management responses.	**J**
Knowledge of fire suppression/prescribed fire tools and equipment.	**J**
Knowledge of procedures used in providing direction to Incident Commanders, including, but not limited to, development of incident objectives, Delegation of Authority, interaction, evaluation, and close-out/critique.	**J**
Knowledge of departmental emergency rehabilitation policies.	**J**
Knowledge of fire behavior, fire danger and fire weather.	**J**
Knowledge of agency and interagency mobilization and logistical support policies and procedures.	**J**
Skill in developing Wildland Fire Situation Analyses (WFSAs).	**J**
Skill in developing agency procedures, techniques and guidelines.	**E**
Skill in coordinating emergency rehabilitation.	**J**
Skill in developing and implementing interagency and agency qualifications and certification standards and procedures, via the National Wildfire Coordination Group (NWCG) process.	**J**
Skill in developing national training strategies and processes.	**J**
Ability to set national priorities between multiple incidents and allocate resources.	**E**

C. Develop policies and coordinate implementation of prevention programs.

Competencies	**Expertise Level**
Knowledge of appropriate prevention policies and program processes and procedures.	**W**
Skill in developing policies and overseeing the implementation of mitigation measures to reduce risks identified in national policy manuals.	**J**
Skill in coordinating interagency prevention programs.	**W**

D. Develop policies for fuels and prescribed fire programs to include, but not limited to:
1. Fuels management
2. Prescribed fire activities
3. Priority setting/coordination
4. Logistics/support
5. Reporting

Competencies	**Expertise Level**
Knowledge of national fuels management and prescribed fire policies, practices and procedures.	**J**
Knowledge of fire weather, fire behavior and fire danger.	**J**
Knowledge of required logistical support of multiple concurrent projects in multiple areas.	**J**
Skill in setting priorities between multiple area and unit projects and allocating resources.	**J**
Ability to ensure that all reports and records are properly completed and maintained.	**J**
Ability to oversee the implementation of approved fuels management and prescribed fire policies.	**J**

E. Develop national policies and provide oversight of smoke management planning and analysis.

Competencies	**Expertise Level**
Knowledge and understanding of various smoke management regulations including federal, state, tribal, local, and agency specific.	**J**
Knowledge related to weather and fire behavior, and resultant smoke conditions.	**J**
Knowledge of smoke modeling processes.	**J**

F. Develop national policies and guidance for fire effects monitoring and analysis.

Competencies	**Expertise Level**
Knowledge of fire effects as related to fuel manipulation and prescribed fire.	**J**

G. Develop national policies and oversee fire aviation programs or operations as appropriate, including, but not limited to:
1. Tactical application of aircraft
2. Aviation safety management
3. Administration
4. National strategic distribution
5. Aviation accident review and investigations

Competencies	**Expertise Level**
Knowledge of aviation administration requirements and procedures, such as contract solicitation, awarding, administration and fiscal accounting.	**J**
Knowledge of interagency and agency aircraft and pilot certification standards.	**J**
Skill in developing and overseeing national aviation policies and standards.	**J**

Competencies	**Expertise Level**
Skill in ensuring compliance with established Federal Aviation Requirements, and departmental and agency policies, procedures and guidelines.	**J**
Skill in ensuring management of aircraft utilized in fire operations are conducted in a safe and efficient manner, following established standards.	**J**
Skill in developing policies, procedures, and guidelines for the operation of commonly used fixed and rotary-wing aircraft.	**J**
Skill in strategically locating aircraft and aviation facilities to ensure adequate coverage for emergency response.	**J**
Knowledge of the technical aspects of accident reviews and investigations.	**J**

IV. Safety and Welfare

Description

This element identifies the knowledge, skills and abilities required to oversee the environmental and workplace hazards of the wildland fire environment, and to provide national leadership and direction in the recognition and mitigation of these hazards using all applicable laws, policies and guidelines. Personal accountability and zero tolerance for unsafe acts are paramount.

Outline

A. Develop national and interagency policies, and provide oversight related to safety laws, policies and guidelines to include:
   1. Occupational Safety and Health Act
   2. Applicable state safety regulations
   3. Department and agency policies and guidelines
   4. NWCG guidelines

Competencies	**Expertise Level**
Knowledge and comprehension of the laws, policies and guidelines pertaining to safety such as the Code of Federal Regulations, national and agency policies and guidelines, Standard Firefighting Orders, Watch Out Situations, and other fire-related safety guidelines, including Occupational Safety and Health Act, and NWCG guidelines.	**J**
Skill in developing national safety policies and guidelines.	**E**

B. Develop safety-related national education programs focused on:
   1. Training
   2. Certification

Competencies	**Expertise Level**
Skill in developing safety management training and certification procedures.	**J**

C. Prepare hazard, risk, and trend analyses for:
   1. Wildland fire environment hazards, including, but not limited to:
      a. Fuels
      b. Weather
      c. Topography
   2. Associated hazards, including, but not limited to:
      a. Strategies and tactics
      b. Human factors
      c. Aviation operations
      d. Mechanized equipment
      e. Hazardous materials

Competencies	**Expertise Level**
Skill in ensuring appropriate national preparation of hazard, risk, and trend analyses.	**J**
Skill in developing hazardous risk assessments and trend analyses.	**J**

D. Follow up identified hazards and risks with national-level mitigation actions including:

Competencies	**Expertise Level**
Skill in recognizing and mitigating a variety of hazards encountered within the wildland fire environment and other work environments; e.g., aviation, mechanized equipment, and hazardous materials.	**J**
Skill in developing national and interagency risk management policies and procedures.	**J**

E. Prepare serious accident investigation policies and procedures.

Competencies	**Expertise Level**
Knowledge of the technical aspects of accident investigations and reviews.	**W**
Skill in developing national accident investigation procedures.	**J**
Skill in coordinating serious accident investigations.	**W**

KEY PERFORMANCE ELEMENTS

The standard Key Performance Elements are to be used to evaluate employee performance, in conjunction with the Competency Descriptors. A "Performance Element" is defined as a mission-based outcome or end product that is essential to overall success of the position. The following Key Performance Elements are derived from the major elements of each position's Competency Descriptor.

The first section of these Key Performance Elements is a set of "common" Key Performance Elements, applicable to all positions. These may be used for evaluative purposes, or more likely, for initiation of employee development plans early in one's career. Following the common elements are additional Key Performance Elements specific to this individual position.

KEY PERFORMANCE ELEMENTS

THE FOLLOWING ELEMENTS ARE COMMON TO ALL FIRE PROGRAM MANAGEMENT POSITIONS:

I. Mission Comprehension

- Describe the agency's historical background and mission evolution.
- Identify relevant agency mandates.
- Define the purpose of limits within the agency.

II. Agency Orientation

- Describe the structure and organization of the Department of Agriculture or Interior.
- Describe the structure and the organization of the agency.

III. Resource Stewardship

- Describe federal stewardship of natural resources.
- Identify resources protected by the agency and describe the responsibilities in managing these resources.
- Define the sustainable practices philosophy.
- Define the employee's role in resource stewardship.
- Recognize the positive purposes of interagency partnerships.

IV. Fundamental Values

- Supervise and develop employees.
- Implement safe workplace practices.
- Identify workplace accessibility issues.
- Describe the guiding principles of time management.
- Describe the agency's management culture.
- Carry out cultural diversity, equal opportunity and civil rights procedures.

V. Leadership

- Demonstrate appropriate leadership skills to meet agency goals and safe operating procedures.

VI. Problem Solving Skills

- Analyze a situation, determine alternative solutions, and recommend a course of action.
- Make sound and well-informed decisions.
- Identify and mitigate stressful influences.
- Utilize facilitation skills to resolve problems and promote consensus.

VII. Communication Skills

- Communicate effectively.

VIII. Personal Development and Planning

- Meet Agency physical and mental fitness requirements.
- Set individual and career goals and implement self-directed course of action.

IX. Agency Operations

- Apply basic principles of appropriation law.
- Implement and evaluate financial activities.
- Apply appropriate technology.
- Develop and maintain agency and interagency operations.
- Initiate and participate in agency and interagency interdisciplinary planning processes.
- Utilize agency qualifications and certification procedures.

X. Program/Project Progress Monitoring and Evaluation

- Implement measurement systems that accurately track results.
- Evaluate results against program objectives.

THE FOLLOWING ELEMENTS ARE SPECIFIC TO THE NATIONAL FIRE PROGRAM MANAGER POSITION:

I. Program Management

- Develop, implement, and evaluate programs in support of mission accomplishment.
- Develop, implement, and evaluate fire management budgets.
- Develop and maintain interagency partnerships.
- Identify research needs, and develop and apply new technologies.
- Communicate program processes, goals, and implementation procedures to a variety of audiences.

II. Program Planning

- Develop agency and interagency interdisciplinary planning strategies and processes.
- Review policies and strategies for compliance with laws, regulations and policies.
- Develop agency planning guidelines and processes.

III. Operations

- Develop, monitor and evaluate agency preparedness policies and guidelines to include:
    1. Detection
    2. Preparedness
    3. Agreements
    4. Fire danger/behavior predictions
    5. Severity requests
    6. Mobilization
- Provide national policies development and oversight of wildland fire response programs to include, but not limited to:
    1. Strategy and tactics
    2. Incident management
    3. Emergency rehabilitation
    4. Logistics/support
    5. Priority setting and coordination
    6. Reporting
- Develop policies and coordinate implementation of prevention programs.
- Develop policies for fuels and prescribed fire programs to include, but not limited to:
    1. Fuels management
    2. Prescribed fire activities
    3. Priority setting/coordination
    4. Logistics/support
    5. Reporting
- Develop national policies and provide oversight of smoke management planning and analysis.
- Develop national policies and guidance for fire effects monitoring and analysis.

- Develop national policies and oversee fire and aviation programs or operations as appropriate, including, but not limited to:
    1. Tactical application of aircraft
    2. Aviation safety management
    3. Administration
    4. National strategic distribution
    5. Aviation accident review and investigations

IV. Safety and Welfare

- Develop national and interagency policies, and provide oversight related to safety laws, policies and guidelines to include:
    1. Occupational Safety and Health Act
    2. Applicable state safety regulations
    3. Department and agency policies and guidelines
    4. NWCG guidelines
- Develop safety-related national educational programs focusing on:
    1. Training
    2. Certification
- Prepare hazard, risk, and trend analyses for:
    1. Wildland fire environment hazards, including, but not limited to:
        a. Fuels
        b. Weather
        c. Topography
    2. Associated hazards, including, but not limited to:
        a. Strategies and tactics
        b. Human factors
        c. Aviation operations
        d. Mechanized equipment
        e. Hazardous materials
- Follow-up on identified hazards and risks with national-level mitigation actions.
- Prepare serious accident investigation policies and procedures.

INDIVIDUAL POSITION STANDARD AND GUIDE

The following individual position standard and guide includes these components:

- Minimum Qualifications Standards
- Employee Development Training
- Competency Descriptors: Common Competencies, and Position Competencies
- Key Performance Elements

The **"Minimum Qualifications Standards"** are used in a variety of ways.

- For identifying minimum qualifications on vacancy announcements
- For recruitment crediting plans
- For identifying OPM series standard requirements
- For determining minimum grade levels
- For identifying any specialized experience requirements
- For identifying NWCG Incident Management Qualifications requirements
- For identifying "additional required training" for a position, beyond that required for NWCG Incident Management Qualifications
- As guides for employees when constructing Employee Development Plans for future positions

"Additional Required Training" identifies training that is required prior to being considered qualified for a position. It cannot be challenged. An agency equivalent course may be used as a substitute when that course meets or exceeds a required course's learning and performance objectives.

"Employee Development Training" identifies training that assists an employee in meeting position competencies, in addition to training that is required. It is recognized that training is not the only way of obtaining competencies, but the identified courses do provide many, though not necessarily all, of the knowledge and skills needed to meet position competencies.

The "Common Competency Descriptors for All Positions" is intended to supplement each position "Competency Descriptor." They are competencies needed for most positions. Employees obtain these "Common Competencies" through personal education and experiences, through agency orientation and mission renewal programs, and through interaction with peers, teams, and supervisors.

These "Competency Descriptors/Common Competency Descriptors" are used in a variety of ways.

- Constructing Employee Development Plans
- Developing Recruitment Crediting Plans
- Evaluating employee performance

The "Standard Key Performance Elements" are to be used to evaluate employee performance, in conjunction with "Competency Descriptors." These "Performance Elements" are defined as a mission-based outcome or end product that is essential to overall success of the position. Not surprisingly, these "Performance Elements" are derived from the major elements of the "Competency Descriptors."

MINIMUM QUALIFICATIONS STANDARDS

The following "Minimum Qualifications Standards" are established, meeting the direction outlined in the Implementation Action Plan Report of the 1995 Federal Fire Policy Review. Action Items # 27, 62 and 63 from that Action Plan specifically direct the establishment and utilization of these standards by federal wildland fire management agencies.

- Applicants must meet the appropriate Office of Personnel Management (OPM) qualification standards AND the Interagency Fire Program Management (IFPM) standards before being placed in a key fire management position.

- Applicants must attain all identified competencies within three years of being placed into the position. Until competencies are met, employees must be supervised by employees who meet the qualification standards above and all identified competencies.

- To meet these minimum standards, all identified "Minimum Qualifications Standards" components ("OPM Standard Requirements," "Specialized Experiences," "Additional Required Training" and "NWCG Incident Management Qualifications") must be met.

- These "Minimum Qualification Standards" must be used when recruiting for vacant positions. "Specialized Experience," "Required Training," and "NWCG Incident Management Qualifications" requirements are assumed to be cumulative as complexity increases within a position. For example, requirements for a high complexity unit fire program manager include the requirements for moderate and low complexity unit fire program managers.

- Where NWCG Incident Management Qualifications are shown, they relate to minimum incident management skills required to manage the local program on the unit. The assumption is made that if higher incident management skills are needed to manage an incident, they would be ordered through the standard resource ordering process.

- Differing complexity levels are identified for the Wildland Fire Operations Specialist, Prescribed Fire & Fuels Specialist, Prevention & Education Specialists, and Dispatcher series positions. There is a transition level identified, from technician to professional, for these positions.

- "Employee Development Training" identifies training that assists an employee in meeting position competencies, in addition to training that is required. It is recognized that training is not the only way of obtaining competencies, but the identified courses do provide many, though not necessarily all, of the knowledge and skills needed to meet position competencies.

- Each Minimum Qualification Standard is identified by the fire organizational title. The formal classification title will be based on the appropriate job series.

MINIMUM QUALIFICATION STANDARDS

GEOGRAPHIC AREA FIRE PROGRAM MANAGER

OPM Standard Requirements - GS-401

Bachelor's degree in biological sciences, agriculture, natural resource management, or a related discipline appropriate to the position being filled; OR a combination of education and experience as defined in the Supplemental Qualification Standard for the GS-0401 Fire Management Specialist. Additional information can be obtained from OPM's Qualification Standards Operating Manual, Group Coverage Qualification Standard for Professional and Scientific Positions and the Individual occupational requirements for the 401 series. The Supplemental Qualification Standard for the GS-0401 Fire Management Specialist and assistance in interpreting the standard are posted at http://www.nifc.gov/training_quals/IFPM/ifpm.htm
OPM's Qualification Standards Operating Manual is posted at http://www.opm.gov/qualifications/

Recommended minimum grade level GS-13

Specialized Experience - Applicants must have a minimum of one year of creditable specialized wildland fire management experience equivalent to the next lower grade level.

Specialized experience is that experience which has provided the applicant with the particular knowledge, skills, and abilities necessary to successfully function in the wildland fire management position applied for. Possession of the particular knowledge, skills, and abilities can be evidenced by:

- reviewing and evaluating fire management plans for ecological soundness and technical adequacy
- conducting field inspections before and after prescribed or wildland fires to determine if objectives were achieved and/or evaluate the effectiveness of actions taken
- developing analyses on the ecological role of fire and its use and/or exclusion, and smoke management

In addition to fire program management, appropriate experience must have included either prescribed fire/fuels management - OR - fire management operations including:

Prescribed fire/fuels management - experience in a broad range of activities such as:

- inventory methods and procedures
- fuel treatment methods and programming
- land use planning and environmental coordination
- evaluating prescribed burn plans or fire management plans to ensure containment is possible and identify contingencies if containment is not obtained.

Fire management operations - analyzing and applying fire management strategies, plus experience in at least five of the following activities:

- mobilization and dispatch coordination
- fire prevention and education
- training
- logistics
- equipment development and deployment
- fire communication systems
- suppression and preparedness
- aviation

The above specialized experiences may be evidenced by the following or similar positions:

Fire Program Manager
OR
Geographic-level fire program staff lead
OR
National-level Fire Program staff lead
OR
Agency Administrator of a unit having a fire program
OR
Experience as an immediate supervisor of a Unit Fire Program Manager

NWCG Incident Management Qualifications - Currency Not Required

Command:	Incident Commander, Type 3 (ICT3) and Type 2 Command and General Staff position
AND	
Operations:	Task Force Leader (TFLD)
AND	
Prescribed Fire:	Prescribed Fire Burn Boss, Type 2 (RXB2)

Additional required training as presented in the following courses or agency equivalent:

- "Fire Program Management" or "Local Fire Management Leadership" or "Fire Management Leadership"

EMPLOYEE DEVELOPMENT TRAINING

GEOGRAPHIC AREA FIRE PROGRAM MANAGER

Employee should receive the following developmental training (or agency equivalent) to fully achieve competencies:

- I-300 “Intermediate ICS”
- I-400 “Advanced ICS”
- M-580 “Fire in Ecosystem Management”
- RX-410 (formerly RX-450) “Smoke Management Techniques”
- S-491 “National Fire Danger Rating System”
- S-580 “Advanced Fire Use Applications”/“National Park & Wilderness Fire Management”
- 40-hour Supervisory Training
- Agency fire planning and budgeting process training
- Aviation safety, operations, and management training
- Leadership and organizational skills training
- “Multi-Agency Coordination Group”
- National Environmental Policy Act (NEPA) training

COMPETENCY DESCRIPTORS

A "competency" is defined as a combination of knowledge, skills and abilities which, when acquired, allows a person to perform a task or function at a specifically defined level of proficiency.

A "common competency" is one that describes the knowledge, skills and abilities found in most or all key fire management positions identified in this Guide.

Competencies are described in terms of three "Expertise Levels" (working, journey, and expert). The appropriate level of expertise for that particular competency is indicated under the relevant level of complexity. Expertise level definitions and an example of expertise and complexity levels are included on the first page of each "Competency Descriptor."

> **NOTE:** The "working" level of expertise identified in the "Competency Descriptors" is defined as the minimum level of experience and/or training that it takes to produce work of acceptable quality and meet safety standards.
>
> It is **not** intended that a prospective job applicant have all the defined competencies in their entirety when first selected for any position at any level (unless the hiring unit so chooses, and indicates same in a vacancy announcement). It **is** intended that the employee achieve all indicated competencies before being considered at a full-performance level. Timelines for achieving full-performance level standards should be specified in vacancy announcements and other personnel documents.

The Common Competency Descriptors are intended to supplement each position's Competency Descriptor; the two should be used together. Employees obtain these common competencies through personal education and experiences, through agency orientation and mission renewal programs, and through interaction with peers, teams, and supervisors.

The "Competency Descriptors" may be used in a variety of ways:

- Constructing Employee Development Plans
- Developing Recruitment Crediting Plans, supplementing the "Minimum Qualification Standards"
- Evaluating employee performance, supplementing the "Standard Key Performance Elements"

COMMON COMPETENCY DESCRIPTORS FOR GEOGRAPHIC AREA FIRE PROGRAM MANAGER

All Positions Descriptor

The following Common Competencies are needed across most positions and at the entry level of positions by every employee. Employees obtain these Common Competencies through personal education and experiences, through agency orientation and mission renewal programs, and through interaction with peers, teams, and supervisors. These competencies must be taken in context of a particular position for scope and complexity.

Core competencies (skill levels) that do not change due to program complexity do not reappear in the individual position descriptions. If program complexity changes the skill level required, then the competency will appear with the appropriate expertise level described, using such language as “comprehensive” or “expert.”

EXPERTISE LEVELS DEFINITIONS

WORKING - W	JOURNEY - J	EXPERT - E
Definition: The minimum level of experience and/or training that it takes to produce work of acceptable quality.	**Definition:** Has sufficient experience to be considered a seasoned employee. Is skilled in performing the more difficult tasks related to the function. Has received advanced training in the function.	**Definition:** Reflects the quality of experience and/or training needed to perform the most challenging aspects of the position.

I. Mission Comprehension

Description

This competency requires background and understanding of the agency enabling legislation and its ramifications, and additional responsibilities that have historically evolved.

Outline

A. Describe the agency's historical background and mission evolution.

Competencies	Geo. Area Fire Program Manager
Knowledge of the agency's historical background and mission evolution.	**J**
Knowledge of enabling legislation and other acts affecting agency's mission.	**J**
Ability to describe the historical background of the agency.	**J**
Ability to explain the purpose of the agency.	**J**

B. Identify relevant agency mandates.

Competencies	Geo. Area Fire Program Manager
Knowledge of existing mandates and resolutions.	**J**

C. Define the purpose of limits within the agency.

Competencies	Geo. Area Fire Program Manager
Knowledge of social, political and fiscal limits within the agency.	**J**

II. Agency Orientation

Description

This competency requires a comprehension of the structure and the organization of the agency's organizational levels; an understanding of the structure and organization of the Departments of Agriculture or Interior and its place in the federal government; and the development of an insight into an individual employee's role in the agency in particular, and in the federal government in general.

Outline

A. Describe the structure and organization of the Department of Agriculture or Interior.

Competencies	Geo. Area Fire Program Manager
Knowledge of the basics of government structure and function.	**J**
Knowledge of the structure and function of the Department of the Interior or the Department of Agriculture.	**J**
Knowledge of applicable Code of Federal Regulations.	**J**
Ability to describe the relationship of the agency to the Department of the Interior or the Department of Agriculture.	**J**

B. Describe the structure and the organization of the agency.

Competencies	Geo. Area Fire Program Manager
Knowledge of how goals and strategies provide structured guidance towards accomplishing an agency's mission.	**J**
Knowledge of agency organizational structures.	**J**
Ability to define how the agency relates on an interagency basis.	**J**

III. Resource Stewardship

Description

This competency requires an understanding of the natural, cultural, and historical resources protected; the range in responsibilities in managing these resources in the context of fire management; the individual's role in resource stewardship; and the ability to work with partners outside the agency to promote resource stewardship.

Outline

A. Describe federal stewardship of natural resources.

Competencies	Geo. Area Fire Program Manager
Knowledge of federal legislation regarding resource management such as National Environmental Policy Act, Clean Air Act, Wilderness Act, Threatened and Endangered Species Act and the Natural Historical Preservation Act.	**E**
Knowledge of environmental, technical, social consequences of proposed decisions and actions.	**E**
Knowledge of public perceptions of the risks and the benefits of resource alternative strategies.	**E**

Competencies	Geo. Area Fire Program Manager
Knowledge of the role of scientific knowledge and advanced technologies.	**E**
Ability to learn current natural resources policy initiatives.	**E**

B. Identify resources protected by the agency and describe the responsibilities in managing these resources.

Competencies	Geo. Area Fire Program Manager
Knowledge of natural, cultural, and historical resources managed by the agency.	**E**
Knowledge of ecosystem management and the ecological response to the presence or absence of fire.	**E**
Knowledge of the agency planning process and how it contributes to resource stewardship.	**E**
Ability to articulate the agency stewardship function.	**E**

C. Define the sustainable practices philosophy.

Competencies	Geo. Area Fire Program Manager
Knowledge of agency multiple use acts.	**E**
Knowledge of related fields such as forestry, range, wildlife, botany, soils and water (hereafter referred to as resources).	**J**
Knowledge of how different resources contribute to sustainable practices.	**W**
Ability to describe how different resources interact.	**W**
Ability to define sustainability in the context of overall resource management.	**J**

D. Define the employee's role in resource stewardship.

Competencies	Geo. Area Fire Program Manager
Knowledge of agency's workforce resource priorities.	**E**
Ability to explain the individual's role in supporting the agency's stewardship function.	**J**
Ability to implement agency priorities within an individual's work assignments.	**E**

E. Recognize the positive purposes of interagency partnerships.

Competencies	Geo. Area Fire Program Manager
Knowledge of fire management partnership benefits.	**E**
Knowledge of cooperating agencies' missions, organizations, and operating procedures.	**J**
Knowledge of why the agency needs and interacts with partners to fulfill its resource stewardship role.	**E**
Ability to participate in interagency workshops and other project processes.	**E**
Ability to recognize the value of interagency fire management cooperation to meet fire management program goals.	**E**

IV. Fundamental Values

Description

This competency focuses on the employee's ability to exhibit positive attitudes and behaviors to accomplish an assigned job and to contribute to the overall health of the organization. These attitudes and behaviors include teamwork; ethical behavior towards people and the organization; support of cultural diversity, accessibility, and fairness issues in the workplace; and an attitude towards safe behavior for one's self and for others.

The safety competency identifies an understanding of the environmental and workplace hazards of the wildland fire environment. It focuses on the employee's ability to provide leadership and direction in recognition and the mitigation of these hazards, using all applicable laws, policies and guidelines. Utilizing this approach, a passion for safety will be instilled with zero tolerance for unsafe acts. All employees will be personally accountable for safety.

Outline

A. Supervise and develop employees.

Competencies	Geo. Area Fire Program Manager
Knowledge of personnel hiring, pay, discipline, and termination procedures.	**J**
Knowledge of methods and techniques of personal motivation, organization, supervision, and evaluation in order to emphasize accountability.	**J**
Knowledge of the processes and sources of training.	**J**
Skill in carrying out proper fiscal and accountable actions.	**E**
Skill in practicing the commonly accepted individual values of performance, commitment, interdependence, authority, responsibility, accountability, choice, risk management, and excellence.	**J**
Skill in applying the accepted principles of delegation.	**J**
Ability to conduct oneself in an ethical manner.	**J**

Competencies	Geo. Area Fire Program Manager
Ability to apply sound personnel management skills to include supervision, coaching, training, motivation, and evaluation.	**J**
Ability to transmit high performance expectations and to follow up on personnel accomplishments.	**E**
Ability to impart self-confidence and empowerment.	**E**
Ability to initiate recommendations for change.	**E**
Ability to assess personal attitudes towards others and one's employer.	**J**
Ability to develop new insights into situations in order to improve the situation, increase efficiencies, or to mitigate safety problems.	**E**
Ability to create effective standards and operating procedures for personnel safety.	**E**

B. Implement safe workplace practices.

Competencies	Geo. Area Fire Program Manager
Knowledge of agency laws, policies, and guidelines such as NWCG's Standard Firefighting Orders and Watch Out Situations.	**E**
Knowledge of wildland fire hazards.	**E**
Knowledge of wildland fire safety practices and procedures.	**E**
Knowledge of basic first aid procedures.	**W**
Knowledge of hazard and risk analysis requirements for such areas as human factors, fuels, weather, topography, aviation, mechanized equipment, and hazardous materials.	**E**
Skill in using educational and certification processes to impart a passion for safety.	**J**
Skill in using safety related education programs with the focus on training and performance certification.	**J**

Competencies	Geo. Area Fire Program Manager
Skill in applying basic first aid procedures.	**W**
Ability to recognize and correct unsafe practices and conditions.	**J**

C. Identify workplace accessibility issues.

Competencies	Geo. Area Fire Program Manager
Knowledge of Americans with Disabilities Act requirements.	**J**
Ability to make reasonable accommodation for disabled persons.	**J**

D. Describe the guiding principles of time management.

Competencies	Geo. Area Fire Program Manager
Knowledge as to how time management affects one's personal well being and stress level.	**W**
Knowledge of the impact of internal and external influences on available time and time choices.	**W**
Ability to understand how individual factors of values, priorities, and goals affect time choices.	**W**
Ability to define the difference between internal and external prime time.	**W**
Ability to develop an effective time management strategy.	**J**
Ability to monitor time spent and make adjustments as needed.	**J**

E. Describe the agency's management culture.

Competencies	Geo. Area Fire Program Manager
Knowledge of the agency's values and philosophy.	**E**
Knowledge of external influences on the agency's mission, budget, and operational procedures.	**E**
Ability to define those elements of the management culture that have an effect on meeting one's job performance requirements.	**E**

F. Implement cultural diversity, equal opportunity and civil rights policies.

Competencies	Geo. Area Fire Program Manager
Knowledge of appropriate act requirements to include the Equal Opportunity Act, Civil Rights Act, Age Discrimination in Employment Act, Rehabilitation Act, 29 CFR 1604.11(a) Sexual Harassment.	**J**
Skill in carrying out supervisory and leadership responsibilities relevant to the workplace acts.	**J**

V. Leadership

Description

This competency requires a comprehension of the basics of leadership.

Outline

A. Demonstrate appropriate leadership skills to meet agency goals and safe operating procedures.

Competencies	Geo. Area Fire Program Manager
Knowledge of acceptable leadership characteristics.	**E**
Knowledge of delegation as a leadership and team building tool.	**E**
Knowledge of management styles most appropriate to deal with internal and external controls.	**E**
Knowledge of the steps of effective conflict resolution.	**E**
Ability to function as an effective team member.	**E**
Ability to recognize changing conditions, develop alternative strategies, and take appropriate action.	**E**
Ability to be decisive in leadership roles.	**E**
Ability to define one's leadership style.	**J**
Ability to adjust one's leadership style to meet the agency mission.	**E**
Ability to describe how the development levels of followers affect one's leadership style.	**J**
Ability to understand and apply the basic styles of conflict resolution such as avoiding, accommodating, compromising, competing, and collaborating.	**E**

VI. Problem Solving Skills

Description

This competency deals with the ability to analyze, build consensus, make decisions, and practice innovation in various aspects of the job.

Outline

A. Analyze a situation, determine alternative solutions, and recommend a course of action.

Competencies	Geo. Area Fire Program Manager
Knowledge of assessment skills.	**E**
Knowledge of how a situation deviates from the norm or a standard.	**E**
Knowledge of factors contributing to a problem.	**E**
Skill in collecting and grouping contributing factors.	**J**
Skill in distinguishing between relevant and irrelevant information and making logical judgements.	**E**
Ability to use sound reasoning to arrive at a conclusion.	**E**
Ability to narrow the problem area.	**J**

B. Make sound and well-informed decisions.

Competencies	Geo. Area Fire Program Manager
Knowledge of organizational goals and objectives.	**E**
Knowledge of organizational policies and guidelines.	**E**
Skill in identifying the impact and implications of decisions.	**E**
Ability to quantify costs of decisions.	**E**
Ability to describe the rationale for a decision.	**J**

C. Identify and mitigate stressful influences.

Competencies	Geo. Area Fire Program Manager
Knowledge of stress indicators.	**J**
Skill in recognizing the impacts of stress on the functions of supervision and leadership.	**J**
Skill in mitigating stressful situations.	**E**
Ability to minimize negative personal impacts.	**J**

D. Utilize facilitation skills to resolve problems and promote consensus.

Competencies	Geo. Area Fire Program Manager
Knowledge of group processes.	**E**
Knowledge of the five basic styles of conflict resolution.	**W**
Skill in building group consensus to meet objectives through give and take.	**E**
Ability to foster commitment.	**E**
Ability to negotiate to find mutually acceptable solutions.	**E**
Ability to encourage and receive cooperation.	**E**
Ability to gain cooperation from others to obtain information and accomplish goals.	**E**

VII. Communication Skills

Description

This competency relates to the ability to communicate effectively with the public and employees in writing and speech; to work as an effective team member; to use interpersonal skills to become an effective employee; and to exhibit basic computer capabilities.

Outline

A. Communicate effectively.

Competencies	Geo. Area Fire Program Manager
Knowledge of effective listening, speaking, and writing skills.	**E**

Competencies	Geo. Area Fire Program Manager
Knowledge of the characteristics of effective written communications.	**J**
Knowledge of communication methods used by the supervisor.	**J**
Knowledge of how a team communicates to accomplish a common goal.	**J**
Knowledge of basic computer keyboard requirements.	**J**
Knowledge of computer data entry and retrieval.	**J**
Skill in writing basic letters and reports and filling out basic forms for routine agency operations.	**J**
Ability to identify the types of non-verbal communication methods.	**W**
Ability to express facts and ideas in writing in a succinct and organized manner.	**E**
Ability to define the speaker, listener, and observer tasks in communications.	**J**
Ability to facilitate an open exchange of information.	**E**
Ability to identify the conditions necessary for accurate and effective communications.	**J**
Ability to consider and respond appropriately to the needs, feelings, and capabilities of others, and adjust communication approaches to suit different people and situations.	**J**
Ability to perform computer technological skills such as word processing, electronic mail, and Internet processes.	**J**
Ability to explain agency programs and procedures in understandable terms to individuals and groups.	**E**

VIII. Personal Development and Planning

Description

This competency considers an individual being able to work with subordinates or a supervisor. It considers an agency's plan for charting a course of action for developing an individual.

Outline

A. Meet agency physical and mental fitness requirements.

Competencies	Geo. Area Fire Program Manager
Knowledge of National Wildfire Coordinating Group and agency requirements.	**E**
Ability to utilize a physical training program to enhance physical and mental fitness.	**J**
Ability to perform duties under stressful and adverse operating conditions, such as long work hours, heavy workloads, emergency situations, adverse working and environmental conditions.	**J**
Ability to recognize fitness potential in subordinates and provide opportunities to achieve this potential.	**W**

B. Set individual career goals and implement self-directed course of action.

Competencies	Geo. Area Fire Program Manager
Knowledge of career development strategies.	**J**
Knowledge of self-direction capabilities.	**J**
Knowledge of agency and interagency opportunities and requirements for potential advancement.	**J**
Skill in demonstrating a belief in one's own abilities and ideas.	**J**

Competencies	Geo. Area Fire Program Manager
Ability to use a performance appraisal to assess one's performance strengths and weaknesses to lead toward improvement.	**J**
Ability to set personal goals for career development and implement actions to obtain them.	**J**
Ability to develop self-motivation.	**J**
Ability to seek feedback from others and opportunities for self-learning and development.	**J**
Ability to perform a personal role assessment, which would lead to monitoring behavior patterns associated with the functions performed.	**J**

IX. Agency Operations

Description

This competency requires a comprehension of the basic operations of an agency, especially at the local level; and how these operations interact to fulfill the missions, planning and budgetary processes and agency purpose.

Outline

A. Apply basic principles of appropriation law.

Competencies	Geo. Area Fire Program Manager
Knowledge of appropriation law relevant to supervisory and leadership roles.	**E**
Knowledge of the aspects of appropriation law pertinent to the expenditure of funds and relative to the agency mission.	**E**
Knowledge of agency fiscal regulations.	**E**
Ability to describe the budget authority relevant to supervisory and leadership roles.	**E**
Ability to describe the purpose of an obligation.	**J**

B. Implement and evaluate financial activities.

Competencies	Geo. Area Fire Program Manager
Knowledge of agency financial regulations, policies and guidelines.	**E**
Knowledge of interagency fire business management practices and procedures.	**E**
Knowledge of required fiscal documentation.	**E**
Ability to apply appropriate fiscal procedures.	**E**

C. Apply appropriate technology.

Competencies	Geo. Area Fire Program Manager
Knowledge of existing fire information databases and software applications.	**E**
Knowledge of current technology and the impact of technological changes on the organization.	**E**
Ability to apply technologies on the job.	**J**
Ability to identify various sources available that enable supervisors to keep current on technological advances.	**J**
Ability to describe one's role in information and technological exchange.	**J**

D. Develop and maintain agency and interagency operations.

Competencies	Geo. Area Fire Program Manager
Knowledge of the various aspects of local unit interactions and how they work together to accomplish the agency and local unit missions.	**E**
Knowledge of the external agency operations.	**E**
Knowledge of the customer consultation process.	**J**
Knowledge of agency Cooperative Agreements, Memorandums of Understanding.	**E**
Knowledge of the organization and the function of cooperative interagency fire organizations such as NWCG, NICC, GACC, state, tribal, and local organizations.	**E**
Ability to provide input into Cooperative Agreements, MOUs, and MOAs.	**E**
Ability to participate at the appropriate level in interagency workshops and seminars.	**J**

E. Initiate and participate in agency and interagency interdisciplinary planning processes.

Competencies	Geo. Area Fire Program Manager
Knowledge of what constitutes a correctly written objective.	**J**
Knowledge of how goals and strategies provide structured guidance in accomplishing an agency's mission.	**E**
Knowledge of agency's priorities.	**E**
Knowledge of how an agency's planning system causes a timely reconsideration of priorities.	**E**
Skill in providing input into objective writing.	**J**
Skill in restructuring priorities to meet goals or objectives.	**E**
Ability to review portions of plans and provide input.	**E**

F. Utilize agency qualifications and certification procedures.

Competencies	Geo. Area Fire Program Manager
Knowledge of agency and interagency qualification and certification standards and procedures adopted by the National Wildfire Coordinating Group (NWCG).	**E**
Knowledge of position task book requirements.	**J**
Ability to maintain position qualification.	**J**

X. Program/Project Progress Monitoring and Evaluation

Description

These competencies are related in terms of adjusting program operations in a timely manner. Progress is directed to carrying out quantifiable objectives. Monitoring that part of the operation identifies whether the objectives are valid, understood, and whether the employee is capable of performing the tasks.

Outline

A. Implement measurement systems that accurately track results.

Competencies	Geo. Area Fire Program Manager
Knowledge of agency performance requirements.	**E**
Knowledge of basic wildland fire program requirements.	**E**
Knowledge of fire operations/prescribed fire tools and equipment.	**J**
Knowledge of reporting requirements and procedures.	**E**
Ability to implement the common monitoring techniques of feedback and personal observation used in evaluating a project's progress.	**J**

B. Evaluate results against program objectives.

Competencies	Geo. Area Fire Program Manager
Knowledge of evaluative processes and procedures.	**J**
Ability to analyze organizational performance relative to given objectives.	**E**
Ability to recognize how objectives establishing the direction efforts are to be focused and the criteria for measuring success.	**E**

Competency Descriptors for Geographic Area Fire Program Manager

Geographic Area Fire Program Manager Position Descriptor

A Geographic Area Fire Program Manager provides fire management policy, guidance, and oversight to the units for the protection and enhancement of the wildland environment. A geographic area fire program manager oversees the integration of fire-related environmental, social, political, economic and technological information into land management activities to meet desired geographic area (hereafter referred to as "area") and units within the geographic area (hereafter referred to as "units") objectives. The manager initiates most actions based upon his/her experience in and knowledge of the functional and programmatic responsibilities. The supervisor provides direction in terms of broad mission objectives concerning major policies and administrative matters.

Guiding principle: Competency descriptors addressed in this document will be the standard for all fire management functions at this level. Any assigned subordinate staff positions having similar duties as herein described, would utilize elements within this document. Competency descriptions for such assigned subordinate staff will not be separately identified.

EXPERTISE LEVELS DEFINITIONS

WORKING – W

Definition: The minimum level of experience and/or training that it takes to produce work of acceptable quality.

JOURNEY – J

Definition: Has sufficient experience to be considered a seasoned employee. Is skilled in performing the more difficult tasks related to the function. Has received advanced training in the function.

EXPERT – E

Definition: Reflects the quality of experience and/or training needed to perform the most challenging aspects of the position.

"Program Complexity Levels" refers to those determined from the complexity analysis process. Some positions do not vary in the expertise levels of competencies, regardless of the complexity of the program to which they are assigned. Others have only a minimum level of competency expertise defined, recognizing that there is too wide a variety of programs within and between agencies to define all situations. The remainder have either two or three levels of competency expertise, based on their unit's program complexity.

Example of Expertise and Complexity Levels

Competencies	**Low**	**Moderate**	**High**
Knowledge of processes and sources of training.	**W**	**J**	**J**

In this example, a “W” Working level of expertise is required in a Low complexity fire program; a “J” Journey level of expertise is required in both Moderate and High complexity fire programs.

I. Program Management

Description

This element identifies the knowledge, skills and abilities required for providing leadership and coordination in all facets of the fire management program, including policy development**,** policy compliance, budget oversight and development, personnel management, interagency relations, and monitoring and evaluation of mission accomplishment.

Outline

A. Develop, implement and evaluate programs in support of mission accomplishments.

Competencies	**Expertise Level**
Knowledge of the Office of Personnel Management's Executive Core Qualifications (ECQ 1-5) and associated Leadership Competencies, including "Leading Change," "Leading People," Results Driven," Business Acumen," and "Building Coalitions/Communications."	**J**
Knowledge of natural resource management concepts, principles, and practices applicable to the full range of duties associated with fire management.	**J**
Knowledge of the integration of related fields, such as: forestry, range, recreation, wildlife, soil, air, water.	**J**
Knowledge of the ecological response to the presence or absence of fire in a variety of area/regional ecosystems, and social and political climates.	**J**
Knowledge of fire protection, fuels management and fire use techniques, methods and procedures.	**J**
Knowledge of fire-related computer application programs, existing fire research information databases, and applications.	**J**
Knowledge of program monitoring and evaluation processes and procedures.	**J**
Knowledge of reporting requirements and procedures.	**J**
Ability to identify and define fire-related management issues, resolve these issues with available research, and make recommendations.	**E**
Ability to predict and interpret ecological effects of fire or its absence and anticipate social and political responses.	**J**

Competencies	**Expertise Level**
Ability to apply sound fire management principles and practices on a programmatic basis in a variety of ecosystems and social and political climates.	**E**
Ability to apply corrective actions to increase efficiencies and effectiveness.	**J**
Ability to monitor and evaluate fire management program elements for a variety of units and determine their effectiveness in meeting area management goals and objectives to emphasize program accountability.	**J**

B. Develop, implement and evaluate fire management budgets.

Competencies	**Expertise Level**
Knowledge of agency and interagency fire business management practices and procedures.	**J**
Knowledge of agency budgetary process, financial regulations, policies and guidelines.	**J**
Knowledge of agency financial management systems, contracting, procurement, and payroll.	**J**
Ability to develop, implement and monitor area fire management budgets, and monitor and oversee unit budgets.	**J**

C. Develop and maintain interagency partnerships.

Competencies	**Expertise Level**
Knowledge of national cooperative programs such as Cooperative Forest Fire Protection and Federal Excess Property Procurement.	**J**
Knowledge of organization and function of cooperating interagency fire organizations, such as the National Wildfire Coordinating Group, National Multi-agency Coordinating Group, geographic area coordinating groups, and state, tribal, and local groups.	**J**
Knowledge of tribal self-determination (contracts) and self-governance (compacts).	**W**
Skill in developing Cooperative Agreements, Memoranda of Understanding, and Memoranda of Agreement.	**J**
Skill in developing geographic area interagency charters, policies, programs and procedures.	**J**
Ability to interact as a fully-functional member of external and internal teams.	**E**

D. Identify research needs and apply new technologies.

Competencies	**Expertise Level**
Knowledge of research processes (issue identification, prospectus, funding, oversight, etc.).	**J**
Ability to apply technology in fire management activities.	**J**
Ability to identify and clarify issues and develop research recommendations if needed.	**J**

E. Communicate program processes, goals, and implementation procedures to a variety of audiences.

Competencies	**Expertise Level**
Knowledge of media needs and procedures as related to fire program management.	**J**
Ability to effectively interact with the public and media.	**J**
Ability to articulate programs in understandable terms to geographic area and national audiences.	**J**

II. Program Planning

Description

This element identifies the knowledge, skills and abilities required for land and fire management planning processes, for purposes of providing assistance and review.

- Unit-level land management plans
- Unit-level fire management plans
- Annual Operating Plans - these plans could include prevention, public and media contacts, preparedness, emergency equipment rental agreements, mobilization, Memoranda of Understanding and Cooperative Agreements, etc.
- Project plans - these plans could include prescribed fire and appropriate management response fire plans, other fuels modification plans, project level aviation plans, etc.

Outline

A. Coordinate and implement agency and interagency interdisciplinary planning processes.

Competencies	**Expertise Level**
Skill in providing leadership and direction at the geographic area level in the interdisciplinary planning process.	**J**
Ability to incorporate agency priorities into the interagency planning process.	**J**

B. Ensure plans comply with environmental laws, regulations and policies.

Competencies	**Expertise Level**
Ability to apply knowledge of environmental, technical, and social consequences to proposed decisions and actions.	**J**

C. Ensure plans comply with agency enabling laws, regulations and policies.

Competencies	**Expertise Level**
Knowledge of agency-specific policies sufficient to participate in the development of land use plans and operational plans.	**J**

D. Review individual plans and components and coordinate integration into area agency and interagency plans.

Competencies	**Expertise Level**
Knowledge of planning processes.	**J**
Skill in defining the full range of acceptable management strategies based on bureau policies.	**E**
Skill in overseeing the preparation of area and unit plans following agency manuals and handbooks.	**J**

III. Operations

Description

This element identifies the knowledge, skills and abilities required to manage operational program components to achieve land management objectives established for the area. Operational components include preparedness, wildland fire, prevention, fuels and prescribed fire, aviation, and rehabilitation.

Outline

A. Provide oversight and monitor unit preparedness programs to include:
   1. Detection
   2. Preparedness
   3. Agreements
   4. Fire danger/behavior predictions
   5. Severity requests
   6. Mobilization

Competencies	**Expertise Level**
Knowledge of current fire weather, fire danger and fire behavior prediction systems, and their interpretation.	**J**
Knowledge of local, regional and national dispatch and coordination systems and procedures, including preparedness levels.	**E**
Knowledge of cache management and accountability procedures.	**J**
Skill in developing and updating pre-season agreements necessary to ensure adequate resources are available during periods of potential use.	**J**
Skill in initiating severity action on an interagency basis for the area.	**J**
Skill in coordinating and implementing efficient and effective area detection programs.	**J**
Ability to ensure implementation of pre-season preparedness activities as identified in unit annual operating plans.	**J**

Competencies	**Expertise Level**
Ability to coordinate staffing and preparedness plans based on prediction outputs on an interagency basis.	**J**
Ability to ensure appropriate readiness reviews are performed and corrective actions are initiated.	**J**
Ability to recognize conditions which warrant severity requests.	**J**
Ability to provide oversight to area fire coordination operations.	**J**

B. Provide oversight to wildland fire response programs to include, but not limited to:
1. Strategy and tactics
2. Incident management
3. Emergency rehabilitation
4. Logistics/support
5. Priority setting and coordination
6. Reporting

Competencies	**Expertise Level**
Knowledge of wildland/urban interface fire suppression strategies and tactics.	**J**
Knowledge of the full range of wildland fire appropriate management responses.	**J**
Knowledge of fire suppression/prescribed fire tools and equipment.	**J**
Knowledge of procedures used in providing direction to incident commanders, including, but not limited to, development of incident objectives, Delegation of Authority, interaction, evaluation, and close-out/critique.	**E**
Knowledge of agency emergency rehabilitation policies, procedures and techniques.	**J**
Knowledge of fire behavior, fire danger and fire weather.	**J**
Knowledge of agency and interagency mobilization and logistical support policies and procedures.	**J**

Competencies	**Expertise Level**
Skill in applying and evaluating the Incident Command System component of the National Interagency Incident Management System.	**J**
Skill in developing Wildland Fire Situation Analyses (WFSAs).	**J**
Skill in implementing the full range of appropriate management responses.	**J**
Skill in setting area priorities among multiple incidents and allocating resources.	**J**
Skill in developing area training processes, and in coordinating training on an area-wide agency and interagency basis.	**J**
Skill in evaluating performance of area fire program management units, with an emphasis on accountability.	**E**
Skill in implementing interagency and agency qualification and certification standards and procedures, via the National Wildfire Coordinating Group (NWCG) process.	**J**
Ability to ensure that all reports and records are properly completed and maintained.	**J**
Ability to ensure implementation of emergency rehabilitation measures, as appropriate.	**J**
Ability to support the selected strategy of one or more incidents through transitions to higher or lower levels of management.	**J**
Ability to recruit, manage, and evaluate Type 1 and 2 Incident Management Teams.	**J**

C. Oversee and coordinate implementation of prevention programs.

Competencies	**Expertise Level**
Knowledge of appropriate prevention program processes and procedures.	**J**
Skill in overseeing the implementation of mitigation measures to reduce risks identified in an approved fire prevention plan.	**J**
Skill in coordinating interagency prevention programs.	**J**

D. Oversee fuels and prescribed fire programs to include, but not limited to:

1. Fuels management
2. Prescribed fire activities
3. Priority setting/coordination
4. Logistics/support
5. Reporting

Competencies	**Expertise Level**
Knowledge of fuels management and prescribed fire policies, practices and procedures.	**J**
Knowledge of fire weather, fire behavior and fire danger.	**J**
Knowledge of fire suppression/prescribed fire tools and equipment.	**J**
Skill in coordinating required logistical support to one or more concurrent projects on multiple units.	**J**
Ability to ensure that all reports and records are properly completed and maintained.	**J**
Ability to oversee the implementation of approved fuels management and prescribed fire plans.	**J**
Ability to set priorities between multiple projects and allocate resources.	**J**

E. Provide area oversight to smoke management planning and analysis.

Competencies	**Expertise Level**
Knowledge and understanding of various smoke management regulations including federal, state, tribal, and local and agency specific.	**J**
Knowledge related to weather and fire behavior and resultant smoke conditions.	**J**
Knowledge of smoke modeling processes.	**W**

F. Provide oversight to area and unit fire effects monitoring and analysis.

Competencies	**Expertise Level**
Knowledge of fire effects as related to fuel manipulation and prescribed fire.	**J**

G. Oversee fire aviation programs or operations as appropriate including, but not limited to:
1. Tactical application of aircraft
2. Aviation safety management
3. Administration

Competencies	**Expertise Level**
Knowledge of capabilities, limitations and approved safety standards and operating procedures of commonly used fixed and rotary-wing aircraft.	**J**
Knowledge of aviation administration requirements and procedures, such as contract solicitation, awarding, administration and fiscal accounting.	**J**
Knowledge of aircraft and pilot certification standards.	**J**
Skill in ensuring compliance with established Federal Aviation Regulations (FARs) and departmental and agency policies, procedures, and guidelines.	**J**
Skill in ensuring management of aircraft utilized in area fire operations is conducted in a safe and efficient manner, following established standards.	**J**

IV. Safety and Welfare

Description

This competency identifies the knowledge, skills and abilities required to oversee the environmental and workplace hazards of the wildland fire environment, and to provide leadership and direction to subordinates and units in the recognition and mitigation of these hazards using all applicable laws, policies and guidelines. Personal accountability and zero tolerance for unsafe acts are paramount.

Outline

A. Provide oversight related to safety laws, policies, and guidelines to include:
   1. Occupational Safety and Health Act
   2. Applicable state safety regulations
   3. Department and agency policies and guidelines
   4. NWCG guidelines

Competencies	**Expertise Level**
Knowledge of the laws, policies and guidelines pertaining to safety such as the Code of Federal Regulations, national and agency policies and guidelines, Standard Firefighting Orders, Watch Out Situations, and other fire-related safety guidelines, including Occupational Safety and Health Act and NWCG guidelines.	**J**
Skill in developing area safety policies and guidelines.	**J**

B. Conduct safety-related education programs focusing on:
   1. Training
   2. Certification

Competencies	**Expertise Level**
Skill in ensuring that safety management goals are achieved through education and certification processes.	**J**

C. Prepare hazard, risk, and trend analyses for:
   1. Wildland fire environment hazards including, but not limited to:
      a. Fuels
      b. Weather
      c. Topography
   2. Associated hazards including, but not limited to:
      a. Aviation
      b. Mechanized equipment
      c. Hazardous materials

Competencies	**Expertise Level**
Skill in ensuring appropriate preparation of hazard, risk, and trend analyses.	**J**
Skill in developing hazardous risk assessments and trend analyses.	**J**

D. Follow up on identified hazards and risks with mitigation actions.

Competencies	**Expertise Level**
Skills in recognition and mitigation of a variety of hazards encountered within the wildland fire environment and other work environments; e.g., aviation, mechanized equipment, and hazardous materials.	**J**

E. Ensure serious accident investigation policies and procedures are followed.

Competencies	**Expertise Level**
Knowledge of technical aspects of accident investigations and reviews.	**J**
Skill in coordinating serious accident investigations.	**W**

KEY PERFORMANCE ELEMENTS

The standard Key Performance Elements are to be used to evaluate employee performance, in conjunction with the Competency Descriptors. A "Performance Element" is defined as a mission-based outcome or end product that is essential to overall success of the position. The following Key Performance Elements are derived from the major elements of each position's Competency Descriptor.

The first section of these Key Performance Elements is a set of "common" Key Performance Elements, applicable to all positions. These may be used for evaluative purposes, or more likely, for initiation of employee development plans early in one's career. Following the common elements are additional Key Performance Elements specific to this individual position.

KEY PERFORMANCE ELEMENTS

THE FOLLOWING ELEMENTS ARE COMMON TO ALL FIRE PROGRAM MANAGEMENT POSITIONS:

I. Mission Comprehension

- Describe the agency's historical background and mission evolution.
- Identify relevant agency mandates.
- Define the purpose of limits within the agency.

II. Agency Orientation

- Describe the structure and organization of the Department of Agriculture or Interior.
- Describe the structure and the organization of the agency.

III. Resource Stewardship

- Describe federal stewardship of natural resources.
- Identify resources protected by the agency and describe the responsibilities in managing these resources.
- Define the sustainable practices philosophy.
- Define the employee's role in resource stewardship.
- Recognize the positive purposes of interagency partnerships.

IV. Fundamental Values

- Supervise and develop employees.
- Implement safe workplace practices.
- Identify workplace accessibility issues.
- Describe the guiding principles of time management.
- Describe the agency's management culture.
- Carry out cultural diversity, equal opportunity and civil rights procedures.

V. Leadership

- Demonstrate appropriate leadership skills to meet agency goals and safe operating procedures.

VI. Problem Solving Skills

- Analyze a situation, determine alternative solutions, and recommend a course of action.
- Make sound and well-informed decisions.
- Identify and mitigate stressful influences.
- Utilize facilitation skills to resolve problems and promote consensus.

VII. Communication Skills

- Communicate effectively.

VIII. Personal Development and Planning

- Meet Agency physical and mental fitness requirements.
- Set individual and career goals and implement self-directed course of action.

IX. Agency Operations

- Apply basic principles of appropriation law.
- Implement and evaluate financial activities.
- Apply appropriate technology.
- Develop and maintain agency and interagency operations.
- Initiate and participate in agency and interagency interdisciplinary planning processes.
- Utilize agency qualifications and certification procedures.

X. Program/Project Progress Monitoring and Evaluation

- Implement measurement systems that accurately track results.
- Evaluate results against program objectives.

THE FOLLOWING ELEMENTS ARE SPECIFIC TO THE GEOGRAPHIC AREA FIRE PROGRAM MANAGER POSITIONS:

I. Program Management

- Develop, implement and evaluate programs in support of mission accomplishments.
- Develop, implement and evaluate fire management budgets.
- Develop and maintain interagency partnerships.
- Identify research needs and apply new technologies.
- Communicate program processes, goals, and implementation procedures to a variety of audiences.

II. Program Planning

- Coordinate and implement agency and interagency interdisciplinary planning processes.
- Ensure plans comply with environmental laws, regulations, and policies.
- Ensure plans comply with agency enabling laws, regulations and policies.
- Review individual plans and components and coordinate integration into area agency and interagency plans.

III. Operations

- Provide oversight and monitor unit preparedness programs to include:
    1. Detection
    2. Preparedness
    3. Agreements
    4. Fire danger/behavior predictions
    5. Severity requests
    6. Mobilization
- Provide oversight to wildland fire response programs to include, but not limited to:
    1. Strategy and tactics
    2. Incident management
    3. Emergency rehabilitation
    4. Logistics/support
    5. Priority setting and coordination
    6. Reporting
- Oversee and coordinate implementation of prevention programs.
- Oversee fuels and prescribed fire programs to include, but not limited to:
    1. Fuels management
    2. Prescribed fire activities
    3. Priority setting/coordination
    4. Logistics/support
    5. Reporting
- Provide area oversight to smoke management planning and analysis.
- Provide oversight to area and unit fire effects monitoring and analysis.

- Oversee fire aviation programs or operations as appropriate including, but not limited to:
    1. Tactical application of aircraft
    2. Aviation safety management
    3. Administration

IV. Safety and Welfare

- Provide oversight related to safety laws, policies, and guidelines to include:
    1. Occupational Safety and Health Act
    2. Applicable state safety regulations
    3. Department and agency policies and guidelines
    4. NWCG guidelines
- Conduct safety-related education programs focusing on:
    1. Training
    2. Certification
- Prepare hazard, risk, and trend analyses for:
    1. Wildland fire environment hazards including, but not limited to:
        a. Fuels
        b. Weather
        c. Topography
    2. Associated hazards including, but not limited to:
        a. Aviation
        b. Mechanized equipment
        c. Hazardous materials
- Follow up identified hazards and risks with mitigation actions.
- Ensure serious accident investigation policies and procedures are followed in the area.

INDIVIDUAL POSITION STANDARD AND GUIDE

The following individual position standard and guide includes these components:

- Minimum Qualifications Standards
- Employee Development Training
- Competency Descriptors: Common Competencies, and Position Competencies
- Key Performance Elements

The **"Minimum Qualifications Standards"** are used in a variety of ways.

- For identifying minimum qualifications on vacancy announcements
- For recruitment crediting plans
- For identifying OPM series standard requirements
- For determining minimum grade levels
- For identifying any specialized experience requirements
- For identifying NWCG Incident Management Qualifications requirements
- For identifying "additional required training" for a position, beyond that required for NWCG Incident Management Qualifications
- As guides for employees when constructing Employee Development Plans for future positions

"Additional Required Training" identifies training that is required prior to being considered qualified for a position. It cannot be challenged. An agency equivalent course may be used as a substitute when that course meets or exceeds a required course's learning and performance objectives.

"Employee Development Training" identifies training that assists an employee in meeting position competencies, in addition to training that is required. It is recognized that training is not the only way of obtaining competencies, but the identified courses do provide many, though not necessarily all, of the knowledge and skills needed to meet position competencies.

The "Common Competency Descriptors for All Positions" is intended to supplement each position "Competency Descriptor." They are competencies needed for most positions. Employees obtain these "Common Competencies" through personal education and experiences, through agency orientation and mission renewal programs, and through interaction with peers, teams, and supervisors.

These "Competency Descriptors/Common Competency Descriptors" are used in a variety of ways.

- Constructing Employee Development Plans
- Developing Recruitment Crediting Plans
- Evaluating employee performance

The "Standard Key Performance Elements" are to be used to evaluate employee performance, in conjunction with "Competency Descriptors." These "Performance Elements" are defined as a mission-based outcome or end product that is essential to overall success of the position. Not surprisingly, these "Performance Elements" are derived from the major elements of the "Competency Descriptors."

MINIMUM QUALIFICATIONS STANDARDS

The following "Minimum Qualifications Standards" are established, meeting the direction outlined in the Implementation Action Plan Report of the 1995 Federal Fire Policy Review. Action Items # 27, 62 and 63 from that Action Plan specifically direct the establishment and utilization of these standards by federal wildland fire management agencies.

- Applicants must meet the appropriate Office of Personnel Management (OPM) qualification standards AND the Interagency Fire Program Management (IFPM) standards before being placed in a key fire management position.

- Applicants must attain all identified competencies within three years of being placed into the position. Until competencies are met, employees must be supervised by employees who meet the qualification standards above and all identified competencies.

- To meet these minimum standards, all identified "Minimum Qualifications Standards" components ("OPM Standard Requirements," "Specialized Experiences," "Additional Required Training" and "NWCG Incident Management Qualifications") must be met.

- These "Minimum Qualification Standards" must be used when recruiting for vacant positions. "Specialized Experience," "Required Training," and "NWCG Incident Management Qualifications" requirements are assumed to be cumulative as complexity increases within a position. For example, requirements for a high complexity unit fire program manager include the requirements for moderate and low complexity unit fire program managers.

- Where NWCG Incident Management Qualifications are shown, they relate to minimum incident management skills required to manage the local program on the unit. The assumption is made that if higher incident management skills are needed to manage an incident, they would be ordered through the standard resource ordering process.

- Differing complexity levels are identified for the Wildland Fire Operations Specialist, Prescribed Fire & Fuels Specialist, Prevention & Education Specialists, and Dispatcher series positions. There is a transition level identified, from technician to professional, for these positions.

- "Employee Development Training" identifies training that assists an employee in meeting position competencies, in addition to training that is required. It is recognized that training is not the only way of obtaining competencies, but the identified courses do provide many, though not necessarily all, of the knowledge and skills needed to meet position competencies.

- Each Minimum Qualification Standard is identified by the fire organizational title. The formal classification title will be based on the appropriate job series.

MINIMUM QUALIFICATION STANDARDS

UNIT FIRE PROGRAM MANAGER

Low Complexity

OPM Standard Requirements - GS-401

Bachelor's degree in biological sciences, agriculture, natural resource management, or a related discipline appropriate to the position being filled; OR a combination of education and experience as defined in the Supplemental Qualification Standard for the GS-0401 Fire Management Specialist. Additional information can be obtained from OPM's Qualification Standards Operating Manual, Group Coverage Qualification Standard for Professional and Scientific Positions and the Individual occupational requirements for the 401 series. The Supplemental Qualification Standard for the GS-0401 Fire Management Specialist and assistance in interpreting the standard are posted at http://www.nifc.gov/training_quals/IFPM/ifpm.htm
OPM's Qualification Standards Operating Manual is posted at http://www.opm.gov/qualifications/

Recommended minimum grade level GS-9

Specialized Experience - Applicants must have a minimum of one year of creditable specialized wildland fire management experience equivalent to the next lower grade level.

Specialized experience is that experience which has provided the applicant with the particular knowledge, skills, and abilities necessary to successfully function in the wildland fire management position applied for. Possession of the particular knowledge, skills, and abilities can be evidenced by:

1. Experience that demonstrated understanding of fire effects on cultural and natural resources. The assignments must have shown participation in activities such as:

   - developing fire management plans to ensure plan objectives can be met from a fire management standpoint.
   - conducting field inspections before and/or after prescribed fires or wildland fires to determine if objectives have been met.

2. Prescribed fire/fuels management - experience in activities such as:

   - inventory methods and procedures
   - fuel treatment methods and programming
   - evaluating prescribed fire plans or fire management plans to ensure containment is possible and identify contingencies if containment is not obtained.

3. Fire management operations - analyzing and applying fire management strategies, plus experience in at least four of the following activities:

   - mobilization and dispatch coordination
   - fire prevention
   - training
   - logistics
   - equipment development and deployment
   - fire communication systems
   - suppression and preparedness

The above specialized experiences may be evidenced by the following or similar positions:

Wildland and prescribed fire experience comparable to that gained in positions such as assistant Fire Program Manager

OR
Wildland Fire Operations Specialist
OR
Prescribed Fire and Fuels Specialist
OR
Initial Attack Lead Dispatcher/Asst. Center Manager
OR
Prevention & Education Specialist
AND
Incident experience in any ICS position on a Type I or II incident

NWCG Incident Management Qualifications - Currency Required

Command:	Incident Commander, Type 4 (ICT4)
AND	
Operations:	Single Resource Boss (SRB)-Crew or Engine
AND	
Prescribed Fire:	Prescribed Fire Burn Boss, Type 2 (RXB2)

Additional required training as presented in the following courses or agency equivalent:

- None

EMPLOYEE DEVELOPMENT TRAINING

UNIT FIRE PROGRAM MANAGER - LOW COMPLEXITY

Employee should receive the following developmental training (or agency equivalent) to fully achieve competencies:

- M-581 “Fire Program Management”
- FI-210 (formerly P-151) “Wildfire Origin and Cause Determination”
- RX-310 (formerly RX-340) “Introduction to Fire Effects”
- S-491 “National Fire Danger Rating System”
- 40-hour Supervisory Training
- Aviation safety, operations, and management
- Fire computer applications
- Leadership and organizational skills training
- National Environmental Policy Act (NEPA) training

MINIMUM QUALIFICATIONS STANDARDS

UNIT FIRE PROGRAM MANAGER

Moderate Complexity

OPM Standard Requirements - GS-401

Bachelor's degree in biological sciences, agriculture, natural resource management, or a related discipline appropriate to the position being filled; OR a combination of education and experience as defined in the Supplemental Qualification Standard for the GS-0401 Fire Management Specialist. Additional information can be obtained from OPM's Qualification Standards Operating Manual, Group Coverage Qualification Standard for Professional and Scientific Positions and the Individual occupational requirements for the 401 series. The Supplemental Qualification Standard for the GS-0401 Fire Management Specialist and assistance in interpreting the standard are posted at http://www.nifc.gov/training_quals/IFPM/ifpm.htm
OPM's Qualification Standards Operating Manual is posted at http://www.opm.gov/qualifications/

Recommended minimum grade level GS-11

Specialized Experience - Applicants must have a minimum of one year of creditable specialized wildland fire management experience equivalent to the next lower grade level.

Specialized experience is that experience which has provided the applicant with the particular knowledge, skills, and abilities necessary to successfully function in the wildland fire management position applied for. Possession of the particular knowledge, skills, and abilities can be evidenced by:

- reviewing and evaluating fire management plans for ecological soundness and technical adequacy.
- conducting field inspections before and after prescribed or wildland fires to determine if objectives were achieved and/or evaluate the effectiveness of actions taken.
- developing analyses on the ecological role of fire and its use and/or exclusion, and smoke management.

In addition to fire program management, appropriate experience must have included either prescribed fire/fuels management - OR - fire management operations as described below:

Prescribed fire/fuels management - experience in a broad range of activities such as:

- inventory methods and procedures
- fuel treatment methods and programming
- land use planning and environmental coordination
- evaluating prescribed burn plans or fire management plans to ensure containment is possible and identify contingencies if containment is not obtained.

Fire management operations - analyzing and applying fire management strategies, plus experience in at least five of the following activities:

- mobilization and dispatch coordination
- fire prevention and education
- training
- logistics
- equipment development and deployment
- fire communication systems
- suppression and preparedness
- aviation

The above specialized experiences may be evidenced by the following or similar positions:

Unit Fire Program Manager
OR
Wildland Fire Operations Specialist
OR
Prescribed Fire and Fuels Specialist
OR
Prevention & Education Specialist
OR
Initial Attack Lead Dispatcher/Asst. Center Manager
AND
Experience at the Unit Leader Level on a Type I or II incident

NWCG Incident Management Qualifications - Currency Not Required

Command:	Incident Commander, Type 3 (ICT3)
AND	
Operations:	Task Force Leader (TFLD)
AND	
Prescribed Fire:	Prescribed Fire Burn Boss, Type 2 (RXB2)

Additional required training as presented in the following courses or agency equivalent:

- "Fire Program Management"

EMPLOYEE DEVELOPMENT TRAINING

UNIT FIRE PROGRAM MANAGER - MODERATE COMPLEXITY

Employee should receive the following developmental training (or agency equivalent) to fully achieve competencies:

- I-300 “Intermediate ICS”
- M-580 “Fire in Ecosystem Management”
- FI-210 (formerly P-151) “Wildfire Origin and Cause Determination”
- RX-310 (formerly RX-340) “Introduction to Fire Effects”
- RX-410 (formerly RX-450) “Smoke Management Techniques”
- RX-510 (formerly RX-540) “Applied Fire Effects”
- S-490 “Advanced Wildland Fire Behavior Calculations”
- S-491 “National Fire Danger Rating System”
- S-580 “Advanced Fire Use Applications”/“National Park and Wilderness Fire Management”
- 40-hour Supervisory Training
- Aviation safety, operations, and management training
- Fire computer applications training
- Leadership and organizational skills training
- National Environmental Policy Act (NEPA) training

MINIMUM QUALIFICATION STANDARDS

UNIT FIRE PROGRAM MANAGER

High Complexity

OPM Standard Requirements - GS-401

Bachelor's degree in biological sciences, agriculture, natural resource management, or a related discipline appropriate to the position being filled; OR a combination of education and experience as defined in the Supplemental Qualification Standard for the GS-0401 Fire Management Specialist. Additional information can be obtained from OPM's Qualification Standards Operating Manual, Group Coverage Qualification Standard for Professional and Scientific Positions and the Individual occupational requirements for the 401 series. The Supplemental Qualification Standard for the GS-0401 Fire Management Specialist and assistance in interpreting the standard are posted at http://www.nifc.gov/training_quals/IFPM/ifpm.htm
OPM's Qualification Standards Operating Manual is posted at http://www.opm.gov/qualifications/

Recommended minimum grade level GS-12

Specialized Experience - Applicants must have a minimum of one year of creditable specialized wildland fire management experience equivalent to the next lower grade level.

Specialized experience is that experience which has provided the applicant with the particular knowledge, skills, and abilities necessary to successfully function in the wildland fire management position applied for. Possession of the particular knowledge, skills, and abilities can be evidenced by:

- reviewing and evaluating fire management plans for ecological soundness and technical adequacy.
- conducting field inspections before and after prescribed or wildland fires to determine if objectives were achieved and/or evaluate the effectiveness of actions taken.
- developing analyses on the ecological role of fire and its use and/or exclusion, and smoke management.

In addition to fire program management, appropriate experience must have included either prescribed fire/fuels management - OR - fire management operations as described below:

Prescribed fire/fuels management - experience in a broad range of activities such as:

- inventory methods and procedures
- fuel treatment methods and programming
- land use planning and environmental coordination
- evaluating prescribed burn plans or fire management plans to ensure containment is possible and identify contingencies if containment is not obtained.

Fire management operations - analyzing and applying fire management strategies, plus experience in at least five of the following activities:

- mobilization and dispatch coordination
- fire prevention and education
- training
- logistics
- equipment development and deployment
- fire communication systems
- suppression and preparedness
- aviation

The above specialized experiences may be evidenced by the following or similar positions:

Unit Fire Program Manager
OR
Wildland Fire Operations Specialist
OR
Prescribed Fire and Fuels Specialist
OR
Center Manager
OR
Prevention & Education Specialist
AND
Served as member of Type 1 or Type 2 Incident Management Team at the Command and General Staff level, or as an Agency Administrator

NWCG Incident Management Qualifications - Currency Not Required

Command:	Incident Commander, Type 3 (ICT3)
AND	
Operations:	Division/Group Supervisor (DIVS)
AND	
Prescribed Fire:	Prescribed Fire Manager, Type 2 (RXM2)

Additional required training as presented in the following courses or agency equivalent:

- "Fire Program Management"

EMPLOYEE DEVELOPMENT TRAINING

UNIT FIRE PROGRAM MANAGER - HIGH COMPLEXITY

Employee should receive the following developmental training (or agency equivalent) to fully achieve competencies:

- I-300 “Intermediate ICS”
- I-400 “Advanced ICS”
- M-580 “Fire in Ecosystem Management”
- FI-210 (formerly P-151) “Wildfire Origin and Cause Determination”
- RX-310 (formerly RX-340) “Introduction to Fire Effects”
- RX-410 (formerly RX-450) “Smoke Management Techniques”
- RX-510 (formerly RX-540) “Applied Fire Effects”
- S-490 “Advanced Wildland Fire Behavior Calculations”
- S-491 “National Fire Danger Rating System”
- S-580 “Advanced Fire Use Applications”/“National Park and Wilderness Fire Management"
- 40-hour Supervisory Training
- Aviation safety, operations, and management training
- Fire computer applications training
- Leadership and organizational skills training
- National Environmental Policy Act (NEPA) training

COMPETENCY DESCRIPTORS

A "competency" is defined as a combination of knowledge, skills and abilities which, when acquired, allows a person to perform a task or function at a specifically defined level of proficiency.

A "common competency" is one that describes the knowledge, skills and abilities found in most or all key fire management positions identified in this Guide.

Competencies are described in terms of three "Expertise Levels" (working, journey, and expert). The appropriate level of expertise for that particular competency is indicated under the relevant level of complexity. Expertise level definitions and an example of expertise and complexity levels are included on the first page of each "Competency Descriptor."

> **NOTE:** The "working" level of expertise identified in the "Competency Descriptors" is defined as the minimum level of experience and/or training that it takes to produce work of acceptable quality and meet safety standards.
>
> It is **not** intended that a prospective job applicant have all the defined competencies in their entirety when first selected for any position at any level (unless the hiring unit so chooses, and indicates same in a vacancy announcement). It **is** intended that the employee achieve all indicated competencies before being considered at a full-performance level. Timelines for achieving full-performance level standards should be specified in vacancy announcements and other personnel documents.

The Common Competency Descriptors are intended to supplement each position's Competency Descriptor; the two should be used together. Employees obtain these common competencies through personal education and experiences, through agency orientation and mission renewal programs, and through interaction with peers, teams, and supervisors.

The "Competency Descriptors" may be used in a variety of ways:

- Constructing Employee Development Plans
- Developing Recruitment Crediting Plans, supplementing the "Minimum Qualification Standards"
- Evaluating employee performance, supplementing the "Standard Key Performance Elements"

COMMON COMPETENCY DESCRIPTORS FOR UNIT FIRE PROGRAM MANAGER

All Positions Descriptor

The following Common Competencies are needed across most positions and at the entry level of positions by every employee. Employees obtain these Common Competencies through personal education and experiences, through agency orientation and mission renewal programs, and through interaction with peers, teams, and supervisors. These competencies must be taken in context of a particular position for scope and complexity.

Core competencies (skill levels) that do not change due to program complexity do not reappear in the individual position descriptions. If program complexity changes the skill level required, then the competency will appear with the appropriate expertise level described, using such language as “comprehensive” or “expert.”

EXPERTISE LEVELS DEFINITIONS

WORKING - W	JOURNEY - J	EXPERT - E
Definition: The minimum level of experience and/or training that it takes to produce work of acceptable quality.	**Definition:** Has sufficient experience to be considered a seasoned employee. Is skilled in performing the more difficult tasks related to the function. Has received advanced training in the function.	**Definition:** Reflects the quality of experience and/or training needed to perform the most challenging aspects of the position.

I. Mission Comprehension

Description

This competency requires background and understanding of the agency enabling legislation and its ramifications, and additional responsibilities that have historically evolved.

Outline

A. Describe the agency's historical background and mission evolution.

Competencies	Unit Fire Program Manager
Knowledge of the agency's historical background and mission evolution.	**J**
Knowledge of enabling legislation and other acts affecting agency's mission.	**J**
Ability to describe the historical background of the agency.	**J**
Ability to explain the purpose of the agency.	**J**

B. Identify relevant agency mandates.

Competencies	Unit Fire Program Manager
Knowledge of existing mandates and resolutions.	**J**

C. Define the purpose of limits within the agency.

Competencies	Unit Fire Program Manager
Knowledge of social, political and fiscal limits within the agency.	**J**

II. Agency Orientation

Description

This competency requires a comprehension of the structure and organization of the agency's organizational levels; an understanding of the structure and organization of the Departments of Agriculture or Interior and its place in the federal government; and the development of an insight into an individual employee's role in the agency in particular, and in the federal government in general.

Outline

A. Describe the structure and organization of the Department of Agriculture or Interior.

Competencies	Unit Fire Program Manager
Knowledge of the basics of government structure and function.	**J**
Knowledge of the structure and function of the Department of the Interior or the Department of Agriculture.	**J**
Knowledge of applicable Code of Federal Regulations.	**J**
Ability to describe the relationship of the agency to the Department of the Interior or the Department of Agriculture.	**J**

B. Describe the structure and the organization of the agency.

Competencies	Unit Fire Program Manager
Knowledge of how goals and strategies provide structured guidance towards accomplishing an agency's mission.	**W**
Knowledge of agency organizational structures.	**J**
Ability to define how the agency relates on an interagency basis.	**J**

III. Resource Stewardship

Description

This competency requires an understanding of the natural, cultural, and historical resources protected; the range in responsibilities in managing these resources in the context of fire management; the individual's role in resource stewardship; and the ability to work with partners outside the agency to promote resource stewardship.

Outline

A. Describe federal stewardship of natural resources.

Competencies	Unit Fire Program Manager
Knowledge of federal legislation regarding resource management such as National Environmental Policy Act, Clean Air Act, Wilderness Act, Threatened and Endangered Species Act and the Natural Historical Preservation Act.	**J**
Knowledge of environmental, technical, and social consequences of proposed decisions and actions.	**J**
Knowledge of public perceptions of the risks and the benefits of resource alternative strategies.	**E**

Competencies	Unit Fire Program Manager
Knowledge of the role of scientific knowledge and advanced technologies.	**J**
Ability to learn current natural resources policy initiatives.	**J**

B. Identify resources protected by the agency and describe the responsibilities in managing these resources.

Competencies	Unit Fire Program Manager
Knowledge of natural, cultural, and historical resources managed by the agency.	**E**
Knowledge of ecosystem management and the ecological response to the presence or absence of fire.	**E**
Knowledge of the agency planning process and how it contributes to resource stewardship.	**J**
Ability to articulate the agency stewardship function.	**J**

C. Define the sustainable practices philosophy.

Competencies	Unit Fire Program Manager
Knowledge of agency multiple use acts.	**J**
Knowledge of related fields such as forestry, range, wildlife, botany, soils and water (hereafter referred to as resources).	**J**
Knowledge of how different resources contribute to sustainable practices.	**W**
Ability to describe how different resources interact.	**W**
Ability to define sustainability in the context of overall resource management.	**W**

D. Define the employee's role in resource stewardship.

Competencies	Unit Fire Program Manager
Knowledge of agency's workforce resource priorities.	**J**
Ability to explain the individual's role in supporting the agency's stewardship function.	**J**
Ability to implement agency priorities within an individual's work assignments.	**E**

E. Recognize the positive purposes of interagency partnerships.

Competencies	Unit Fire Program Manager
Knowledge of fire management partnership benefits.	**J**
Knowledge of cooperating agency's missions, organizations, and operating procedures.	**J**
Knowledge of why the agency needs and interacts with partners to fulfill its resource stewardship role.	**J**
Ability to participate in interagency workshops and other project processes.	**E**
Ability to recognize the value of interagency fire management cooperation to meet fire management program goals.	**E**

IV. Fundamental Values

Description

This competency focuses on the employee's ability to exhibit positive attitudes and behaviors to accomplish an assigned job and to contribute to the overall health of the organization. These attitudes and behaviors include teamwork; ethical behavior towards people and the organization; support of cultural diversity, accessibility, and fairness issues in the workplace; and an attitude towards safe behavior for one's self and for others.

The safety competency identifies an understanding of the environmental and workplace hazards of the wildland fire environment. It focuses on the employee's ability to provide leadership and direction in recognition and the mitigation of these hazards, using all applicable laws, policies and guidelines. Utilizing this approach, a passion for safety will be instilled with zero tolerance for unsafe acts. All employees will be personally accountable for safety.

Outline

A. Supervise and develop employees.

Competencies	Unit Fire Program Manager
Knowledge of personnel hiring, pay, discipline, and termination procedures.	**J**
Knowledge of methods and techniques of personal motivation, organization, supervision, and evaluation in order to emphasize accountability.	**J**
Knowledge of the processes and sources of training.	**J**
Skill in practicing the commonly accepted individual values of performance, commitment, interdependence, authority, responsibility, accountability, choice, risk management, and excellence.	**J**
Skill in applying the accepted principles of delegation.	**J**
Skill in carrying out proper fiscal and accountable actions.	**E**
Ability to apply sound personnel management skills to include supervision, coaching, training, motivation, and evaluation.	**J**

Competencies	Unit Fire Program Manager
Ability to conduct oneself in an ethical manner.	**J**
Ability to transmit high performance expectations and to follow up on personnel accomplishments.	**E**
Ability to impart self-confidence and empowerment.	**E**
Ability to initiate recommendations for change.	**E**
Ability to assess personal attitudes towards others and one's employer.	**J**
Ability to develop new insights into situations in order to improve the situation, increase efficiencies, or to mitigate safety problems.	**E**
Ability to create effective standards and operating procedures for personnel safety.	**E**

B. Implement safe workplace practices.

Competencies	Unit Fire Program Manager
Knowledge of agency laws, policies, and guidelines such as NWCG's Standard Firefighting Orders and Watch Out Situations.	**E**
Knowledge of wildland fire hazards.	**E**
Knowledge of wildland fire safety practices and procedures.	**E**
Knowledge of hazard and risk analysis requirements for such areas as human factors, fuels, weather, topography, aviation, mechanized equipment, and hazardous materials.	**E**
Knowledge of standard first aid procedures.	**J**
Skill in using educational and certification processes to impart a passion for safety.	**J**
Skill in applying basic first aid procedures.	**J**

Competencies	Unit Fire Program Manager
Skill in using safety related education programs with the focus on training and performance certification.	**J**
Ability to recognize and correct unsafe practices and conditions.	**E**
Ability to recognize and correct unsafe practices and conditions.	**E**

C. Identify workplace accessibility issues.

Competencies	Unit Fire Program Manager
Knowledge of Americans with Disabilities Act requirements.	**J**
Ability to make reasonable accommodation for disabled persons.	**J**

D. Describe the guiding principles of time management.

Competencies	Unit Fire Program Manager
Knowledge as to how time management affects one's personal well being and stress level.	**W**
Knowledge of the impact of internal and external influences on available time and time choices.	**W**
Ability to understand how individual factors of values, priorities, and goals affect time choices.	**W**
Ability to define the difference between internal and external prime time.	**W**
Ability to develop an effective time management strategy.	**J**
Ability to monitor time spent and make adjustments as needed.	**J**

E. Describe the agency's management culture.

Competencies	Unit Fire Program Manager
Knowledge of the agency's values and philosophy.	**J**
Knowledge of external influences on the agency's mission, budget, and operational procedures.	**J**
Ability to define those elements of the management culture that have an effect on meeting one's job performance requirements.	**E**

F. Implement cultural diversity, equal opportunity and civil rights policies.

Competencies	Unit Fire Program Manager
Knowledge of appropriate act requirements to include the Equal Opportunity Act, Civil Rights Act, Age Discrimination in Employment Act, Rehabilitation Act, 29 CFR 1604.11(a) Sexual Harassment.	**J**
Skill in carrying out supervisory and leadership responsibilities relevant to the workplace acts.	**J**

V. Leadership

Description

This competency requires a comprehension of the basics of leadership.

Outline

A. Demonstrate appropriate leadership skills to meet agency goals and safe operating procedures.

Competencies	Unit Fire Program Manager
Knowledge of acceptable leadership characteristics.	**E**
Knowledge of delegation as a leadership and team building tool.	**E**
Knowledge of management styles most appropriate to deal with internal and external controls.	**E**
Knowledge of the steps of effective conflict resolution.	**E**
Ability to function as an effective team member.	**E**
Ability to recognize changing conditions, develop alternative strategies, and take appropriate action.	**E**
Ability to be decisive in leadership roles.	**E**
Ability to define one's leadership style.	**J**
Ability to adjust one's leadership style to meet the agency mission.	**E**
Ability to describe how the development levels of followers affect one's leadership style.	**J**
Ability to understand and apply the basic styles of conflict resolution such as avoiding, accommodating, compromising, competing, and collaborating.	**E**

VI. Problem Solving Skills

Description

This competency deals with the ability to analyze, build consensus, make decisions, and practice innovation in various aspects of the job.

Outline

A. Analyze a situation, determine alternative solutions, and recommend a course of action.

Competencies	Unit Fire Program Manager
Knowledge of assessment skills.	**E**
Knowledge of how a situation deviates from the norm or a standard.	**E**
Knowledge of factors contributing to a problem.	**E**
Skill in distinguishing between relevant and irrelevant information and making logical judgments.	**J**
Skill in collecting, grouping contributing factors.	**J**
Ability to use sound reasoning to arrive at a conclusion.	**E**
Ability to narrow the problem area.	**J**

B. Make sound and well-informed decisions.

Competencies	Unit Fire Program Manager
Knowledge of organizational goals and objectives.	**E**
Knowledge of organizational policy and guidelines.	**E**
Skill in identifying the impact and implications of decisions.	**E**
Ability to quantify costs of decisions.	**E**
Ability to describe the rationale for a decision.	**J**

C. Identify and mitigate stressful influences.

Competencies	Unit Fire Program Manager
Knowledge of stress indicators.	**E**
Skill in recognizing the impacts of stress on the functions of supervision and leadership.	**J**
Skill in mitigating stressful situations.	**E**
Ability to minimize negative personal impacts.	**J**

D. Utilize facilitation skills to resolve problems and promote consensus.

Competencies	Unit Fire Program Manager
Knowledge of group processes.	**E**
Knowledge of the five basic styles of conflict resolution.	**W**
Skill in building group consensus to meet objectives through give and take.	**E**
Ability to foster commitment.	**E**
Ability to negotiate to find mutually acceptable solutions.	**E**
Ability to encourage and receive cooperation.	**E**
Ability to gain cooperation from others to obtain information and accomplish goals.	**E**

VII. Communication Skills

Description

This competency relates to the ability to communicate effectively with the public and employees in writing and speech; to work as an effective team member; to use interpersonal skills to become an effective employee; and to exhibit basic computer capabilities.

Outline

A. Communicate effectively.

Competencies	Unit Fire Program Manager
Knowledge of effective listening, speaking, and writing skills.	**E**

Competencies	Unit Fire Program Manager
Knowledge of the characteristics of effective written communications.	**J**
Knowledge of communication methods used by the supervisor.	**J**
Knowledge of how a team communicates to accomplish a common goal.	**J**
Knowledge of basic computer keyboard requirements.	**J**
Knowledge of computer data entry and retrieval.	**J**
Skill in writing basic letters and reports and filling out basic forms for routine agency operations.	**J**
Ability to identify the types of non-verbal communication methods.	**W**
Ability to express facts and ideas in writing in a succinct and organized manner.	**E**
Ability to define the speaker, listener, and observer tasks in communications.	**J**
Ability to facilitate an open exchange of information.	**E**
Ability to identify the conditions necessary for accurate and effective communications.	**J**
Ability to consider and respond appropriately to the needs, feelings, and capabilities of others, and adjust communication approaches to suit different people and situations.	**J**
Ability to perform computer technological skills such as word processing, electronic mail, and Internet processes.	**J**
Ability to explain agency programs and procedures in understandable terms to individuals and groups.	**E**

VIII. Personal Development and Planning

Description

This competency considers an individual being able to work with subordinates or a supervisor. It considers an agency's plan for charting a course of action for developing an individual.

Outline

A. Meet agency physical and mental fitness requirements.

Competencies	Unit Fire Program Manager
Knowledge of National Wildfire Coordinating Group and agency requirements.	**J**
Ability to utilize a physical training program to enhance physical and mental fitness.	**E**
Ability to perform duties under stressful and adverse operating conditions, such as long work hours, heavy workloads, emergency situations, adverse working and environmental conditions.	**J**
Ability to recognize fitness potential in subordinates and provide opportunities to achieve this potential.	**J**

B. Set individual career goals and implement self-directed course of action.

Competencies	Unit Fire Program Manager
Knowledge of career development strategies.	**J**
Knowledge of self-direction capabilities.	**J**
Knowledge of agency and interagency opportunities and requirements for potential advancement.	**J**
Skill in demonstrating a belief in one's own abilities and ideas.	**J**
Ability to set personal goals for career development and implement actions to obtain them.	**J**
Ability to use a performance appraisal to assess one's performance strengths and weaknesses to lead toward improvement.	**J**
Ability to develop self-motivation.	**J**
Ability to seek feedback from others and opportunities for self-learning and development.	**J**
Ability to perform a personal role assessment, which would lead to monitoring behavior patterns associated with the functions performed.	**J**

IX. Agency Operations

Description

This competency requires a comprehension of the basic operations of an agency, especially at the local level; and how these operations interact to fulfill the missions, planning and budgetary processes and agency purpose.

Outline

A. Apply basic principles of appropriation law.

Competencies	Unit Fire Program Manager
Knowledge of appropriation law relevant to supervisory and leadership roles.	**J**
Knowledge of the aspects of appropriation law pertinent to the expenditure of funds and relative to the agency mission.	**J**
Knowledge of agency fiscal regulations.	**E**
Ability to describe the budget authority relevant to supervisory and leadership roles.	**J**
Ability to describe the purpose of an obligation.	**J**

B. Implement and evaluate financial activities.

Competencies	Unit Fire Program Manager
Knowledge of agency financial regulations, policy and guidelines.	**J**
Knowledge of interagency fire business management practices and procedures.	**E**
Knowledge of required fiscal documentation.	**J**
Ability to apply appropriate fiscal procedures.	**J**

C. Apply appropriate technology.

Competencies	Unit Fire Program Manager
Knowledge of existing fire information databases and software applications.	**J**
Knowledge of current technology and the impact of technological changes on the organization.	**J**
Ability to apply technologies on the job.	**E**
Ability to identify various sources available that enable supervisors to keep current on technological advances.	**J**
Ability to describe one's role in information and technological exchange.	**J**

D. Develop and maintain agency and interagency operations.

Competencies	Unit Fire Program Manager
Knowledge of the various aspects of local unit interactions and how they work together to accomplish the agency and local unit missions.	**E**
Knowledge of the external agency operations.	**J**
Knowledge of the customer consultation process.	**J**
Knowledge of agency cooperative agreements, memorandums of understanding.	**E**
Knowledge of the organization and the function of cooperative interagency fire organizations such as NWCG, NICC, GACC, state, tribal, and local organizations.	**J**
Ability to provide input into cooperative agreements, MOUs, and MOAs.	**E**
Ability to participate at the appropriate level in interagency workshops and seminars.	**J**

E. Initiate and participate in agency and interagency interdisciplinary planning processes.

Competencies	Unit Fire Program Manager
Knowledge of what constitutes a correctly written objective.	**J**
Knowledge of how goals and strategies provide structured guidance in accomplishing an agency's mission.	**J**
Knowledge of agency's priorities.	**E**
Knowledge of how an agency's planning system causes a timely reconsideration of priorities.	**E**
Skill in providing input into objective writing.	**J**
Skill in restructuring priorities to meet goals or objectives.	**E**
Ability to review portions of plans and provide input.	**E**

F. Utilize agency qualifications and certification procedures.

Competencies	Unit Fire Program Manager
Knowledge of agency and interagency qualification and certification standards and procedures adopted by the National Wildfire Coordinating Group (NWCG).	**E**
Knowledge of position task book requirements.	**J**
Ability to maintain position qualifications.	**J**

X. Program/Project Progress Monitoring and Evaluation

Description

These competencies are related in terms of adjusting program operations in a timely manner. Progress is directed to carrying out quantifiable objectives. Monitoring that part of the operation identifies whether the objectives are valid, understood, and whether the employee is capable of performing the tasks.

Outline

A. Implement measurement systems that accurately track results.

Competencies	Unit Fire Program Manager
Knowledge of agency performance requirements.	**E**
Knowledge of basic wildland fire program requirements.	**E**
Knowledge of fire operations/prescribed fire tools and equipment.	**E**
Knowledge of reporting requirements and procedures.	**E**
Ability to implement the common monitoring techniques of feedback and personal observation used in evaluating a project's progress.	**J**

B. Evaluate results against program objectives.

Competencies	Unit Fire Program Manager
Knowledge of evaluative processes and procedures.	**J**
Ability to analyze organizational performance relative to given objectives.	**E**
Ability to recognize how objectives establishing the direction efforts are to be focused and the criteria for measuring success.	**E**

Competency Descriptors for Unit Fire Program Managers

Unit Fire Program Manager Position Descriptor

A Unit Fire Program Manager is one who applies fire management unit principles and practices for the protection and enhancement of the wildland environment. A unit fire program manager integrates fire-related environmental, social, political, economic and technological information into land management activities to meet desired unit objectives. The manager initiates most actions based upon his/her experience in and knowledge of the functional responsibilities. The supervisor provides direction for individual and unit assignments in terms of broad mission objectives concerning major policies and administrative matters.

Guiding principles: Competency Descriptors addressed in this document will be the standard for all fire management functions at this level. Any assigned subordinate staff positions having similar duties as herein described, would utilize elements within this document. Competency descriptions for such assigned subordinate staff will not be separately identified.

EXPERTISE LEVELS DEFINITIONS

WORKING – W	JOURNEY – J	EXPERT – E
Definition: The minimum level of experience and/or training that it takes to produce work of acceptable quality.	**Definition:** Has sufficient experience to be considered a seasoned employee. Is skilled in performing the more difficult tasks related to the function. Has received advanced training in the function.	**Definition:** Reflects the quality of experience and/or training needed to perform the most challenging aspects of the position.

"Program Complexity Levels" refers to those determined from the complexity analysis process. Some positions do not vary in the expertise levels of competencies, regardless of the complexity of the program to which they are assigned. Others have only a minimum level of competency expertise defined, recognizing that there is too wide a variety of programs within and between agencies to define all situations. The remainder have either two or three levels of competency expertise, based on their unit's program complexity.

Example of Expertise and Complexity Levels

Competencies	Low	Moderate	High
Knowledge of processes and sources of training.	**W**	**J**	**J**

In this example, a “W” Working level of expertise is required in a Low complexity fire program; a “J” Journey level of expertise is required in both Moderate and High complexity fire programs.

I. Program Management

Description

This element identifies the knowledge, skills and abilities required for providing leadership and coordination in all facets of the fire management program, including policy compliance, budget oversight and development, personnel management, interagency relations, and monitoring and evaluation of mission accomplishments.

Outline

A. Develop, implement and evaluate programs in support of mission accomplishments, and implement corrective actions.

Competencies	**Low**	**Moderate**	**High**
Knowledge of the Office of Personnel Management's Executive Core Qualifications (ECQ 1-5) and associated Leadership Competencies, including "Leading Change," "Leading People," Results Driven," Business Acumen," and "Building Coalitions/Communications."	**W**	**W**	**W**
Knowledge of natural resource management concepts, principles, and practices applicable to the full range of duties associated with fire management.	**J**	**J**	**E**
Knowledge of the integration of related fields, such as: forestry, range, recreation, wildlife, soil, air and water.	**J**	**J**	**J**
Knowledge of smoke management regulations, including EPA, state, tribal, local, and agency specific.	**J**	**J**	**J**
Knowledge of fire protection, fuels management and fire use techniques, methods and procedures.	**J**	**J**	**E**
Knowledge of fire-related computer application programs, existing fire research information databases, and applications.	**J**	**J**	**J**
Knowledge of program monitoring and evaluation processes and procedures.	**J**	**J**	**E**
Knowledge of reporting requirements and procedures.	**J**	**J**	**J**
Knowledge of fire effects as they relate to fuel modifications and prescribed fire.	**J**	**J**	**J**

Competencies	**Low**	**Moderate**	**High**
Ability to identify and define fire-related management issues, resolve these issues with available research and make recommendations.	**W**	**J**	**E**
Ability to predict and interpret ecological effects of fire or its absence on a landscape basis and anticipate social and political responses.	**J**	**J**	**J**
Ability to apply sound fire management principles and practices.	**J**	**J**	**E**
Ability to apply corrective actions to increase efficiencies and effectiveness.	**W**	**J**	**E**
Ability to monitor and evaluate prescribed fire/fuels management program elements and determine their effectiveness in meeting program goals and objectives.	**J**	**J**	**J**

B. Develop, implement and evaluate fire management budgets.

Competencies	**Low**	**Moderate**	**High**
Knowledge of agency financial management system, contracting, procurement and payroll.	**J**	**J**	**J**
Skill in developing, implementing and monitoring unit fire management budget.	**W**	**J**	**E**
Ability to develop severity requests.	**W**	**J**	**E**

C. Supervise and develop employees.

Competencies	**Low**	**Moderate**	**High**
Knowledge of processes and sources of training.	**J**	**J**	**J**
Knowledge of agency and interagency qualifications and certification standards and procedures adopted by the National Wildfire Coordinating Group (NWCG).	**J**	**J**	**E**

D. Develop and maintain agency and interagency partnerships.

Competencies	**Low**	**Moderate**	**High**
Knowledge of cooperating agencies' missions, organizations and operating procedures.	**W**	**J**	**J**
Knowledge of national cooperative programs such as Cooperative Forest Fire Protection and Federal Excess Property Procurement.	**W**	**J**	**J**
Knowledge of organization and function of interagency fire organizations, such as the National Wildfire Coordinating Group, National Multi-agency Coordinating Group, geographic area coordinating groups, and state, tribal, and local groups.	**W**	**J**	**J**
Knowledge of tribal self-determination (contracts) and self-governance (compacts).	**W**	**W**	**W**
Skill in developing Cooperative Agreements, Memoranda of Understanding and Memoranda of Agreement.	**J**	**J**	**E**
Ability to interact as a member of external and internal teams.	**J**	**J**	**E**

E. Identify research needs and apply new technologies.

Competencies	**Low**	**Moderate**	**High**
Ability to apply technology in fire management activities.	**W**	**J**	**J**
Ability to identify and clarify issues and develop research recommendations if needed.	**W**	**J**	**J**

F. Communicate program processes, goals, and implementation procedures to a variety of audiences.

Competencies	**Low**	**Moderate**	**High**
Knowledge of media needs and procedures as related to fire program management.	**W**	**J**	**J**
Ability to effectively interact with the public and media.	**W**	**J**	**J**
Ability to articulate programs in understandable terms.	**W**	**J**	**J**

II. Program Planning

Description

This element identifies the knowledge, skills and abilities required for overall land and fire management planning processes and leading or participating as an interdisciplinary team member in the development of:

- Unit-level land management plan
- Unit-level fire management plan
- Annual Operating Plan - these plans could include prevention, public and media contacts, preparedness, emergency equipment rental agreements, mobilization, Memoranda of Understanding and Cooperative Agreements, etc.
- Project plans - these plans could include prescribed fire and appropriate management response fire plans, other fuels modification plans, project level aviation plans, etc.

Outline

A. Initiate and participate in agency and interagency interdisciplinary planning processes.

Competencies	**Low**	**Moderate**	**High**
Ability to participate at the appropriate level in the interdisciplinary planning processes.	**W**	**J**	**E**

B. Develop plans compliant with environmental laws, regulations and policies.

Competencies	**Low**	**Moderate**	**High**
Knowledge of environmental laws, regulations, and policies including the National Environmental Policy Act.	**W**	**J**	**J**

C. Develop plans compliant with agency enabling legislation, regulations and policies.

Competencies	**Low**	**Moderate**	**High**
Knowledge of agency policies sufficient to participate in the development of land use plans and operational plans.	**J**	**J**	**E**

D. Prepare and review plans, and/or plan components, and integrate into overall unit and interagency plans including, but not limited to:

1. Fire management plans
2. Annual Operating Plans
3. Preparedness fire plans
4. Prescribed fire plans
5. Aviation plans
6. Training plans
7. Safety plans
8. Prevention plans
9. Pre-attack plans
10. Individual project plans
11. Burned Area Emergency Rehabilitation (BAER) plans
12. Mobilization plans

Competencies	**Low**	**Moderate**	**High**
Knowledge of components of required plans under area of responsibility.	**J**	**J**	**E**
Skill in developing the full range of appropriate management response strategies based on prescription criteria.	**J**	**J**	**E**
Skill in developing fire behavior prescriptions to meet objectives established in prescribed fire plans.	**J**	**J**	**J**
Ability to prepare operational plans.	**J**	**J**	**E**

E. Conduct fuels and prescribed fire planning and analysis.

Competencies	**Low**	**Moderate**	**High**
Knowledge of fuels management and prescribed fire policies, practices and procedures**.**	**J**	**J**	**J**
Knowledge of fire weather, fire behavior and fire danger.	**J**	**J**	**J**
Knowledge of fire suppression/prescribed fire tools and equipment.	**J**	**J**	**J**
Skill in developing and analyzing fuels and prescribed fire plans.	**J**	**J**	**E**
Ability to ensure that all reports and records are properly completed and maintained.	**J**	**J**	**E**

F. Conduct smoke management planning and analysis.

Competencies	**Low**	**Moderate**	**High**
Knowledge of particulate samplers.	**W**	**W**	**W**
Knowledge of various smoke management regulations including federal, state, tribal, local, and agency specific.	**J**	**J**	**J**
Skill in using smoke emission models.	**W**	**J**	**J**
Ability to relate weather and fire behavior to expected smoke conditions.	**J**	**J**	**J**

III. Operations

Description

This element identifies the knowledge, skills and abilities required to implement operational program components to achieve land management objectives established for the area. Operational components include preparedness, wildland fire, prevention, fuels and prescribed fire, aviation, and rehabilitation.

Outline

A. Implement unit preparedness programs to include, but not limited to:
   1. Detection
   2. Readiness
   3. Agreements
   4. Fire danger/behavior predictions
   5. Severity requests
   6. Mobilization

Competencies	**Low**	**Moderate**	**High**
Knowledge of aerial and land-based detection systems and technologies sufficient to implement a unit level detection program.	**W**	**J**	**J**
Knowledge of current fire weather, fire danger and fire behavior prediction systems.	**J**	**J**	**J**
Knowledge of pre-season agreements necessary to ensure adequate resources are available during periods of potential use.	**J**	**J**	**J**
Knowledge of local, regional and national dispatch and coordination systems and procedures, including preparedness levels.	**J**	**J**	**J**
Knowledge of local cache management and accountability procedures.	**J**	**J**	**J**
Knowledge of agency and interagency mobilization policies, procedures and guidelines.	**J**	**J**	**J**
Knowledge of the severity request requirements process.	**J**	**J**	**J**
Ability to analyze fire occurrence.	**J**	**J**	**J**
Ability to interpret and implement pre-season preparedness plans based on prediction outputs.	**W**	**J**	**J**
Ability to manage local dispatch operations in compliance with established procedures.	**J**	**J**	**J**
Ability to interpret and implement staffing and preparedness plans, based on prediction outputs on a unit and interagency basis.	**W**	**J**	**J**
Ability to implement pre-season preparedness activities as identified in annual operating plans.	**J**	**J**	**E**
Ability to conduct readiness and safety inspections to assess unit's ability to conduct wildland fire management and prescribed fire activities, and initiate corrective actions.	**W**	**J**	**J**
Ability to analyze critical factors and initiate timely severity requests.	**W**	**J**	**E**

B. Manage wildland fire response program components to include but not limited to:
1. Strategy and tactics
2. Incident management
3. Emergency rehabilitation
4. Logistics/support
5. Priority setting and coordination
6. Reporting

Competencies	**Low**	**Moderate**	**High**
Knowledge of the Incident Command System component of the National Interagency Incident Management System.	**J**	**J**	**J**
Knowledge of wildland/urban interface fire suppression strategies and tactics.	**W**	**J**	**J**
Knowledge of the full range of wildland fire appropriate management responses.	**W**	**J**	**E**
Knowledge of fire suppression/prescribed fire tools and equipment.	**J**	**J**	**J**
Knowledge of procedures used in providing direction to Incident Commanders including, but not limited to, development of incident objectives, Delegation of Authority, interaction, evaluation, and close-out/critique.	**W**	**J**	**E**
Knowledge of agency emergency rehabilitation policies, procedures and techniques.	**W**	**J**	**J**
Knowledge of fire behavior, strategy and tactics, resources, equipment and tools sufficient to safely, efficiently and effectively direct the management of wildland fires.	**J**	**J**	**J**
Knowledge of agency and interagency mobilization and logistical support policies and procedures.	**J**	**J**	**J**
Skill in developing Wildland Fire Situation Analyses (WFSAs).	**W**	**J**	**E**
Ability to ensure that all reports and records are properly completed and maintained.	**J**	**J**	**J**
Ability to recognize changing conditions, develop alternative strategies and take appropriate action.	**J**	**J**	**E**
Ability to implement the full range of appropriate management responses.	**W**	**J**	**E**

Competencies	**Low**	**Moderate**	**High**
Ability to set priorities between multiple incidents and allocate resources.	**J**	**J**	**E**
Ability to ensure implementation of emergency rehabilitation measures, as appropriate.	**W**	**J**	**J**
Ability to support the selected strategy of one or more incidents through transitions to higher or lower levels of management.	**W**	**J**	**E**

C. Manage prevention programs.

Competencies	**Low**	**Moderate**	**High**
Knowledge of appropriate prevention program processes and procedures.	**W**	**J**	**J**
Ability to implement mitigation measures to reduce risks identified in an approved fire prevention plan.	**W**	**J**	**E**

D. Manage fuels and prescribed fire programs including, but not limited to:
1. Fuels Management Projects
2. Prescribed Fire Activities
3. Priority Setting/Coordination
4. Logistics/Support
5. Reporting

Competencies	**Low**	**Moderate**	**High**
Knowledge of the full range of mechanical fuel treatment.	**W**	**J**	**J**
Knowledge of methods for the collection, storage, retrieval, and analysis of results from fire effects monitoring activities.	**W**	**J**	**J**
Knowledge of fire behavior monitoring and documentation techniques.	**W**	**W**	**W**
Knowledge of fire weather, fire behavior and fire danger.	**J**	**J**	**J**
Knowledge of aerial and ground-based ignition methods and techniques.	**J**	**J**	**J**
Knowledge of prescribed fire computer programs including Geographic Information Systems, Global Positioning Systems, PCFiredat, PCSeason, Firefamily, RERAP, BEHAVE, smoke modeling systems, etc.	**J**	**J**	**J**
Knowledge of service contracts.	**W**	**J**	**J**
Skill in implementing fuels modification and prescribed fire plans.	**W**	**J**	**J**
Skill in setting priorities and allocating resources involving multiple projects.	**W**	**J**	**E**
Skill in performing as Prescribed Fire Burn Boss as defined by NWCG.	**J**	**J**	**J**
Skill in preparing and administering service contracts, for instance, mechanical hazard fuel reduction or other methods of fuel reduction other than mechanical.	**W**	**J**	**J**
Skill in coordinating required logistical support to one or more concurrent projects.	**J**	**J**	**J**

E. Monitor and analyze fuels, smoke and fire effects data and effectiveness of projects.

Competencies	**Low**	**Moderate**	**High**
Knowledge of fire effects as related to fuel manipulation and prescribed fire.	**W**	**J**	**J**
Skill in analyzing data to ensure that prescribed fire and fuels manipulation projects meet unit management objectives.	**J**	**J**	**J**
Skill in implementing a smoke management program that complies with federal, state, tribal, local and agency laws, regulations and policies.	**W**	**J**	**J**

F. Manage unit fire aviation programs or operations as appropriate including, but not limited to:
1. Tactical application of aircraft
2. Aviation safety management
3. Administration

Competencies	**Low**	**Moderate**	**High**
Knowledge of capabilities, limitations and approved safety standards and operating procedures of commonly used fixed and rotary-wing aircraft.	**J**	**J**	**J**
Knowledge of aviation administration requirements and procedures.	**W**	**J**	**J**
Knowledge of aircraft and pilot certification standards.	**W**	**J**	**J**
Skill in obtaining compliance with established personnel safety requirements, such as training, personal protective equipment, determination of payloads, manifesting, flight following, crash/rescue response.	**J**	**J**	**J**
Ability to ensure management of aircraft utilized in unit's fire operations is conducted in a safe and efficient manner, following established standards.	**J**	**J**	**E**

IV. Safety and Welfare

Description

This competency identifies the knowledge, skills and abilities required to manage the environmental and workplace hazards of the wildland fire environment, and to provide leadership and direction to subordinates in the recognition and mitigation of these hazards using all applicable laws, policies and guidelines. Personal accountability and zero tolerance for unsafe acts are paramount.

Outline

A. Conduct wildland and prescribed fire operations in accordance with safety-related laws, policies and guidelines, including:
   1. Occupational Safety and Health Act
   2. Applicable state safety regulations
   3. Department and agency policies and guidelines
   4. NWCG guidelines

Competencies	**Low**	**Moderate**	**High**
Knowledge and comprehension of the laws, policies and guidelines pertaining to safety such as the Code of Federal Regulations, national and agency policies and guidelines, Standard Firefighting Orders, Watch Out Situations, and other related fire safety guidelines, including Occupational Safety and Health Act and NWCG guidelines.	**J**	**J**	**J**

B. Conduct safety related education programs focusing on:
   1. Training
   2. Certification

Competencies	**Low**	**Moderate**	**High**
Skill in the effective use of education and certification processes to achieve safety management objectives and ensure compliance.	**J**	**J**	**J**

C. Prepare or oversee preparation of hazard, risk, and trend analyses for:
1. Wildland fire environment hazards including, but not limited to:
   a. Fuels
   b. Weather
   c. Topography
2. Associated hazards including, but not limited to:
   a. Aviation
   b. Mechanized equipment
   c. Hazardous materials

Competencies	**Low**	**Moderate**	**High**
Skill in conducting hazard, risk, and trend analyses.	**W**	**J**	**J**

D. Follow up on identified hazards and risks with appropriate mitigation actions.

Competencies	**Low**	**Moderate**	**High**
Skill in recognizing and mitigating a variety of hazards encountered within the wildland fire environment and other work environments; e.g., aviation, mechanized equipment, and hazardous materials.	**J**	**J**	**J**

KEY PERFORMANCE ELEMENTS

The standard Key Performance Elements are to be used to evaluate employee performance, in conjunction with the Competency Descriptors. A "Performance Element" is defined as a mission-based outcome or end product that is essential to overall success of the position. The following Key Performance Elements are derived from the major elements of each position's Competency Descriptor.

The first section of these Key Performance Elements is a set of "common" Key Performance Elements, applicable to all positions. These may be used for evaluative purposes, or more likely, for initiation of employee development plans early in one's career. Following the common elements are additional Key Performance Elements specific to this individual position.

KEY PERFORMANCE ELEMENTS

THE FOLLOWING ELEMENTS ARE COMMON TO ALL FIRE PROGRAM MANAGEMENT POSITIONS:

I. Mission Comprehension

- Describe the agency's historical background and mission evolution.
- Identify relevant agency mandates.
- Define the purpose of limits within the agency.

II. Agency Orientation

- Describe the structure and organization of the Department of Agriculture or Interior.
- Describe the structure and the organization of the agency.

III. Resource Stewardship

- Describe federal stewardship of natural resources.
- Identify resources protected by the agency and describe the responsibilities in managing these resources.
- Define the sustainable practices philosophy.
- Define the employee's role in resource stewardship.
- Recognize the positive purposes of interagency partnerships.

IV. Fundamental Values

- Supervise and develop employees.
- Implement safe workplace practices.
- Identify workplace accessibility issues.
- Describe the guiding principles of time management.
- Describe the agency's management culture.
- Carry out cultural diversity, equal opportunity and civil rights procedures.

V. Leadership

- Demonstrate appropriate leadership skills to meet agency goals and safe operating procedures.

VI. Problem Solving Skills

- Analyze a situation, determine alternative solutions, and recommend a course of action.
- Make sound and well-informed decisions.
- Identify and mitigate stressful influences.
- Utilize facilitation skills to resolve problems and promote consensus.

VII. Communication Skills

- Communicate effectively.

VIII. Personal Development and Planning

- Meet Agency physical and mental fitness requirements.
- Set individual and career goals and implement self-directed course of action.

IX. Agency Operations

- Apply basic principles of appropriation law.
- Implement and evaluate financial activities.
- Apply appropriate technology.
- Develop and maintain agency and interagency operations.
- Initiate and participate in agency and interagency interdisciplinary planning processes.
- Utilize agency qualifications and certification procedures.

X. Program/Project Progress Monitoring and Evaluation

- Implement measurement systems that accurately track results.
- Evaluate results against program objectives.

THE FOLLOWING ELEMENTS ARE SPECIFIC TO THE UNIT FIRE PROGRAM MANAGER POSITIONS:

I. Program Management

- Develop, implement and evaluate programs in support of mission accomplishments, and implement corrective actions.
- Develop, implement and evaluate fire management budgets.
- Supervise and develop employees.
- Develop and maintain agency and interagency partnerships.
- Identify research needs and apply new technologies.
- Communicate program processes, goals, and implementation procedures to a variety of audiences.

II. Program Planning

- Initiate and participate in agency and interagency interdisciplinary planning processes.
- Develop plans compliant with environmental laws, regulations and policies.
- Develop plans compliant with agency enabling laws, regulations and policies.
- Prepare and review plans, and/or plan components, and integrate into overall unit and interagency plans including, but not limited to:
    1. Fire management plans
    2. Annual Operating Plans
    3. Preparedness fire plans
    4. Prescribed fire plans
    5. Aviation plans
    6. Training plans
    7. Safety plans
    8. Prevention plans
    9. Pre-attack plans
    10. Individual project plans
    11. Burned Area Emergency Rehabilitation (BAER) Plans
    12. Mobilization plans
- Conduct fuels and prescribed fire planning and analysis.
- Conduct smoke management planning and analysis.

III. Operations

- Implement unit preparedness programs to include, but not limited to:
    1. Detection
    2. Readiness
    3. Agreements
    4. Fire danger/behavior predictions
    5. Severity requests
    6. Mobilization
- Manage wildland fire response program components to include but not limited to:
    1. Strategy and tactics
    2. Incident management

3. Emergency rehabilitation
4. Logistics/support
5. Priority setting and coordination
6. Reporting

- Manage prevention programs.
- Manage fuels and prescribed fire programs including, but not limited to:
  1. Fuels management projects
  2. Prescribed fire activities
  3. Priority setting/coordination
  4. Logistics/support
  5. Reporting
- Monitor and analyze fuels, smoke and fire effects data and effectiveness of projects.
- Manage unit fire aviation programs or operations as appropriate including, but not limited to:
  1. Tactical application of aircraft
  2. Aviation safety management
  3. Administration

IV. Safety and Welfare

- Conduct wildland and prescribed fire operations in accordance with safety-related laws, policies and guidelines, including:
  1. Occupational Safety and Health Act
  2. Applicable state safety regulations
  3. Department and agency policies and guidelines
  4. NWCG guidelines
- Conduct safety related education programs focusing on:
  1. Training
  2. Certification
- Prepare or oversee preparation of hazard, risk, and trend analyses for:
  1. Wildland fire environment hazards including, but not limited to:
     a. Fuels
     b. Weather
     c. Topography
  2. Associated hazards including, but not limited to:
     a. Aviation
     b. Mechanized equipment
     c. Hazardous materials
- Follow up identified hazards and risks with appropriate mitigation actions.

INDIVIDUAL POSITION STANDARD AND GUIDE

The following individual position standard and guide includes these components:

- Minimum Qualifications Standards
- Employee Development Training
- Competency Descriptors: Common Competencies, and Position Competencies
- Key Performance Elements

The **"Minimum Qualifications Standards"** are used in a variety of ways.

- For identifying minimum qualifications on vacancy announcements
- For recruitment crediting plans
- For identifying OPM series standard requirements
- For determining minimum grade levels
- For identifying any specialized experience requirements
- For identifying NWCG Incident Management Qualifications requirements
- For identifying "additional required training" for a position, beyond that required for NWCG Incident Management Qualifications
- As guides for employees when constructing Employee Development Plans for future positions

"Additional Required Training" identifies training that is required prior to being considered qualified for a position. It cannot be challenged. An agency equivalent course may be used as a substitute when that course meets or exceeds a required course's learning and performance objectives.

"Employee Development Training" identifies training that assists an employee in meeting position competencies, in addition to training that is required. It is recognized that training is not the only way of obtaining competencies, but the identified courses do provide many, though not necessarily all, of the knowledge and skills needed to meet position competencies.

The "Common Competency Descriptors for All Positions" is intended to supplement each position "Competency Descriptor." They are competencies needed for most positions. Employees obtain these "Common Competencies" through personal education and experiences, through agency orientation and mission renewal programs, and through interaction with peers, teams, and supervisors.

These "Competency Descriptors/Common Competency Descriptors" are used in a variety of ways.

- Constructing Employee Development Plans
- Developing Recruitment Crediting Plans
- Evaluating employee performance

The "Standard Key Performance Elements" are to be used to evaluate employee performance, in conjunction with "Competency Descriptors." These "Performance Elements" are defined as a mission-based outcome or end product that is essential to overall success of the position. Not surprisingly, these "Performance Elements" are derived from the major elements of the "Competency Descriptors."

MINIMUM QUALIFICATIONS STANDARDS

The following "Minimum Qualifications Standards" are established, meeting the direction outlined in the Implementation Action Plan Report of the 1995 Federal Fire Policy Review. Action Items # 27, 62 and 63 from that Action Plan specifically direct the establishment and utilization of these standards by federal wildland fire management agencies.

- Applicants must meet the appropriate Office of Personnel Management (OPM) qualification standards AND the Interagency Fire Program Management (IFPM) standards before being placed in a key fire management position.

- Applicants must attain all identified competencies within three years of being placed into the position. Until competencies are met, employees must be supervised by employees who meet the qualification standards above and all identified competencies.

- To meet these minimum standards, all identified "Minimum Qualifications Standards" components ("OPM Standard Requirements," "Specialized Experiences," "Additional Required Training" and "NWCG Incident Management Qualifications") must be met.

- These "Minimum Qualification Standards" must be used when recruiting for vacant positions. "Specialized Experience," "Required Training," and "NWCG Incident Management Qualifications" requirements are assumed to be cumulative as complexity increases within a position. For example, requirements for a high complexity unit fire program manager include the requirements for moderate and low complexity unit fire program managers.

- Where NWCG Incident Management Qualifications are shown, they relate to minimum incident management skills required to manage the local program on the unit. The assumption is made that if higher incident management skills are needed to manage an incident, they would be ordered through the standard resource ordering process.

- Differing complexity levels are identified for the Wildland Fire Operations Specialist, Prescribed Fire & Fuels Specialist, Prevention & Education Specialists, and Dispatcher series positions. There is a transition level identified, from technician to professional, for these positions.

- "Employee Development Training" identifies training that assists an employee in meeting position competencies, in addition to training that is required. It is recognized that training is not the only way of obtaining competencies, but the identified courses do provide many, though not necessarily all, of the knowledge and skills needed to meet position competencies.

- Each Minimum Qualification Standard is identified by the fire organizational title. The formal classification title will be based on the appropriate job series.

WILDLAND FIRE OPERATIONS SPECIALIST

Low Complexity

OPM Standard Requirements - GS-455/462 Technician Series

One year of specialized experience equivalent to the next lower grade level. Graduate education may be substituted for specialized experience only when it is directly related to the work of the position. Further information can be obtained from OPM's Qualification Standards Operating Manual, specifically, OPM's Group Coverage Qualification Standard for Technical and Medical Support Positions and the Individual occupational requirements for either the 455 or 462 series. OPM's Qualification Standards Operating Manual is posted at http://www.opm.gov/qualifications/

Recommended minimum grade level GS-7

Specialized Experience - Applicants must have a minimum of one year of creditable specialized wildland fire management experience equivalent to the next lower grade level.

Specialized experience is that experience which has provided the applicant with the particular knowledge, skills, and abilities necessary to successfully function in the wildland fire management position applied for. Possession of the particular knowledge, skills, and abilities can be evidenced by:

- participating in implementing prescribed fire or fire use plans to ensure resource objectives can be met from a fire management standpoint.
- developing initial attack incident management strategies and tactics to meet the stated resource objectives.

NWCG Incident Management Qualifications - Currency Required

Command:	Incident Commander, Type 4 (ICT4)
AND	
Operations:	Single Resource Boss (SRB)-crew, engine
AND	
Prescribed Fire:	Ignition Specialist, Type 2 (RXI2)

Additional required training as presented in the following courses, or agency equivalent:

- None

EMPLOYEE DEVELOPMENT TRAINING

WILDLAND FIRE OPERATIONS SPECIALIST - LOW COMPLEXITY

Employee should receive the following developmental training, (or agency equivalent) to fully achieve competencies:

- I-200 “Basic ICS”
- FI-210 (formerly P-151) “Wildfire Origin and Cause Determination”
- RX-300 “Prescribed Fire Implementation”
- RX-310 (formerly RX-340) “Introduction to Fire Effects”
- S-300 “Incident Commander Extended Attack” (ICT3)
- S-390 “Introduction to Wildland Fire Behavior Calculations”
- S-491 “National Fire Danger Rating System”
- 40-hour Supervisory Training
- BEHAVE
- National Environmental Policy Act (NEPA) training

WILDLAND FIRE OPERATIONS SPECIALIST

Moderate Complexity

This position can be established at either the professional or technical level, depending upon the competency of the position which in turn will determine whether professional or technical knowledge is required. This, in turn, depends upon the structure which the position is established. If the position is established at the technical level, any professional duties would be handled by a separate, usually higher graded, professional position.

OPM Standard Requirements - GS-455/462 Technician Series

One year of specialized experience equivalent to the next lower grade level. Graduate education may be substituted for specialized experience only when it is directly related to the work of the position. Further information can be obtained from OPM's Qualification Standards Operating Manual, specifically, OPM's Group Coverage Qualification Standard for Technical and Medical Support Positions and the Individual occupational requirements for either the 455 or 462 series. OPM's Qualification Standards Operating Manual is posted at http://www.opm.gov/qualifications/

OPM Standard Requirements - GS-401 Professional Series

Bachelor's degree in biological sciences, agriculture, natural resource management, or a related discipline appropriate to the position being filled; OR a combination of education and experience as defined in the Supplemental Qualification Standard for the GS-0401 Fire Management Specialist. Additional information can be obtained from OPM's Qualification Standards Operating Manual, Group Coverage Qualification Standard for Professional and Scientific Positions and the Individual occupational requirements for the 401 series. The Supplemental Qualification Standard for the GS-0401 Fire Management Specialist and assistance in interpreting the standard are posted at http://www.nifc.gov/training_quals/IFPM/ifpm.htm
OPM's Qualification Standards Operating Manual is posted at http://www.opm.gov/qualifications/

Recommended minimum grade level GS-9

Specialized Experience - Applicants must have a minimum of one year of creditable specialized wildland fire management experience equivalent to the next lower grade level.

Specialized experience is that experience which has provided the applicant with the particular knowledge, skills, and abilities

necessary to successfully function in the wildland fire management position applied for. Possession of the particular knowledge, skills, and abilities can be evidenced by:

1. Experience that demonstrated understanding of fire effects on cultural and natural resources. The assignments must have shown participation in activities such as:

   - developing fire management plans to ensure plan objectives can be met from a fire management standpoint.
   - conducting field inspections before and/or after prescribed fires or wildland fires to determine if objectives have been met.

2. Prescribed fire/fuels management - experience in activities such as:

   - inventory methods and procedures
   - fuel treatment methods and programming
   - evaluating prescribed fire plans or fire management plans to ensure containment is possible and identify contingencies if containment is not obtained.

3. Fire management operations - analyzing and applying fire management strategies, plus experience in at least four of the following activities:

   - mobilization and dispatch coordination
   - fire prevention
   - training
   - logistics
   - equipment development and deployment
   - fire communication systems
   - suppression and preparedness

NWCG Incident Management Qualifications - Currency Required

Command:	Incident Commander, Type 3 (ICT3)
AND	
Operations:	Task Force Leader (TFLD)
AND	
Prescribed Fire:	Prescribed Fire Burn Boss, Type 2 (RXB2)

Additional required training as presented in the following courses, or agency equivalent:

- None

EMPLOYEE DEVELOPMENT TRAINING

WILDLAND FIRE OPERATIONS SPECIALIST - MODERATE COMPLEXITY

Employee should receive the following developmental training, (or agency equivalent) to fully achieve competencies:

- I-200 “Basic ICS”
- I-300 “Intermediate ICS”
- FI-210 (formerly P-151) “Wildfire Origin and Cause Determination
- RX-300 “Prescribed Fire Implementation”
- RX-310 (formerly RX-340) “Introduction to Fire Effects”
- RX-410 (formerly RX-450) “Smoke Management Techniques”
- S-491 “National Fire Danger Rating System”
- 40-Hour Supervisory Training
- Aviation safety, operations, and management training
- BEHAVE
- National Environmental Policy Act (NEPA) training

MINIMUM QUALIFICATION STANDARDS

WILDLAND FIRE OPERATIONS SPECIALIST

High Complexity

OPM Standard Requirements - GS-401

Bachelor's degree in biological sciences, agriculture, natural resource management, or a related discipline appropriate to the position being filled; OR a combination of education and experience as defined in the Supplemental Qualification Standard for the GS-0401 Fire Management Specialist. Additional information can be obtained from OPM's Qualification Standards Operating Manual, Group Coverage Qualification Standard for Professional and Scientific Positions and the Individual occupational requirements for the 401 series. The Supplemental Qualification Standard for the GS-0401 Fire Management Specialist and assistance in interpreting the standard are posted at http://www.nifc.gov/training_quals/IFPM/ifpm.htm
OPM's Qualification Standards Operating Manual is posted at http://www.opm.gov/qualifications/

Recommended minimum grade level GS-11

Specialized Experience - Applicants must have a minimum of one year of creditable specialized wildland fire management experience equivalent to the next lower grade level.

Specialized experience is that experience which has provided the applicant with the particular knowledge, skills, and abilities necessary to successfully function in the wildland fire management position applied for. Possession of the particular knowledge, skills, and abilities can be evidenced by:

- reviewing and evaluating fire management plans for ecological soundness and technical adequacy.
- conducting field inspections before and after prescribed or wildland fires to determine if objectives were achieved and/or evaluate the effectiveness of actions taken.
- developing analyses on the ecological role of fire and its use and/or exclusion, and smoke management.

In addition to fire program management, appropriate experience must have included either prescribed fire/fuels

management - OR - fire management operations as described below:

Prescribed fire/fuels management - experience in a broad range of activities such as:

- inventory methods and procedures
- fuel treatment methods and programming
- land use planning and environmental coordination
- evaluating prescribed burn plans or fire management plans to ensure containment is possible and identify contingencies if containment is not obtained.

Fire management operations - analyzing and applying fire management strategies, plus experience in at least five of the following activities:

- mobilization and dispatch coordination
- fire prevention and education
- training
- logistics
- equipment development and deployment
- fire communication systems
- suppression and preparedness
- aviation

NWCG Incident Management Qualifications - Currency Required

Command:	Incident Commander, Type 3 (ICT3)
AND	
Operations:	Division/Group Supervisor (DIVS)
AND	
Prescribed Fire:	Prescribed Fire Burn Boss, Type 2 (RXB2)

Additional required training as presented in the following courses, or agency equivalent:

- None

EMPLOYEE DEVELOPMENT TRAINING

WILDLAND FIRE OPERATIONS SPECIALIST - HIGH COMPLEXITY

Employee should receive the following developmental training, (or agency equivalent) to fully achieve competencies:

- I-200 “Basic ICS”
- I-300 “Intermediate ICS”
- FI-210 (formerly P-151) “Wildfire Origin and Cause Determination”
- RX-300 “Prescribed Fire Implementation”
- RX-310 (formerly RX-340) “Introduction to Fire Effects”
- RX-410 (formerly RX-450) “Smoke Management Techniques”
- S-491 “National Fire Danger Rating System”
- 40-Hour Supervisory Training
- Aviation safety, operations, and management training
- BEHAVE
- Leadership and organizational skills training
- National Environmental Policy Act (NEPA) training

COMPETENCY DESCRIPTORS

A "competency" is defined as a combination of knowledge, skills and abilities which, when acquired, allows a person to perform a task or function at a specifically defined level of proficiency.

A "common competency" is one that describes the knowledge, skills and abilities found in most or all key fire management positions identified in this Guide.

Competencies are described in terms of three "Expertise Levels" (working, journey, and expert). The appropriate level of expertise for that particular competency is indicated under the relevant level of complexity. Expertise level definitions and an example of expertise and complexity levels are included on the first page of each "Competency Descriptor."

> **NOTE:** The "working" level of expertise identified in the "Competency Descriptors" is defined as the minimum level of experience and/or training that it takes to produce work of acceptable quality and meet safety standards.
>
> It is **not** intended that a prospective job applicant have all the defined competencies in their entirety when first selected for any position at any level (unless the hiring unit so chooses, and indicates same in a vacancy announcement). It **is** intended that the employee achieve all indicated competencies before being considered at a full-performance level. Timelines for achieving full-performance level standards should be specified in vacancy announcements and other personnel documents.

The Common Competency Descriptors are intended to supplement each position's Competency Descriptor; the two should be used together. Employees obtain these common competencies through personal education and experiences, through agency orientation and mission renewal programs, and through interaction with peers, teams, and supervisors.

The "Competency Descriptors" may be used in a variety of ways:

- Constructing Employee Development Plans
- Developing Recruitment Crediting Plans, supplementing the "Minimum Qualification Standards"
- Evaluating employee performance, supplementing the "Standard Key Performance Elements"

COMMON COMPETENCY DESCRIPTORS FOR WILDLAND FIRE OPERATIONS SPECIALIST

All Positions Descriptor

The following Common Competencies are needed across most positions and at the entry level of positions by every employee. Employees obtain these Common Competencies through personal education and experiences, through agency orientation and mission renewal programs, and through interaction with peers, teams, and supervisors. These competencies must be taken in context of a particular position for scope and complexity.

Core competencies (skill levels) that do not change due to program complexity do not reappear in the individual position descriptions. If program complexity changes the skill level required, then the competency will appear with the appropriate expertise level described, using such language as “comprehensive” or “expert.”

EXPERTISE LEVELS DEFINITIONS

WORKING - W	JOURNEY - J	EXPERT - E
Definition: The minimum level of experience and/or training that it takes to produce work of acceptable quality.	**Definition:** Has sufficient experience to be considered a seasoned employee. Is skilled in performing the more difficult tasks related to the function. Has received advanced training in the function.	**Definition:** Reflects the quality of experience and/or training needed to perform the most challenging aspects of the position.

I. Mission Comprehension

Description

This competency requires background and understanding of the agency enabling legislation and its ramifications, and additional responsibilities that have historically evolved.

Outline

A. Describe the agency's historical background and mission evolution.

Competencies	Operations Specialist
Knowledge of the agency's historical background and mission evolution.	**W**
Knowledge of enabling legislation and other acts affecting agency's mission.	**W**
Ability to describe the historical background of the agency.	**W**
Ability to explain the purpose of the agency.	**W**

B. Identify relevant agency mandates.

Competencies	Operations Specialist
Knowledge of existing mandates and resolutions.	**W**

C. Define the purpose of limits within the agency.

Competencies	Operations Specialist
Knowledge of social, political and fiscal limits within the agency.	**W**

II. Agency Orientation

Description

This competency requires a comprehension of the structure and organization of the agency's organizational levels; an understanding of the structure and organization of the Departments of Agriculture or Interior and its place in the federal government; and the development of an insight into an individual employee's role in the agency in particular, and in the federal government in general.

Outline

A. Describe the structure and organization of the Department of Agriculture or Interior.

Competencies	Operations Specialist
Knowledge of the basics of government structure and function.	**W**
Knowledge of the structure and function of the Department of the Interior or the Department of Agriculture.	**W**
Knowledge of applicable Code of Federal Regulations.	**W**
Ability to describe the relationship of the agency to the Department of the Interior or the Department of Agriculture.	**W**

B. Describe the structure and the organization of the agency.

Competencies	Operations Specialist
Knowledge of how goals and strategies provide structured guidance towards accomplishing an agency's mission.	**NA**
Knowledge of agency organizational structures.	**W**
Ability to define how the agency relates on an interagency basis.	**W**

III. Resource Stewardship

Description

This competency requires an understanding of the natural, cultural, and historical resources protected; the range in responsibilities in managing these resources in the context of fire management; the individual's role in resource stewardship; and the ability to work with partners outside the agency to promote resource stewardship.

Outline

A. Describe federal stewardship of natural resources.

Competencies	Operations Specialist
Knowledge of federal legislation regarding resource management such as National Environmental Policy Act, Clean Air Act, Wilderness Act, Threatened and Endangered Species Act and the Natural Historical Preservation Act.	**J**
Knowledge of environmental, technical, social consequences of proposed decisions and actions.	**J**
Knowledge of public perceptions of the risks and the benefits of resource alternative strategies.	**J**

Competencies	Operations Specialist
Knowledge of the role of scientific knowledge and advanced technologies.	**W**
Ability to learn current natural resources policy initiatives.	**W**

B. Identify resources protected by the agency and describe the responsibilities in managing these resources.

Competencies	Operations Specialist
Knowledge of natural, cultural, and historical resources managed by the agency.	**J**
Knowledge of ecosystem management and the ecological response to the presence or absence of fire.	**J**
Knowledge of the agency planning process and how it contributes to resource stewardship.	**J**
Ability to articulate the agency stewardship function.	**W**

C. Define the sustainable practices philosophy.

Competencies	Operations Specialist
Knowledge of agency multiple use acts.	**W**
Knowledge of related fields such as forestry, range, wildlife, botany, soils and water (hereafter referred to as resources).	**J**
Knowledge of how different resources contribute to sustainable practices.	**W**
Ability to describe how different resources interact.	**W**
Ability to define sustainability in the context of overall resource management.	**W**

D. Define the employee's role in resource stewardship.

Competencies	Operations Specialist
Knowledge of agency's workforce resource priorities.	**W**
Ability to explain the individual's role in supporting the agency's stewardship function.	**J**
Ability to implement agency priorities within an individual's work assignments.	**J**

E. Recognize the positive purposes of interagency partnerships.

Competencies	Operations Specialist
Knowledge of fire management partnership benefits.	**J**
Knowledge of cooperating agency's missions, organizations, and operating procedures.	**J**
Knowledge of why the agency needs and interacts with partners to fulfill its resource stewardship role.	**J**
Ability to participate in interagency workshops and other project processes.	**J**
Ability to recognize the value of interagency fire management cooperation to meet fire management program goals.	**J**

IV. Fundamental Values

Description

This competency focuses on the employee's ability to exhibit positive attitudes and behaviors to accomplish an assigned job and to contribute to the overall health of the organization. These attitudes and behaviors include teamwork; ethical behavior towards people and the organization; support of cultural diversity, accessibility, and fairness issues in the workplace; and an attitude towards safe behavior for one's self and for others.

The safety competency identifies an understanding of the environmental and workplace hazards of the wildland fire environment. It focuses on the employee's ability to provide leadership and direction in recognition and the mitigation of these hazards, using all applicable laws, policies and guidelines. Utilizing this approach, a passion for safety will be instilled with zero tolerance for unsafe acts. All employees will be personally accountable for safety.

Outline

A. Supervise and develop employees.

Competencies	Operations Specialist
Knowledge of personnel hiring, pay, discipline, and termination procedures.	**J**
Knowledge of methods and techniques of personal motivation, organization, supervision, and evaluation in order to emphasize accountability.	**J**
Knowledge of the processes and sources of training.	**J**
Skill in practicing the commonly accepted individual values of performance, commitment, interdependence, authority, responsibility, accountability, choice, risk management, and excellence.	**J**
Skill in applying the accepted principles of delegation.	**J**
Skill in carrying out proper fiscal and accountable actions.	**J**
Ability to apply sound personnel management skills to include supervision, coaching, training, motivation, and evaluation.	**J**

Competencies	Operations Specialist
Ability to conduct oneself in an ethical manner.	**J**
Ability to transmit high performance expectations and to follow up on personnel accomplishments.	**J**
Ability to impart self-confidence and empowerment.	**J**
Ability to initiate recommendations for change.	**J**
Ability to assess personal attitudes towards others and one's employer.	**J**
Ability to develop new insights into situations in order to improve the situation, increase efficiencies, or to mitigate safety problems.	**J**
Ability to create effective standards and operating procedures for personnel safety.	**J**

B. Implement safe workplace practices.

Competencies	Operations Specialist
Knowledge of agency laws, policies, and guidelines such as NWCG's Standard Firefighting Orders and Watch Out Situations.	**J**
Knowledge of wildland fire hazards.	**E**
Knowledge of wildland fire safety practices and procedures.	**E**
Knowledge of standard first aid procedures.	**J**
Knowledge of hazard and risk analysis requirements for such areas as human factors, fuels, weather, topography, aviation, mechanized equipment, and hazardous materials.	**J**
Skill in using educational and certification processes to impart a passion for safety.	**J**
Skill in using safety related education programs with the focus on training and performance certification.	**J**
Skill in applying basic first aid procedures.	**J**
Ability to recognize and correct unsafe practices and conditions.	**W**

C. Identify workplace accessibility issues.

Competencies	Operations Specialist
Knowledge of Americans with Disabilities Act requirements.	**W**
Ability to make reasonable accommodation for disabled persons.	**W**

D. Describe the guiding principles of time management.

Competencies	Operations Specialist
Knowledge as to how time management affects one's personal well being and stress level.	**W**
Knowledge of the impact of internal and external influences on available time and time choices.	**W**
Ability to understand how individual factors of values, priorities, and goals affect time choices.	**W**
Ability to define the difference between internal and external prime time.	**W**
Ability to develop an effective time management strategy.	**J**
Ability to monitor time spent and make adjustments as needed.	**J**

E. Describe the agency's management culture.

Competencies	Operations Specialist
Knowledge of the agency's values and philosophy.	**W**
Knowledge of external influences on the agency's mission, budget, and operational procedures.	**W**
Ability to define those elements of the management culture that have an effect on meeting one's job performance requirements.	**J**

F. Implement cultural diversity, equal opportunity and civil rights policies.

Competencies	Operations Specialist
Knowledge of appropriate act requirements to include the Equal Opportunity Act, Civil Rights Act, Age Discrimination in Employment Act, Rehabilitation Act, 29 CFR 1604.11(a) Sexual Harassment.	**W**
Skill in carrying out supervisory and leadership responsibilities relevant to the workplace acts.	**J**

V. Leadership

Description

This competency requires a comprehension of the basics of leadership.

Outline

A. Demonstrate appropriate leadership skills to meet agency goals and safe operating procedures.

Competencies	Operations Specialist
Knowledge of acceptable leadership characteristics.	**J**
Knowledge of delegation as a leadership and team building tool.	**J**
Knowledge of management styles most appropriate to deal with internal and external controls.	**J**
Knowledge of the steps of effective conflict resolution.	**J**
Ability to function as an effective team member.	**J**
Ability to recognize changing conditions, develop alternative strategies, and take appropriate action.	**J**
Ability to be decisive in leadership roles.	**J**
Ability to define one's leadership style.	**W**
Ability to adjust one's leadership style to meet the agency mission.	**J**
Ability to describe how the development levels of followers affect one's leadership style.	**W**
Ability to understand and apply the basic styles of conflict resolution such as avoiding, accommodating, compromising, competing, and collaborating.	**J**

VI. Problem Solving Skills

Description

This competency deals with the ability to analyze, build consensus, make decisions, and practice innovation in various aspects of the job.

Outline

A. Analyze a situation, determine alternative solutions, and recommend a course of action.

Competencies	Operations Specialist
Knowledge of assessment skills.	**J**
Knowledge of how a situation deviates from the norm or a standard.	**J**
Knowledge of factors contributing to a problem.	**J**
Skill in collecting, grouping contributing factors.	**J**
Skill in distinguishing between relevant and irrelevant information and making logical judgments.	**J**
Ability to narrow the problem area.	**J**
Ability to use sound reasoning to arrive at a conclusion.	**J**

B. Make sound and well-informed decisions.

Competencies	Operations Specialist
Knowledge of organizational goals and objectives.	**J**
Knowledge of organizational policies and guidelines.	**J**
Skill in identifying the impact and implications of decisions.	**J**
Ability to quantify costs of decisions.	**J**
Ability to describe the rationale for a decision.	**J**

C. Identify and mitigate stressful influences.

Competencies	Operations Specialist
Knowledge of stress indicators.	**E**
Skill in recognizing the impacts of stress on the functions of supervision and leadership.	**W**
Skill in mitigating stressful situations.	**J**
Ability to minimize negative personal impacts.	**J**

D. Utilize facilitation skills to resolve problems and promote consensus.

Competencies	Operations Specialist
Knowledge of group processes.	**W**
Knowledge of the five basic styles of conflict resolution.	**W**
Skill in building group consensus to meet objectives through give and take.	**J**
Ability to foster commitment.	**J**
Ability to negotiate to find mutually acceptable solutions.	**J**
Ability to encourage and receive cooperation.	**J**
Ability to gain cooperation from others to obtain information and accomplish goals.	**J**

VII. Communication Skills

Description

This competency relates to the ability to communicate effectively with the public and employees in writing and speech; to work as an effective team member; to use interpersonal skills to become an effective employee; and to exhibit basic computer capabilities.

Outline

A. Communicate effectively.

Competencies	Operations Specialist
Knowledge of effective listening, speaking, and writing skills.	**J**

Competencies	Operations Specialist
Knowledge of the characteristics of effective written communications.	**W**
Knowledge of communication methods used by the supervisor.	**J**
Knowledge of how a team communicates to accomplish a common goal.	**J**
Knowledge of basic computer keyboard requirements.	**J**
Knowledge of computer data entry and retrieval.	**J**
Skill in writing basic letters and reports and filling out basic forms for routine agency operations.	**J**
Ability to identify the types of non-verbal communication methods.	**W**
Ability to express facts and ideas in writing in a succinct and organized manner.	**J**
Ability to define the speaker, listener, and observer tasks in communications.	**J**
Ability to facilitate an open exchange of information.	**J**
Ability to identify the conditions necessary for accurate and effective communications.	**J**
Ability to consider and respond appropriately to the needs, feelings, and capabilities of others, and adjust communication approaches to suit different people and situations.	**J**
Ability to perform computer technological skills such as word processing, electronic mail, and Internet processes.	**J**
Ability to explain agency programs and procedures in understandable terms to individuals and groups.	**J**

VIII. Personal Development and Planning

Description

This competency considers an individual being able to work with subordinates or a supervisor. It considers an agency's plan for charting a course of action for developing an individual.

Outline

A. Meet agency physical and mental fitness requirements.

Competencies	Operations Specialist
Knowledge of National Wildfire Coordinating Group and agency requirements.	**J**
Ability to utilize a physical training program to enhance physical and mental fitness.	**J**
Ability to perform duties under stressful and adverse operating conditions, such as long work hours, heavy workloads, emergency situations, adverse working and environmental conditions.	**J**
Ability to recognize fitness potential in subordinates and provide opportunities to achieve this potential.	**J**

B. Set individual career goals and implement self-directed course of action.

Competencies	Operations Specialist
Knowledge of career development strategies.	**J**
Knowledge of self-direction capabilities.	**J**
Knowledge of agency and interagency opportunities and requirements for potential advancement.	**J**
Skill in demonstrating a belief in one's own abilities and ideas.	**J**

Competencies	Operations Specialist
Ability to use a performance appraisal to assess one's performance strengths and weaknesses to lead toward improvement.	**J**
Ability to set personal goals for career development and implement actions to obtain them.	**J**
Ability to develop self-motivation.	**J**
Ability to seek feedback from others and opportunities for self-learning and development.	**J**
Ability to perform a personal role assessment, which would lead to monitoring behavior patterns associated with the functions performed.	**J**

IX. Agency Operations

Description

This competency requires a comprehension of the basic operations of an agency, especially at the local level; and how these operations interact to fulfill the missions, planning and budgetary processes and agency purpose.

Outline

A. Apply basic principles of appropriation law.

Competencies	Operations Specialist
Knowledge of appropriation law relevant to supervisory and leadership roles.	**W**
Knowledge of the aspects of appropriation law pertinent to the expenditure of funds and relative to the agency mission.	**W**
Knowledge of agency fiscal regulations.	**J**
Ability to describe the budget authority relevant to supervisory and leadership roles.	**W**
Ability to describe the purpose of an obligation.	**W**

B. Implement and evaluate financial activities.

Competencies	Operations Specialist
Knowledge of agency financial regulations, policies and guidelines.	**J**
Knowledge of interagency fire business management practices and procedures.	**J**
Knowledge of required fiscal documentation.	**J**
Ability to apply appropriate fiscal procedures.	**J**

C. Apply appropriate technology.

Competencies	Operations Specialist
Knowledge of existing fire information databases and software applications.	**W**
Knowledge of current technology and the impact of technological changes on the organization.	**J**
Ability to apply technologies on the job.	**E**
Ability to identify various sources available that enable supervisors to keep current on technological advances.	**J**
Ability to describe one's role in information and technological exchange.	**J**

D. Develop and maintain agency and interagency operations.

Competencies	Operations Specialist
Knowledge of the various aspects of local unit interactions and how they work together to accomplish the agency and local unit missions.	**J**
Knowledge of the external agency operations.	**J**
Knowledge of the customer consultation process.	**J**
Knowledge of agency Cooperative Agreements, Memorandums of Understanding.	**J**
Knowledge of the organization and the function of cooperative interagency fire organizations such as NWCG, NICC, GACC, state, tribal, and local organizations.	**W**
Ability to provide input into cooperative agreements, MOUs, and MOAs.	**W**
Ability to participate at the appropriate level in interagency workshop operations and seminars.	**J**

E. Initiate and participate in agency and interagency interdisciplinary planning processes.

Competencies	Operations Specialist
Knowledge of what constitutes a correctly written objective.	**J**
Knowledge of how goals and strategies provide structured guidance in accomplishing an agency's mission.	**J**
Knowledge of agency's priorities.	**J**
Knowledge of how an agency's planning system causes a timely reconsideration of priorities.	**J**
Skill in providing input into objective writing.	**J**
Skill in restructuring priorities to meet goals or objectives.	**J**
Ability to review portions of plans and provide input.	**J**

F. Utilize agency qualifications and certification procedures.

Competencies	Operations Specialist
Knowledge of agency and interagency qualification and certification standards and procedures adopted by the National Wildfire Coordinating Group (NWCG).	**J**
Knowledge of position task book requirements.	**J**
Ability to maintain position qualification.	**J**

X. Program/Project Progress Monitoring and Evaluation

Description

These competencies are related in terms of adjusting program operations in a timely manner. Progress is directed to carrying out quantifiable objectives. Monitoring that part of the operation identifies whether the objectives are valid, understood, and whether the employee is capable of performing the tasks.

Outline

A. Implement measurement systems that accurately track results.

Competencies	Operations Specialist
Knowledge of agency performance requirements.	**J**
Knowledge of basic wildland fire program requirements.	**J**
Knowledge of fire operations/prescribed fire tools and equipment.	**E**
Knowledge of reporting requirements and procedures.	**J**
Ability to implement the common monitoring techniques of feedback and personal observation used in evaluating a project's progress.	**J**

B. Evaluate results against program objectives.

Competencies	Operations Specialist
Knowledge of evaluative processes and procedures.	**J**
Ability to analyze organizational performance relative to given objectives.	**J**
Ability to recognize how objectives establishing the direction efforts are to be focused and the criteria for measuring success.	**J**

Competency Descriptors for Wildland Fire Operations Specialists

Wildland Fire Operations Specialist Position Descriptor

A Wildland Fire Operations Specialist is one who applies fire management principles and practices for the protection and enhancement of the wildland environment through the implementation of operational plans.

EXPERTISE LEVELS DEFINITIONS

WORKING – W	JOURNEY – J	EXPERT – E
Definition: The minimum level of experience and/or training that it takes to produce work of acceptable quality.	**Definition:** Has sufficient experience to be considered a seasoned employee. Is skilled in performing the more difficult tasks related to the function. Has received advanced training in the function.	**Definition:** Reflects the quality of experience and/or training needed to perform the most challenging aspects of the position.

"Program Complexity Levels" refers to those determined from the complexity analysis process. Some positions do not vary in the expertise levels of competencies, regardless of the complexity of the program to which they are assigned. Others have only a minimum level of competency expertise defined, recognizing that there is too wide a variety of programs within and between agencies to define all situations. The remainder have either two or three levels of competency expertise, based on their unit's program complexity.

Example of Expertise and Complexity Levels

Competencies	Low	Moderate	High
Knowledge of processes and sources of training.	**W**	**J**	**J**

In this example, a “W” Working level of expertise is required in a Low complexity fire program; a “J” Journey level of expertise is required in both Moderate and High complexity fire programs.

I. Program Management

Description

This competency identifies the knowledge, skills and abilities required to develop and manage a wildland fire management program.

Outline

A. Develop, implement and evaluate program goals and objectives in support of mission accomplishment. Implement corrective actions.

Competencies	**Low**	**Moderate**	**High**
Knowledge of natural resource management concepts, principles, and practices applicable to the full range of duties associated with fire management.	**W**	**J**	**J**
Knowledge of the integration of related fields such as forestry, range, recreation, wildlife, soil, air and water.	**W**	**J**	**J**
Knowledge of the ecological response to the presence or absence of fire.	**W**	**J**	**J**
Knowledge of fire protection and fire use techniques, methods and procedures.	**J**	**J**	**E**
Knowledge of program monitoring and evaluation process and procedures.	**J**	**J**	**J**
Knowledge of reporting requirements and procedures.	**J**	**J**	**J**
Ability to monitor and evaluate program elements and determine their effectiveness in meeting management goals and objectives.	**W**	**J**	**J**
Ability to apply corrective actions to increase efficiencies and effectiveness.	**W**	**J**	**J**
Ability to identify and define fire-related management issues, resolve the issues with available research, and make recommendations.	**W**	**J**	**J**

B. Develop, implement and evaluate fire management budgets.

Competencies	**Low**	**Moderate**	**High**
Skill in developing, implementing, and monitoring a wildland fire operations budget.	**W**	**J**	**J**

C. Supervise and develop employees.

Competencies	**Low**	**Moderate**	**High**
Knowledge of processes and sources of training.	**W**	**J**	**J**
Knowledge of agency and interagency qualification and certification standards.	**J**	**J**	**J**
Ability to implement development/training plans.	**W**	**J**	**J**

D. Develop and maintain agency and interagency partnerships.

Competencies	**Low**	**Moderate**	**High**
Knowledge of cooperating agencies' missions, organization and operating procedures.	**W**	**J**	**J**
Knowledge of organization and function of interagency fire organizations, such as the National Wildfire Coordinating Group, National Multi-agency Coordinating Group, geographic area coordinating groups, state, tribal, and local groups.	**W**	**J**	**J**
Knowledge of development of Cooperative Agreements, Memoranda of Understanding, and Memoranda of Agreement.	**W**	**J**	**J**

E. Identify research needs and apply new technologies.

Competencies	**Low**	**Moderate**	**High**
Ability to identify and define fire management issues, and develop research recommendations if necessary.	**W**	**J**	**J**
Ability to apply technology in fire management activities.	**W**	**J**	**J**

II. Planning

Description

This element identifies the knowledge, skills and abilities required for participation in the planning processes involved in wildland fire management programs. These levels must be sufficient to allow for participation on interdisciplinary teams in the development of:

- Unit Level Fire Management Plan- these plans could include pre-attack plans and other suppression-related plans.
- Annual Operating Plan- these plans could include Memoranda of Understanding and Cooperative Agreements, mobilization plans, step-up staffing plans, etc.

Outline

A. Develop plans compliant with environmental laws, regulations and policies.

Competencies	**Low**	**Moderate**	**High**
Knowledge of environmental laws, regulations, and policies including the National Environmental Policy Act.	**W**	**J**	**J**

B. Participate in agency interdisciplinary planning processes.

Competencies	**Low**	**Moderate**	**High**
Ability to participate in interdisciplinary planning.	**W**	**J**	**J**

C. Prepare and review plans and/or plan components, which may include the following:
1. Annual Operating Plans
2. Training plans
3. Fire suppression plans
4. Safety plans
5. Individual project plans

Competencies	**Low**	**Moderate**	**High**
Knowledge of components of required plans under area of responsibility.	**J**	**J**	**E**
Ability to write operational plans.	**J**	**J**	**E**

III. Operations

Description

This element identifies the knowledge, skills and abilities required to manage operational program components to achieve land management objectives established for the unit. Operational components include preparedness, wildland fire operations, prevention, fuels and prescribed fire, and aviation.

Outline

A. Implement unit preparedness programs to include:
   1. Detection
   2. Readiness
   3. Agreements
   4. Fire danger/behavior predictions
   5. Severity requests
   6. Dispatching

Competencies	**Low**	**Moderate**	**High**
Knowledge of aerial and land-based detection systems and technologies sufficient to implement a unit level detection program.	**W**	**J**	**E**
Knowledge of agency and interagency mobilization policies, procedures, and guidelines.	**W**	**J**	**E**
Knowledge of the cache management system sufficient to manage a unit fire cache.	**W**	**J**	**E**
Knowledge of fire business management principles and practices.	**J**	**J**	**J**
Knowledge of WIMS, NFDRS, etc., sufficient to develop, implement and adjust preparedness, staffing and dispatch plans.	**W**	**J**	**E**
Knowledge of the severity request requirements process.	**W**	**J**	**J**
Skill in applying current fire weather, fire behavior and fire danger prediction systems.	**J**	**J**	**E**

Competencies	**Low**	**Moderate**	**High**
Ability to conduct readiness and safety inspections to assess a unit's ability to conduct wildland fire management activities.	**J**	**J**	**E**
Ability to analyze fire occurrence.	**W**	**J**	**E**
Ability to analyze critical factors and initiate timely severity requests.	**W**	**J**	**E**
Ability to implement and evaluate dispatch plans (e.g., pre-attack, pre-planned dispatch, mobilization guides, etc.).	**J**	**J**	**E**

B. Manage wildland fire program components to include but not limited to:
1. Strategy and tactics
2. Incident management
3. Emergency rehabilitation
4. Logistics/support
5. Priority setting and coordination
6. Reporting

Competencies	**Low**	**Moderate**	**High**
Knowledge of the Incident Command System component of National Interagency Incident Management System.	**W**	**J**	**E**
Knowledge of wildland and urban interface fire suppression strategies and tactics.	**W**	**J**	**E**
Knowledge of the full range of wildland fire appropriate management responses sufficient to implement an effective program.	**W**	**J**	**E**
Knowledge of fire suppression/prescribed fire tools and equipment.	**J**	**J**	**E**
Knowledge of fire behavior, strategy and tactics, resources, equipment, and tools sufficient to safely, efficiently, and effectively direct the management of wildland fires.	**J**	**J**	**E**
Knowledge of agency/bureau emergency rehabilitation policies, procedures, and techniques.	**W**	**J**	**E**

Competencies	**Low**	**Moderate**	**High**
Ability to recognize changing conditions, develop alternative strategies and take appropriate action.	**J**	**J**	**E**
Ability to coordinate with cooperators in providing fire suppression.	**W**	**J**	**J**
Ability to ensure that all reports and records are properly completed.	**J**	**J**	**J**
Ability to set priorities and allocate resources between multiple incidents.	**W**	**J**	**E**
Ability to support the selected management response of one or more incidents.	**W**	**J**	**E**

C. Manage prevention programs.

Competencies	**Low**	**Moderate**	**High**
Knowledge of fire prevention processes, practices and techniques.	**W**	**J**	**J**
Ability to conduct hazard risk analysis, and apply appropriate prevention techniques.	**W**	**J**	**J**

D. Manage fuels and prescribed fire programs.

Competencies	**Low**	**Moderate**	**High**
Knowledge of fuels management principles, practices, and techniques.	**W**	**J**	**J**
Knowledge of prescribed fire organization, principles, practices, and techniques.	**W**	**J**	**J**

E. Manage unit fire aviation programs or operations as appropriate, including, but not limited to:
   1. Tactical application of aircraft
   2. Aviation safety management
   3. Administration

Competencies	**Low**	**Moderate**	**High**
Knowledge of capabilities, limitations and approved safety standards and operating procedures of commonly used fixed and rotary-wing aircraft.	**W**	**J**	**E**
Knowledge of aviation administration requirements and procedures, such as contract solicitation, awarding and administration, fiscal accounting, etc.	**W**	**J**	**J**
Ability to ensure management of aircraft utilized in unit's fire operations is conducted in a safe and efficient manner, following established standards.	**J**	**E**	**E**
Ability to obtain compliance with established personnel safety requirements, such as training, personal protective equipment, determination of payloads, manifesting, flight following, crash/rescue response, etc.	**J**	**J**	**J**

IV. Safety and Welfare

Description

This element describes the knowledge, skills and abilities required to manage the environmental and workplace hazards of the wildland fire environment. It focuses on the Wildland Fire Operations Specialist's ability to provide leadership and direction to subordinates in the recognition and mitigation of these hazards using all applicable laws, policies and guidelines. Personal accountability and zero tolerance for unsafe acts are paramount.

Outline

A. Use applicable laws, policies, and guidelines to provide safety leadership and direction.
   1. Occupational Safety and Health Act
   2. Applicable state safety regulations
   3. Department and agency policies and guidelines
   4. NWCG guidelines

Competencies	**Low**	**Moderate**	**High**
Knowledge of the laws, policies and guidelines pertaining to safety such as the Code of Federal Regulations, national and agency policies and guidelines, Standard Firefighting Orders, Watch Out Situations, and other related fire safety guidelines, including OSHA and NWCG guidelines.	**J**	**J**	**E**

B. Conduct safety related education programs focusing on:
   1. Training
   2. Certification

Competencies	**Low**	**Moderate**	**High**
Skill in the effective use of education and certification processes to achieve safety management objectives and ensure compliance.	**W**	**J**	**E**

C. Prepare hazard, risk, and trend analyses for:
   1. Hazards including, but not limited to:
      a. Fuels
      b. Weather
      c. Topography
   2. Associated hazards including, but not limited to:
      a. Aviation
      b. Mechanized equipment
      c. Hazardous materials

Competencies	**Low**	**Moderate**	**High**
Skill in conducting hazard, risk, and trend analyses.	**W**	**J**	**J**

D. Follow up hazards and risks with appropriate mitigation actions.

Competencies	**Low**	**Moderate**	**High**
Skill in recognizing and mitigating of a variety of hazards encountered within the wildland fire environment and other work environments; e.g., aviation, mechanized equipment, and hazardous materials.	**W**	**J**	**J**

KEY PERFORMANCE ELEMENTS

The standard Key Performance Elements are to be used to evaluate employee performance, in conjunction with the Competency Descriptors. A "Performance Element" is defined as a mission-based outcome or end product that is essential to overall success of the position. The following Key Performance Elements are derived from the major elements of each position's Competency Descriptor.

The first section of these Key Performance Elements is a set of "common" Key Performance Elements, applicable to all positions. These may be used for evaluative purposes, or more likely, for initiation of employee development plans early in one's career. Following the common elements are additional Key Performance Elements specific to this individual position.

KEY PERFORMANCE ELEMENTS

THE FOLLOWING ELEMENTS ARE COMMON TO ALL FIRE PROGRAM MANAGEMENT POSITIONS:

I. Mission Comprehension

- Describe the agency's historical background and mission evolution.
- Identify relevant agency mandates.
- Define the purpose of limits within the agency.

II. Agency Orientation

- Describe the structure and organization of the Department of Agriculture or Interior.
- Describe the structure and the organization of the agency.

III. Resource Stewardship

- Describe federal stewardship of natural resources.
- Identify resources protected by the agency and describe the responsibilities in managing these resources.
- Define the sustainable practices philosophy.
- Define the employee's role in resource stewardship.
- Recognize the positive purposes of interagency partnerships.

IV. Fundamental Values

- Supervise and develop employees.
- Implement safe workplace practices.
- Identify workplace accessibility issues.
- Describe the guiding principles of time management.
- Describe the agency's management culture.
- Carry out cultural diversity, equal opportunity and civil rights procedures.

V. Leadership

- Demonstrate appropriate leadership skills to meet agency goals and safe operating procedures.

VI. Problem Solving Skills

- Analyze a situation, determine alternative solutions, and recommend a course of action.
- Make sound and well-informed decisions.
- Identify and mitigate stressful influences.
- Utilize facilitation skills to resolve problems and promote consensus.

VII. Communication Skills

- Communicate effectively.

VIII. Personal Development and Planning

- Meet Agency physical and mental fitness requirements.
- Set individual and career goals and implement self-directed course of action.

IX. Agency Operations

- Apply basic principles of appropriation law.
- Implement and evaluate financial activities.
- Apply appropriate technology.
- Develop and maintain agency and interagency operations.
- Initiate and participate in agency and interagency interdisciplinary planning processes.
- Utilize agency qualifications and certification procedures.

X. Program/Project Progress Monitoring and Evaluation

- Implement measurement systems that accurately track results.
- Evaluate results against program objectives.

THE FOLLOWING ELEMENTS ARE SPECIFIC TO THE WILDLAND FIRE OPERATIONS SPECIALIST POSITIONS:

I. Program Management

- Develop, implement and evaluate program goals and objectives in support of mission accomplishment. Implement corrective actions.
- Develop, implement and evaluate fire management budgets.
- Supervise and develop employees.
- Develop and maintain agency and interagency partnerships.
- Identify research needs and apply new technologies.

II. Planning

- Develop plans compliant with environmental laws, regulations and policies.
- Participate in agency interdisciplinary planning processes.
- Prepare and review plans and/or plan components, including:
    1. Annual Operating Plans
    2. Training plans
    3. Fire suppression plans
    4. Safety plans
    5. Individual project plans

III. Operations

- Implement unit preparedness programs to include:
    1. Detection
    2. Readiness
    3. Agreements
    4. Fire danger/behavior predictions
    5. Severity requests
    6. Dispatching
- Manage wildland fire program components to include but not limited to:
    1. Strategy and tactics
    2. Incident management
    3. Emergency rehabilitation
    4. Logistics/support
    5. Priority setting and coordination
    6. Reporting
- Manage prevention programs
- Manage fuels and prescribed fire programs.
- Management unit fire aviation programs or operations as appropriate, including, but not limited to:
    1. Tactical application of aircraft
    2. Aviation safety management
    3. Administration

IV. Safety and Welfare

- Use applicable laws, policies, and guidelines to provide safety leadership and direction.
    1. Occupational Safety and Health Act
    2. Applicable state safety regulations
    3. Department and agency policies and guidelines
    4. NWCG guidelines
- Conduct safety related education programs focusing on:
    1. Training
    2. Certification
- Prepare hazard, risk, and trend analyses for:
    1. Hazards including, but not limited to:
        a. Fuels
        b. Weather
        c. Topography
    2. Associated hazards including, but not limited to:
        a. Aviation
        b. Mechanized equipment
        c. Hazardous materials
- Follow up hazards and risks with appropriate mitigation actions.

INDIVIDUAL POSITION STANDARD AND GUIDE

The following individual position standard and guide includes these components:

- Minimum Qualifications Standards
- Employee Development Training
- Competency Descriptors: Common Competencies, and Position Competencies
- Key Performance Elements

The **"Minimum Qualifications Standards"** are used in a variety of ways.

- For identifying minimum qualifications on vacancy announcements
- For recruitment crediting plans
- For identifying OPM series standard requirements
- For determining minimum grade levels
- For identifying any specialized experience requirements
- For identifying NWCG Incident Management Qualifications requirements
- For identifying "additional required training" for a position, beyond that required for NWCG Incident Management Qualifications
- As guides for employees when constructing Employee Development Plans for future positions

"Additional Required Training" identifies training that is required prior to being considered qualified for a position. It cannot be challenged. An agency equivalent course may be used as a substitute when that course meets or exceeds a required course's learning and performance objectives.

"Employee Development Training" identifies training that assists an employee in meeting position competencies, in addition to training that is required. It is recognized that training is not the only way of obtaining competencies, but the identified courses do provide many, though not necessarily all, of the knowledge and skills needed to meet position competencies.

The "Common Competency Descriptors for All Positions" is intended to supplement each position "Competency Descriptor." They are competencies needed for most positions. Employees obtain these "Common Competencies" through personal education and experiences, through agency orientation and mission renewal programs, and through interaction with peers, teams, and supervisors.

These "Competency Descriptors/Common Competency Descriptors" are used in a variety of ways.

- Constructing Employee Development Plans
- Developing Recruitment Crediting Plans
- Evaluating employee performance

The "Standard Key Performance Elements" are to be used to evaluate employee performance, in conjunction with "Competency Descriptors." These "Performance Elements" are defined as a mission-based outcome or end product that is essential to overall success of the position. Not surprisingly, these "Performance Elements" are derived from the major elements of the "Competency Descriptors."

MINIMUM QUALIFICATIONS STANDARDS

The following "Minimum Qualifications Standards" are established, meeting the direction outlined in the Implementation Action Plan Report of the 1995 Federal Fire Policy Review. Action Items # 27, 62 and 63 from that Action Plan specifically direct the establishment and utilization of these standards by federal wildland fire management agencies.

- Applicants must meet the appropriate Office of Personnel Management (OPM) qualification standards AND the Interagency Fire Program Management (IFPM) standards before being placed in a key fire management position.

- Applicants must attain all identified competencies within three years of being placed into the position. Until competencies are met, employees must be supervised by employees who meet the qualification standards above and all identified competencies.

- To meet these minimum standards, all identified "Minimum Qualifications Standards" components ("OPM Standard Requirements," "Specialized Experiences," "Additional Required Training" and "NWCG Incident Management Qualifications") must be met.

- These "Minimum Qualification Standards" must be used when recruiting for vacant positions. "Specialized Experience," "Required Training," and "NWCG Incident Management Qualifications" requirements are assumed to be cumulative as complexity increases within a position. For example, requirements for a high complexity unit fire program manager include the requirements for moderate and low complexity unit fire program managers.

- Where NWCG Incident Management Qualifications are shown, they relate to minimum incident management skills required to manage the local program on the unit. The assumption is made that if higher incident management skills are needed to manage an incident, they would be ordered through the standard resource ordering process.

- Differing complexity levels are identified for the Wildland Fire Operations Specialist, Prescribed Fire & Fuels Specialist, Prevention & Education Specialists, and Dispatcher series positions. There is a transition level identified, from technician to professional, for these positions.

- "Employee Development Training" identifies training that assists an employee in meeting position competencies, in addition to training that is required. It is recognized that training is not the only way of obtaining competencies, but the identified courses do provide many, though not necessarily all, of the knowledge and skills needed to meet position competencies.

- Each Minimum Qualification Standard is identified by the fire organizational title. The formal classification title will be based on the appropriate job series.

PRESCRIBED FIRE AND FUELS SPECIALIST

Low Complexity

OPM Standard Requirements - GS-455/462 Technician Series

One year of specialized experience equivalent to the next lower grade level. Graduate education may be substituted for specialized experience only when it is directly related to the work of the position. Further information can be obtained from OPM's Qualification Standards Operating Manual, specifically, OPM's Group Coverage Qualification Standard for Technical and Medical Support Positions and the Individual occupational requirements for either the 455 or 462 series. OPM's Qualification Standards Operating Manual is posted at http://www.opm.gov/qualifications/

Recommended minimum grade level GS-7

Specialized Experience - Applicants must have a minimum of one year of creditable specialized wildland fire management experience equivalent to the next lower grade level.

Specialized experience is that experience which has provided the applicant with the particular knowledge, skills, and abilities necessary to successfully function in the wildland fire management position applied for. Possession of the particular knowledge, skills, and abilities can be evidenced by:

- participating in implementing prescribed fire or fire use plans to ensure resource objectives can be met from a fire management standpoint.
- developing initial attack incident management strategies and tactics to meet the stated resource objectives.

NWCG Incident Management Qualifications - Currency Required

Command:	Incident Commander, Type 4 (ICT4)
AND	
Operations:	Single Resource Boss (SRB)-Crew or Engine
AND	
Prescribed Fire:	Ignition Specialist, Type 2 (RXI2)

Additional required training as presented in the following courses, or agency equivalent:

- None

EMPLOYEE DEVELOPMENT TRAINING

PRESCRIBED FIRE AND FUELS SPECIALIST - LOW COMPLEXITY

Employee should receive the following developmental training, (or agency equivalent) to fully achieve competencies:

- RX-300 “Prescribed Fire Implementation”
- RX-310 (formerly RX-340) “Introduction to Fire Effects”
- RX-410 (formerly RX-450) “Smoke Management Techniques”
- S-301 “Leadership and Organizational Development
- S-390 “Introduction to Wildland Fire Behavior Calculations”
- S-491 “National Fire Danger Rating System”
- BEHAVE
- National Environmental Policy Act (NEPA) training

PRESCRIBED FIRE AND FUELS SPECIALIST

Moderate Complexity

This position can be established at either the professional or technical level, depending upon the competency of the position which in turn will determine whether professional or technical knowledge is required. This, in turn, depends upon the structure which the position is established. If the position is established at the technical level, any professional duties would be handled by a separate, usually higher graded, professional position.

OPM Standard Requirements - GS-455/462 Technician Series

One year of specialized experience equivalent to the next lower grade level. Graduate education may be substituted for specialized experience only when it is directly related to the work of the position. Further information can be obtained from OPM's Qualification Standards Operating Manual, specifically, OPM's Group Coverage Qualification Standard for Technical and Medical Support Positions and the Individual occupational requirements for either the 455 or 462 series. OPM's Qualification Standards Operating Manual is posted at http://www.opm.gov/qualifications/

OPM Standard Requirements - GS-401 Professional Series

Bachelor's degree in biological sciences, agriculture, natural resource management, or a related discipline appropriate to the position being filled; OR a combination of education and experience as defined in the Supplemental Qualification Standard for the GS-0401 Fire Management Specialist. Additional information can be obtained from OPM's Qualification Standards Operating Manual, Group Coverage Qualification Standard for Professional and Scientific Positions and the Individual occupational requirements for the 401 series. The Supplemental Qualification Standard for the GS-0401 Fire Management Specialist and assistance in interpreting the standard are posted at http://www.nifc.gov/training_quals/IFPM/ifpm.htm
OPM's Qualification Standards Operating Manual is posted at http://www.opm.gov/qualifications/

Recommended minimum grade level GS-9

Specialized Experience - Applicants must have a minimum of one year of creditable specialized wildland fire management experience equivalent to the next lower grade level.

Specialized experience is that experience which has provided the applicant with the particular knowledge, skills, and abilities

necessary to successfully function in the wildland fire management position applied for. Possession of the particular knowledge, skills, and abilities can be evidenced by:

1. Experience that demonstrated understanding of fire effects on cultural and natural resources. The assignments must have shown participation in activities such as:

   - developing fire management plans to ensure plan objectives can be met from a fire management standpoint
   - conducting field inspections before and/or after prescribed fires or wildland fires to determine if objectives have been met

2. Prescribed fire/fuels management - experience in activities such as:

   - inventory methods and procedures
   - fuel treatment methods and programming
   - evaluating prescribed fire plans or fire management plans to ensure containment is possible and identify contingencies if containment is not obtained

3. Fire management operations - analyzing and applying fire management strategies, plus experience in at least four of the following activities:

   - mobilization and dispatch coordination
   - fire prevention
   - training
   - logistics
   - equipment development and deployment
   - fire communication systems
   - suppression and preparedness

NWCG Incident Management Qualifications - Currency Required

Command:	Incident Commander, Type 4 (ICT4)
AND	
Operations:	Single Resource Boss (SRB)-Crew or Engine
AND	
Prescribed Fire:	Prescribed Fire Burn Boss, Type 2 (RXB2)

Additional required training as presented in the following courses, or agency equivalent:

- None

EMPLOYEE DEVELOPMENT TRAINING

PRESCRIBED FIRE AND FUELS SPECIALIST - MODERATE COMPLEXITY

Employee should receive the following developmental training, (or agency equivalent) to fully achieve competencies:

- M-580 “Fire and Ecosystem Management” (national or geographic level)
- RX-310 (formerly RX-340) “Introduction to Fire Effects”
- RX-410 (formerly RX-450) “Smoke Management Techniques”
- S-490 “Advanced Wildland Fire Behavior Calculations”
- S-491 “National Fire Danger Rating System”
- 40-hour Supervisory Training
- Aviation safety, operations, and management training
- BEHAVE
- Contracting Officer’s (Authorized) Representative (COR) training
- National Environmental Policy Act (NEPA) training

PRESCRIBED FIRE AND FUELS SPECIALIST

High Complexity

OPM Standard Requirements - GS-401

Bachelor's degree in biological sciences, agriculture, natural resource management, or a related discipline appropriate to the position being filled; OR a combination of education and experience as defined in the Supplemental Qualification Standard for the GS-0401 Fire Management Specialist. Additional information can be obtained from OPM's Qualification Standards Operating Manual, Group Coverage Qualification Standard for Professional and Scientific Positions and the Individual occupational requirements for the 401 series. The Supplemental Qualification Standard for the GS-0401 Fire Management Specialist and assistance in interpreting the standard are posted at http://www.nifc.gov/training_quals/IFPM/ifpm.htm
OPM's Qualification Standards Operating Manual is posted at http://www.opm.gov/qualifications/

Recommended minimum grade level GS-11

Specialized Experience - Applicants must have a minimum of one year of creditable specialized wildland fire management experience equivalent to the next lower grade level.

Specialized experience is that experience which has provided the applicant with the particular knowledge, skills, and abilities necessary to successfully function in the wildland fire management position applied for. Possession of the particular knowledge, skills, and abilities can be evidenced by:

- reviewing and evaluating fire management plans for ecological soundness and technical adequacy.
- conducting field inspections before and after prescribed or wildland fires to determine if objectives were achieved and/or evaluate the effectiveness of actions taken.
- developing analyses on the ecological role of fire and its use and/or exclusion, and smoke management.

In addition to fire program management, appropriate experience must have included either prescribed fire/fuels management - OR - fire management operations as described below:

Prescribed fire/fuels management - experience in a broad range of activities such as:

- inventory methods and procedures
- fuel treatment methods and programming
- land use planning and environmental coordination
- evaluating prescribed burn plans or fire management plans to ensure containment is possible and identify contingencies if containment is not obtained.

Fire management operations - analyzing and applying fire management strategies, plus experience in at least five of the following activities:

- mobilization and dispatch coordination
- fire prevention and education
- training
- logistics
- equipment development and deployment
- fire communication systems
- suppression and preparedness
- aviation

NWCG Incident Management Qualifications - Currency Required

Command:	Incident Commander, Type 3 (ICT3)
AND	
Operations:	Task Force Leader (TFLD)
AND	
Prescribed Fire:	Prescribed Fire Burn Boss, Type 1 (RXB1) or Fire Use Manager (FUMA)

Additional required training as presented in the following courses, or agency equivalent:

- None

EMPLOYEE DEVELOPMENT TRAINING

PRESCRIBED FIRE AND FUELS SPECIALIST - HIGH COMPLEXITY

Employee should receive the following developmental training, (or agency equivalent) to fully achieve competencies:

- M-580 “Fire in Ecosystem Management” (national or geographic level)
- RX-410 (formerly RX-450) “Smoke Management Techniques
- RX-510 (formerly RX-540) “Applied Fire Effects”
- RX-580 “Advanced Fire Use Applications”/“National Park & Wilderness Fire Management”
- S-490 “Advanced Wildland Fire Behavior Calculations”
- S-491 “National Fire Danger Rating System’
- Aviation safety, operations, and management training
- Contracting Officer’s (Authorized) Representative (COR) training
- Leadership and organizational skills training
- National Environmental Policy Act (NEPA) training

COMPETENCY DESCRIPTORS

A "competency" is defined as a combination of knowledge, skills and abilities which, when acquired, allows a person to perform a task or function at a specifically defined level of proficiency.

A "common competency" is one that describes the knowledge, skills and abilities found in most or all key fire management positions identified in this Guide.

Competencies are described in terms of three "Expertise Levels" (working, journey, and expert). The appropriate level of expertise for that particular competency is indicated under the relevant level of complexity. Expertise level definitions and an example of expertise and complexity levels are included on the first page of each "Competency Descriptor."

> **NOTE:** The "working" level of expertise identified in the "Competency Descriptors" is defined as the minimum level of experience and/or training that it takes to produce work of acceptable quality and meet safety standards.
>
> It is **not** intended that a prospective job applicant have all the defined competencies in their entirety when first selected for any position at any level (unless the hiring unit so chooses, and indicates same in a vacancy announcement). It **is** intended that the employee achieve all indicated competencies before being considered at a full-performance level. Timelines for achieving full-performance level standards should be specified in vacancy announcements and other personnel documents.

The Common Competency Descriptors are intended to supplement each position's Competency Descriptor; the two should be used together. Employees obtain these common competencies through personal education and experiences, through agency orientation and mission renewal programs, and through interaction with peers, teams, and supervisors.

The "Competency Descriptors" may be used in a variety of ways:

- Constructing Employee Development Plans
- Developing Recruitment Crediting Plans, supplementing the "Minimum Qualification Standards"
- Evaluating employee performance, supplementing the "Standard Key Performance Elements"

COMMON COMPETENCY DESCRIPTORS FOR PRESCRIBED FIRE/FUELS SPECIALIST

All Positions Descriptor

The following Common Competencies are needed across most positions and at the entry level of positions by every employee. Employees obtain these Common Competencies through personal education and experiences, through agency orientation and mission renewal programs, and through interaction with peers, teams, and supervisors. These competencies must be taken in context of a particular position for scope and complexity.

Core competencies (skill levels) that do not change due to program complexity do not reappear in the individual position descriptions. If program complexity changes the skill level required, then the competency will appear with the appropriate expertise level described, using such language as “comprehensive” or “expert.”

EXPERTISE LEVELS DEFINITIONS

WORKING - W	JOURNEY - J	EXPERT - E
Definition: The minimum level of experience and/or training that it takes to produce work of acceptable quality.	**Definition:** Has sufficient experience to be considered a seasoned employee. Is skilled in performing the more difficult tasks related to the function. Has received advanced training in the function.	**Definition:** Reflects the quality of experience and/or training needed to perform the most challenging aspects of the position.

I. Mission Comprehension

Description

This competency requires background and understanding of the agency enabling legislation and its ramifications, and additional responsibilities that have historically evolved.

Outline

A. Describe the agency's historical background and mission evolution.

Competencies	Prescribed Fire & Fuels Specialist
Knowledge of the agency's historical background and mission evolution.	**W**
Knowledge of enabling legislation and other acts affecting agency's mission.	**W**
Ability to describe the historical background of the agency.	**W**
Ability to explain the purpose of the agency.	**W**

B. Identify relevant agency mandates.

Competencies	Prescribed Fire & Fuels Specialist
Knowledge of existing mandates and resolutions.	**W**

C. Define the purpose of limits within the agency.

Competencies	Prescribed Fire & Fuels Specialist
Knowledge of social, political and fiscal limits within the agency.	**W**

II. Agency Orientation

Description

This competency requires a comprehension of the structure and organization of the agency's organizational levels; an understanding of the structure and organization of the Departments of Agriculture or Interior and its place in the federal government; and the development of an insight into an individual employee's role in the agency in particular, and in the federal government in general.

Outline

A. Describe the structure and organization of the Department of Agriculture or Interior.

Competencies	Prescribed Fire & Fuels Specialist
Knowledge of the basics of government structure and function.	**W**
Knowledge of the structure and function of the Department of the Interior or the Department of Agriculture.	**W**
Knowledge of applicable Code of Federal Regulations.	**W**
Ability to describe the relationship of the agency to the Department of the Interior or the Department of Agriculture.	**W**

B. Describe the structure and the organization of the agency.

Competencies	Prescribed Fire & Fuels Specialist
Knowledge of how goals and strategies provide structured guidance towards accomplishing an agency's mission.	**NA**
Knowledge of agency organizational structures.	**W**
Ability to define how the agency relates on an interagency basis.	**W**

III. Resource Stewardship

Description

This competency requires an understanding of the natural, cultural, and historical resources protected; the range in responsibilities in managing these resources in the context of fire management; the individual's role in resource stewardship; and the ability to work with partners outside the agency to promote resource stewardship.

Outline

A. Describe federal stewardship of natural resources.

Competencies	Prescribed Fire & Fuels Specialist
Knowledge of federal legislation regarding resource management such as National Environmental Policy Act, Clean Air Act, Wilderness Act, Threatened and Endangered Species Act and the Natural Historical Preservation Act.	**J**
Knowledge of environmental, technical, social consequences of proposed decisions and actions.	**J**
Knowledge of public perceptions of the risks and the benefits of resource alternative strategies.	**J**
Knowledge of the role of scientific knowledge and advanced technologies.	**J**
Ability to learn current natural resources policy initiatives.	**W**

B. Identify resources protected by the agency and describe the responsibilities in managing these resources.

Competencies	Prescribed Fire & Fuels Specialist
Knowledge of natural, cultural, and historical resources managed by the agency.	**J**
Knowledge of ecosystem management and the ecological response to the presence or absence of fire.	**J**
Knowledge of the agency planning process and how it contributes to resource stewardship.	**J**
Ability to articulate the agency stewardship function.	**W**

C. Define the sustainable practices philosophy.

Competencies	Prescribed Fire & Fuels Specialist
Knowledge of agency multiple use acts.	**W**
Knowledge of related fields such as forestry, range, wildlife, botany, soils and water (hereafter referred to as resources).	**J**
Knowledge of how different resources contribute to sustainable practices.	**W**
Ability to describe how different resources interact.	**W**
Ability to define sustainability in the context of overall resource management.	**W**

D. Define the employee's role in resource stewardship.

Competencies	Prescribed Fire & Fuels Specialist
Knowledge of agency's workforce resource priorities.	**W**
Ability to explain the individual's role in supporting the agency's stewardship function.	**J**
Ability to implement agency priorities within an individual's work assignments.	**J**

E. Recognize the positive purposes of interagency partnerships.

Competencies	Prescribed Fire & Fuels Specialist
Knowledge of fire management partnership benefits.	**J**
Knowledge of cooperating agencies' missions, organizations, and operating procedures.	**J**
Knowledge of why the agency needs and interacts with partners to fulfill its resource stewardship role.	**J**
Ability to participate in interagency workshops and other project processes.	**J**
Ability to recognize the value of interagency fire management cooperation to meet fire management program goals.	**J**

IV. Fundamental Values

Description

This competency focuses on the employee's ability to exhibit positive attitudes and behaviors to accomplish an assigned job and to contribute to the overall health of the organization. These attitudes and behaviors include teamwork; ethical behavior towards people and the organization; support of cultural diversity, accessibility, and fairness issues in the workplace; and an attitude towards safe behavior for one's self and for others.

The safety competency identifies an understanding of the environmental and workplace hazards of the wildland fire environment. It focuses on the employee's ability to provide leadership and direction in recognition and the mitigation of these hazards, using all applicable laws, policies and guidelines. Utilizing this approach, a passion for safety will be instilled with zero tolerance for unsafe acts. All employees will be personally accountable for safety.

Outline

A. Supervise and develop employees.

Competencies	Prescribed Fire & Fuels Specialist
Knowledge of personnel hiring, pay, discipline, and termination procedures.	**J**
Knowledge of methods and techniques of personal motivation, organization, supervision, and evaluation in order to emphasize accountability.	**J**
Knowledge of the processes and sources of training.	**J**
Skill in practicing the commonly accepted individual values of performance, commitment, interdependence, authority, responsibility, accountability, choice, risk management, and excellence.	**J**
Skill in applying the accepted principles of delegation.	**J**
Skill in carrying out proper fiscal and accountable actions.	**J**
Ability to apply sound personnel management skills to include supervision, coaching, training, motivation, and evaluation.	**J**

Competencies	Prescribed Fire & Fuels Specialist
Ability to conduct oneself in an ethical manner.	**J**
Ability to transmit high performance expectations and to follow up on personnel accomplishments.	**J**
Ability to impart self-confidence and empowerment.	**J**
Ability to initiate recommendations for change.	**J**
Ability to assess personal attitudes towards others and one's employer.	**J**
Ability to develop new insights into situations in order to improve the situation, increase efficiencies, or to mitigate safety problems.	**J**
Ability to create effective standards and operating procedures for personnel safety.	**J**

B. Implement safe workplace practices.

Competencies	Prescribed Fire & Fuels Specialist
Knowledge of agency laws, policies, and guidelines such as NWCG's Standard Firefighting Orders and Watch Out Situations.	**J**
Knowledge of wildland fire hazards.	**E**
Knowledge of wildland fire safety practices and procedures.	**E**
Knowledge of basic first aid procedures.	**J**
Knowledge of hazard and risk analysis requirements for such areas as human factors, fuels, weather, topography, aviation, mechanized equipment, and hazardous materials.	**J**
Skill in applying basic first aid procedures.	**J**
Skill in using educational and certification processes to impart a passion for safety.	**J**

Competencies	Prescribed Fire & Fuels Specialist
Skill in using safety related education programs with the focus on training and performance certification.	**J**
Ability to recognize and correct unsafe practices and conditions.	**W**

C. Identify workplace accessibility issues.

Competencies	Prescribed Fire & Fuels Specialist
Knowledge of Americans with Disabilities Act requirements.	**W**
Ability to make reasonable accommodation for disabled persons.	**W**

D. Describe the guiding principles of time management.

Competencies	Prescribed Fire & Fuels Specialist
Knowledge as to how time management affects one's personal well being and stress level.	**W**
Knowledge of the impact of internal and external influences on available time and time choices.	**W**
Ability to understand how individual factors of values, priorities, and goals affect time choices.	**W**
Ability to define the difference between internal and external prime time.	**W**
Ability to develop an effective time management strategy.	**J**
Ability to monitor time spent and make adjustments as needed.	**J**

E. Describe the agency's management culture.

Competencies	Prescribed Fire & Fuels
Knowledge of the agency's values and philosophy.	**W**
Knowledge of external influences on the agency's mission, budget, and operational procedures.	**W**
Ability to define those elements of the management culture that have an effect on meeting one's job performance requirements.	**J**

F. Implement cultural diversity, equal opportunity and civil rights policies.

Competencies	Prescribed Fire & Fuels Specialist
Knowledge of appropriate act requirements to include the Equal Opportunity Act, Civil Rights Act, Age Discrimination in Employment Act, Rehabilitation Act, 29 CFR 1604.11(a) Sexual Harassment.	**W**
Skill in carrying out supervisory and leadership responsibilities relevant to the workplace acts.	**J**

V. Leadership

Description

This competency requires a comprehension of the basics of leadership.

Outline

A. Demonstrate appropriate leadership skills to meet agency goals and safe operating procedures.

Competencies	Prescribed Fire & Fuels Specialist
Knowledge of acceptable leadership characteristics.	**J**
Knowledge of delegation as a leadership and team building tool.	**J**
Knowledge of management styles most appropriate to deal with internal and external controls.	**J**
Knowledge of the steps of effective conflict resolution.	**J**
Ability to function as an effective team member.	**J**
Ability to recognize changing conditions, develop alternative strategies, and take appropriate action.	**J**
Ability to be decisive in leadership roles.	**J**
Ability to define one's leadership style.	**W**
Ability to adjust one's leadership style to meet the agency mission.	**J**
Ability to describe how the development levels of followers affect one's leadership style.	**W**
Ability to understand and apply the basic styles of conflict resolution such as avoiding, accommodating, compromising, competing, and collaborating.	**J**

VI. Problem Solving Skills

Description

This competency deals with the ability to analyze, build consensus, make decisions, and practice innovation in various aspects of the job.

Outline

A. Analyze a situation, determine alternative solutions, and recommend a course of action.

Competencies	Prescribed Fire & Fuels Specialist
Knowledge of assessment skills.	**J**
Knowledge of how a situation deviates from the norm or a standard.	**J**
Knowledge of factors contributing to a problem.	**J**
Skill in distinguishing between relevant and irrelevant information and making logical judgments.	**J**
Skill in collecting, grouping contributing factors.	**J**
Ability to use sound reasoning to arrive at a conclusion.	**J**
Ability to narrow the problem area.	**J**

B. Make sound and well-informed decisions.

Competencies	Prescribed Fire & Fuels Specialist
Knowledge of organizational goals and objectives.	**J**
Knowledge of organizational policy and guidelines.	**J**
Skill in identifying the impact and implications of decisions.	**J**
Ability to quantify costs of decisions.	**J**
Ability to describe the rationale for a decision.	**J**

C. Identify and mitigate stressful influences.

Competencies	Prescribed Fire & Fuels Specialist
Knowledge of stress indicators.	**E**
Skill in recognizing the impacts of stress on the functions of supervision and leadership.	**W**
Skill in mitigating stressful situations.	**J**
Ability to minimize negative personal impacts.	**J**

D. Utilize facilitation skills to resolve problems and promote consensus.

Competencies	Prescribed Fire & Fuels Specialist
Knowledge of group processes.	**W**
Knowledge of the five basic styles of conflict resolution.	**W**
Skill in building group consensus to meet objectives through give and take.	**J**
Ability to foster commitment.	**J**
Ability to negotiate to find mutually acceptable solutions.	**J**
Ability to encourage and receive cooperation.	**J**
Ability to gain cooperation from others to obtain information and accomplish goals.	**J**

VII. Communication Skills

Description

This competency relates to the ability to communicate effectively with the public and employees in writing and speech; to work as an effective team member; to use interpersonal skills to become an effective employee; and to exhibit basic computer capabilities.

Outline

A. Communicate effectively.

Competencies	Prescribed Fire & Fuels Specialist
Knowledge of effective listening, speaking, and writing skills.	**J**

Competencies	Prescribed Fire & Fuels Specialist
Knowledge of the characteristics of effective written communications.	**W**
Knowledge of communication methods used by the supervisor.	**J**
Knowledge of how a team communicates to accomplish a common goal.	**J**
Knowledge of basic computer keyboard requirements.	**J**
Knowledge of computer data entry and retrieval.	**J**
Skill in writing basic letters and reports and filling out basic forms for routine agency operations.	**J**
Ability to identify the types of non-verbal communication methods.	**W**
Ability to express facts and ideas in writing in a succinct and organized manner.	**J**
Ability to define the speaker, listener, and observer tasks in communications.	**J**
Ability to facilitate an open exchange of information.	**J**
Ability to identify the conditions necessary for accurate and effective communications.	**J**
Ability to consider and respond appropriately to the needs, feelings, and capabilities of others, and adjust communication approaches to suit different people and situations.	**J**
Ability to perform computer technological skills such as word processing, electronic mail, and Internet processes.	**J**
Ability to explain agency programs and procedures in understandable terms to individuals and groups.	**J**

VIII. Personal Development and Planning

Description

This competency considers an individual being able to work with subordinates or a supervisor. It considers an agency's plan for charting a course of action for developing an individual.

Outline

A. Meet agency physical and mental fitness requirements.

Competencies	Prescribed Fire & Fuels Specialist
Knowledge of National Wildfire Coordinating Group and agency requirements.	**J**
Ability to utilize a physical training program to enhance physical and mental fitness.	**J**
Ability to perform duties under stressful and adverse operating conditions, such as long work hours, heavy workloads, emergency situations, adverse working and environmental conditions.	**J**
Ability to recognize fitness potential in subordinates and provide opportunities to achieve this potential.	**J**

B. Set individual career goals and implement self-directed course of action.

Competencies	Prescribed Fire & Fuels Specialist
Knowledge of career development strategies.	**J**
Knowledge of self-direction capabilities.	**J**
Knowledge of agency and interagency opportunities and requirements for potential advancement.	**J**
Skill in demonstrating a belief in one's own abilities and ideas.	**J**

Competencies	Prescribed Fire & Fuels Specialist
Ability to use a performance appraisal to assess one's performance strengths and weaknesses to lead toward improvement.	**J**
Ability to set personal goals for career development and implement actions to obtain them.	**J**
Ability to develop self-motivation.	**J**
Ability to seek feedback from others and opportunities for self-learning and development.	**J**
Ability to perform a personal role assessment, which would lead to monitoring behavior patterns associated with the functions performed.	**J**

IX. Agency Operations

Description

This competency requires a comprehension of the basic operations of an agency, especially at the local level; and how these operations interact to fulfill the missions, planning and budgetary processes and agency purpose.

Outline

A. Apply basic principles of appropriation law.

Competencies	Prescribed Fire & Fuels Specialist
Knowledge of appropriation law relevant to supervisory and leadership roles.	**W**
Knowledge of the aspects of appropriation law pertinent to the expenditure of funds and relative to the agency mission.	**W**
Knowledge of agency fiscal regulations.	**J**
Ability to describe the budget authority relevant to supervisory and leadership roles.	**W**
Ability to describe the purpose of an obligation.	**W**

B. Implement and evaluate financial activities.

Competencies	Prescribed Fire & Fuels Specialist
Knowledge of agency financial regulations, policy and guidelines.	**J**
Knowledge of interagency fire business management practices and procedures.	**J**
Knowledge of required fiscal documentation.	**J**
Ability to apply appropriate fiscal procedures.	**J**

C. Apply appropriate technology.

Competencies	Prescribed Fire & Fuels Specialist
Knowledge of existing fire information databases and software applications.	**W**
Knowledge of current technology and the impact of technological changes on the organization.	**E**
Ability to apply technologies on the job.	**E**
Ability to identify various sources available that enable supervisors to keep current on technological advances.	**J**
Ability to describe one's role in information and technological exchange.	**J**

D. Develop and maintain agency and interagency operations.

Competencies	Prescribed Fire & Fuels Specialist
Knowledge of the various aspects of local unit interactions and how they work together to accomplish the agency and local unit missions.	**J**
Knowledge of the external agency operations.	**J**
Knowledge of the customer consultation process.	**J**
Knowledge of agency cooperative agreements, memorandums of understanding.	**J**
Knowledge of the organization and the function of cooperative interagency fire organizations such as NWCG, NICC, GACC, state, tribal, and local organizations.	**W**
Ability to provide input into cooperative agreements, MOUs, and MOAs.	**W**
Ability to participate at the appropriate level in interagency workshops and seminars.	**J**

E. Initiate and participate in agency and interagency interdisciplinary planning processes.

Competencies	Prescribed Fire & Fuels Specialist
Knowledge of what constitutes a correctly written objective.	**J**
Knowledge of how goals and strategies provide structured guidance in accomplishing an agency's mission.	**J**
Knowledge of agency's priorities.	**J**
Knowledge of how an agency's planning system causes a timely reconsideration of priorities.	**J**
Skill in providing input into objective writing.	**J**
Skill in restructuring priorities to meet goals or objectives.	**J**
Ability to review portions of plans and provide input.	**J**

F. Utilize agency qualifications and certification procedures.

Competencies	Prescribed Fire & Fuels Specialist
Knowledge of agency and interagency qualification and certification standards and procedures adopted by the National Wildfire Coordinating Group (NWCG).	**J**
Knowledge of position task book requirements.	**J**
Ability to maintain position qualification.	**J**

X. Program/Project Progress Monitoring and Evaluation

Description

These competencies are related in terms of adjusting program operations in a timely manner. Progress is directed to carrying out quantifiable objectives. Monitoring that part of the operation identifies whether the objectives are valid, understood, and whether the employee is capable of performing the tasks.

Outline

A. Implement measurement systems that accurately track results.

Competencies	Prescribed Fire & Fuels Specialist
Knowledge of agency performance requirements.	**J**
Knowledge of basic wildland fire program requirements.	**J**
Knowledge of fire operations/prescribed fire tools and equipment.	**E**
Knowledge of reporting requirements and procedures.	**J**
Ability to implement the common monitoring techniques of feedback and personal observation used in evaluating a project's progress.	**J**

B. Evaluate results against program objectives.

Competencies	Prescribed Fire & Fuels Specialist
Knowledge of evaluative processes and procedures.	**J**
Ability to analyze organizational performance relative to given objectives.	**J**
Ability to recognize how objectives establishing the direction efforts are to be focused and the criteria for measuring success.	**J**

COMPETENCY DESCRIPTORS FOR PRESCRIBED FIRE/FUELS SPECIALISTS

Prescribed Fire/Fuels Specialist Position Descriptor

A Prescribed Fire/Fuels Specialist is one who integrates prescribed fire, smoke management, fuels modification principles and procedures, fire effects knowledge, and knowledge of scientific data collection and analysis principles into a comprehensive prescribed fire and fuels management program.

EXPERTISE LEVELS DEFINITIONS

WORKING – W

Definition: The minimum level of experience and/or training that it takes to produce work of acceptable quality.

JOURNEY – J

Definition: Has sufficient experience to be considered a seasoned employee. Is skilled in performing the more difficult tasks related to the function. Has received advanced training in the function.

EXPERT – E

Definition: Reflects the quality of experience and/or training needed to perform the most challenging aspects of the position.

"Program Complexity Levels" refers to those determined from the complexity analysis process. Some positions do not vary in the expertise levels of competencies, regardless of the complexity of the program to which they are assigned. Others have only a minimum level of competency expertise defined, recognizing that there is too wide a variety of programs within and between agencies to define all situations. The remainder have either two or three levels of competency expertise, based on their unit's program complexity.

Example of Expertise and Complexity Levels

Competencies	**Low**	**Moderate**	**High**
Knowledge of processes and sources of training.	**W**	**J**	**J**

In this example, a “W” Working level of expertise is required in a Low complexity fire program; a “J” Journey level of expertise is required in both Moderate and High complexity fire programs.

I. Program Management

Description

This element identifies the knowledge, skills and abilities required to develop and manage a prescribed fire/fuels management program.

Outline

A. Develop, implement and evaluate program goals and objectives in support of mission accomplishment. Implement corrective actions.

Competencies	**Low**	**Moderate**	**High**
Knowledge of fuels management and prescribed fire policies, practices and procedures.	**W**	**J**	**E**
Knowledge of natural resource management concepts, principles, and practices applicable to the full range of duties associated with fire management.	**W**	**J**	**J**
Knowledge of the integration of related fields such as forestry, range, recreation, wildlife, soil, air and water.	**W**	**J**	**J**
Knowledge of smoke management regulations, including EPA, state, tribal, local, and agency specific.	**W**	**J**	**J**
Knowledge of fire effects as it relates to fuel modification and prescribed fire.	**W**	**J**	**E**
Knowledge of prescribed fire techniques, methods and procedures.	**W**	**J**	**E**
Knowledge of program monitoring and evaluation process and procedures.	**W**	**J**	**J**
Knowledge of reporting requirements and procedures.	**W**	**J**	**E**
Ability to predict and interpret ecological effects of fire or its absence on a landscape basis and anticipate social and political response.	**W**	**J**	**E**
Ability to monitor and evaluate prescribed fire/fuels management program elements and determine their effectiveness in meeting program goals and objectives.	**W**	**J**	**E**

Competencies	**Low**	**Moderate**	**High**
Ability to apply corrective actions to increase efficiencies and effectiveness.	**W**	**J**	**J**
Ability to identify and define fire-related management issues, resolve the issues with available research, and make recommendations.	**W**	**J**	**J**

B. Develop, implement and evaluate fire management budgets.

Competencies	**Low**	**Moderate**	**High**
Skill in developing, implementing and monitoring a prescribed fire/fuels management budget.	**W**	**J**	**E**

C. Supervise and develop employees.

Competencies	**Low**	**Moderate**	**High**
Knowledge of processes and sources of training.	**W**	**J**	**J**
Knowledge of agency and interagency qualification and certification standards.	**J**	**J**	**J**
Ability to implement development/training plans.	**W**	**J**	**J**

D. Develop and maintain agency/bureau and interagency partnerships.

Competencies	**Low**	**Moderate**	**High**
Knowledge of cooperating agencies' missions, organizations and operating procedures.	**W**	**J**	**J**
Knowledge of development of Cooperative Agreements, Memoranda of Understanding and Memoranda of Agreement.	**W**	**J**	**J**
Knowledge of the organization and function of interagency fire organizations, such as National Wildfire Coordinating Group, National Multi-agency Coordinating Group, geographic area coordinating groups, state, tribal, and local groups.	**W**	**J**	**J**

E. Identify research needs and apply new technologies.

Competencies	**Low**	**Moderate**	**High**
Ability to identify and clarify fire management issues, and develop research recommendations, if necessary.	**W**	**J**	**J**
Ability to apply technology in fire management activities.	**W**	**J**	**J**

II. Planning

Description

This competency element identifies the knowledge, skills and abilities required for participation in the planning processes involved in prescribed fire and fuels management programs. These levels must be sufficient to allow for participation on interdisciplinary teams in the development of:

- Unit-level fire management plans- these plans could include pre-attack plans and other suppression-related plans.
- Annual Operating Plans- these plans could include Memoranda of Understanding and Cooperative Agreements, mobilization plans, step-up staffing plans, etc.
- Project plans-these could include prescribed fire and fuels management project plans.

Outline

A. Develop plans compliant with environmental laws, regulations and policies.

Competencies	**Low**	**Moderate**	**High**
Knowledge of environmental laws, regulations, and policies including the National Environmental Policy Act, Clean Air Act, Threatened and Endangered Species Act, and the Wilderness Act.	**W**	**J**	**E**

B. Participate in agency and interagency interdisciplinary planning processes.

Competencies	**Low**	**Moderate**	**High**
Ability to participate in interdisciplinary planning.	**W**	**J**	**E**

C. Prepare and review plans and/or plan components including, but not limited to:

1. Annual Operating Plans
2. Training plans
3. Prescribed fire/fuels management plans
4. Safety plans
5. Individual project plans
6. Fire-effects monitoring plans
7. Integrate operations plans into unit and interagency plans

Competencies	**Low**	**Moderate**	**High**
Knowledge of components of required plans under area of responsibility.	**W**	**J**	**J**
Skill in developing fire behavior prescriptions to meet objectives established in prescribed fire plans.	**W**	**J**	**E**

D. Conduct smoke management planning and analysis.

Competencies	**Low**	**Moderate**	**High**
Knowledge of particulate samplers.	**W**	**W**	**W**
Knowledge of various smoke management regulations including federal, state, tribal, local and agency specific.	**W**	**J**	**J**
Skill in using smoke emission models.	**W**	**J**	**E**
Skill in implementing a smoke management program that complies with federal, state, tribal, local, and agency laws, regulations and policies.	**W**	**J**	**E**
Ability to relate weather and fire behavior to expected smoke conditions.	**W**	**J**	**E**

III. Operations

Description

This element identifies the knowledge, skills and abilities required to manage operational program components to achieve land management objectives established for the unit. Operational components include fire effects, prescribed fire, fuels modification, and aviation.

Outline

A. Manage fuels and prescribed fire programs including but not limited to:
   1. Fuels management projects
   2. Prescribed fire activities
   3. Priority setting/coordination
   4. Logistics/support
   5. Reporting

Competencies	**Low**	**Moderate**	**High**
Knowledge of the full range of mechanical fuel treatments.	**W**	**J**	**E**
Knowledge of methods for the collection, storage, retrieval, and analysis of results from fire effects monitoring activities.	**W**	**J**	**E**
Knowledge of fire behavior monitoring and documentation techniques	**W**	**J**	**E**
Knowledge of fire weather, fire behavior and fire danger.	**W**	**J**	**E**
Knowledge of aerial and ground-based ignition methods and techniques.	**W**	**J**	**E**
Knowledge of prescribed fire computer programs including Geographic Information Systems, Global Positioning Systems, PCFiredat, PCSeason, Firefamily, RERAP, BEHAVE, smoke modeling systems, etc.	**W**	**J**	**E**
Knowledge of service contracts.	**W**	**J**	**J**

Competencies	**Low**	**Moderate**	**High**
Skill in implementing fuels modification and prescribed fire plans.	**W**	**J**	**E**
Skill in setting priorities and allocating resources involving multiple projects.	**W**	**J**	**E**
Skill in preparing and administering service contracts; e.g., mechanical hazard fuel reduction or other methods of fuel reduction other than mechanical.	**W**	**J**	**J**
Skill in documenting project daily status, fire behavior and effects, and financial obligations, etc.	**W**	**J**	**E**
Skill in performing as a Prescribed Fire Burn Boss, as defined by NWCG.	**W**	**J**	**E**

B. Manage wildland fire program components to include but not limited to:
   1. Strategy and tactics
   2. Incident management
   3. Appropriate management response

Competencies	**Low**	**Moderate**	**High**
Knowledge of the Incident Command System component of National Interagency Incident Management System.	**W**	**J**	**J**
Knowledge of wildland and urban interface fire suppression strategies and tactics.	**W**	**J**	**J**
Knowledge of the full range of wildland fire appropriate management responses.	**W**	**J**	**E**
Knowledge of fire behavior, strategy and tactics, resources, equipment, and tools sufficient to safely, efficiently, and effectively direct the management of wildland fires.	**W**	**J**	**J**

C. Manage unit fire aviation programs or operations as appropriate, including, but not limited to:
   1. Tactical application of aircraft
   2. Aviation safety management
   3. Administration

Competencies	**Low**	**Moderate**	**High**
Knowledge of capabilities, limitations and approved safety standards and operating procedures of commonly used fixed and rotary-wing aircraft.	**W**	**J**	**J**
Knowledge of aviation administration requirements and procedures, such as contract solicitation, awarding and administration, fiscal accounting, etc.	**W**	**J**	**J**
Ability to ensure management of aircraft utilized in unit's fire operations is conducted in a safe and efficient manner, following established standards.	**J**	**J**	**J**
Ability to obtain compliance with established personnel safety requirements, such as training, personal protective equipment, determination of payloads, manifesting, flight following, crash/rescue response, etc.	**W**	**J**	**J**

IV. Safety and Welfare

Description

This competency describes the knowledge, skills and abilities required to manage the environmental and workplace hazards of the wildland fire environment. It focuses on the Prescribed Fire/Fuels Specialist's ability to provide leadership and direction to subordinates in the recognition and mitigation of these hazards using all applicable laws, policies and guidelines. Personal accountability and zero tolerance for unsafe acts are paramount.

Outline

A. Conduct prescribed fire/fuels modification operations in accordance with safety-related laws, policies and guidelines, including:
   1. Occupational Safety and Health Act
   2. Applicable state safety regulations
   3. Department and agency policies and guidelines
   4. NWCG guidelines

Competencies	**Low**	**Moderate**	**High**
Knowledge and comprehension of the laws, policies and guidelines pertaining to safety such as the Code of Federal Regulations, national and agency policies and guidelines, Standard Firefighting Orders, Watch Out Situations, and other related fire safety guidelines, including OSHA and NWCG guidelines.	**W**	**J**	**E**

B. Conduct safety related education programs focusing on:
   1. Training
   2. Certification

Competencies	**Low**	**Moderate**	**High**
Skill in the effective use of education and certification processes to achieve safety management objectives and ensure compliance.	**W**	**J**	**E**

C. Prepare hazard, risk and trend analyses for:
   1. Wildland fire environment including, but not limited to:
      a. Fuels
      b. Weather
      c. Topography
   2. Associated hazards including:
      a. Aviation
      b. Mechanized equipment
      c. Hazardous materials

Competencies	**Low**	**Moderate**	**High**
Skill in conducting hazard, risk, and trend analyses.	**W**	**J**	**J**

D. Follow up identified hazards and risks with appropriate mitigation actions.

Competencies	**Low**	**Moderate**	**High**
Skill in recognition and mitigation of a variety of miscellaneous hazards encountered within the wildland fire environment and other work environments; e.g., aviation, mechanized equipment, and hazardous materials.	**W**	**J**	**J**

KEY PERFORMANCE ELEMENTS

The standard Key Performance Elements are to be used to evaluate employee performance, in conjunction with the Competency Descriptors. A "Performance Element" is defined as a mission-based outcome or end product that is essential to overall success of the position. The following Key Performance Elements are derived from the major elements of each position's Competency Descriptor.

The first section of these Key Performance Elements is a set of "common" Key Performance Elements, applicable to all positions. These may be used for evaluative purposes, or more likely, for initiation of employee development plans early in one's career. Following the common elements are additional Key Performance Elements specific to this individual position.

KEY PERFORMANCE ELEMENTS

THE FOLLOWING ELEMENTS ARE COMMON TO ALL FIRE PROGRAM MANAGEMENT POSITIONS:

I. Mission Comprehension

- Describe the agency's historical background and mission evolution.
- Identify relevant agency mandates.
- Define the purpose of limits within the agency.

II. Agency Orientation

- Describe the structure and organization of the Department of Agriculture or Interior.
- Describe the structure and the organization of the agency.

III. Resource Stewardship

- Describe federal stewardship of natural resources.
- Identify resources protected by the agency and describe the responsibilities in managing these resources.
- Define the sustainable practices philosophy.
- Define the employee's role in resource stewardship.
- Recognize the positive purposes of interagency partnerships.

IV. Fundamental Values

- Supervise and develop employees.
- Implement safe workplace practices.
- Identify workplace accessibility issues.
- Describe the guiding principles of time management.
- Describe the agency's management culture.
- Carry out cultural diversity, equal opportunity and civil rights procedures.

V. Leadership

- Demonstrate appropriate leadership skills to meet agency goals and safe operating procedures.

VI. Problem Solving Skills

- Analyze a situation, determine alternative solutions, and recommend a course of action.
- Make sound and well-informed decisions.
- Identify and mitigate stressful influences.
- Utilize facilitation skills to resolve problems and promote consensus.

VII. Communication Skills

- Communicate effectively.

VIII. Personal Development and Planning

- Meet Agency physical and mental fitness requirements.
- Set individual and career goals and implement self-directed course of action.

IX. Agency Operations

- Apply basic principles of appropriation law.
- Implement and evaluate financial activities.
- Apply appropriate technology.
- Develop and maintain agency and interagency operations.
- Initiate and participate in agency and interagency interdisciplinary planning processes.
- Utilize agency qualifications and certification procedures.

X. Program/Project Progress Monitoring and Evaluation

- Implement measurement systems that accurately track results.
- Evaluate results against program objectives.

THE FOLLOWING ELEMENTS ARE SPECIFIC TO THE PRESCRIBED FIRE/FUELS SPECIALIST POSITIONS:

I. Program Management

- Develop, implement and evaluate program goals and objectives in support of mission accomplishment. Implement corrective actions.
- Develop, implement and evaluate fire management budgets.
- Supervise and develop employees.
- Develop and maintain agency/bureau and interagency partnerships.
- Identify research needs and apply new technologies.

II. Planning

- Develop plans compliant with environmental laws, regulations and policies.
- Participate in agency and interagency interdisciplinary planning processes.
- Prepare and review plans and/or plan components including, but not limited to:
    1. Annual operating plans
    2. Training plans
    3. Prescribed fire/fuels management plans
    4. Safety plans
    5. Individual project plans
    6. Fire effects monitoring plans
    7. Integrate operational plans into unit and interagency plans
- Conduct smoke management planning and analysis.

III. Operations

- Manage fuels and prescribed fire programs including but not limited to:
    1. Fuels management projects
    2. Prescribed fire activities
    3. Priority setting/coordination
    4. Logistics/support
    5. Reporting
- Manage wildland fire program components to include but not limited to:
    1. Strategy and tactics
    2. Incident management
    3. Appropriate management response
- Manage unit fire aviation programs or operations as appropriate, including, but not limited to:
    1. Tactical application of aircraft
    2. Aviation safety management
    3. Administration

IV. Safety and Welfare

- Conduct prescribed fire/fuels modification operations in accordance with safety-related laws, policies and guidelines, including:
    1. Occupational Safety and Health Act
    2. Applicable state safety regulations
    3. Department and agency policies and guidelines
    4. NWCG guidelines
- Conduct safety related education programs focusing on:
    1. Training
    2. Certification
- Prepare hazard, risk and trend analyses for:
    1. Wildland fire environment including, but not limited to:
        a. Fuels
        b. Weather
        c. Topography
    2. Associated hazards including:
        a. Aviation
        b. Mechanized equipment
        c. Hazardous materials
- Follow up identified hazards and risks with appropriate mitigation actions.

INDIVIDUAL POSITION STANDARD AND GUIDE

The following individual position standard and guide includes these components:

- Minimum Qualifications Standards
- Employee Development Training
- Competency Descriptors: Common Competencies, and Position Competencies
- Key Performance Elements

The **"Minimum Qualifications Standards"** are used in a variety of ways.

- For identifying minimum qualifications on vacancy announcements
- For recruitment crediting plans
- For identifying OPM series standard requirements
- For determining minimum grade levels
- For identifying any specialized experience requirements
- For identifying NWCG Incident Management Qualifications requirements
- For identifying "additional required training" for a position, beyond that required for NWCG Incident Management Qualifications
- As guides for employees when constructing Employee Development Plans for future positions

"Additional Required Training" identifies training that is required prior to being considered qualified for a position. It cannot be challenged. An agency equivalent course may be used as a substitute when that course meets or exceeds a required course's learning and performance objectives.

"Employee Development Training" identifies training that assists an employee in meeting position competencies, in addition to training that is required. It is recognized that training is not the only way of obtaining competencies, but the identified courses do provide many, though not necessarily all, of the knowledge and skills needed to meet position competencies.

The "Common Competency Descriptors for All Positions" is intended to supplement each position "Competency Descriptor." They are competencies needed for most positions. Employees obtain these "Common Competencies" through personal education and experiences, through agency orientation and mission renewal programs, and through interaction with peers, teams, and supervisors.

These "Competency Descriptors/Common Competency Descriptors" are used in a variety of ways.

- Constructing Employee Development Plans
- Developing Recruitment Crediting Plans
- Evaluating employee performance

The "Standard Key Performance Elements" are to be used to evaluate employee performance, in conjunction with "Competency Descriptors." These "Performance Elements" are defined as a mission-based outcome or end product that is essential to overall success of the position. Not surprisingly, these "Performance Elements" are derived from the major elements of the "Competency Descriptors."

MINIMUM QUALIFICATIONS STANDARDS

The following "Minimum Qualifications Standards" are established, meeting the direction outlined in the Implementation Action Plan Report of the 1995 Federal Fire Policy Review. Action Items # 27, 62 and 63 from that Action Plan specifically direct the establishment and utilization of these standards by federal wildland fire management agencies.

- Applicants must meet the appropriate Office of Personnel Management (OPM) qualification standards AND the Interagency Fire Program Management (IFPM) standards before being placed in a key fire management position.

- Applicants must attain all identified competencies within three years of being placed into the position. Until competencies are met, employees must be supervised by employees who meet the qualification standards above and all identified competencies.

- To meet these minimum standards, all identified "Minimum Qualifications Standards" components ("OPM Standard Requirements," "Specialized Experiences," "Additional Required Training" and "NWCG Incident Management Qualifications") must be met.

- These "Minimum Qualification Standards" must be used when recruiting for vacant positions. "Specialized Experience," "Required Training," and "NWCG Incident Management Qualifications" requirements are assumed to be cumulative as complexity increases within a position. For example, requirements for a high complexity unit fire program manager include the requirements for moderate and low complexity unit fire program managers.

- Where NWCG Incident Management Qualifications are shown, they relate to minimum incident management skills required to manage the local program on the unit. The assumption is made that if higher incident management skills are needed to manage an incident, they would be ordered through the standard resource ordering process.

- Differing complexity levels are identified for the Wildland Fire Operations Specialist, Prescribed Fire & Fuels Specialist, Prevention & Education Specialists, and Dispatcher series positions. There is a transition level identified, from technician to professional, for these positions.

- "Employee Development Training" identifies training that assists an employee in meeting position competencies, in addition to training that is required. It is recognized that training is not the only way of obtaining competencies, but the identified courses do provide many, though not necessarily all, of the knowledge and skills needed to meet position competencies.

- Each Minimum Qualification Standard is identified by the fire organizational title. The formal classification title will be based on the appropriate job series.

PREVENTION AND EDUCATION SPECIALIST

Low Complexity

OPM Standard Requirements - GS-455/462 Technician Series

One year of specialized experience equivalent to the next lower grade level. Graduate education may be substituted for specialized experience only when it is directly related to the work of the position. Further information can be obtained from OPM's Qualification Standards Operating Manual, specifically, OPM's Group Coverage Qualification Standard for Technical and Medical Support Positions and the Individual occupational requirements for either the 455 or 462 series. OPM's Qualification Standards Operating Manual is posted at http://www.opm.gov/qualifications/

OPM Standard Requirements - GS-401 Professional Series

Bachelor's degree in biological sciences, agriculture, natural resource management, or a related discipline appropriate to the position being filled; OR a combination of education and experience as defined in the Supplemental Qualification Standard for the GS-0401 Fire Management Specialist. Additional information can be obtained from OPM's Qualification Standards Operating Manual, Group Coverage Qualification Standard for Professional and Scientific Positions and the Individual occupational requirements for the 401 series. The Supplemental Qualification Standard for the GS-0401 Fire Management Specialist and assistance in interpreting the standard are posted at http://www.nifc.gov/training_quals/IFPM/ifpm.htm
OPM's Qualification Standards Operating Manual is posted at http://www.opm.gov/qualifications/

Recommended minimum grade level GS-7

Specialized Experience - Applicants must have a minimum of one year of creditable specialized wildland fire management experience equivalent to the next lower grade level.

Specialized experience is that experience which has provided the applicant with the particular knowledge, skills, and abilities necessary to successfully function in the wildland fire management position applied for. Possession of the particular knowledge, skills, and abilities can be evidenced by:

- participating in implementing prescribed fire or fire use plans to ensure resource objectives can be met from a fire management standpoint.
- developing initial attack incident management strategies and tactics to meet the stated resource objectives.

NWCG Incident Management Qualifications - Currency Not Required

Command:	Incident Commander, Type 5 (ICT5)
AND	
Operations:	Firefighter, Type 1 (FFT1)
AND	
Prescribed Fire:	----

Additional required training as presented in the following courses, or agency equivalent:

- None

EMPLOYEE DEVELOPMENT TRAINING

PREVENTION & EDUCATION SPECIALIST - LOW COMPLEXITY

Employee should receive the following developmental training, (or agency equivalent) to fully achieve competencies:

- M-410 “Facilitative Instructor”
- P-101 “Introduction to Fire Prevention”
- P-110 “Inspecting Fire Prone Property”
- P-130 “Wildland Fire Cause Determination for First Responders”
- P-301 “Wildland Fire Prevention Planning”
- RX-310 (formerly RX-340) “Introduction to Fire Effects”
- S-203 “Introduction to Incident Information”
- Communications skills training
- Fire Permitting Process

PREVENTION AND EDUCATION SPECIALIST

Moderate Complexity

This position can be established at either the professional or technical level, depending upon the competency of the position which in turn will determine whether professional or technical knowledge is required. This, in turn, depends upon the structure which the position is established. If the position is established at the technical level, any professional duties would be handled by a separate, usually higher graded, professional position.

OPM Standard Requirements - GS-455/462 Technician Series

One year of specialized experience equivalent to the next lower grade level. Graduate education may be substituted for specialized experience only when it is directly related to the work of the position. Further information can be obtained from OPM's Qualification Standards Operating Manual, specifically, OPM's Group Coverage Qualification Standard for Technical and Medical Support Positions and the Individual occupational requirements for either the 455 or 462 series. OPM's Qualification Standards Operating Manual is posted at http://www.opm.gov/qualifications/

OPM Standard Requirements - GS-401 Professional Series

Bachelor's degree in biological sciences, agriculture, natural resource management, or a related discipline appropriate to the position being filled; OR a combination of education and experience as defined in the Supplemental Qualification Standard for the GS-0401 Fire Management Specialist. Additional information can be obtained from OPM's Qualification Standards Operating Manual, Group Coverage Qualification Standard for Professional and Scientific Positions and the Individual occupational requirements for the 401 series. The Supplemental Qualification Standard for the GS-0401 Fire Management Specialist and assistance in interpreting the standard are posted at http://www.nifc.gov/training_quals/IFPM/ifpm.htm
OPM's Qualification Standards Operating Manual is posted at http://www.opm.gov/qualifications/

Recommended minimum grade level GS-9

Specialized Experience - Applicants must have a minimum of one year of creditable specialized wildland fire management experience equivalent to the next lower grade level.

Specialized experience is that experience which has provided the applicant with the particular knowledge, skills, and abilities

necessary to successfully function in the wildland fire management position applied for. Possession of the particular knowledge, skills, and abilities can be evidenced by:

1. Experience that demonstrated understanding of fire effects on cultural and natural resources. The assignments must have shown participation in activities such as:

   - developing fire management plans to ensure plan objectives can be met from a fire management standpoint.
   - conducting field inspections before and/or after prescribed fires or wildland fires to determine if objectives have been met.

2. Prescribed fire/fuels management - experience in activities such as:

   - inventory methods and procedures
   - fuel treatment methods and programming
   - evaluating prescribed fire plans or fire management plans to ensure containment is possible and identify contingencies if containment is not obtained.

3. Fire management operations - analyzing and applying fire management strategies, plus experience in at least four of the following activities:

   - mobilization and dispatch coordination
   - fire prevention
   - training
   - logistics
   - equipment development and deployment
   - fire communication systems
   - suppression and preparedness

NWCG Incident Management Qualifications - Currency Not Required

Command:	Incident Commander, Type 5 (ICT5)
AND	
Operations:	Firefighter, Type 1 (FFT1)
AND	
Prescribed Fire:	----

Additional required training as presented in the following courses, or agency equivalent:

- P-301 “Wildland Fire Prevention Planning”

EMPLOYEE DEVELOPMENT TRAINING

PREVENTION AND EDUCATION SPECIALIST - MODERATE COMPLEXITY

Employee should receive the following developmental training, (or agency equivalent) to fully achieve competencies:

- M-410 “Facilitative Instructor”
- P-101 “Introduction to Fire Prevention”
- P-110 “Inspecting Fire Prone Property”
- P-130 “Wildland Fire Cause Determination for First Responders”
- FI-210 (formerly P-151) “Wildfire Origin and Cause Determination”
- RX-310 (formerly RX-340) “Introduction to Fire Effects”
- S-203 “Introduction to Incident Information”
- 40-Hour Supervisory Training
- Communication skills training
- Fire Permitting Process
- “Managing Fire Prevention Programs”

PREVENTION AND EDUCATION SPECIALIST

High Complexity

OPM Standard Requirements - GS-401

Bachelor's degree in biological sciences, agriculture, natural resource management, or a related discipline appropriate to the position being filled; OR a combination of education and experience as defined in the Supplemental Qualification Standard for the GS-0401 Fire Management Specialist. Additional information can be obtained from OPM's Qualification Standards Operating Manual, Group Coverage Qualification Standard for Professional and Scientific Positions and the Individual occupational requirements for the 401 series. The Supplemental Qualification Standard for the GS-0401 Fire Management Specialist and assistance in interpreting the standard are posted at http://www.nifc.gov/training_quals/IFPM/ifpm.htm
OPM's Qualification Standards Operating Manual is posted at http://www.opm.gov/qualifications/

Recommended minimum grade level GS-11

Specialized Experience - Applicants must have a minimum of one year of creditable specialized wildland fire management experience equivalent to the next lower grade level.

Specialized experience is that experience which has provided the applicant with the particular knowledge, skills, and abilities necessary to successfully function in the wildland fire management position applied for. Possession of the particular knowledge, skills, and abilities can be evidenced by:

- reviewing and evaluating fire management plans for ecological soundness and technical adequacy.
- conducting field inspections before and after prescribed or wildland fires to determine if objectives were achieved and/or evaluate the effectiveness of actions taken.
- developing analyses on the ecological role of fire and its use and/or exclusion, and smoke management.

In addition to fire program management, appropriate experience must have included either prescribed fire/fuels

management - OR - fire management operations as described below:

Prescribed fire/fuels management - experience in a broad range of activities such as:

- inventory methods and procedures
- fuel treatment methods and programming
- land use planning and environmental coordination
- evaluating prescribed burn plans or fire management plans to ensure containment is possible and identify contingencies if containment is not obtained.

Fire management operations - analyzing and applying fire management strategies, plus experience in at least five of the following activities:

- mobilization and dispatch coordination
- fire prevention and education
- training
- logistics
- equipment development and deployment
- fire communication systems
- suppression and preparedness
- aviation

NWCG Incident Management Qualifications - Currency Not Required

Command:	Incident Commander, Type 5 (ICT5)
AND	
Operations:	Firefighter, Type 1 (FFT1)
AND	
Prescribed Fire:	----

Additional required training as presented in the following courses, or agency equivalent:

- P-301 “Wildland Fire Prevention Planning”

EMPLOYEE DEVELOPMENT TRAINING

PREVENTION AND EDUCATION SPECIALIST - HIGH COMPLEXITY

Employee should receive the following developmental training, (or agency equivalent) to fully achieve competencies:

- M-410 “Facilitative Instructor”
- M-580 “Fire in Ecosystem Management”
- P-101 “Introduction to Fire Prevention”
- P-110 “Inspecting Fire Prone Property”
- FI-210 (formerly P-151) “Wildfire Origin and Cause Determination”
- RX-310 (formerly RX-340) “Introduction to Fire Effects”
- S-203 “Introduction to Incident Information
- S-580 “Advanced Fire Use Applications”/“National Parks and Wilderness Management”
- Communication skills training
- Fire Permitting Process
- Leadership and organizational skills training
- “Managing Fire Prevention Programs”
- “Wildland Fire Causes Determination For First Responders”

COMPETENCY DESCRIPTORS

A "competency" is defined as a combination of knowledge, skills and abilities which, when acquired, allows a person to perform a task or function at a specifically defined level of proficiency.

A "common competency" is one that describes the knowledge, skills and abilities found in most or all key fire management positions identified in this Guide.

Competencies are described in terms of three "Expertise Levels" (working, journey, and expert). The appropriate level of expertise for that particular competency is indicated under the relevant level of complexity. Expertise level definitions and an example of expertise and complexity levels are included on the first page of each "Competency Descriptor."

> **NOTE:** The "working" level of expertise identified in the "Competency Descriptors" is defined as the minimum level of experience and/or training that it takes to produce work of acceptable quality and meet safety standards.
>
> It is **not** intended that a prospective job applicant have all the defined competencies in their entirety when first selected for any position at any level (unless the hiring unit so chooses, and indicates same in a vacancy announcement). It **is** intended that the employee achieve all indicated competencies before being considered at a full-performance level. Timelines for achieving full-performance level standards should be specified in vacancy announcements and other personnel documents.

The Common Competency Descriptors are intended to supplement each position's Competency Descriptor; the two should be used together. Employees obtain these common competencies through personal education and experiences, through agency orientation and mission renewal programs, and through interaction with peers, teams, and supervisors.

The "Competency Descriptors" may be used in a variety of ways:

- Constructing Employee Development Plans
- Developing Recruitment Crediting Plans, supplementing the "Minimum Qualification Standards"
- Evaluating employee performance, supplementing the "Standard Key Performance Elements"

Common Competency Descriptors for Fire Prevention & Education Specialist

All Positions Descriptor

The following Common Competencies are needed across most positions and at the entry level of positions by every employee. Employees obtain these Common Competencies through personal education and experiences, through agency orientation and mission renewal programs, and through interaction with peers, teams, and supervisors. These competencies must be taken in context of a particular position for scope and complexity.

Core competencies (skill levels) that do not change due to program complexity do not reappear in the individual position descriptions. If program complexity changes the skill level required, then the competency will appear with the appropriate expertise level described, using such language as “comprehensive” or “expert.”

EXPERTISE LEVELS DEFINITIONS

WORKING - W	JOURNEY - J	EXPERT - E
Definition: The minimum level of experience and/or training that it takes to produce work of acceptable quality.	**Definition:** Has sufficient experience to be considered a seasoned employee. Is skilled in performing the more difficult tasks related to the function. Has received advanced training in the function.	**Definition:** Reflects the quality of experience and/or training needed to perform the most challenging aspects of the position.

I. Mission Comprehension

Description

This competency requires background and understanding of the agency enabling legislation and its ramifications, and additional responsibilities that have historically evolved.

Outline

A. Describe the agency's historical background and mission evolution.

Competencies	Fire Prevention & Education Specialist
Knowledge of the agency's historical background and mission evolution.	**W**
Knowledge of enabling legislation and other acts affecting agency's mission.	**W**
Ability to describe the historical background of the agency.	**W**
Ability to explain the purpose of the agency.	**W**

B. Identify relevant agency mandates.

Competencies	Fire Prevention & Education Specialist
Knowledge of existing mandates and resolutions.	**W**

C. Define the purpose of limits within the agency.

Competencies	Fire Prevention & Education Specialist
Knowledge of social, political and fiscal limits within the agency.	**W**

II. Agency Orientation

Description

This competency requires a comprehension of the structure and organization of the agency's organizational levels; an understanding of the structure and organization of the Departments of Agriculture or Interior and its place in the federal government; and the development of an insight into an individual employee's role in the agency in particular, and in the federal government in general.

Outline

A. Describe the structure and organization of the Department of Agriculture or Interior.

Competencies	Fire Prevention & Education Specialist
Knowledge of the basics of government structure and function.	**W**
Knowledge of the structure and function of the Department of the Interior or the Department of Agriculture.	**W**
Knowledge of applicable Code of Federal Regulations.	**W**
Ability to describe the relationship of the agency to the Department of the Interior or the Department of Agriculture.	**W**

B. Describe the structure and the organization of the agency.

Competencies	Fire Prevention & Education Specialist
Knowledge of how goals and strategies provide structured guidance towards accomplishing an agency's mission.	**NA**
Knowledge of agency organizational structures.	**W**
Ability to define how the agency relates on an interagency basis.	**W**

III. Resource Stewardship

Description

This competency requires an understanding of the natural, cultural, and historical resources protected; the range in responsibilities in managing these resources in the context of fire management; the individual's role in resource stewardship; and the ability to work with partners outside the agency to promote resource stewardship.

Outline

A. Describe federal stewardship of natural resources.

Competencies	Fire Prevention & Education Specialist
Knowledge of federal legislation regarding resource management such as National Environmental Policy Act, Clean Air Act, Wilderness Act, Threatened and Endangered Species Act and the Natural Historical Preservation Act.	**J**
Knowledge of environmental, technical, social consequences of proposed decisions and actions.	**W**
Knowledge of public perceptions of the risks and the benefits of resource alternative strategies.	**J**
Knowledge of the role of scientific knowledge and advanced technologies.	**W**
Ability to learn current natural resources policy initiatives.	**W**

B. Identify resources protected by the agency and describe the responsibilities in managing these resources.

Competencies	Fire Prevention & Education Specialist
Knowledge of natural, cultural, and historical resources managed by the agency.	**J**
Knowledge of ecosystem management and the ecological response to the presence or absence of fire.	**J**
Knowledge of the agency planning process and how it contributes to resource stewardship.	**J**
Ability to articulate the agency stewardship function.	**J**

C. Define the sustainable practices philosophy.

Competencies	Fire Prevention & Education Specialist
Knowledge of agency multiple use acts.	**W**
Knowledge of related fields such as forestry, range, wildlife, botany, soils and water (hereafter referred to as resources).	**J**
Knowledge of how different resources contribute to sustainable practices.	**W**
Ability to describe how different resources interact.	**W**
Ability to define sustainability in the context of overall resource management.	**W**

D. Define the employee's role in resource stewardship.

Competencies	Fire Prevention & Education Specialist
Knowledge of agency's workforce resource priorities.	**W**
Ability to explain the individual's role in supporting the agency's stewardship function.	**J**
Ability to implement agency priorities within an individual's work assignments.	**J**

E. Recognize the positive purposes of interagency partnerships.

Competencies	Fire Prevention & Education Specialist
Knowledge of fire management partnership benefits.	**J**
Knowledge of cooperating agencies' missions, organizations, and operating procedures.	**J**
Knowledge of why the agency needs and interacts with partners to fulfill its resource stewardship role.	**J**
Ability to participate in interagency workshops and other project processes.	**J**
Ability to recognize the value of interagency fire management cooperation to meet fire management program goals.	**J**

IV. Fundamental Values

Description

This competency focuses on the employee's ability to exhibit positive attitudes and behaviors to accomplish an assigned job and to contribute to the overall health of the organization. These attitudes and behaviors include teamwork; ethical behavior towards people and the organization; support of cultural diversity, accessibility, and fairness issues in the workplace; and an attitude towards safe behavior for one's self and for others.

The safety competency identifies an understanding of the environmental and workplace hazards of the wildland fire environment. It focuses on the employee's ability to provide leadership and direction in recognition and the mitigation of these hazards, using all applicable laws, policies and guidelines. Utilizing this approach, a passion for safety will be instilled with zero tolerance for unsafe acts. All employees will be personally accountable for safety.

Outline

A. Supervise and develop employees.

Competencies	Fire Prevention & Education Specialist
Knowledge of personnel hiring, pay, discipline, and termination procedures.	**W**
Knowledge of methods and techniques of personal motivation, organization, supervision, and evaluation in order to emphasize accountability.	**J**
Knowledge of the processes and sources of training.	**J**
Skill in carrying out proper fiscal and accountable actions.	**J**
Skill in practicing the commonly accepted individual values of performance, commitment, interdependence, authority, responsibility, accountability, choice, risk management, and excellence.	**J**
Skill in applying the accepted principles of delegation.	**J**
Ability to conduct oneself in an ethical manner.	**J**

Competencies	Fire Prevention & Education Specialist
Ability to apply sound personnel management skills to include supervision, coaching, training, motivation, and evaluation.	**W**
Ability to transmit high performance expectations and to follow up on personnel accomplishments.	**J**
Ability to impart self-confidence and empowerment.	**J**
Ability to initiate recommendations for change.	**J**
Ability to assess personal attitudes towards others and one's employer.	**J**
Ability to develop new insights into situations in order to improve the situation, increase efficiencies, or to mitigate safety problems.	**J**
Ability to create effective standards and operating procedures for personnel safety.	**W**

B. Implement safe workplace practices.

Competencies	Fire Prevention & Education Specialist
Knowledge of agency laws, policies, and guidelines such as NWCG's Standard Firefighting Orders and Watch Out Situations.	**W**
Knowledge of wildland fire hazards.	**W**
Knowledge of wildland fire safety practices and procedures.	**W**
Knowledge of hazard and risk analysis requirements for such areas as human factors, fuels, weather, topography, aviation, mechanized equipment, and hazardous materials.	**J**
Knowledge of basic first aid procedures.	**W**
Skill in using educational and certification processes to impart a passion for safety.	**J**
Skill in applying basic first aid procedures.	**W**

Competencies	Fire Prevention & Education Specialist
Skill in using safety related education programs with the focus on training and performance certification.	**W**
Ability to recognize and correct unsafe practices and conditions.	**W**

C. Identify workplace accessibility issues.

Competencies	Fire Prevention & Education Specialist
Knowledge of Americans with Disabilities Act requirements.	**W**
Ability to make reasonable accommodation for disabled persons.	**W**

D. Describe the guiding principles of time management.

Competencies	Fire Prevention & Education Specialist
Knowledge as to how time management affects one's personal well being and stress level.	**W**
Knowledge of the impact of internal and external influences on available time and time choices.	**W**
Ability to understand how individual factors of values, priorities, and goals affect time choices.	**W**
Ability to define the difference between internal and external prime time.	**W**
Ability to develop an effective time management strategy.	**J**
Ability to monitor time spent and make adjustments as needed.	**J**

E. Describe the agency's management culture.

Competencies	Fire Prevention & Education Specialist
Knowledge of the agency's values and philosophy.	**W**
Knowledge of external influences on the agency's mission, budget, and operational procedures.	**W**
Ability to define those elements of the management culture that have an effect on meeting one's job performance requirements.	**J**

F. Implement cultural diversity, equal opportunity and civil rights policies.

Competencies	Fire Prevention & Education Specialist
Knowledge of appropriate act requirements to include the Equal Opportunity Act, Civil Rights Act, Age Discrimination in Employment Act, Rehabilitation Act, 29 CFR 1604.11(a) Sexual Harassment.	**W**
Skill in carrying out supervisory and leadership responsibilities relevant to the workplace acts.	**J**

V. Leadership

Description

This competency requires a comprehension of the basics of leadership.

Outline

A. Demonstrate appropriate leadership skills to meet agency goals and safe operating procedures.

Competencies	Fire Prevention & Education Specialist
Knowledge of acceptable leadership characteristics.	**J**
Knowledge of delegation as a leadership and team building tool.	**J**
Knowledge of management styles most appropriate to deal with internal and external controls.	**J**
Knowledge of the steps of effective conflict resolution.	**J**
Ability to function as an effective team member.	**J**
Ability to recognize changing conditions, develop alternative strategies, and take appropriate action.	**W**
Ability to be decisive in leadership roles.	**J**
Ability to define one's leadership style.	**W**
Ability to adjust one's leadership style to meet the agency mission.	**J**
Ability to describe how the development levels of followers affect one's leadership style.	**W**
Ability to understand and apply the basic styles of conflict resolution such as avoiding, accommodating, compromising, competing, and collaborating.	**E**

VI. Problem Solving Skills

Description

This competency deals with the ability to analyze, build consensus, make decisions, and practice innovation in various aspects of the job.

Outline

A. Analyze a situation, determine alternative solutions, and recommend a course of action.

Competencies	Fire Prevention & Education Specialist
Knowledge of assessment skills.	**J**
Knowledge of how a situation deviates from the norm or a standard.	**J**
Knowledge of factors contributing to a problem.	**J**
Skill in collecting, grouping contributing factors.	**J**
Skill in distinguishing between relevant and irrelevant information and making logical judgments.	**J**
Ability to use sound reasoning to arrive at a conclusion.	**J**
Ability to narrow the problem area.	**J**

B. Make sound and well-informed decisions.

Competencies	Fire Prevention & Education Specialist
Knowledge of organizational goals and objectives.	**J**
Knowledge of organizational policies and guidelines.	**J**
Skill in identifying the impact and implications of decisions.	**J**
Ability to quantify costs of decisions.	**J**
Ability to describe the rationale for a decision.	**J**

C. Identify and mitigate stressful influences.

Competencies	Fire Prevention & Education Specialist
Knowledge of stress indicators.	**W**
Skill in recognizing the impacts of stress on the functions of supervision and leadership.	**W**
Skill in mitigating stressful situations.	**J**
Ability to minimize negative personal impacts.	**J**

D. Utilize facilitation skills to resolve problems and promote consensus.

Competencies	Fire Prevention & Education Specialist
Knowledge of group processes.	**W**
Knowledge of the five basic styles of conflict resolution.	**W**
Skill in building group consensus to meet objectives through give and take.	**J**
Ability to foster commitment.	**J**
Ability to negotiate to find mutually acceptable solutions.	**J**
Ability to encourage and receive cooperation.	**J**
Ability to gain cooperation from others to obtain information and accomplish goals.	**J**

VII. Communication Skills

Description

This competency relates to the ability to communicate effectively with the public and employees in writing and speech; to work as an effective team member; to use interpersonal skills to become an effective employee; and to exhibit basic computer capabilities.

Outline

A. Communicate effectively.

Competencies	Fire Prevention & Education Specialist
Knowledge of effective listening, speaking, and writing skills.	**J**

Competencies	Fire Prevention & Education Specialist
Knowledge of the characteristics of effective written communications.	**J**
Knowledge of communication methods used by the supervisor.	**J**
Knowledge of how a team communicates to accomplish a common goal.	**J**
Knowledge of basic computer keyboard requirements.	**J**
Knowledge of computer data entry and retrieval.	**J**
Skill in writing basic letters and reports and filling out basic forms for routine agency operations.	**J**
Ability to identify the types of non-verbal communication methods.	**W**
Ability to express facts and ideas in writing in a succinct and organized manner.	**J**
Ability to define the speaker, listener, and observer tasks in communications.	**J**
Ability to facilitate an open exchange of information.	**J**
Ability to identify the conditions necessary for accurate and effective communications.	**J**
Ability to consider and respond appropriately to the needs, feelings, and capabilities of others, and adjust communication approaches to suit different people and situations.	**J**
Ability to perform computer technological skills such as word processing, electronic mail, and Internet processes.	**J**
Ability to explain agency programs and procedures in understandable terms to individuals and groups.	**E**

VIII. Personal Development and Planning

Description

This competency considers an individual being able to work with subordinates or a supervisor. It considers an agency's plan for charting a course of action for developing an individual.

Outline

A. Meet agency physical and mental fitness requirements.

Competencies	Fire Prevention & Education Specialist
Knowledge of National Wildfire Coordinating Group and agency requirements.	**W**
Ability to utilize a physical training program to enhance physical and mental fitness.	**W**
Ability to perform duties under stressful and adverse operating conditions, such as long work hours, heavy workloads, emergency situations, adverse working and environmental conditions.	**W**
Ability to recognize fitness potential in subordinates and provide opportunities to achieve this potential.	**W**

B. Set individual career goals and implement self-directed course of action.

Competencies	Fire Prevention & Education Specialist
Knowledge of career development strategies.	**J**
Knowledge of self-direction capabilities.	**J**
Knowledge of agency and interagency opportunities and requirements for potential advancement.	**J**
Skill in demonstrating a belief in one's own abilities and ideas.	**J**

Competencies	Fire Prevention & Education Specialist
Ability to set personal goals for career development and implement actions to obtain them.	**J**
Ability to use a performance appraisal to assess one's performance strengths and weaknesses to lead toward improvement.	**J**
Ability to develop self-motivation.	**J**
Ability to seek feedback from others and opportunities for self-learning and development.	**J**
Ability to perform a personal role assessment, which would lead to monitoring behavior patterns associated with the functions performed.	**J**

IX. Agency Operations

Description

This competency requires a comprehension of the basic operations of an agency, especially at the local level; and how these operations interact to fulfill the missions, planning and budgetary processes and agency purpose.

Outline

A. Apply basic principles of appropriation law.

Competencies	Fire Prevention & Education Specialist
Knowledge of appropriation law relevant to supervisory and leadership roles.	**W**
Knowledge of the aspects of appropriation law pertinent to the expenditure of funds and relative to the agency mission.	**W**
Knowledge of agency fiscal regulations.	**J**
Ability to describe the budget authority relevant to supervisory and leadership roles.	**W**
Ability to describe the purpose of an obligation.	**W**

B. Implement and evaluate financial activities.

Competencies	Fire Prevention & Education Specialist
Knowledge of agency financial regulations, policy and guidelines.	**J**
Knowledge of interagency fire business management practices and procedures.	**J**
Knowledge of required fiscal documentation.	**J**
Ability to apply appropriate fiscal procedures.	**J**

C. Apply appropriate technology.

Competencies	Fire Prevention & Education Specialist
Knowledge of existing fire information databases and software applications.	**J**
Knowledge of current technology and the impact of technological changes on the organization.	**J**
Ability to apply technologies on the job.	**J**
Ability to identify various sources available that enable supervisors to keep current on technological advances.	**J**
Ability to describe one's role in information and technological exchange.	**J**

D. Develop and maintain agency and interagency operations.

Competencies	Fire Prevention & Education Specialist
Knowledge of the various aspects of local unit interactions and how they work together to accomplish the agency and local unit missions.	**J**
Knowledge of the external agency operations.	**J**
Knowledge of the customer consultation process.	**J**
Knowledge of agency Cooperative Agreements, Memorandums of Understanding.	**J**
Knowledge of the organization and the function of cooperative interagency fire organizations such as NWCG, NICC, GACC, state, tribal, and local organizations.	**W**
Ability to provide input into Cooperative Agreements, MOUs, and MOAs.	**W**
Ability to participate at the appropriate level in interagency workshops and seminars.	**J**

E. Initiate and participate in agency and interagency interdisciplinary planning processes.

Competencies	Fire Prevention & Education Specialist
Knowledge of what constitutes a correctly written objective.	**J**
Knowledge of how goals and strategies provide structured guidance in accomplishing an agency's mission.	**J**
Knowledge of agency's priorities.	**J**
Knowledge of how an agency's planning system causes a timely reconsideration of priorities.	**J**
Skill in providing input into objective writing.	**J**
Skill in restructuring priorities to meet goals or objectives.	**J**
Ability to review portions of plans and provide input.	**J**

F. Utilize agency qualifications and certification procedures.

Competencies	Fire Prevention & Education Specialist
Knowledge of agency and interagency qualification and certification standards and procedures adopted by the National Wildfire Coordinating Group (NWCG).	**W**
Knowledge of position task book requirements.	**W**
Ability to maintain position qualification.	**J**

X. Program/Project Progress Monitoring and Evaluation

Description

These competencies are related in terms of adjusting program operations in a timely manner. Progress is directed to carrying out quantifiable objectives. Monitoring that part of the operation identifies whether the objectives are valid, understood, and whether the employee is capable of performing the tasks.

Outline

A. Implement measurement systems that accurately track results.

Competencies	Fire Prevention & Education Specialist
Knowledge of agency performance requirements.	**J**
Knowledge of basic wildland fire program requirements.	**J**
Knowledge of fire operations/prescribed fire tools and equipment.	**W**
Knowledge of reporting requirements and procedures.	**J**
Ability to implement the common monitoring techniques of feedback and personal observation used in evaluating a project's progress.	**J**

B. Evaluate results against program objectives.

Competencies	Fire Prevention & Education Specialist
Knowledge of evaluative processes and procedures.	**J**
Ability to analyze organizational performance relative to given objectives.	**J**
Ability to recognize how objectives establishing the direction efforts are to be focused and the criteria for measuring success.	**J**

COMPETENCY DESCRIPTORS FOR FIRE PREVENTION & EDUCATION SPECIALISTS

Prevention/Education Specialist Position Descriptor

The Fire Prevention and Education Specialist is one who applies wildland fire prevention and educational processes, practices, and techniques in a manner which effectively reduces fire occurrence, severity, suppression costs and resource losses from undesirable wildland fires.

EXPERTISE LEVELS DEFINITIONS

WORKING – W

Definition: The minimum level of experience and/or training that it takes to produce work of acceptable quality.

JOURNEY – J

Definition: Has sufficient experience to be considered a seasoned employee. Is skilled in performing the more difficult tasks related to the function. Has received advanced training in the function.

EXPERT – E

Definition: Reflects the quality of experience and/or training needed to perform the most challenging aspects of the position.

"Program Complexity Levels" refers to those determined from the complexity analysis process. Some positions do not vary in the expertise levels of competencies, regardless of the complexity of the program to which they are assigned. Others have only a minimum level of competency expertise defined, recognizing that there is too wide a variety of programs within and between agencies to define all situations. The remainder have either two or three levels of competency expertise, based on their unit's program complexity.

Example of Expertise and Complexity Levels

Competencies	**Low**	**Moderate**	**High**
Knowledge of processes and sources of training.	**W**	**J**	**J**

In this example, a “W” Working level of expertise is required in a Low complexity fire program; a “J” Journey level of expertise is required in both Moderate and High complexity fire programs.

I. Program Management

Description

This element identifies the knowledge, skills and abilities required to develop and manage a wildland fire prevention and education program.

Outline

A. Develop, implement and evaluate fire prevention and education program goals and objectives in support of mission accomplishment.

Competencies	**Low**	**Moderate**	**High**
Knowledge of natural resource management concepts, principles, and practices applicable to the full range of duties associated with fire management.	**W**	**W**	**W**
Knowledge of national fire prevention cooperative programs such as the Cooperative Forest Fire Prevention program (CFFP).	**W**	**W**	**J**
Skill in interacting as a fully functional member of internal/external teams and to solicit input and participation from interdisciplinary team members as needed.	**W**	**W**	**J**
Skill in developing Cooperative Agreements, Memoranda of Understanding and Annual Operating Plans.	**W**	**J**	**J**

B. Develop, implement and evaluate fire budgets.

Competencies	**Low**	**Moderate**	**High**
Knowledge of agency financial management system, contracting, procurement, payroll, financial regulations, policies and guidelines.	**W**	**W**	**W**
Skill in developing, implementing and monitoring fire prevention budget.	**W**	**J**	**J**

C. Carry out prevention monitoring and evaluation.

Competencies	**Low**	**Moderate**	**High**
Knowledge of prevention program monitoring and evaluation process and procedures.	**W**	**J**	**J**
Skill in monitoring and evaluating prevention program elements and determine their effectiveness in meeting management goals and objectives.	**W**	**J**	**J**
Skill in applying corrective actions to increase efficiencies and effectiveness.	**W**	**J**	**J**

D. Identify research needs and apply new technologies.

Competencies	**Low**	**Moderate**	**High**
Knowledge of existing fire research information databases (statistical fire reporting, Fire Effects Information System, Internet, Fire Base, WestForNet, etc.).	**W**	**W**	**W**
Knowledge of fire suppression/prescribed fire computer programs, including Geographic Information Systems and Global Positioning Systems, etc.	**W**	**W**	**W**
Skill in identifying and defining fire prevention issues.	**W**	**J**	**J**
Skill in applying technology in fire prevention activities.	**J**	**J**	**J**

II. Fire Prevention

Description

This element requires an understanding of wildland fire occurrence and causes, risk/hazard/value assessments, strategic fire prevention plan development and implementation.

Outline

A. Perform fire cause determination and analysis activities.

Competencies	**Low**	**Moderate**	**High**
Knowledge of statistical fire reporting analysis processes and procedures	**W**	**J**	**J**
Knowledge of law enforcement practices and procedures appropriate to the unit.	**W**	**W**	**J**
Knowledge of agency trespass policies and procedures.	**J**	**J**	**J**
Skill in applying fire cause determination techniques, practices and procedures.	**J**	**J**	**J**
Skill in analyzing causal trends from historical occurrence records.	**W**	**W**	**W**
Skill in working with law enforcement officials to initiate and complete resolution of fire trespass cases.	**J**	**J**	**J**

B. Conduct fire prevention risk, hazard and value analyses.

Competencies	**Low**	**Moderate**	**High**
Skill in identifying, adapting and applying technology in fire prevention activities.	**J**	**J**	**J**
Skill in conducting a fire prevention analysis of historical fire causes, human and natural risks of ignition, hazardous fuels and natural and developed values.	**J**	**J**	**E**

C. Perform fire prevention activities, through all phases of implementation, monitoring and evaluation.

Competencies	**Low**	**Moderate**	**High**
Knowledge of marketing techniques and procedures to ensure effective dissemination of fire prevention messages to the appropriate audiences.	**W**	**W**	**J**
Skill in identifying, developing and implementing strategic fire prevention mitigation actions that reduce wildland fire risks and hazards, through methods of education, engineering, enforcement and administration.	**J**	**J**	**E**
Skill in developing creative methods which deliver effective fire prevention awareness and educational messages.	**J**	**J**	**J**
Skill in monitoring and evaluating the success of the wildfire prevention program and to make identified changes in implementation of the plan.	**J**	**J**	**J**

III. Fire Use and Fuels

Description

This element identifies the knowledge, skills and abilities necessary to recognize the hazards resulting from wildland fuels, and to recommend efficient fire prevention measures using prescribed fire and wildland fuel treatment.

Outline

A. Implement prevention activities direction via fuel modification.

Competencies	**Low**	**Moderate**	**High**
Knowledge of the methods and techniques of prescribed fire and fuels management.	**W**	**W**	**W**
Knowledge of the ecological response to the presence or absence of fire.	**W**	**J**	**J**
Knowledge of wildland fire protection and fire use techniques, methods and procedures.	**J**	**J**	**J**
Knowledge of prescribed fire tools and equipment.	**J**	**J**	**J**
Ability to predict and interpret ecological, social and political responses to fire or its absence, and apply sound fire management principles and practices.	**W**	**J**	**J**

IV. Program Planning

Description

This element identifies the knowledge, skills and abilities required for overall land and fire management planning processes and leading or participating as an interdisciplinary team member in the development of:

- Unit-level land management plans
- Unit-level fire management plans
- Annual Operating Plans - these plans could include prevention, public and media contacts, preparedness, emergency equipment rental agreements, mobilization, Memoranda of Understanding and Cooperative Agreements, etc.
- Project plans - these plans could include prescribed fire and appropriate management response fire plans, other fuels modification plans, project level aviation plans, etc.

Outline

A. Initiate and participate in agency and interagency interdisciplinary planning processes.

Competencies	**Low**	**Moderate**	**High**
Ability to participate at the appropriate level in the interdisciplinary planning processes.	**W**	**W**	**J**

B. Develop plans compliant with environmental laws, regulations and policies.

Competencies	**Low**	**Moderate**	**High**
Knowledge of environmental laws, regulations, and policies including the National Environmental Policy Act.	**W**	**W**	**W**

C. Develop plans compliant with agency enabling laws, regulations and policies.

Competencies	**Low**	**Moderate**	**High**
Knowledge of agency policies sufficient to participate in the development of land use plans and operational plans.	**W**	**J**	**J**

D. Prepare and review plans and/or plan components to integrate into overall unit and interagency plans, including, but not limited to:

1. Fire management plans
2. Annual Operating Plans
3. Preparedness fire plans
4. Prescribed fire plans
5. Aviation plans
6. Training plans
7. Safety plans
8. Prevention plans
9. Pre-attack plans
10. Individual project plans
11. Burned Area Emergency Rehabilitation (BAER) Plans
12. Mobilization plans

Competencies	**Low**	**Moderate**	**High**
Knowledge of components of required plans under area of responsibility.	**J**	**J**	**J**

E. Conduct fire prevention planning using strategic fire prevention actions.

Competencies	**Low**	**Moderate**	**High**
Knowledge of software and computer programs applicable to fire prevention programs.	**J**	**J**	**J**
Skill in communicating and working together with other agency personnel, the media, special interest groups, civic leaders, planning and development entities; etc., to accomplish fire prevention program objectives.	**J**	**J**	**E**
Skill in applying hazard and risk assessment processes.	**J**	**J**	**J**

F. Conduct smoke management planning and analysis**.**

Competencies	**Low**	**Moderate**	**High**
Knowledge of particulate samplers.	**W**	**W**	**W**
Knowledge of various smoke management regulations including federal, state, tribal, local, and agency specific.	**W**	**W**	**W**
Ability to relate weather and fire behavior to expected smoke conditions.	**W**	**W**	**W**

V. Operations

Description

This element identifies the knowledge, skills and abilities necessary to recognize fire hazards, and to implement appropriate prevention measures.

Outline

A. Interpret prevention activities into fire management programs.
   1. Detection
   2. Preparedness
   3. Fire danger/behavior prediction

Competencies	**Low**	**Moderate**	**High**
Knowledge of fire weather, fire danger and fire behavior prediction systems.	**W**	**W**	**W**
Skill in integrating effective fire prevention methods into the preparedness and suppression components of fire management programs.	**J**	**J**	**J**

B. Support appropriate management response operations via fire cause determination investigations.
   1. Reporting
   2. Cause determination/investigation

Competencies	**Low**	**Moderate**	**High**
Skill in conducting fire cause determination investigations.	**J**	**J**	**E**

C. Integrate prevention mitigation actions into preparedness and suppression phases.

Competencies	**Low**	**Moderate**	**High**
Knowledge of fire suppression fire equipment and tools.	**W**	**W**	**W**
Knowledge of Incident Command System component of the National Interagency Incident Management System.	**J**	**J**	**J**
Knowledge of cooperating agencies' mission, organization and operating procedures.	**W**	**J**	**J**
Ability to perform duties under stressful and adverse operating conditions, such as long hours, heavy workloads, emergency situations, adverse working, environmental, and political conditions.	**W**	**J**	**J**
Ability to effectively interact with the public and media.	**W**	**J**	**J**

VI. Safety and Welfare

Description

This competency identifies the knowledge, skills and abilities required to manage the environmental and workplace hazards of the wildland fire environment, and to provide leadership and direction to subordinates in the recognition and mitigation of these hazards using all applicable laws, policies and guidelines. Personal accountability and zero tolerance for unsafe acts are paramount.

Outline

A. Conduct wildland and prescribed fire operations in accordance with safety-related laws, policies and guidelines, including:
   1. Occupational Safety and Health Act
   2. Applicable state safety regulations
   3. Department and agency policies and guidelines
   4. NWCG guidelines

Competencies	**Low**	**Moderate**	**High**
Knowledge of the laws, policies and guidelines pertaining to safety such as the Code of Federal Regulations, national and agency policies and guidelines, Standard Firefighting Orders, Watch Out Situations, and other related fire safety guidelines, including Occupational Safety and Health Act and NWCG guidelines.	**J**	**J**	**J**

B. Conduct safety related education programs focusing on:
   1. Training
   2. Certification

Competencies	**Low**	**Moderate**	**High**
Skill in the effective use of education and certification processes to achieve safety management objectives and ensure compliance.	**W**	**J**	**J**

C. Prepare or oversee preparation of hazard, risk, and trend analyses for:
   1. Wildland fire environment hazards including, but not limited to:
      a. Fuels
      b. Weather
      c. Topography
   2. Associated hazards including, but not limited to:
      a. Aviation
      b. Mechanized equipment
      c. Hazardous materials

Competencies	**Low**	**Moderate**	**High**
Skill in conducting hazard, risk, and trend analyses.	**J**	**J**	**E**

D. Follow up identified hazards and risks with appropriate mitigation actions.

Competencies	**Low**	**Moderate**	**High**
Skill in recognizing and mitigating a variety of hazards encountered within the wildland fire environment and other work environments; e.g., aviation, mechanized equipment, and hazardous materials.	**J**	**J**	**J**

KEY PERFORMANCE ELEMENTS

The standard Key Performance Elements are to be used to evaluate employee performance, in conjunction with the Competency Descriptors. A "Performance Element" is defined as a mission-based outcome or end product that is essential to overall success of the position. The following Key Performance Elements are derived from the major elements of each position's Competency Descriptor.

The first section of these Key Performance Elements is a set of "common" Key Performance Elements, applicable to all positions. These may be used for evaluative purposes, or more likely, for initiation of employee development plans early in one's career. Following the common elements are additional Key Performance Elements specific to this individual position.

KEY PERFORMANCE ELEMENTS

THE FOLLOWING ELEMENTS ARE COMMON TO ALL FIRE PROGRAM MANAGEMENT POSITIONS:

I. Mission Comprehension

- Describe the agency's historical background and mission evolution.
- Identify relevant agency mandates.
- Define the purpose of limits within the agency.

II. Agency Orientation

- Describe the structure and organization of the Department of Agriculture or Interior.
- Describe the structure and the organization of the agency.

III. Resource Stewardship

- Describe federal stewardship of natural resources.
- Identify resources protected by the agency and describe the responsibilities in managing these resources.
- Define the sustainable practices philosophy.
- Define the employee's role in resource stewardship.
- Recognize the positive purposes of interagency partnerships.

IV. Fundamental Values

- Supervise and develop employees.
- Implement safe workplace practices.
- Identify workplace accessibility issues.
- Describe the guiding principles of time management.
- Describe the agency's management culture.
- Carry out cultural diversity, equal opportunity and civil rights procedures.

V. Leadership

- Demonstrate appropriate leadership skills to meet agency goals and safe operating procedures.

VI. Problem Solving Skills

- Analyze a situation, determine alternative solutions, and recommend a course of action.
- Make sound and well-informed decisions.
- Identify and mitigate stressful influences.
- Utilize facilitation skills to resolve problems and promote consensus.

VII. Communication Skills

- Communicate effectively.

VIII. Personal Development and Planning

- Meet Agency physical and mental fitness requirements.
- Set individual and career goals and implement self-directed course of action.

IX. Agency Operations

- Apply basic principles of appropriation law.
- Implement and evaluate financial activities.
- Apply appropriate technology.
- Develop and maintain agency and interagency operations.
- Initiate and participate in agency and interagency interdisciplinary planning processes.
- Utilize agency qualifications and certification procedures.

X. Program/Project Progress Monitoring and Evaluation

- Implement measurement systems that accurately track results.
- Evaluate results against program objectives.

THE FOLLOWING ELEMENTS ARE SPECIFIC TO THE PREVENTION/ EDUCATION SPECIALIST POSITIONS:

I. Program Management

- Develop, implement and evaluate fire prevention and education program goals and objectives in support of mission accomplishment.
- Develop, implement and evaluate fire management budgets.
- Carry out prevention monitoring and evaluation.
- Identify research needs and apply new technologies.

II. Fire Prevention

- Perform fire cause determination and analysis activities.
- Conduct fire prevention risk, hazard and value analyses.
- Perform fire prevention activities through all phases of implementation, monitoring and evaluation.

III. Fire Use and Fuels

- Implement prevention activities direction via fuels modification.

IV. Program Planning

- Initiate and participate in agency and interagency interdisciplinary planning processes.
- Develop plans compliant with environmental laws, regulations and policies.
- Develop plans compliant with agency enabling laws, regulations and policies.
- Prepare and review plans and/or plan components to integrate into overall unit and interagency plans, including, but not limited to:
    1. Fire management plans
    2. Annual operating plans
    3. Preparedness fire plans
    4. Prescribed fire plans
    5. Aviation plans
    6. Training plans
    7. Safety plans
    8. Prevention plans
    9. Pre-attack plans
    10. Individual project plans
    11. Burned Area Emergency Rehabilitation (BAER) Plans
    12. Mobilization plans
- Conduct fire prevention planning using strategic fire prevention actions.
- Conduct smoke management planning and analysis.

V. Operations

- Interpret prevention activities into fire management programs.
    1. Detection
    2. Preparedness
    3. Fire danger/ behavior prediction
- Support appropriate management response operations via fire cause determination investigations.
    1. Reporting
    2. Cause determination/investigation
- Integrate prevention mitigation actions into preparedness and suppression phases.

VI. Safety and Welfare

- Conduct wildland and prescribed fire operations in accordance with safety-related laws, policies, and guidelines, including:
    1. Occupational Safety and Health Act
    2. Applicable state safety regulations
    3. Department and agency policies and guidelines
    4. NWCG guidelines
- Conduct safety related education programs focusing on:
    1. Training
    2. Certification
- Prepare or oversee preparation of hazard, risk, and trend analyses for:
    1. Wildland fire environment hazards including, but not limited to:
        a. Fuels
        b. Weather
        c. Topography
    2. Associated hazards including, but not limited to:
        a. Aviation
        b. Mechanized equipment
        c. Hazardous materials
- Follow-up identified hazards and risks with appropriate mitigation actions.

INDIVIDUAL POSITION STANDARD AND GUIDE

The following individual position standard and guide includes these components:

- Minimum Qualifications Standards
- Employee Development Training
- Competency Descriptors: Common Competencies, and Position Competencies
- Key Performance Elements

The **"Minimum Qualifications Standards"** are used in a variety of ways.

- For identifying minimum qualifications on vacancy announcements
- For recruitment crediting plans
- For identifying OPM series standard requirements
- For determining minimum grade levels
- For identifying any specialized experience requirements
- For identifying NWCG Incident Management Qualifications requirements
- For identifying "additional required training" for a position, beyond that required for NWCG Incident Management Qualifications
- As guides for employees when constructing Employee Development Plans for future positions

"Additional Required Training" identifies training that is required prior to being considered qualified for a position. It cannot be challenged. An agency equivalent course may be used as a substitute when that course meets or exceeds a required course's learning and performance objectives.

"Employee Development Training" identifies training that assists an employee in meeting position competencies, in addition to training that is required. It is recognized that training is not the only way of obtaining competencies, but the identified courses do provide many, though not necessarily all, of the knowledge and skills needed to meet position competencies.

The "Common Competency Descriptors for All Positions" is intended to supplement each position "Competency Descriptor." They are competencies needed for most positions. Employees obtain these "Common Competencies" through personal education and experiences, through agency orientation and mission renewal programs, and through interaction with peers, teams, and supervisors.

These "Competency Descriptors/Common Competency Descriptors" are used in a variety of ways.

- Constructing Employee Development Plans
- Developing Recruitment Crediting Plans
- Evaluating employee performance

The "Standard Key Performance Elements" are to be used to evaluate employee performance, in conjunction with "Competency Descriptors." These "Performance Elements" are defined as a mission-based outcome or end product that is essential to overall success of the position. Not surprisingly, these "Performance Elements" are derived from the major elements of the "Competency Descriptors."

MINIMUM QUALIFICATIONS STANDARDS

The following "Minimum Qualifications Standards" are established, meeting the direction outlined in the Implementation Action Plan Report of the 1995 Federal Fire Policy Review. Action Items # 27, 62 and 63 from that Action Plan specifically direct the establishment and utilization of these standards by federal wildland fire management agencies.

- Applicants must meet the appropriate Office of Personnel Management (OPM) qualification standards AND the Interagency Fire Program Management (IFPM) standards before being placed in a key fire management position.

- Applicants must attain all identified competencies within three years of being placed into the position. Until competencies are met, employees must be supervised by employees who meet the qualification standards above and all identified competencies.

- To meet these minimum standards, all identified "Minimum Qualifications Standards" components ("OPM Standard Requirements," "Specialized Experiences," "Additional Required Training" and "NWCG Incident Management Qualifications") must be met.

- These "Minimum Qualification Standards" must be used when recruiting for vacant positions. "Specialized Experience," "Required Training," and "NWCG Incident Management Qualifications" requirements are assumed to be cumulative as complexity increases within a position. For example, requirements for a high complexity unit fire program manager include the requirements for moderate and low complexity unit fire program managers.

- Where NWCG Incident Management Qualifications are shown, they relate to minimum incident management skills required to manage the local program on the unit. The assumption is made that if higher incident management skills are needed to manage an incident, they would be ordered through the standard resource ordering process.

- Differing complexity levels are identified for the Wildland Fire Operations Specialist, Prescribed Fire & Fuels Specialist, Prevention & Education Specialists, and Dispatcher series positions. There is a transition level identified, from technician to professional, for these positions.

- "Employee Development Training" identifies training that assists an employee in meeting position competencies, in addition to training that is required. It is recognized that training is not the only way of obtaining competencies, but the identified courses do provide many, though not necessarily all, of the knowledge and skills needed to meet position competencies.

- Each Minimum Qualification Standard is identified by the fire organizational title. The formal classification title will be based on the appropriate job series.

INTERAGENCY HOTSHOT CREW SUPERINTENDENT

OPM Standard Requirements - GS-455/462 Technician Series

One year of specialized experience equivalent to the next lower grade level. Graduate education may be substituted for specialized experience only when it is directly related to the work of the position. Further information can be obtained from OPM's Qualification Standards Operating Manual, specifically, OPM's Group Coverage Qualification Standard for Technical and Medical Support Positions and the Individual occupational requirements for either the 455 or 462 series. OPM's Qualification Standards Operating Manual is posted at http://www.opm.gov/qualifications/

Recommended minimum grade level GS-9

Specialized Experience - Applicants must have a minimum of one year of creditable specialized wildland fire management experience equivalent to the next lower grade level.

Specialized experience is that experience which has provided the applicant with the particular knowledge, skills, and abilities necessary to successfully function in the wildland fire management position applied for. Possession of the particular knowledge, skills, and abilities can be evidenced by:

Assistant Interagency Hotshot Crew (IHC) Superintendent

NWCG Incident Management Qualifications - Currency Required

Command:	Incident Commander, Type 4 (ICT4)
AND	
Operations:	Task Force Leader (TFLD)
AND	
Prescribed Fire:	Ignition Specialist, Type 2 (RXI2)

Additional required training as presented in the following courses, or agency equivalent:

- None

EMPLOYEE DEVELOPMENT TRAINING

INTERAGENCY HOTSHOT SUPERINTENDENT

Employee should receive the following developmental training, (or agency equivalent) to fully achieve competencies:

- M-581 “Fire Program Management”
- 40-Hour Supervisory Training
- Leadership and organizational skills training
- Meet “National IHC Operations Guide” standards

COMPETENCY DESCRIPTORS

A "competency" is defined as a combination of knowledge, skills and abilities which, when acquired, allows a person to perform a task or function at a specifically defined level of proficiency.

A "common competency" is one that describes the knowledge, skills and abilities found in most or all key fire management positions identified in this Guide.

Competencies are described in terms of three "Expertise Levels" (working, journey, and expert). The appropriate level of expertise for that particular competency is indicated under the relevant level of complexity. Expertise level definitions and an example of expertise and complexity levels are included on the first page of each "Competency Descriptor."

> **NOTE:** The "working" level of expertise identified in the "Competency Descriptors" is defined as the minimum level of experience and/or training that it takes to produce work of acceptable quality and meet safety standards.
>
> It is **not** intended that a prospective job applicant have all the defined competencies in their entirety when first selected for any position at any level (unless the hiring unit so chooses, and indicates same in a vacancy announcement). It **is** intended that the employee achieve all indicated competencies before being considered at a full-performance level. Timelines for achieving full-performance level standards should be specified in vacancy announcements and other personnel documents.

The Common Competency Descriptors are intended to supplement each position's Competency Descriptor; the two should be used together. Employees obtain these common competencies through personal education and experiences, through agency orientation and mission renewal programs, and through interaction with peers, teams, and supervisors.

The "Competency Descriptors" may be used in a variety of ways:

- Constructing Employee Development Plans
- Developing Recruitment Crediting Plans, supplementing the "Minimum Qualification Standards"
- Evaluating employee performance, supplementing the "Standard Key Performance Elements"

COMMON COMPETENCY DESCRIPTORS FOR INTERAGENCY HOTSHOT SUPERINTENDENT

All Positions Descriptor

The following Common Competencies are needed across most positions and at the entry level of positions by every employee. Employees obtain these Common Competencies through personal education and experiences, through agency orientation and mission renewal programs, and through interaction with peers, teams, and supervisors. These competencies must be taken in context of a particular position for scope and complexity.

Core competencies (skill levels) that do not change due to program complexity do not reappear in the individual position descriptions. If program complexity changes the skill level required, then the competency will appear with the appropriate expertise level described, using such language as “comprehensive” or “expert.”

EXPERTISE LEVELS DEFINITIONS

WORKING - W	JOURNEY - J	EXPERT - E
Definition: The minimum level of experience and/or training that it takes to produce work of acceptable quality.	**Definition:** Has sufficient experience to be considered a seasoned employee. Is skilled in performing the more difficult tasks related to the function. Has received advanced training in the function.	**Definition:** Reflects the quality of experience and/or training needed to perform the most challenging aspects of the position.

I. Mission Comprehension

Description

This competency requires background and understanding of the agency enabling legislation and its ramifications, and additional responsibilities that have historically evolved.

Outline

A. Describe the agency's historical background and mission evolution.

Competencies	Interagency Hotshot Superintendent
Knowledge of the agency's historical background and mission evolution.	**W**
Knowledge of enabling legislation and other acts affecting agency's mission.	**NA**
Ability to describe the historical background of the agency.	**W**
Ability to explain the purpose of the agency.	**W**

B. Identify relevant agency mandates.

Competencies	Interagency Hotshot Superintendent
Knowledge of existing mandates and resolutions.	**W**

C. Define the purpose of limits within the agency.

Competencies	Interagency Hotshot Superintendent
Knowledge of social, political and fiscal limits within the agency.	**W**

II. Agency Orientation

Description

This competency requires a comprehension of the structure and organization of the agency's organizational levels; an understanding of the structure and organization of the Departments of Agriculture or Interior and its place in the federal government; and the development of an insight into an individual employee's role in the agency in particular, and in the federal government in general.

Outline

A. Describe the structure and organization of the Department of Agriculture or Interior.

Competencies	Interagency Hotshot Superintendent
Knowledge of the basics of government structure and function.	**W**
Knowledge of the structure and function of the Department of the Interior or the Department of Agriculture.	**W**
Knowledge of applicable Code of Federal Regulations.	**NA**
Ability to describe the relationship of the agency to the Department of the Interior or the Department of Agriculture.	**W**

B. Describe the structure and the organization of the agency.

Competencies	Interagency Hotshot Superintendent
Knowledge of how goals and strategies provide structured guidance towards accomplishing an agency's mission.	**NA**
Knowledge of agency organizational structures.	**W**
Ability to define how the agency relates on an interagency basis.	**W**

III. Resource Stewardship

Description

This competency requires an understanding of the natural, cultural, and historical resources protected; the range in responsibilities in managing these resources in the context of fire management; the individual's role in resource stewardship; and the ability to work with partners outside the agency to promote resource stewardship.

Outline

A. Describe federal stewardship of natural resources.

Competencies	Interagency Hotshot Superintendent
Knowledge of federal legislation regarding resource management such as National Environmental Policy Act, Clean Air Act, Wilderness Act, Threatened and Endangered Species Act and the Natural Historical Preservation Act.	**W**
Knowledge of environmental, technical, social consequences of proposed decisions and actions.	**W**
Knowledge of public perceptions of the risks and the benefits of resource alternative strategies.	**W**
Knowledge of the role of scientific knowledge and advanced technologies.	**W**
Ability to learn current natural resources policy initiatives.	**W**

B. Identify resources protected by the agency and describe the responsibilities in managing these resources.

Competencies	Interagency Hotshot Superintendent
Knowledge of natural, cultural, and historical resources managed by the agency.	**W**
Knowledge of ecosystem management and the ecological response to the presence or absence of fire.	**W**
Knowledge of the agency planning process and how it contributes to resource stewardship.	**W**
Ability to articulate the agency stewardship function.	**W**

C. Define the sustainable practices philosophy.

Competencies	Interagency Hotshot Superintendent
Knowledge of agency multiple use acts.	**W**
Knowledge of related fields such as forestry, range, wildlife, botany, soils and water (hereafter referred to as resources).	**W**
Knowledge of how different resources contribute to sustainable practices.	**NA**
Ability to describe how different resources interact.	**NA**
Ability to define sustainability in the context of overall resource management.	**NA**

D. Define the employee's role in resource stewardship.

Competencies	Interagency Hotshot Superintendent
Knowledge of agency's workforce resource priorities.	**W**
Ability to explain the individual's role in supporting the agency's stewardship function.	**W**
Ability to implement agency priorities within an individual's work assignments.	**J**

E. Recognize the positive purposes of interagency partnerships.

Competencies	Interagency Hotshot Superintendent
Knowledge of fire management partnership benefits.	**W**
Knowledge of cooperating agencies' missions, organizations, and operating procedures.	**J**
Knowledge of why the agency needs and interacts with partners to fulfill its resource stewardship role.	**J**
Ability to participate in interagency workshops and other project processes.	**J**
Ability to recognize the value of interagency fire management cooperation to meet fire management program goals.	**J**

IV. Fundamental Values

Description

This competency focuses on the employee's ability to exhibit positive attitudes and behaviors to accomplish an assigned job and to contribute to the overall health of the organization. These attitudes and behaviors include teamwork; ethical behavior towards people and the organization; support of cultural diversity, accessibility, and fairness issues in the workplace; and an attitude towards safe behavior for one's self and for others.

The safety competency identifies an understanding of the environmental and workplace hazards of the wildland fire environment. It focuses on the employee's ability to provide leadership and direction in recognition and the mitigation of these hazards, using all applicable laws, policies and guidelines. Utilizing this approach, a passion for safety will be instilled with zero tolerance for unsafe acts. All employees will be personally accountable for safety.

Outline

A. Supervise and develop employees.

Competencies	Interagency Hotshot Superintendent
Knowledge of personnel hiring, pay, discipline, and termination procedures.	**J**
Knowledge of methods and techniques of personal motivation, organization, supervision, and evaluation in order to emphasize accountability.	**J**
Knowledge of the processes and sources of training.	**J**
Skill in carrying out proper fiscal and accountable actions.	**J**
Skill in practicing the commonly accepted individual values of performance, commitment, interdependence, authority, responsibility, accountability, choice, risk management, and excellence.	**J**
Skill in applying the accepted principles of delegation.	**J**
Ability to conduct oneself in an ethical manner.	**J**
Ability to apply sound personnel management skills to include supervision, coaching, training, motivation, and evaluation.	**J**

Competencies	Interagency Hotshot Superintendent
Ability to transmit high performance expectations and to follow up on personnel accomplishments.	**J**
Ability to impart self-confidence and empowerment.	**J**
Ability to initiate recommendations for change.	**J**
Ability to assess personal attitudes towards others and one's employer.	**J**
Ability to develop new insights into situations in order to improve the situation, increase efficiencies, or to mitigate safety problems.	**J**
Ability to create effective standards and operating procedures for personnel safety.	**E**

B. Implement safe workplace practices.

Competencies	Interagency Hotshot Superintendent
Knowledge of agency laws, policies, and guidelines such as NWCG's Standard Firefighting Orders and Watch Out Situations.	**J**
Knowledge of wildland fire hazards.	**E**
Knowledge of wildland fire safety practices and procedures.	**E**
Knowledge of hazard and risk analysis requirements for such areas as human factors, fuels, weather, topography, aviation, mechanized equipment, and hazardous materials.	**J**
Knowledge of basic first aid procedures.	**E**
Skill in using educational and certification processes to impart a passion for safety.	**J**
Skill in applying basic first aid procedures.	**E**
Skill in using safety related education programs with the focus on training and performance certification.	**J**
Ability to recognize and correct unsafe practices and conditions.	**E**

C. Identify workplace accessibility issues.

Competencies	Interagency Hotshot Superintendent
Knowledge of Americans with Disabilities Act requirements.	**W**
Ability to make reasonable accommodation for disabled persons.	**W**

D. Describe the guiding principles of time management.

Competencies	Interagency Hotshot Superintendent
Knowledge as to how time management affects one's personal well being and stress level.	**W**
Knowledge of the impact of internal and external influences on available time and time choices.	**W**
Ability to understand how individual factors of values, priorities, and goals affect time choices.	**W**
Ability to define the difference between internal and external prime time.	**W**
Ability to develop an effective time management strategy.	**J**
Ability to monitor time spent and make adjustments as needed.	**J**

E. Describe the agency's management culture.

Competencies	Interagency Hotshot Superintendent
Knowledge of the agency's values and philosophy.	**W**
Knowledge of external influences on the agency's mission, budget, and operational procedures.	**W**
Ability to define those elements of the management culture that have an effect on meeting one's job performance requirements.	**J**

F. Implement cultural diversity, equal opportunity and civil rights policies.

Competencies	Interagency Hotshot Superintendent
Knowledge of appropriate act requirements to include the Equal Opportunity Act, Civil Rights Act, Age Discrimination in Employment Act, Rehabilitation Act, 29 CFR 1604.11(a) Sexual Harassment.	**W**
Skill in carrying out supervisory and leadership responsibilities relevant to the workplace acts.	**J**

V. Leadership

Description

This competency requires a comprehension of the basics of leadership.

Outline

A. Demonstrate appropriate leadership skills to meet agency goals and safe operating procedures.

Competencies	Interagency Hotshot Superintendent
Knowledge of acceptable leadership characteristics.	**J**
Knowledge of delegation as a leadership and team building tool.	**J**
Knowledge of management styles most appropriate to deal with internal and external controls.	**J**
Knowledge of the steps of effective conflict resolution.	**J**
Ability to function as an effective team member.	**J**
Ability to recognize changing conditions, develop alternative strategies, and take appropriate action.	**E**
Ability to be decisive in leadership roles.	**J**
Ability to define one's leadership style.	**W**
Ability to adjust one's leadership style to meet the agency mission.	**J**
Ability to describe how the development levels of followers affect one's leadership style.	**W**
Ability to understand and apply the basic styles of conflict resolution such as avoiding, accommodating, compromising, competing, and collaborating.	**J**

VI. Problem Solving Skills

Description

This competency deals with the ability to analyze, build consensus, make decisions, and practice innovation in various aspects of the job.

Outline

A. Analyze a situation, determine alternative solutions, and recommend a course of action.

Competencies	Interagency Hotshot Superintendent
Knowledge of assessment skills.	**E**
Knowledge of how a situation deviates from the norm or a standard.	**E**
Knowledge of factors contributing to a problem.	**E**
Skill in distinguishing between relevant and irrelevant information and making logical judgments.	**J**
Skill in collecting, grouping contributing factors.	**W**
Ability to use sound reasoning to arrive at a conclusion.	**J**
Ability to narrow the problem area.	**W**

B. Make sound and well-informed decisions.

Competencies	Interagency Hotshot Superintendent
Knowledge of organizational goals and objectives.	**W**
Knowledge of organizational policy and guidelines.	**W**
Skill in identifying the impact and implications of decisions.	**J**
Ability to quantify costs of decisions.	**W**
Ability to describe the rationale for a decision.	**J**

C. Identify and mitigate stressful influences.

Competencies	Interagency Hotshot Superintendent
Knowledge of stress indicators.	**E**
Skill in recognizing the impacts of stress on the functions of supervision and leadership.	**W**
Skill in mitigating stressful situations.	**E**
Ability to minimize negative personal impacts.	**J**

D. Utilize facilitation skills to resolve problems and promote consensus.

Competencies	Interagency Hotshot Superintendent
Knowledge of group processes.	**J**
Knowledge of the five basic styles of conflict resolution.	**W**
Skill in building group consensus to meet objectives through give and take.	**J**
Ability to foster commitment.	**E**
Ability to negotiate to find mutually acceptable solutions.	**J**
Ability to encourage and receive cooperation.	**J**
Ability to gain cooperation from others to obtain information and accomplish goals.	**J**

VII. Communication Skills

Description

This competency relates to the ability to communicate effectively with the public and employees in writing and speech; to work as an effective team member; to use interpersonal skills to become an effective employee; and to exhibit basic computer capabilities.

Outline

A. Communicate effectively.

Competencies	Interagency Hotshot Superintendent
Knowledge of effective listening, speaking, and writing skills.	**J**
Knowledge of the characteristics of effective written communications.	**W**
Knowledge of communication methods used by the supervisor.	**J**
Knowledge of how a team communicates to accomplish a common goal.	**J**
Knowledge of basic computer keyboard requirements.	**W**
Knowledge of computer data entry and retrieval.	**W**
Skill in writing basic letters and reports and filling out basic forms for routine agency operations.	**J**
Ability to identify the types of non-verbal communication methods.	**W**
Ability to express facts and ideas in writing in a succinct and organized manner.	**W**
Ability to define the speaker, listener, and observer tasks in communications.	**J**
Ability to facilitate an open exchange of information.	**W**
Ability to identify the conditions necessary for accurate and effective communications.	**W**

Competencies	Interagency Hotshot Superintendent
Ability to consider and respond appropriately to the needs, feelings, and capabilities of others, and adjust communication approaches to suit different people and situations.	**J**
Ability to perform computer technological skills such as word processing, electronic mail, and Internet processes.	**W**
Ability to explain agency programs and procedures in understandable terms to individuals and groups.	**W**

VIII. Personal Development and Planning

Description

This competency considers an individual being able to work with subordinates or a supervisor. It considers an agency's plan for charting a course of action for developing an individual.

Outline

A. Meet agency physical and mental fitness requirements.

Competencies	Interagency Hotshot Superintendent
Knowledge of National Wildfire Coordinating Group and agency requirements.	**E**
Ability to utilize a physical training program to enhance physical and mental fitness.	**E**
Ability to perform duties under stressful and adverse operating conditions, such as long work hours, heavy workloads, emergency situations, adverse working and environmental conditions.	**E**
Ability to recognize fitness potential in subordinates and provide opportunities to achieve this potential.	**E**

B. Set individual career goals and implement self-directed course of action.

Competencies	Interagency Hotshot Superintendent
Knowledge of career development strategies.	**J**
Knowledge of self-direction capabilities.	**J**
Knowledge of agency and interagency opportunities and requirements for potential advancement.	**J**
Skill in demonstrating a belief in one's own abilities and ideas.	**J**
Ability to set personal goals for career development and implement actions to obtain them.	**J**
Ability to use a performance appraisal to assess one's performance strengths and weaknesses to lead toward improvement.	**J**
Ability to develop self-motivation.	**J**
Ability to seek feedback from others and opportunities for self-learning and development.	**J**
Ability to perform a personal role assessment, which would lead to monitoring behavior patterns associated with the functions performed.	**J**

IX. Agency Operations

Description

This competency requires a comprehension of the basic operations of an agency, especially at the local level; and how these operations interact to fulfill the missions, planning and budgetary processes and agency purpose.

Outline

A. Apply basic principles of appropriation law.

Competencies	Interagency Hotshot Superintendent
Knowledge of appropriation law relevant to supervisory and leadership roles.	**W**
Knowledge of the aspects of appropriation law pertinent to the expenditure of funds and relative to the agency mission.	**W**
Knowledge of agency fiscal regulations.	**J**
Ability to describe the budget authority relevant to supervisory and leadership roles.	**W**
Ability to describe the purpose of an obligation.	**W**

B. Implement and evaluate financial activities.

Competencies	Interagency Hotshot Superintendent
Knowledge of agency financial regulations, policy and guidelines.	**J**
Knowledge of interagency fire business management practices and procedures.	**J**
Knowledge of required fiscal documentation.	**J**
Ability to apply appropriate fiscal procedures.	**J**

C. Apply appropriate technology.

Competencies	Interagency Hotshot Superintendent
Knowledge of existing fire information databases and software applications.	**W**
Knowledge of current technology and the impact of technological changes on the organization.	**W**
Ability to apply technologies on the job.	**J**
Ability to identify various sources available that enable supervisors to keep current on technological advances.	**J**
Ability to describe one's role in information and technological exchange.	**J**

D. Develop and maintain agency and interagency operations.

Competencies	Interagency Hotshot Superintendent
Knowledge of the various aspects of local unit interactions and how they work together to accomplish the agency and local unit missions.	**W**
Knowledge of the external agency operations.	**W**
Knowledge of the customer consultation process.	**J**
Knowledge of agency cooperative agreements, memorandums of understanding.	**W**
Knowledge of the organization and the function of cooperative interagency fire organizations such as NWCG, NICC, GACC, state, tribal, and local organizations.	**W**
Ability to provide input into cooperative agreements, MOUs, and MOAs.	**W**
Ability to participate at the appropriate level in interagency workshops and seminars.	**J**

E. Initiate and participate in agency and interagency interdisciplinary planning processes.

Competencies	Interagency Hotshot Superintendent
Knowledge of what constitutes a correctly written objective.	**W**
Knowledge of how goals and strategies provide structured guidance in accomplishing an agency's mission.	**W**
Knowledge of agency's priorities.	**W**
Knowledge of how an agency's planning system causes a timely reconsideration of priorities.	**W**
Skill in providing input into objective writing.	**J**
Skill in restructuring priorities to meet goals or objectives.	**J**
Ability to review portions of plans and provide input.	**J**

F. Utilize agency qualifications and certification procedures.

Competencies	Interagency Hotshot Superintendent
Knowledge of agency and interagency qualification and certification standards and procedures adopted by the National Wildfire Coordinating Group (NWCG).	**J**
Knowledge of position task book requirements.	**J**
Ability to maintain position qualification.	**J**

X. Program/Project Progress Monitoring and Evaluation

Description

These competencies are related in terms of adjusting program operations in a timely manner. Progress is directed to carrying out quantifiable objectives. Monitoring that part of the operation identifies whether the objectives are valid, understood, and whether the employee is capable of performing the tasks.

Outline

A. Implement measurement systems that accurately track results.

Competencies	Interagency Hotshot Superintendent
Knowledge of agency performance requirements.	**J**
Knowledge of basic wildland fire program requirements.	**J**
Knowledge of fire operations/prescribed fire tools and equipment.	**E**
Knowledge of reporting requirements and procedures.	**W**
Ability to implement the common monitoring techniques of feedback and personal observation used in evaluating a project's progress.	**J**

B. Evaluate results against program objectives.

Competencies	Interagency Hotshot Superintendent
Knowledge of evaluative processes and procedures.	**J**
Ability to analyze organizational performance relative to given objectives.	**J**
Ability to recognize how objectives establishing the direction efforts are to be focused and the criteria for measuring success.	**J**

COMPETENCY DESCRIPTORS FOR INTERAGENCY HOTSHOT SUPERINTENDENT

The incumbent serves as Superintendent of an organized 20-person Interagency Hotshot Crew. The primary responsibility of the incumbent is the leadership of an effective fire suppression resource.

EXPERTISE LEVELS DEFINITIONS

WORKING – W	JOURNEY – J	EXPERT – E
Definition: The minimum level of experience and/or training that it takes to produce work of acceptable quality.	**Definition:** Has sufficient experience to be considered a seasoned employee. Is skilled in performing the more difficult tasks related to the function. Has received advanced training in the function.	**Definition:** Reflects the quality of experience and/or training needed to perform the most challenging aspects of the position.

"Program Complexity Levels" refers to those determined from the complexity analysis process. Some positions do not vary in the expertise levels of competencies, regardless of the complexity of the program to which they are assigned. Others have only a minimum level of competency expertise defined, recognizing that there is too wide a variety of programs within and between agencies to define all situations. The remainder have either two or three levels of competency expertise, based on their unit's program complexity.

Example of Expertise and Complexity Levels

Competencies	Low	Moderate	High
Knowledge of processes and sources of training.	**W**	**J**	**J**

In this example, a “W” Working level of expertise is required in a Low complexity fire program; a “J” Journey level of expertise is required in both Moderate and High complexity fire programs.

I. Program Management

Description

This element identifies the knowledge, skills and abilities required to develop and manage a 20-person National Interagency Hotshot Crew.

Outline

A. Serve as superintendent of an organized 20-person hotshot crew on wildland fires, prescribed fires, and resource management projects.

Competencies	**Expertise Level**
Knowledge of budget, fleet, and equipment management principles.	**J**
Knowledge of supervision, and personnel practices and regulations in order to carry out supervisory responsibilities.	**J**
Knowledge of agency and interagency fire business management practices and procedures.	**J**
Knowledge of reporting requirements and procedures.	**J**

B. Determine preparedness and operational needs annually and facilitate procurement.

Competencies	**Expertise Level**
Knowledge of agency specific policies sufficient to participate in the development of operational plans.	**W**
Knowledge of components of required plans under area of responsibility.	**J**
Ability to participate in the interdisciplinary planning process.	**W**
Ability to write operational plans.	**W**

II. Operations

Description

This element identifies the knowledge, skills, and abilities required to implement and evaluate wildland fire and prescribed fire operations.

Outline

A. Make on-site evaluations of conditions, make tactical decisions, and determine appropriate responses to wildland fire emergencies.

Competencies	**Expertise Level**
Knowledge of wildland fire suppression tactics and procedures, fuel types and fire behavior, fire management objectives and policies, and firefighting strategies and tactics pertinent to initial attack, large fire suppression actions.	**J**
Knowledge of wildland/urban interface tactics and hazards.	**J**
Knowledge of incident business management regulations and procedures and incident command system organization.	**J**
Knowledge of land use and resource management practices and policies.	**W**
Knowledge of incident support organization, principles and practices, sufficient to support the management of incidents and other activities.	**J**
Knowledge of required reports.	**J**
Ability to operate communication hardware, such as multi-channel two-way radios with numerous programmable frequencies and computers for accessing fire weather and fire modeling programs, and Global Positioning System units.	**J**
Ability to recognize changing environmental or situational conditions, and develop alternative courses of action.	**E**
Ability to provide timely documentation of activities.	**W**

B. Apply management objectives and policies, when working with other agency personnel in the development of appropriate management response.

Competencies	**Expertise Level**
Knowledge of other agency management objectives and policies and the full range of appropriate management responses.	**W**
Knowledge of other agencies policies and procedures while cooperating with other agencies on wildland fires and other wildland urban interface situations.	**W**

C. Perform fire related assignments and project work at the unit, such as monitoring, fuel inventories, pre-attack planning, brush disposal, backlog fuels disposal and preparation, and prescribed fire.

Competencies	**Expertise Level**
Knowledge of fuels management practices and policies sufficient to independently gather, analyze, and interpret data for the development of fuels treatment and burn plans; and to execute prescribed burn projects.	**W**
Knowledge of the methods and techniques of prescribed fire and fuels management.	**J**
Ability to implement approved fuels modification and prescribed fire plans.	**J**

D. Develop and implement training programs (mandatory, formal and informal) to comply with policies and regulations.

Competencies	**Expertise Level**
Knowledge of process and sources of training, agency/interagency qualifications and certification standards and procedures.	**J**
Ability to develop and implement training plans.	**J**

E. Develop and implement a comprehensive physical training program to enhance the ability of crew members to perform the required arduous firefighting duties.

Competencies	**Expertise Level**
Ability to apply sound personnel management skills, to include supervision, coaching, training, motivation and evaluation.	**J**

F. Plan and assign work to be accomplished by subordinates, set and adjust short term priorities, prepare schedules for completion of work, develop performance standards and evaluate work performance of subordinates.

Competencies	**Expertise Level**
Knowledge of supervisory methods, personnel practices and procedures to carry out responsibilities and to plan/integrate work schedules to meet unit needs.	**J**
Ability to manage a fire crew.	**E**

III. Safety and Welfare

Description

This competency element identifies the knowledge, skills and abilities required to manage the environmental and workplace hazards of the wildland fire environment and to provide leadership and direction to subordinates in the recognition and mitigation of these hazards using all applicable laws, policies and guidelines. Personal accountability and zero tolerance for unsafe acts are paramount.

Outline

A. Provide oversight related to safety laws, policies, and guidelines to include:
   1. Occupational Safety and Health Act
   2. Applicable state safety regulations
   3. Department and agency policies and guidelines
   4. NWCG guidelines

Competencies	**Expertise Level**
Knowledge of the laws, policies and guidelines pertaining to safety such as the Code of Federal Regulations, national and agency policies and guidelines, Standard Firefighting Orders, Watch Out Situations, and other related fire safety guidelines.	**J**
Knowledge of accepted safety practices and procedures in suppressing fires and various other incidents to prevent injury, property damage or loss of life.	**J**

B. Conduct safety related education programs focusing on:
   1. Training
   2. Certification

Competencies	**Expertise Level**
Knowledge of instructional techniques and training development standards in order to develop and implement a crew training program that meets the National Hotshot Crew Operations Guide requirements for training.	**J**
Knowledge of basic first aid procedures.	**J**
Ability to impart a professional work ethic for safety through the effective use of educational and certification processes.	**J**

C. Prepare or oversee preparation of hazard and risk analyses for:
   1. Wildland fire environment hazards
      a. Fuels
      b. Weather
      c. Topography
   2. Associated hazards
      a. Aviation
      b. Mechanized equipment
      c. Hazardous materials
      d. Other

Competencies	**Expertise Level**
Ability to ensure the appropriate preparation of hazard and risk analysis for complex fire situations utilizing fire behavior prediction skills, resulting in strategy and tactics that mitigate hazards but allow for the achievement of management goals and objectives without compromising safety.	**J**
Ability to recognize and mitigate a variety of miscellaneous hazards encountered within the wildland fire environment and other work environments; e.g., aviation, mechanized equipment, and hazardous materials.	**J**
Ability to recognize and correct unsafe practices and conditions.	**J**

KEY PERFORMANCE ELEMENTS

The standard Key Performance Elements are to be used to evaluate employee performance, in conjunction with the Competency Descriptors. A "Performance Element" is defined as a mission-based outcome or end product that is essential to overall success of the position. The following Key Performance Elements are derived from the major elements of each position's Competency Descriptor.

The first section of these Key Performance Elements is a set of "common" Key Performance Elements, applicable to all positions. These may be used for evaluative purposes, or more likely, for initiation of employee development plans early in one's career. Following the common elements are additional Key Performance Elements specific to this individual position.

KEY PERFORMANCE ELEMENTS

THE FOLLOWING ELEMENTS ARE COMMON TO ALL FIRE PROGRAM MANAGEMENT POSITIONS:

I. Mission Comprehension

- Describe the agency's historical background and mission evolution.
- Identify relevant agency mandates.
- Define the purpose of limits within the agency.

II. Agency Orientation

- Describe the structure and organization of the Department of Agriculture or Interior.
- Describe the structure and the organization of the agency.

III. Resource Stewardship

- Describe federal stewardship of natural resources.
- Identify resources protected by the agency and describe the responsibilities in managing these resources.
- Define the sustainable practices philosophy.
- Define the employee's role in resource stewardship.
- Recognize the positive purposes of interagency partnerships.

IV. Fundamental Values

- Supervise and develop employees.
- Implement safe workplace practices.
- Identify workplace accessibility issues.
- Describe the guiding principles of time management.
- Describe the agency's management culture.
- Carry out cultural diversity, equal opportunity and civil rights procedures.

V. Leadership

- Demonstrate appropriate leadership skills to meet agency goals and safe operating procedures.

VI. Problem Solving Skills

- Analyze a situation, determine alternative solutions, and recommend a course of action.
- Make sound and well-informed decisions.
- Identify and mitigate stressful influences.
- Utilize facilitation skills to resolve problems and promote consensus.

VII. Communication Skills

- Communicate effectively.

VIII. Personal Development and Planning

- Meet Agency physical and mental fitness requirements.
- Set individual and career goals and implement self-directed course of action.

IX. Agency Operations

- Apply basic principles of appropriation law.
- Implement and evaluate financial activities.
- Apply appropriate technology.
- Develop and maintain agency and interagency operations.
- Initiate and participate in agency and interagency interdisciplinary planning processes.
- Utilize agency qualifications and certification procedures.

X. Program/Project Progress Monitoring and Evaluation

- Implement measurement systems that accurately track results.
- Evaluate results against program objectives.

THE FOLLOWING ELEMENTS ARE SPECIFIC TO THE INTERAGENCY HOTSHOT SUPERINTENDENT POSITIONS:

I. Program Management

- Serve as superintendent of an organized 20-person hotshot crew on wildland fires, prescribed fires, and resource management projects.
- Determine preparedness and operational needs annually and facilitate procurement.

II. Operations

- Make on-site evaluations of conditions, make tactical decisions, and determine appropriate responses to wildland fire emergencies.
- Apply management objectives and policies, when working with other agency personnel in the department of appropriate management response.
- Perform fire related assignments and project work at the unit, such as monitoring fuel inventories, pre-attack planning, brush disposal, backlog fuels disposal and preparation, and prescribed fire.
- Develop and implement training programs (mandatory, formal and informal) to comply with policies and regulations.
- Develop and implement a comprehensive physical training program to enhance the ability of crew members to perform the required arduous firefighting duties.
- Plan and assign work to be accomplished by subordinates, set and adjust short term priorities, prepare schedules for completion of work, develop performance standards and evaluate work performance of subordinates.

III. Safety and Welfare

- Provide oversight related to safety laws, policies, and guidelines to include:
  1. Occupational Safety and Health Act
  2. Applicable state safety regulations
  3. Department and agency policies and guidelines
  4. NWCG guidelines
- Conduct safety related education programs focusing on:
  1. Training
  2. Certification
- Prepare or oversee preparation of hazard and risk analyses for:
  1. Wildland fire environment hazards
     a. Fuels
     b. Weather
     c. Topography
  2. Associated hazards
     a. Aviation
     b. Mechanized equipment
     c. Hazardous materials
     d. Other

INDIVIDUAL POSITION STANDARD AND GUIDE

The following individual position standard and guide includes these components:

- Minimum Qualifications Standards
- Employee Development Training
- Competency Descriptors: Common Competencies, and Position Competencies
- Key Performance Elements

The **"Minimum Qualifications Standards"** are used in a variety of ways.

- For identifying minimum qualifications on vacancy announcements
- For recruitment crediting plans
- For identifying OPM series standard requirements
- For determining minimum grade levels
- For identifying any specialized experience requirements
- For identifying NWCG Incident Management Qualifications requirements
- For identifying "additional required training" for a position, beyond that required for NWCG Incident Management Qualifications
- As guides for employees when constructing Employee Development Plans for future positions

"Additional Required Training" identifies training that is required prior to being considered qualified for a position. It cannot be challenged. An agency equivalent course may be used as a substitute when that course meets or exceeds a required course's learning and performance objectives.

"Employee Development Training" identifies training that assists an employee in meeting position competencies, in addition to training that is required. It is recognized that training is not the only way of obtaining competencies, but the identified courses do provide many, though not necessarily all, of the knowledge and skills needed to meet position competencies.

The "Common Competency Descriptors for All Positions" is intended to supplement each position "Competency Descriptor." They are competencies needed for most positions. Employees obtain these "Common Competencies" through personal education and experiences, through agency orientation and mission renewal programs, and through interaction with peers, teams, and supervisors.

These "Competency Descriptors/Common Competency Descriptors" are used in a variety of ways.

- Constructing Employee Development Plans
- Developing Recruitment Crediting Plans
- Evaluating employee performance

The "Standard Key Performance Elements" are to be used to evaluate employee performance, in conjunction with "Competency Descriptors." These "Performance Elements" are defined as a mission-based outcome or end product that is essential to overall success of the position. Not surprisingly, these "Performance Elements" are derived from the major elements of the "Competency Descriptors."

MINIMUM QUALIFICATIONS STANDARDS

The following "Minimum Qualifications Standards" are established, meeting the direction outlined in the Implementation Action Plan Report of the 1995 Federal Fire Policy Review. Action Items # 27, 62 and 63 from that Action Plan specifically direct the establishment and utilization of these standards by federal wildland fire management agencies.

- Applicants must meet the appropriate Office of Personnel Management (OPM) qualification standards AND the Interagency Fire Program Management (IFPM) standards before being placed in a key fire management position.

- Applicants must attain all identified competencies within three years of being placed into the position. Until competencies are met, employees must be supervised by employees who meet the qualification standards above and all identified competencies.

- To meet these minimum standards, all identified "Minimum Qualifications Standards" components ("OPM Standard Requirements," "Specialized Experiences," "Additional Required Training" and "NWCG Incident Management Qualifications") must be met.

- These "Minimum Qualification Standards" must be used when recruiting for vacant positions. "Specialized Experience," "Required Training," and "NWCG Incident Management Qualifications" requirements are assumed to be cumulative as complexity increases within a position. For example, requirements for a high complexity unit fire program manager include the requirements for moderate and low complexity unit fire program managers.

- Where NWCG Incident Management Qualifications are shown, they relate to minimum incident management skills required to manage the local program on the unit. The assumption is made that if higher incident management skills are needed to manage an incident, they would be ordered through the standard resource ordering process.

- Differing complexity levels are identified for the Wildland Fire Operations Specialist, Prescribed Fire & Fuels Specialist, Prevention & Education Specialists, and Dispatcher series positions. There is a transition level identified, from technician to professional, for these positions.

- "Employee Development Training" identifies training that assists an employee in meeting position competencies, in addition to training that is required. It is recognized that training is not the only way of obtaining competencies, but the identified courses do provide many, though not necessarily all, of the knowledge and skills needed to meet position competencies.

- Each Minimum Qualification Standard is identified by the fire organizational title. The formal classification title will be based on the appropriate job series.

MINIMUM QUALIFICATION STANDARDS

SUPERVISORY FIRE ENGINE OPERATOR

Supervising three or fewer crew members

OPM Standard Requirements - GS-455/462 Technician Series

One year of specialized experience equivalent to the next lower grade level. Graduate education may be substituted for specialized experience only when it is directly related to the work of the position. Further information can be obtained from OPM's Qualification Standards Operating Manual, specifically, OPM's Group Coverage Qualification Standard for Technical and Medical Support Positions and the Individual occupational requirements for either the 455 or 462 series. OPM's Qualification Standards Operating Manual is posted at http://www.opm.gov/qualifications/

Recommended grade level GS-5/6

Grade will be determined by application of the "General Schedule Supervisory Guide."

Specialized Experience - Applicants must have a minimum of one year of creditable specialized wildland fire management experience equivalent to the next lower grade level.

Specialized experience is that experience which has provided the applicant with the particular knowledge, skills, and abilities necessary to successfully function in the wildland fire management position applied for. Possession of the particular knowledge, skills, and abilities can be evidenced by:

Senior Firefighter

NWCG Incident Management Qualifications - Currency Required

Command:	Incident Commander, Type 5 (ICT5)
AND	
Operations:	Engine Operator (ENOP)
AND	
Prescribed Fire:	----

Additional required training as presented in the following courses, or agency equivalent:

- S-211 "Portable Pumps and Water Use"
- S-216 "Driving for the Fire Service"

EMPLOYEE DEVELOPMENT TRAINING

SUPERVISORY ENGINE OPERATOR

Employee should receive the following developmental training, (or agency equivalent) to fully achieve competencies:

- I-200 “Basic ICS”
- S-201 “Supervisory Concepts and Techniques”
- S-205 “Fire Operations in the Urban Interface”
- S-212 “Wildfire Powersaws”
- S-216 “Driving for the Fire Service”
- S-234 “Firing Methods and Procedures”
- S-260 “Incident Business Management Principles”

ENGINE MODULE SUPERVISOR

Supervising four or more crew members

OPM Standard Requirements - GS-455/462 Technician Series

One year of specialized experience equivalent to the next lower grade level. Graduate education may be substituted for specialized experience only when it is directly related to the work of the position. Further information can be obtained from OPM's Qualification Standards Operating Manual, specifically, OPM's Group Coverage Qualification Standard for Technical and Medical Support Positions and the Individual occupational requirements for either the 455 or 462 series. OPM's Qualification Standards Operating Manual is posted at http://www.opm.gov/qualifications/

Recommended grade level GS-7/8

Grade will be determined by application of the "General Schedule Supervisory Guide."

Specialized Experience - Applicants must have a minimum of one year of creditable specialized wildland fire management experience equivalent to the next lower grade level.

Specialized experience is that experience which has provided the applicant with the particular knowledge, skills, and abilities necessary to successfully function in the wildland fire management position applied for. Possession of the particular knowledge, skills, and abilities can be evidenced by:

Commercial Driver's License Certification for over 26,000 GVW if appropriate.

AND

Assistant Engine Module Supervisor

OR

Supervisory Fire Engine Operator

NWCG Incident Management Qualifications - Currency Required

Command:	Incident Commander, Type 4 (ICT4)
AND	
Operations:	Single Resource Boss (SRB)-Engine
AND	
Prescribed Fire:	**----**

Additional required training as presented in the following courses, or agency equivalent:

- None

EMPLOYEE DEVELOPMENT TRAINING

ENGINE MODULE SUPERVISOR

Employee should receive the following developmental training, (or agency equivalent) to fully achieve competencies:

- I-200 “Basic ICS”
- S-201 “Supervisory Concepts and Techniques”
- S-205 “Fire Operations in the Urban Interface”
- S-212 “Wildland Powersaws”
- S-216 “Driving for the Fire Service”
- S-234 “Firing Methods and Procedure”
- S-260 “Incident Business Management Principles”
- S-301 “Leadership and Organizational Development”

COMPETENCY DESCRIPTORS

A "competency" is defined as a combination of knowledge, skills and abilities which, when acquired, allows a person to perform a task or function at a specifically defined level of proficiency.

A "common competency" is one that describes the knowledge, skills and abilities found in most or all key fire management positions identified in this Guide.

Competencies are described in terms of three "Expertise Levels" (working, journey, and expert). The appropriate level of expertise for that particular competency is indicated under the relevant level of complexity. Expertise level definitions and an example of expertise and complexity levels are included on the first page of each "Competency Descriptor."

> **NOTE:** The "working" level of expertise identified in the "Competency Descriptors" is defined as the minimum level of experience and/or training that it takes to produce work of acceptable quality and meet safety standards.
>
> It is **not** intended that a prospective job applicant have all the defined competencies in their entirety when first selected for any position at any level (unless the hiring unit so chooses, and indicates same in a vacancy announcement). It **is** intended that the employee achieve all indicated competencies before being considered at a full-performance level. Timelines for achieving full-performance level standards should be specified in vacancy announcements and other personnel documents.

The Common Competency Descriptors are intended to supplement each position's Competency Descriptor; the two should be used together. Employees obtain these common competencies through personal education and experiences, through agency orientation and mission renewal programs, and through interaction with peers, teams, and supervisors.

The "Competency Descriptors" may be used in a variety of ways:

- Constructing Employee Development Plans
- Developing Recruitment Crediting Plans, supplementing the "Minimum Qualification Standards"
- Evaluating employee performance, supplementing the "Standard Key Performance Elements"

COMMON COMPETENCY DESCRIPTORS FOR SUPERVISORY FIRE ENGINE OPERATOR AND ENGINE MODULE SUPERVISOR

All Positions Descriptor

The following Common Competencies are needed across most positions and at the entry level of positions by every employee. Employees obtain these Common Competencies through personal education and experiences, through agency orientation and mission renewal programs, and through interaction with peers, teams, and supervisors. These competencies must be taken in context of a particular position for scope and complexity.

Core competencies (skill levels) that do not change due to program complexity do not reappear in the individual position descriptions. If program complexity changes the skill level required, then the competency will appear with the appropriate expertise level described, using such language as “comprehensive” or “expert.”

EXPERTISE LEVELS DEFINITIONS

WORKING - W	JOURNEY - J	EXPERT - E
Definition: The minimum level of experience and/or training that it takes to produce work of acceptable quality.	**Definition:** Has sufficient experience to be considered a seasoned employee. Is skilled in performing the more difficult tasks related to the function. Has received advanced training in the function.	**Definition:** Reflects the quality of experience and/or training needed to perform the most challenging aspects of the position.

I. Mission Comprehension

Description

This competency requires background and understanding of the agency enabling legislation and its ramifications, and additional responsibilities that have historically evolved.

Outline

A. Describe the agency's historical background and mission evolution.

Competencies	Engine Supervisor
Knowledge of the agency's historical background and mission evolution.	**W**
Knowledge of enabling legislation and other acts affecting agency's mission.	**NA**
Ability to describe the historical background of the agency.	**W**
Ability to explain the purpose of the agency.	**W**

B. Identify relevant agency mandates.

Competencies	Engine Supervisor
Knowledge of existing mandates and resolutions.	**W**

C. Define the purpose of limits within the agency.

Competencies	Engine Supervisor
Knowledge of social, political and fiscal limits within the agency.	**W**

II. Agency Orientation

Description

This competency requires a comprehension of the structure and the organization of the agency's organizational levels; an understanding of the structure and organization of the Departments of Agriculture or Interior and its place in the federal government; and the development of an insight into an individual employee's role in the agency in particular, and in the federal government in general.

Outline

A. Describe the structure and organization of the Department of Agriculture or Interior.

Competencies	Engine Supervisor
Knowledge of the basics of government structure and function.	**W**
Knowledge of the structure and function of the Department of the Interior or the Department of Agriculture, United States Forest Service.	**W**
Knowledge of applicable Code of Federal Regulations.	**NA**
Ability to describe the relationship of the agency to the Department of the Interior or the Department of Agriculture.	**W**

B. Describe the structure and the organization of the agency.

Competencies	Engine Supervisor
Knowledge of how goals and strategies provide structured guidance towards accomplishing an agency's mission.	**NA**
Knowledge of agency organizational structures.	**W**
Ability to define how the agency relates on an interagency basis.	**W**

III. Resource Stewardship

Description

This competency requires an understanding of the natural, cultural, and historical resources protected; the range in responsibilities in managing these resources in the context of fire management; the individual's role in resource stewardship; and the ability to work with partners outside the agency to promote resource stewardship.

Outline

A. Describe federal stewardship of natural resources.

Competencies	Engine Supervisor
Knowledge of federal legislation regarding resource management such as National Environmental Policy Act, Clean Air Act, Wilderness Act, Threatened and Endangered Species Act and the Natural Historical Preservation Act.	**W**
Knowledge of environmental, technical, social consequences of proposed decisions and actions.	**W**
Knowledge of public perceptions of the risks and the benefits of resource alternative strategies.	**W**
Knowledge of the role of scientific knowledge and advanced technologies.	**W**
Ability to learn current natural resources policy initiatives.	**W**

B. Identify resources protected by the agency and describe the responsibilities in managing these resources.

Competencies	Engine Supervisor
Knowledge of natural, cultural, and historical resources managed by the agency.	**W**
Knowledge of ecosystem management and the ecological response to the presence or absence of fire.	**W**
Knowledge of the agency planning process and how it contributes to resource stewardship.	**W**
Ability to articulate the agency stewardship function.	**W**

C. Define the sustainable practices philosophy.

Competencies	Engine Supervisor
Knowledge of agency multiple use acts.	**W**
Knowledge of related fields such as forestry, range, wildlife, botany, soils and water (hereafter referred to as resources).	**W**
Knowledge of how different resources contribute to sustainable practices.	**NA**
Ability to describe how different resources interact.	**NA**
Ability to define sustainability in the context of overall resource management.	**NA**

D. Define the employee's role in resource stewardship.

Competencies	Engine Supervisor
Knowledge of agency's workforce resource priorities.	**W**
Ability to explain the individual's role in supporting the agency's stewardship function.	**W**
Ability to implement agency priorities within an individual's work assignments.	**W**

E. Recognize the positive purposes of interagency partnerships.

Competencies	Engine Supervisor
Knowledge of fire management partnership benefits.	**W**
Knowledge of cooperating agency's missions, organizations, and operating procedures.	**W**
Knowledge of why the agency needs and interacts with partners to fulfill its resource stewardship role.	**W**
Ability to participate in interagency workshops and other project processes.	**W**
Ability to recognize the value of interagency fire management cooperation to meet fire management program goals.	**W**

IV. Fundamental Values

Description

This competency focuses on the employee's ability to exhibit positive attitudes and behaviors to accomplish an assigned job and to contribute to the overall health of the organization. These attitudes and behaviors include teamwork; ethical behavior towards people and the organization; support of cultural diversity, accessibility, and fairness issues in the workplace; and an attitude towards safe behavior for one's self and for others.

The safety competency identifies an understanding of the environmental and workplace hazards of the wildland fire environment. It focuses on the employee's ability to provide leadership and direction in recognition and the mitigation of these hazards, using all applicable laws, policies and guidelines. Utilizing this approach, a passion for safety will be instilled with zero tolerance for unsafe acts. All employees will be personally accountable for safety.

Outline

A. Supervise and develop employees.

Competencies	Engine Supervisor
Knowledge of personnel hiring, pay, discipline, and termination procedures.	**W**
Knowledge of methods and techniques of personal motivation, organization, supervision, and evaluation in order to emphasize accountability.	**W**
Knowledge of the processes and sources of training.	**W**
Skill in carrying out proper fiscal and accountable actions.	**J**
Skill in practicing the commonly accepted individual values of performance, commitment, interdependence, authority, responsibility, accountability, choice, risk management, and excellence.	**J**
Skill in applying the accepted principles of delegation.	**J**
Ability to conduct oneself in an ethical manner.	**J**

Competencies	Engine Supervisor
Ability to apply sound personnel management skills to include supervision, coaching, training, motivation, and evaluation.	**J**
Ability to transmit high performance expectations and to follow up on personnel accomplishments.	**J**
Ability to impart self-confidence and empowerment.	**J**
Ability to initiate recommendations for change.	**J**
Ability to assess personal attitudes towards others and one's employer.	**J**
Ability to develop new insights into situations in order to improve the situation, increase efficiencies, or to mitigate safety problems.	**J**
Ability to create effective standards and operating procedures for personnel safety.	**J**

B. Implement safe workplace practices.

Competencies	Engine Supervisor
Knowledge of agency laws, policies, and guidelines such as NWCG's Standard Firefighting Orders and Watch Out Situations.	**J**
Knowledge of wildland fire hazards.	**J**
Knowledge of wildland fire safety practices and procedures.	**J**
Knowledge of basic first aid procedures.	**E**
Knowledge of hazard and risk analysis requirements for such areas as human factors, fuels, weather, topography, aviation, mechanized equipment, and hazardous materials.	**J**
Skill in applying basic first aid procedures.	**E**
Skill in using safety related education programs with the focus on training and performance certification.	**J**

Competencies	Engine Supervisor
Skill in using educational and certification processes to impart a passion for safety.	**W**
Ability to recognize and correct unsafe practices and conditions.	**E**

C. Identify workplace accessibility issues.

Competencies	Engine Supervisor
Knowledge of Americans with Disabilities Act requirements.	**W**
Ability to make reasonable accommodation for disabled persons.	**W**

D. Describe the guiding principles of time management.

Competencies	Engine Supervisor
Knowledge as to how time management affects one's personal well being and stress level.	**W**
Knowledge of the impact of internal and external influences on available time and time choices.	**W**
Ability to understand how individual factors of values, priorities, and goals affect time choices.	**W**
Ability to define the difference between internal and external prime time.	**W**
Ability to develop an effective time management strategy.	**J**
Ability to monitor time spent and make adjustments as needed.	**J**

E. Describe the agency's management culture.

Competencies	Engine Supervisor
Knowledge of the agency's values and philosophy.	**W**
Knowledge of external influences on the agency's mission, budget, and operational procedures.	**W**
Ability to define those elements of the management culture that have an effect on meeting one's job performance requirements.	**J**

F. Implement cultural diversity, equal opportunity and civil rights policies.

Competencies	Engine Supervisor
Knowledge of appropriate act requirements to include the Equal Opportunity Act, Civil Rights Act, Age Discrimination in Employment Act, Rehabilitation Act, 29 CFR 1604.11(a) Sexual Harassment.	**W**
Skill in carrying out supervisory and leadership responsibilities relevant to the workplace acts.	**J**

V. Leadership

Description

This competency requires a comprehension of the basics of leadership.

Outline

A. Demonstrate appropriate leadership skills to meet agency goals and safe operating procedures.

Competencies	Engine Supervisor
Knowledge of acceptable leadership characteristics.	**J**
Knowledge of delegation as a leadership and team building tool.	**J**
Knowledge of management styles most appropriate to deal with internal and external controls.	**J**
Knowledge of the steps of effective conflict resolution.	**J**
Ability to function as an effective team member.	**J**
Ability to recognize changing conditions, develop alternative strategies, and take appropriate action.	**J**
Ability to be decisive in leadership roles.	**J**
Ability to define one's leadership style.	**W**
Ability to adjust one's leadership style to meet the agency mission.	**J**
Ability to describe how the development levels of followers affect one's leadership style.	**W**
Ability to understand and apply the basic styles of conflict resolution such as avoiding, accommodating, compromising, competing, and collaborating.	**J**

VI. Problem Solving Skills

Description

This competency deals with the ability to analyze, build consensus, make decisions, and practice innovation in various aspects of the job.

Outline

A. Analyze a situation, determine alternative solutions, and recommend a course of action.

Competencies	Engine Supervisor
Knowledge of assessment skills.	**J**
Knowledge of how a situation deviates from the norm or a standard.	**J**
Knowledge of factors contributing to a problem.	**J**
Ability to narrow the problem area.	**W**
Skill in collecting, grouping contributing factors.	**W**
Ability to use sound reasoning to arrive at a conclusion.	**J**
Skill in distinguishing between relevant and irrelevant information and making logical judgments.	**J**

B. Make sound and well-informed decisions.

Competencies	Engine Supervisor
Knowledge of organizational goals and objectives.	**W**
Knowledge of organizational policy and guidelines.	**W**
Skill in identifying the impact and implications of decisions.	**J**
Ability to quantify costs of decisions.	**W**
Ability to describe the rationale for a decision.	**J**

C. Identify and mitigate stressful influences.

Competencies	Engine Supervisor
Knowledge of stress indicators.	**J**
Skill in recognizing the impacts of stress on the functions of supervision and leadership.	**W**
Skill in mitigating stressful situations.	**J**
Ability to minimize negative personal impacts.	**J**

D. Utilize facilitation skills to resolve problems and promote consensus.

Competencies	Engine Supervisor
Knowledge of group processes.	**W**
Knowledge of the five basic styles of conflict resolution.	**W**
Skill in building group consensus to meet objectives through give and take.	**W**
Ability to foster commitment.	**J**
Ability to negotiate to find mutually acceptable solutions.	**J**
Ability to encourage and receive cooperation.	**J**
Ability to gain cooperation from others to obtain information and accomplish goals.	**J**

VII. Communication Skills

Description

This competency relates to the ability to communicate effectively with the public and employees in writing and speech; to work as an effective team member; to use interpersonal skills to become an effective employee; and to exhibit basic computer capabilities.

Outline

A. Communicate effectively.

Competencies	Engine Supervisor
Knowledge of effective listening, speaking, and writing skills.	**J**

Competencies	Engine Supervisor
Knowledge of the characteristics of effective written communications.	**W**
Knowledge of communication methods used by the supervisor.	**J**
Knowledge of how a team of people communicate to accomplish a common goal.	**J**
Knowledge of basic computer keyboard requirements.	**W**
Knowledge of computer data entry and retrieval.	**W**
Skill in writing basic letters and reports and filling out basic forms for routine agency operations.	**J**
Ability to identify the types of non-verbal communication methods.	**W**
Ability to express facts and ideas in writing in a succinct and organized manner.	**W**
Ability to define the speaker, listener, and observer tasks in communications.	**W**
Ability to facilitate an open exchange of information.	**W**
Ability to identify the conditions necessary for accurate and effective communications.	**W**
Ability to consider and respond appropriately to the needs, feelings, and capabilities of others, and adjust communication approaches to suit different people and situations.	**W**
Ability to perform computer technological skills such as word processing, electronic mail, and Internet processes.	**W**
Ability to explain agency programs and procedures in understandable terms to individuals and groups.	**J**

VIII. Personal Development and Planning

Description

This competency considers an individual being able to work with subordinates or a supervisor. It considers an agency's plan for charting a course of action for developing an individual.

Outline

A. Meet agency physical and mental fitness requirements.

Competencies	Engine Supervisor
Knowledge of National Wildfire Coordinating Group and agency requirements.	**J**
Ability to utilize a physical training program to enhance physical and mental fitness.	**J**
Ability to perform duties under stressful and adverse operating conditions, such as long work hours, heavy workloads, emergency situations, adverse working and environmental conditions.	**E**
Ability to recognize fitness potential in subordinates and provide opportunities to achieve this potential.	**E**

B. Set individual career goals and implement self-directed course of action.

Competencies	Engine Supervisor
Knowledge of career development strategies.	**W**
Knowledge of self-direction capabilities.	**J**
Knowledge of agency and interagency opportunities and requirements for potential advancement.	**J**
Skill in demonstrating a belief in one's own abilities and ideas.	**J**
Ability to use a performance appraisal to assess one's performance strengths and weaknesses to lead toward improvement.	**W**
Ability to develop self-motivation.	**J**
Ability to seek feedback from others and opportunities for self-learning and development.	**J**
Ability to perform a personal role assessment, which would lead to monitoring behavior patterns associated with the functions performed.	**J**

IX. Agency Operations

Description

This competency requires a comprehension of the basic operations of an agency, especially at the local level; and how these operations interact to fulfill the missions, planning and budgetary processes and agency purpose.

Outline

A. Apply basic principles of appropriation law.

Competencies	Engine Supervisor
Knowledge of appropriation law relevant to supervisory and leadership roles.	**W**
Knowledge of the aspects of appropriation law pertinent to the expenditure of funds and relative to the agency mission.	**W**
Knowledge of agency fiscal regulations.	**J**
Ability to describe the budget authority relevant to supervisory and leadership roles.	**W**
Ability to describe the purpose of an obligation.	**W**

B. Implement and evaluate financial activities.

Competencies	Engine Supervisor
Knowledge of agency financial regulations, policy and guidelines.	**J**
Knowledge of interagency fire business management practices and procedures.	**J**
Knowledge of required fiscal documentation.	**J**
Ability to apply appropriate fiscal procedures.	**J**

C. Apply appropriate technology.

Competencies	Engine Supervisor
Knowledge of existing fire information databases and software applications.	**W**
Knowledge of current technology and the impact of technological changes on the organization.	**W**
Ability to apply technologies on the job.	**J**
Ability to identify various sources available that enable supervisors to keep current on technological advances.	**J**
Ability to describe one's role in information and technological exchange.	**J**

D. Develop and maintain agency and interagency operations.

Competencies	Engine Supervisor
Knowledge of the various aspects of local unit interactions and how they work together to accomplish the agency and local unit missions.	**W**
Knowledge of the external agency operations.	**W**
Knowledge of the customer consultation process.	**J**
Knowledge of agency Cooperative Agreements, Memorandums of Understanding.	**W**
Knowledge of the organization and the function of cooperative interagency fire organizations such as NWCG, NICC, GACC, state, tribal, and local organizations.	**W**
Ability to provide input into cooperative agreements, MOUs, and MOAs.	**W**
Ability to participate at the appropriate level in interagency workshops and seminars.	**J**

E. Initiate and participate in agency and interagency interdisciplinary planning processes.

Competencies	Engine Supervisor
Knowledge of what constitutes a correctly written objective.	**W**
Knowledge of how goals and strategies provide structured guidance in accomplishing an agency's mission.	**W**
Knowledge of agency's priorities.	**W**
Knowledge of how an agency's planning system causes a timely reconsideration of priorities.	**W**
Skill in providing input into objective writing.	**J**
Skill in restructuring priorities to meet goals or objectives.	**J**
Ability to review portions of plans and provide input.	**W**

F. Utilize agency qualifications and certification procedures.

Competencies	Engine Supervisor
Knowledge of agency and interagency qualification and certification standards and procedures adopted by the National Wildfire Coordinating Group (NWCG).	**W**
Knowledge of position task book requirements.	**J**
Ability to maintain position qualifications.	**J**

X. Program/Project Progress Monitoring and Evaluation

Description

These competencies are related in terms of adjusting program operations in a timely manner. Progress is directed to carrying out quantifiable objectives. Monitoring that part of the operation identifies whether the objectives are valid, understood, and whether the employee is capable of performing the tasks.

Outline

A. Implement measurement systems that accurately track results.

Competencies	Engine Supervisor
Knowledge of agency performance requirements.	**J**
Knowledge of basic wildland fire program requirements.	**J**
Knowledge of fire operations/prescribed fire tools and equipment.	**E**
Knowledge of reporting requirements and procedures.	**W**
Ability to implement the common monitoring techniques of feedback and personal observation used in evaluating a project's progress.	**J**

B. Evaluate results against program objectives.

Competencies	Engine Supervisor
Knowledge of evaluative processes and procedures.	**J**
Ability to analyze organizational performance relative to given objectives.	**J**
Ability to recognize how objectives establishing the direction efforts are to be focused and the criteria for measuring success.	**J**

COMPETENCY DESCRIPTORS FOR SUPERVISORY FIRE ENGINE OPERATOR AND ENGINE MODULE SUPERVISOR

These positions serves as first line supervisors on Fire Engine Modules, and are responsible for day-to-day operation of fire engine modules, both during fire suppression and on prescribed burns.

EXPERTISE LEVELS DEFINITIONS

WORKING – W

Definition: The minimum level of experience and/or training that it takes to produce work of acceptable quality.

JOURNEY – J

Definition: Has sufficient experience to be considered a seasoned employee. Is skilled in performing the more difficult tasks related to the function. Has received advanced training in the function.

EXPERT – E

Definition: Reflects the quality of experience and/or training needed to perform the most challenging aspects of the position.

"Program Complexity Levels" refers to those determined from the complexity analysis process. Some positions do not vary in the expertise levels of competencies, regardless of the complexity of the program to which they are assigned. Others have only a minimum level of competency expertise defined, recognizing that there is too wide a variety of programs within and between agencies to define all situations. The remainder have either two or three levels of competency expertise, based on their unit's program complexity.

Example of Expertise and Complexity Levels

Competencies	Low	Moderate	High
Knowledge of processes and sources of training.	**W**	**J**	**J**

In this example, a “W” Working level of expertise is required in a Low complexity fire program; a “J” Journey level of expertise is required in both Moderate and High complexity fire programs.

I. Program Management

Description

This competency element identifies the knowledge, skills and abilities required to develop and manage a suppression program.

Outline

A. Supervise operation of fire engine module in responding to wildland fires and on prescribed burn projects.

Competencies	**Supervisory Engine Operator**	**Engine Module Supervisor**
Knowledge of program management, supervision, and personnel practices and regulations in order to carry out supervisory responsibilities.	**J**	**J**
Knowledge of land management objectives, protection standards and wildland fire management strategies and tactics sufficient to develop and select appropriate suppression response alternatives.	**J**	**J**
Knowledge of fire engine hydraulic systems, foam and chemical application systems, including effect of elevation, friction loss, pressure, etc., pumping mechanisms, hose thread and apparatus differences, and operating procedures to distribute hose lays and to operate equipment for peak utilization.	**J**	**J**
Knowledge of agency and interagency fire business management practice and procedures.	**J**	**J**
Knowledge of required reports and the ability to provide timely documentation of activities.	**J**	**J**

B. Determine preparedness and suppression needs annually, and facilitate procurement to meet needs.

Competencies	**Supervisory Engine Operator**	**Engine Module Supervisor**
Knowledge of agency specific policies sufficient to participate in the development of operational plans.	**W**	**W**
Knowledge of components of required plans under area of responsibility.	**J**	**J**
Knowledge and ability to participate in the interdisciplinary planning process.	**W**	**W**
Ability to write operational plans.	**W**	**W**

II. Operations

Description

This competency element identifies the knowledge, skills and abilities required to implement and evaluate a fire engine program in support of wildland fire suppression operations. Operational components include preparedness, suppression, project work and supervisory responsibilities.

Outline

A. Make on-site evaluations of conditions, make tactical decisions, and determine appropriate responses to wildland fire emergencies and to other wildland urban intermix situations.

Competencies	**Supervisory Engine Operator**	**Engine Module Supervisor**
Knowledge of fire behavior, suppression, resources, equipment, tools, methods and techniques, sufficient to safely, efficiently, and effectively direct the suppression of wildfires.	**J**	**J**

Competencies	**Supervisory Engine Operator**	**Engine Module Supervisor**
Knowledge of logistical support organization, principles and practices, sufficient to support the management of incidents and other activities.	**W**	**J**
Knowledge of agency emergency rehabilitation policies, procedures, and techniques, sufficient to plan and implement appropriate rehabilitation of damages resulting from suppression actions.	**W**	**J**
Ability to perform duties under stressful and adverse operating conditions, such as long hours, heavy workloads, emergency situations, adverse working and environmental conditions.	**J**	**J**

B. Serve as initial attack Incident Commander on wildland fires, and wildland urban interface situations occurring on the unit.

Competencies	**Supervisory Engine Operator**	**Engine Module Supervisor**
Knowledge of the Incident Command System component of National Interagency Incident Management System.	**J**	**J**
Knowledge of other agencies' policies and procedures while cooperating with other agencies on wildland fires and other wildland urban interface situations.	**W**	**J**
Knowledge and ability to operate communication hardware such as multi-channel two-way radios with numerous programmable frequencies and computers for accessing fire weather and fire modeling programs, and Global Positioning System units.	**J**	**J**
Ability to evaluate and select the appropriate level of command required for the safe, efficient and effective management of an incident.	**J**	**J**
Ability to recognize changing environmental or situational conditions, to develop alternative courses of action.	**J**	**J**

C. Provide for crew safety and welfare and implement a training program in compliance with applicable requirements.

Competencies	**Supervisory Engine Operator**	**Engine Module Supervisor**
Knowledge of accepted safety practices in suppressing fires and various other incidents to prevent injury, property damage or loss of life.	**J**	**J**

D. Develop and implement training programs (mandatory, formal and informal) to comply with policies and regulations.

Competencies	**Supervisory Engine Operator**	**Engine Module Supervisor**
Knowledge of process and sources of training, agency/interagency qualifications and certification standards and procedures.	**W**	**J**
Ability to develop and implement training plans.	**J**	**J**

E. Develop and implement a comprehensive physical training program to enhance the ability of crew members to perform the required arduous firefighting duties.

Competencies	**Supervisory Engine Operator**	**Engine Module Supervisor**
Ability to apply sound personnel management skills, to include supervision, coaching, training, motivation and evaluation.	**J**	**J**

F. Manage assigned property and serve as Station Manager by procuring, maintaining and inventorying tools and equipment to meet individual crew needs, to ensure that assigned personnel meet fire readiness standards on a daily basis.

Competencies	**Supervisory Engine Operator**	**Engine Module Supervisor**
Knowledge of agency fire business management practices and procedures.	**J**	**J**
Ability to conduct readiness and safety inspections to assess unit's ability to provide efficient and effective fire suppression.	**J**	**J**

G. Plan and assign work to be accomplished by subordinates, set and adjust short term priorities, prepare schedules for completion of work, develop performance standards and evaluate work performance of subordinates.

Competencies	**Supervisory Engine Operator**	**Engine Module Supervisor**
Knowledge of supervisory methods, personnel practices and procedures to carry out responsibilities and to plan/integrate work schedules to meet unit needs.	**J**	**J**
Ability to supervise or direct a fire suppression module.	**J**	**E**

H. Perform fire related assignments and project work at the unit in support of ecosystem management such as prescribed fire, development of burn plans, fuels inventory, pre-attack planning, brush disposal, back-logged fuels preparation and disposal.

Competencies	**Supervisory Engine Operator**	**Engine Module Supervisor**
Knowledge of land use and resource management, and wilderness practices.	**J**	**J**
Knowledge of regulations and procedures at the incident or unit level to prepare incident reports regarding prescribed burns or other projects.	**W**	**W**
Knowledge of fuels management practices and policies to gather, analyze, and interpret data for development of fuels treatment and burn plans, and to execute prescribed burn projects.	**W**	**W**

I. Supervise a crew in performing a variety of work in building and grounds maintenance.

Competencies	**Supervisory Engine Operator**	**Engine Module Supervisor**
Knowledge of carpentry, cement, plumbing, and painting trades. These skills are applied to maintain lookout towers, government residences, barracks, station buildings, warehouses, and other structures in functional and safe condition.	**W**	**W**

III. Safety and Welfare

Description

This competency element identifies the knowledge, skills and abilities required to manage the environmental and workplace hazards of the wildland fire environment. The position provides leadership and direction to subordinates in the recognition and mitigation of these hazards using all applicable laws, policies and guidelines. Personal and subordinate accountability and zero tolerance for unsafe acts are paramount.

Outline

A. Provide oversight related to safety laws, policies, and guidelines to include:
   1. Occupational Safety and Health Act
   2. Applicable state safety regulations
   3. Department and agency policies and guidelines
   4. NWCG guidelines

Competencies	**Supervisory Engine Operator**	**Engine Module Supervisor**
Knowledge of the laws, policies and guidelines pertaining to safety such as the Code of Federal Regulations, national and agency policies and guidelines, Standard Firefighting Orders, Watch Out Situations, and other related fire safety guidelines.	**J**	**J**
Knowledge of accepted safety practices and procedures in suppressing fires and various other incidents to prevent injury, property damage or loss of life.	**J**	**J**

B. Conduct safety related education programs focusing on:
   1. Training
   2. Certification

Competencies	**Supervisory Engine Operator**	**Engine Module Supervisor**
Knowledge of basic first aid procedures.	**J**	**J**
Ability to impart a professional work ethic for safety through the effective use of educational and certification processes.	**W**	**J**
Ability to instruct training courses and to provide on-the-job training in proper and safe techniques, applications, methods, procedures and principles. This knowledge is used to effectively deal with the wide variety of conditions and situations encountered during wildfire suppression actions, prescribed burning, project work actions and wildland urban interface situations.	**J**	**J**

C. Prepare or oversee preparation of hazard and risk analyses for:
   1. Wildland fire environment hazards
      a. Fuels
      b. Weather
      c. Topography
   2. Associated hazards
      a. Aviation
      b. Mechanized equipment
      c. Hazardous materials
      d. Other

Competencies	**Supervisory Engine Operator**	**Engine Module Supervisor**
Ability to conduct appropriate hazard and risk analysis in complex fire situations to develop strategy and tactics that mitigate hazards.	**J**	**J**
Ability to recognize and mitigate a variety of hazards encountered within the wildland fire environment and other work environments; e.g., aviation, mechanized equipment, and hazardous materials.	**J**	**J**
Ability to recognize and correct unsafe practices and conditions.	**J**	**J**

KEY PERFORMANCE ELEMENTS

The standard Key Performance Elements are to be used to evaluate employee performance, in conjunction with the Competency Descriptors. A "Performance Element" is defined as a mission-based outcome or end product that is essential to overall success of the position. The following Key Performance Elements are derived from the major elements of each position's Competency Descriptor.

The first section of these Key Performance Elements is a set of "common" Key Performance Elements, applicable to all positions. These may be used for evaluative purposes, or more likely, for initiation of employee development plans early in one's career. Following the common elements are additional Key Performance Elements specific to this individual position.

KEY PERFORMANCE ELEMENTS

THE FOLLOWING ELEMENTS ARE COMMON TO ALL FIRE PROGRAM MANAGEMENT POSITIONS:

I. Mission Comprehension

- Describe the agency's historical background and mission evolution.
- Identify relevant agency mandates.
- Define the purpose of limits within the agency.

II. Agency Orientation

- Describe the structure and organization of the Department of Agriculture or Interior.
- Describe the structure and the organization of the agency.

III. Resource Stewardship

- Describe federal stewardship of natural resources.
- Identify resources protected by the agency and describe the responsibilities in managing these resources.
- Define the sustainable practices philosophy.
- Define the employee's role in resource stewardship.
- Recognize the positive purposes of interagency partnerships.

IV. Fundamental Values

- Supervise and develop employees.
- Implement safe workplace practices.
- Identify workplace accessibility issues.
- Describe the guiding principles of time management.
- Describe the agency's management culture.
- Carry out cultural diversity, equal opportunity and civil rights procedures.

V. Leadership

- Demonstrate appropriate leadership skills to meet agency goals and safe operating procedures.

VI. Problem Solving Skills

- Analyze a situation, determine alternative solutions, and recommend a course of action.
- Make sound and well-informed decisions.
- Identify and mitigate stressful influences.
- Utilize facilitation skills to resolve problems and promote consensus.

VII. Communication Skills

- Communicate effectively.

VIII. Personal Development and Planning

- Meet Agency physical and mental fitness requirements.
- Set individual and career goals and implement self-directed course of action.

IX. Agency Operations

- Apply basic principles of appropriation law.
- Implement and evaluate financial activities.
- Apply appropriate technology.
- Develop and maintain agency and interagency operations.
- Initiate and participate in agency and interagency interdisciplinary planning processes.
- Utilize agency qualifications and certification procedures.

X. Program/Project Progress Monitoring and Evaluation

- Implement measurement systems that accurately track results.
- Evaluate results against program objectives.

THE FOLLOWING ELEMENTS ARE SPECIFIC TO THE ENGINE MODULE LEADER/SUPERVISORY FIRE ENGINE OPERATOR POSITIONS:

I. Program Management

- Supervise operation of fire engine module in responding to wildland fires and on prescribed burning projects.
- Determine preparedness and suppression needs annually and facilitate procurement to meet needs.

II. Operations

- Make on-site evaluations of conditions, make tactical decisions, and determine appropriate responses to wildland fire emergencies and to other wildland urban intermix situations.
- Serve as initial attack Incident Commander on wildland fires, and wildland urban interface situations occurring on the unit.
- Provide for crew safety and welfare and implement a training program in compliance with applicable requirements.
- Develop and implement training programs (mandatory, formal and informal) to comply with policies and regulations.
- Develop and implement a comprehensive physical training program to enhance the ability of crew members to perform the required arduous firefighting duties.
- Manage assigned property and may serve as Station Manager by procuring, maintaining and inventorying tools and equipment to meet individual crew needs, to ensure that assigned personnel meet fire readiness standards on a daily basis.
- Plan and assign work to be accomplished by subordinates, set and adjust short term priorities, prepare schedules for completion of work, develop performance standards and evaluate work performance of subordinates.
- Perform fire related assignments and project work at the unit in support of ecosystem management such as prescribed fire, development of burn plans, fuels inventory, pre-attack planning, brush disposal, back-logged fuels preparation and disposal.
- Supervise a crew in performing a variety of work in building and grounds maintenance.

III. Safety and Welfare

- Provide oversight related to safety laws, policies, and guidelines to include:
    1. Occupational Safety and Health Act
    2. Applicable state safety regulations
    3. Department and agency policies and guidelines
    4. NWCG guidelines
- Conduct safety related education programs focusing on:
    1. Training
    2. Certification

INDIVIDUAL POSITION STANDARD AND GUIDE

The following individual position standard and guide includes these components:

- Minimum Qualifications Standards
- Employee Development Training
- Competency Descriptors: Common Competencies, and Position Competencies
- Key Performance Elements

The **"Minimum Qualifications Standards"** are used in a variety of ways.

- For identifying minimum qualifications on vacancy announcements
- For recruitment crediting plans
- For identifying OPM series standard requirements
- For determining minimum grade levels
- For identifying any specialized experience requirements
- For identifying NWCG Incident Management Qualifications requirements
- For identifying "additional required training" for a position, beyond that required for NWCG Incident Management Qualifications
- As guides for employees when constructing Employee Development Plans for future positions

"Additional Required Training" identifies training that is required prior to being considered qualified for a position. It cannot be challenged. An agency equivalent course may be used as a substitute when that course meets or exceeds a required course's learning and performance objectives.

"Employee Development Training" identifies training that assists an employee in meeting position competencies, in addition to training that is required. It is recognized that training is not the only way of obtaining competencies, but the identified courses do provide many, though not necessarily all, of the knowledge and skills needed to meet position competencies.

The "Common Competency Descriptors for All Positions" is intended to supplement each position "Competency Descriptor." They are competencies needed for most positions. Employees obtain these "Common Competencies" through personal education and experiences, through agency orientation and mission renewal programs, and through interaction with peers, teams, and supervisors.

These "Competency Descriptors/Common Competency Descriptors" are used in a variety of ways.

- Constructing Employee Development Plans
- Developing Recruitment Crediting Plans
- Evaluating employee performance

The "Standard Key Performance Elements" are to be used to evaluate employee performance, in conjunction with "Competency Descriptors." These "Performance Elements" are defined as a mission-based outcome or end product that is essential to overall success of the position. Not surprisingly, these "Performance Elements" are derived from the major elements of the "Competency Descriptors."

MINIMUM QUALIFICATIONS STANDARDS

The following "Minimum Qualifications Standards" are established, meeting the direction outlined in the Implementation Action Plan Report of the 1995 Federal Fire Policy Review. Action Items # 27, 62 and 63 from that Action Plan specifically direct the establishment and utilization of these standards by federal wildland fire management agencies.

- Applicants must meet the appropriate Office of Personnel Management (OPM) qualification standards AND the Interagency Fire Program Management (IFPM) standards before being placed in a key fire management position.

- Applicants must attain all identified competencies within three years of being placed into the position. Until competencies are met, employees must be supervised by employees who meet the qualification standards above and all identified competencies.

- To meet these minimum standards, all identified "Minimum Qualifications Standards" components ("OPM Standard Requirements," "Specialized Experiences," "Additional Required Training" and "NWCG Incident Management Qualifications") must be met.

- These "Minimum Qualification Standards" must be used when recruiting for vacant positions. "Specialized Experience," "Required Training," and "NWCG Incident Management Qualifications" requirements are assumed to be cumulative as complexity increases within a position. For example, requirements for a high complexity unit fire program manager include the requirements for moderate and low complexity unit fire program managers.

- Where NWCG Incident Management Qualifications are shown, they relate to minimum incident management skills required to manage the local program on the unit. The assumption is made that if higher incident management skills are needed to manage an incident, they would be ordered through the standard resource ordering process.

- Differing complexity levels are identified for the Wildland Fire Operations Specialist, Prescribed Fire & Fuels Specialist, Prevention & Education Specialists, and Dispatcher series positions. There is a transition level identified, from technician to professional, for these positions.

- "Employee Development Training" identifies training that assists an employee in meeting position competencies, in addition to training that is required. It is recognized that training is not the only way of obtaining competencies, but the identified courses do provide many, though not necessarily all, of the knowledge and skills needed to meet position competencies.

- Each Minimum Qualification Standard is identified by the fire organizational title. The formal classification title will be based on the appropriate job series.

MINIMUM QUALIFICATION STANDARDS

HELICOPTER MANAGER

OPM Standard Requirements - GS-455/462 Technician Series

One year of specialized experience equivalent to the next lower grade level. Graduate education may be substituted for specialized experience only when it is directly related to the work of the position. Further information can be obtained from OPM's Qualification Standards Operating Manual, specifically, OPM's Group Coverage Qualification Standard for Technical and Medical Support Positions and the Individual occupational requirements for either the 455 or 462 series. OPM's Qualification Standards Operating Manual is posted at http://www.opm.gov/qualifications/

Recommended minimum grade level GS-9

Specialized Experience - Applicants must have a minimum of one year of creditable specialized wildland fire management experience equivalent to the next lower grade level.

Specialized experience is that experience which has provided the applicant with the particular knowledge, skills, and abilities necessary to successfully function in the wildland fire management position applied for. Possession of the particular knowledge, skills, and abilities can be evidenced by:

One season as an Assistant Helicopter Manager (HEMG)

OR

Two seasons as a Lead Helicopter Crewmember (HECM)

NWCG Incident Management Qualifications - Currency Required

Command:	Incident Commander, Type 4 (ICT4)
AND	
Operations:	Helibase Manager, Type 2 (HEB2)
AND	
Prescribed Fire:	----

Additional required training as presented in the following courses, or agency equivalent:

- None

EMPLOYEE DEVELOPMENT TRAINING

HELICOPTER MANAGER

Employee should receive the following developmental training, (or agency equivalent) to fully achieve competencies:

- S-200 “Initial Attack Incident Commander ICT4"
- S-260 “Incident Business Management Principles”
- 40-Hour Supervisory Training
- Aerial Ignition Equipment Techniques appropriate to area
- Contracting Officers (Authorized) Representative (COR) training
- Federal Aviation Regulations 133, 135, 137
- Interagency Helicopter Manager’s Workshop
- Leadership and organizational skills training
- Occupational Safety and Health Act (OSHA) Regulations training

COMPETENCY DESCRIPTORS

A "competency" is defined as a combination of knowledge, skills and abilities which, when acquired, allows a person to perform a task or function at a specifically defined level of proficiency.

A "common competency" is one that describes the knowledge, skills and abilities found in most or all key fire management positions identified in this Guide.

Competencies are described in terms of three "Expertise Levels" (working, journey, and expert). The appropriate level of expertise for that particular competency is indicated under the relevant level of complexity. Expertise level definitions and an example of expertise and complexity levels are included on the first page of each "Competency Descriptor."

> **NOTE:** The "working" level of expertise identified in the "Competency Descriptors" is defined as the minimum level of experience and/or training that it takes to produce work of acceptable quality and meet safety standards.
>
> It is **not** intended that a prospective job applicant have all the defined competencies in their entirety when first selected for any position at any level (unless the hiring unit so chooses, and indicates same in a vacancy announcement). It **is** intended that the employee achieve all indicated competencies before being considered at a full-performance level. Timelines for achieving full-performance level standards should be specified in vacancy announcements and other personnel documents.

The Common Competency Descriptors are intended to supplement each position's Competency Descriptor; the two should be used together. Employees obtain these common competencies through personal education and experiences, through agency orientation and mission renewal programs, and through interaction with peers, teams, and supervisors.

The "Competency Descriptors" may be used in a variety of ways:

- Constructing Employee Development Plans
- Developing Recruitment Crediting Plans, supplementing the "Minimum Qualification Standards"
- Evaluating employee performance, supplementing the "Standard Key Performance Elements"

COMMON COMPETENCY DESCRIPTORS FOR HELICOPTER MANAGER

All Positions Descriptor

The following Common Competencies are needed across most positions and at the entry level of positions by every employee. Employees obtain these Common Competencies through personal education and experiences, through agency orientation and mission renewal programs, and through interaction with peers, teams, and supervisors. These competencies must be taken in context of a particular position for scope and complexity.

Core competencies (skill levels) that do not change due to program complexity do not reappear in the individual position descriptions. If program complexity changes the skill level required, then the competency will appear with the appropriate expertise level described, using such language as “comprehensive” or “expert.”

EXPERTISE LEVELS DEFINITIONS

WORKING - W	JOURNEY - J	EXPERT - E
Definition: The minimum level of experience and/or training that it takes to produce work of acceptable quality.	**Definition:** Has sufficient experience to be considered a seasoned employee. Is skilled in performing the more difficult tasks related to the function. Has received advanced training in the function.	**Definition:** Reflects the quality of experience and/or training needed to perform the most challenging aspects of the position.

I. Mission Comprehension

Description

This competency requires background and understanding of the agency enabling legislation and its ramifications, and additional responsibilities that have historically evolved.

Outline

A. Describe the agency's historical background and mission evolution.

Competencies	Helicopter Manager
Knowledge of the agency's historical background and mission evolution.	**W**
Knowledge of enabling legislation and other acts affecting agency's mission.	**NA**
Ability to describe the historical background of the agency.	**W**
Ability to explain the purpose of the agency.	**W**

B. Identify relevant agency mandates.

Competencies	Helicopter Manager
Knowledge of existing mandates and resolutions.	**W**

C. Define the purpose of limits within the agency.

Competencies	Helicopter Manager
Knowledge of social, political and fiscal limits within the agency.	**W**

II. Agency Orientation

Description

This competency requires a comprehension of the structure and organization of the agency's organizational levels; an understanding of the structure and organization of the Departments of Agriculture or Interior and its place in the federal government; and the development of an insight into an individual employee's role in the agency in particular, and in the federal government in general.

Outline

A. Describe the structure and organization of the Department of Agriculture or Interior.

Competencies	Helicopter Manager
Knowledge of the basics of government structure and function.	**W**
Knowledge of the structure and function of the Department of the Interior or the Department of Agriculture.	**W**
Knowledge of applicable Code of Federal Regulations.	**W**
Ability to describe the relationship of the agency to the Department of the Interior or the Department of Agriculture.	**W**

B. Describe the structure and the organization of the agency.

Competencies	Helicopter Manager
Knowledge of how goals and strategies provide structured guidance towards accomplishing an agency's mission.	**NA**
Knowledge of agency organizational structures.	**W**
Ability to define how the agency relates on an interagency basis.	**W**

III. Resource Stewardship

Description

This competency requires an understanding of the natural, cultural, and historical resources protected; the range in responsibilities in managing these resources in the context of fire management; the individual's role in resource stewardship; and the ability to work with partners outside the agency to promote resource stewardship.

Outline

A. Describe federal stewardship of natural resources.

Competencies	Helicopter Manager
Knowledge of federal legislation regarding resource management such as National Environmental Policy Act, Clean Air Act, Wilderness Act, Threatened and Endangered Species Act and the Natural Historical Preservation Act.	**W**
Knowledge of environmental, technical, social consequences of proposed decisions and actions.	**W**
Knowledge of public perceptions of the risks and the benefits of resource alternative strategies.	**W**
Knowledge of the role of scientific knowledge and advanced technologies.	**W**
Ability to learn current natural resources policy initiatives.	**W**

B. Identify resources protected by the agency and describe the responsibilities in managing these resources.

Competencies	Helicopter Manager
Knowledge of natural, cultural, and historical resources managed by the agency.	**W**
Knowledge of ecosystem management and the ecological response to the presence or absence of fire.	**W**
Knowledge of the agency planning process and how it contributes to resource stewardship.	**W**
Ability to articulate the agency stewardship function.	**W**

C. Define the sustainable practices philosophy.

Competencies	Helicopter Manager
Knowledge of agency multiple use acts.	**W**
Knowledge of related fields such as forestry, range, wildlife, botany, soils and water (hereafter referred to as resources).	**W**
Knowledge of how different resources contribute to sustainable practices.	**NA**
Ability to describe how different resources interact.	**NA**
Ability to define sustainability in the context of overall resource management.	**NA**

D. Define the employee's role in resource stewardship.

Competencies	Helicopter Manager
Knowledge of agency's workforce resource priorities.	**W**
Ability to explain the individual's role in supporting the agency's stewardship function.	**W**
Ability to implement agency priorities within an individual's work assignments.	**W**

E. Recognize the positive purposes of interagency partnerships.

Competencies	Helicopter Manager
Knowledge of fire management partnership benefits.	**W**
Knowledge of cooperating agencies' missions, organizations, and operating procedures.	**W**
Knowledge of why the agency needs and interacts with partners to fulfill its resource stewardship role.	**W**
Ability to participate in interagency workshops and other project processes.	**W**
Ability to recognize the value of interagency fire management cooperation to meet fire management program goals.	**W**

IV. Fundamental Values

Description

This competency focuses on the employee's ability to exhibit positive attitudes and behaviors to accomplish an assigned job and to contribute to the overall health of the organization. These attitudes and behaviors include teamwork; ethical behavior towards people and the organization; support of cultural diversity, accessibility, and fairness issues in the workplace; and an attitude towards safe behavior for one's self and for others.

The safety competency identifies an understanding of the environmental and workplace hazards of the wildland fire environment. It focuses on the employee's ability to provide leadership and direction in recognition and the mitigation of these hazards, using all applicable laws, policies and guidelines. Utilizing this approach, a passion for safety will be instilled with zero tolerance for unsafe acts. All employees will be personally accountable for safety.

Outline

A. Supervise and develop employees.

Competencies	Helicopter Manager
Knowledge of personnel hiring, pay, discipline, and termination procedures.	**W**
Knowledge of methods and techniques of personal motivation, organization, supervision, and evaluation in order to emphasize accountability.	**W**
Knowledge of the processes and sources of training.	**J**
Skill in carrying out proper fiscal and accountable actions.	**J**
Skill in practicing the commonly accepted individual values of performance, commitment, interdependence, authority, responsibility, accountability, choice, risk management, and excellence.	**J**
Skill in applying the accepted principles of delegation.	**J**
Ability to conduct oneself in an ethical manner.	**J**

Competencies	Helicopter Manager
Ability to apply sound personnel management skills to include supervision, coaching, training, motivation, and evaluation.	**J**
Ability to transmit high performance expectations and to follow up on personnel accomplishments.	**J**
Ability to impart self-confidence and empowerment.	**J**
Ability to initiate recommendations for change.	**J**
Ability to assess personal attitudes towards others and one's employer.	**J**
Ability to develop new insights into situations in order to improve the situation, increase efficiencies, or to mitigate safety problems.	**J**
Ability to create effective standards and operating procedures for personnel safety.	**J**

B. Implement safe workplace practices.

Competencies	Helicopter Manager
Knowledge of agency laws, policies, and guidelines such as NWCG's Standard Firefighting Orders and Watch Out Situations.	**J**
Knowledge of wildland fire hazards.	**J**
Knowledge of wildland fire safety practices and procedures.	**J**
Knowledge of basic first aid procedures.	**E**
Knowledge of hazard and risk analysis requirements for such areas as human factors, fuels, weather, topography, aviation, mechanized equipment, and hazardous materials.	**J**
Skill in applying basic first aid procedures.	**E**
Skill in using educational and certification processes to impart a passion for safety.	**W**

Competencies	Helicopter Manager
Skill in using safety related education programs with the focus on training and performance certification.	**J**
Ability to recognize and correct unsafe practices and conditions.	**E**

C. Identify workplace accessibility issues.

Competencies	Helicopter Manager
Knowledge of Americans with Disabilities Act requirements.	**W**
Ability to make reasonable accommodation for disabled persons.	**W**

D. Describe the guiding principles of time management.

Competencies	Helicopter Manager
Knowledge as to how time management affects one's personal well being and stress level.	**W**
Knowledge of the impact of internal and external influences on available time and time choices.	**W**
Ability to understand how individual factors of values, priorities, and goals affect time choices.	**W**
Ability to define the difference between internal and external prime time.	**W**
Ability to develop an effective time management strategy.	**J**
Ability to monitor time spent and make adjustments as needed.	**J**

E. Describe the agency's management culture.

Competencies	Helicopter Manager
Knowledge of the agency's values and philosophy.	**W**
Knowledge of external influences on the agency's mission, budget, and operational procedures.	**W**
Ability to define those elements of the management culture that have an effect on meeting one's job performance requirements.	**J**

F. Implement cultural diversity, equal opportunity and civil rights policies.

Competencies	Helicopter Manager
Knowledge of appropriate act requirements to include the Equal Opportunity Act, Civil Rights Act, Age Discrimination in Employment Act, Rehabilitation Act, 29 CFR 1604.11(a) Sexual Harassment.	**W**
Skill in carrying out supervisory and leadership responsibilities relevant to the workplace acts.	**J**

V. Leadership

Description

This competency requires a comprehension of the basics of leadership.

Outline

A. Demonstrate appropriate leadership skills to meet agency goals and safe operating procedures.

Competencies	Helicopter Manager
Knowledge of acceptable leadership characteristics.	**J**
Knowledge of delegation as a leadership and team building tool.	**J**
Knowledge of management styles most appropriate to deal with internal and external controls.	**J**
Knowledge of the steps of effective conflict resolution.	**J**
Ability to function as an effective team member.	**J**
Ability to recognize changing conditions, develop alternative strategies, and take appropriate action.	**J**
Ability to be decisive in leadership roles.	**J**
Ability to define one's leadership style.	**W**
Ability to adjust one's leadership style to meet the agency mission.	**J**
Ability to describe how the development levels of followers affect one's leadership style.	**W**
Ability to understand and apply the basic styles of conflict resolution such as avoiding, accommodating, compromising, competing, and collaborating.	**J**

VI. Problem Solving Skills

Description

This competency deals with the ability to analyze, build consensus, make decisions, and practice innovation in various aspects of the job.

Outline

A. Analyze a situation, determine alternative solutions, and recommend a course of action.

Competencies	Helicopter Manager
Knowledge of assessment skills.	**J**
Knowledge of how a situation deviates from the norm or a standard.	**J**
Knowledge of factors contributing to a problem.	**J**
Skill in distinguishing between relevant and irrelevant information and making logical judgements.	**J**
Skill in collecting and grouping contributing factors.	**W**
Ability to use sound reasoning to arrive at a conclusion.	**J**
Ability to narrow the problem area.	**W**

B. Make sound and well-informed decisions.

Competencies	Helicopter Manager
Knowledge of organizational goals and objectives.	**W**
Knowledge of organizational policy and guidelines.	**W**
Skill in identifying the impact and implications of decisions.	**J**
Ability to quantify costs of decisions.	**W**
Ability to describe the rationale for a decision.	**J**

C. Identify and mitigate stressful influences.

Competencies	Helicopter Manager
Knowledge of stress indicators.	**J**
Skill in recognizing the impacts of stress on the functions of supervision and leadership.	**W**
Skill in mitigating stressful situations.	**J**
Ability to minimize negative personal impacts.	**J**

D. Utilize facilitation skills to resolve problems and promote consensus.

Competencies	Helicopter Manager
Knowledge of group processes.	**W**
Knowledge of the five basic styles of conflict resolution.	**W**
Skill in building group consensus to meet objectives through give and take.	**W**
Ability to foster commitment.	**J**
Ability to negotiate to find mutually acceptable solutions.	**J**
Ability to encourage and receive cooperation.	**J**
Ability to gain cooperation from others to obtain information and accomplish goals.	**J**

VII. Communication Skills

Description

This competency relates to the ability to communicate effectively with the public and employees in writing and speech; to work as an effective team member; to use interpersonal skills to become an effective employee; and to exhibit basic computer capabilities.

Outline

A. Communicate effectively.

Competencies	Helicopter Manager
Knowledge of effective listening, speaking, and writing skills.	**J**

Competencies	Helicopter Manager
Knowledge of the characteristics of effective written communications.	**W**
Knowledge of communication methods used by the supervisor.	**J**
Knowledge of how a team communicates to accomplish a common goal.	**J**
Knowledge of basic computer keyboard requirements.	**W**
Knowledge of computer data entry and retrieval.	**W**
Skill in writing basic letters and reports and filling out basic forms for routine agency operations.	**J**
Ability to identify the types of non-verbal communication methods.	**W**
Ability to express facts and ideas in writing in a succinct and organized manner.	**W**
Ability to define the speaker, listener, and observer tasks in communications.	**J**
Ability to facilitate an open exchange of information.	**W**
Ability to identify the conditions necessary for accurate and effective communications.	**W**
Ability to consider and respond appropriately to the needs, feelings, and capabilities of others, and adjust communication approaches to suit different people and situations.	**J**
Ability to perform computer technological skills such as word processing, electronic mail, and Internet processes.	**W**
Ability to explain agency programs and procedures in understandable terms to individuals and groups.	**W**

VIII. Personal Development and Planning

Description

This competency considers an individual being able to work with subordinates or a supervisor. It considers an agency's plan for charting a course of action for developing an individual.

Outline

A. Meet agency physical and mental fitness requirements.

Competencies	Helicopter Manager
Knowledge of National Wildfire Coordinating Group and agency requirements.	**J**
Ability to utilize a physical training program to enhance physical and mental fitness.	**J**
Ability to perform duties under stressful and adverse operating conditions, such as long work hours, heavy workloads, emergency situations, adverse working and environmental conditions.	**E**
Ability to recognize fitness potential in subordinates and provide opportunities to achieve this potential.	**E**

B. Set individual career goals and implement self-directed course of action.

Competencies	Helicopter Manager
Knowledge of career development strategies.	**J**
Knowledge of self-direction capabilities.	**J**
Knowledge of agency and interagency opportunities and requirements for potential advancement.	**J**
Skill in demonstrating a belief in one's own abilities and ideas.	**J**
Ability to set personal goals for career development and implement actions to obtain them.	**J**

Competencies	Helicopter Manager
Ability to use a performance appraisal to assess one's performance strengths and weaknesses to lead toward improvement.	**J**
Ability to develop self-motivation.	**J**
Ability to seek feedback from others and opportunities for self-learning and development.	**J**
Ability to perform a personal role assessment, which would lead to monitoring behavior patterns associated with the functions performed.	**J**

IX. Agency Operations

Description

This competency requires a comprehension of the basic operations of an agency, especially at the local level; and how these operations interact to fulfill the missions, planning and budgetary processes and agency purpose.

Outline

A. Apply basic principles of appropriation law.

Competencies	Helicopter Manager
Knowledge of appropriation law relevant to supervisory and leadership roles.	**W**
Knowledge of the aspects of appropriation law pertinent to the expenditure of funds and relative to the agency mission.	**W**
Knowledge of agency fiscal regulations.	**J**
Ability to describe the budget authority relevant to supervisory and leadership roles.	**W**
Ability to describe the purpose of an obligation.	**W**

B. Implement and evaluate financial activities.

Competencies	Helicopter Manager
Knowledge of agency financial regulations, policy and guidelines.	**J**
Knowledge of interagency fire business management practices and procedures.	**J**
Knowledge of required fiscal documentation.	**J**
Ability to apply appropriate fiscal procedures.	**J**

C. Apply appropriate technology.

Competencies	Helicopter Manager
Knowledge of existing fire information databases and software applications.	**W**
Knowledge of current technology and the impact of technological changes on the organization.	**W**
Ability to apply technologies on the job.	**J**
Ability to identify various sources available that enable supervisors to keep current on technological advances.	**J**
Ability to describe one's role in information and technological exchange.	**J**

D. Develop and maintain agency and interagency operations.

Competencies	Helicopter Manager
Knowledge of the various aspects of local unit interactions and how they work together to accomplish the agency and local unit missions.	**W**
Knowledge of the external agency operations.	**W**
Knowledge of the customer consultation process.	**J**
Knowledge of agency cooperative agreements, memorandums of understanding.	**W**
Knowledge of the organization and the function of cooperative interagency fire organizations such as NWCG, NICC, GACC, state and local organizations.	**W**
Ability to provide input into Cooperative Agreements, MOUs, and MOAs.	**W**
Ability to participate at the appropriate level in interagency workshops and seminars.	**J**

E. Initiate and participate in agency and interagency interdisciplinary planning processes.

Competencies	Helicopter Manager
Knowledge of what constitutes a correctly written objective.	**W**
Knowledge of how goals and strategies provide structured guidance in accomplishing an agency's mission.	**W**
Knowledge of agency's priorities.	**W**
Knowledge of how an agency's planning system causes a timely reconsideration of priorities.	**W**
Skill in providing input into objective writing.	**J**
Skill in restructuring priorities to meet goals or objectives.	**J**
Ability to review portions of plans and provide input.	**J**

F. Utilize agency qualifications and certification procedures.

Competencies	Helicopter Manager
Knowledge of agency and interagency qualification and certification standards and procedures adopted by the National Wildfire Coordinating Group (NWCG).	**J**
Knowledge of position task book requirements.	**J**
Ability to maintain position qualifications.	**J**

X. Program/Project Progress Monitoring and Evaluation

Description

These competencies are related in terms of adjusting program operations in a timely manner. Progress is directed to carrying out quantifiable objectives. Monitoring that part of the operation identifies whether the objectives are valid, understood, and whether the employee is capable of performing the tasks.

Outline

A. Implement measurement systems that accurately track results.

Competencies	Helicopter Manager
Knowledge of agency performance requirements.	**J**
Knowledge of basic wildland fire program requirements.	**J**
Knowledge of fire operations/prescribed fire tools and equipment.	**E**
Knowledge of reporting requirements and procedures.	**W**
Ability to implement the common monitoring techniques of feedback and personal observation used in evaluating a project's progress.	**J**

B. Evaluate results against program objectives.

Competencies	Helicopter Manager
Knowledge of evaluative processes and procedures.	**J**
Ability to analyze organizational performance relative to given objectives.	**J**
Ability to recognize how objectives establishing the direction efforts are to be focused and the criteria for measuring success.	**J**

COMPETENCY DESCRIPTORS FOR HELICOPTER MANAGER

Helicopter Manager Position Descriptor

This position is the manager of Exclusive Use and Call-When-Needed (CWN) helicopters and is a specialist in helicopter operations. The incumbent supervises a crew of helitack personnel/firefighters that is established to provide fast initial attack, and large fire support, on wildland fires, and other incidents via helicopter. This position manages permanent and temporary helibases, provides contract administration for, and plans and direct helicopter operations in support of, fire suppression, emergency incidents, and resource management projects.

EXPERTISE LEVELS DEFINITIONS

WORKING – W	JOURNEY – J	EXPERT – E
Definition: The minimum level of experience and/or training that it takes to produce work of acceptable quality.	**Definition:** Has sufficient experience to be considered a seasoned employee. Is skilled in performing the more difficult tasks related to the function. Has received advanced training in the function.	**Definition:** Reflects the quality of experience and/or training needed to perform the most challenging aspects of the position.

"Program Complexity Levels" refers to those determined from the complexity analysis process. Some positions do not vary in the expertise levels of competencies, regardless of the complexity of the program to which they are assigned. Others have only a minimum level of competency expertise defined, recognizing that there is too wide a variety of programs within and between agencies to define all situations. The remainder have either two or three levels of competency expertise, based on their unit's program complexity.

Example of Expertise and Complexity Levels

Competencies	Low	Moderate	High
Knowledge of processes and sources of training.	**W**	**J**	**J**

In this example, a “W” Working level of expertise is required in a Low complexity fire program; a “J” Journey level of expertise is required in both Moderate and High complexity fire programs.

I. Program Management

Description

This competency identifies the knowledge, skills and abilities required to direct a safe and efficient helicopter program.

Outline

A. Develop, implement and evaluate program goals and objectives in support of mission accomplishment.

Competencies	**Expertise Level**
Knowledge of natural resource management concepts, principles, and practices applicable to the full range of duties associated with fire management.	**W**
Knowledge of wildfire protection and fire use techniques, methods and procedures.	**J**
Knowledge of helicopter contract administration and contract provisions to act as Contracting Officer's Representative and effectively administer helicopter contracts, recommend contract language changes to the Contracting Officer, and to complete related reports, records, and payment documents.	**J**
Knowledge of other agencies policies and procedures while cooperating with other agencies on wildland fires and other wildland urban interface situations.	**J**
Skill in written and verbal communications to prepare plans and reports, supervise effectively, and to meet and deal with the public and contractor personnel. This knowledge is used to effectively address a wide variety of conditions and situations encountered during wildfire suppression actions, prescribed burning, project work and wildland urban interface situations.	**J**

B. Performs full range of supervisory responsibilities.

Competencies	**Expertise Level**
Knowledge of program management, supervision, and personnel practices and regulations in order to carry out supervisory responsibilities.	**J**

II. Operations

Description

This competency element identifies the knowledge, skills and abilities required to implement and evaluate a helicopter program in support of wildland fire suppression operations.

Outline

A. Manage and provide oversight to helicopter operations in support of fire suppression, wildland urban interface situations, and resource management projects.

Competencies	**Expertise Level**
Knowledge and extensive experience in the planning and coordination of complex air operations at remote, isolated work locations.	**J**
Knowledge of the capabilities and limitations of numerous helicopter models is needed to adapt helicopter capabilities to highly specialized individual projects.	**J**
Knowledge of current management practices, technical methods, and agency policies and procedures.	**J**
Knowledge of and ability to apply tactical aviation resources to various fire management projects.	**J**
Knowledge of the Incident Command System component of the National Interagency Incident Management System.	**J**
Knowledge of the air operations branch of the Operations Section within the Incident Command System.	**J**
Knowledge of helicopter communication and navigation systems capabilities and operation.	**J**
Knowledge of fire behavior, fire danger and fire weather.	**J**
Ability to perform duties under stressful and adverse operating conditions, such as long hours, heavy workloads, emergency situations, adverse working and environmental conditions.	**J**
Ability to successfully plan and execute helicopter operations based on independent analysis and evaluation of helicopter operations programs and projects.	**J**

B. Performs as a helicopter specialist at the unit, providing technical expertise for helicopter projects such as aerial ignition, spraying, seeding, etc.

Competencies	**Expertise Level**
Knowledge of the methods and techniques of prescribed fire and fuels management.	**W**
Ability to operate and maintain helicopter accessory equipment such as the helitorch, Premo Mark III plastic sphere dispensers, rappelling equipment, medivac equipment, longline/remote hooks, and infrared detection equipment.	**J**
Ability to implement approved fuels modifications and prescribed fire plans.	**W**

C. Performs fire related assignments and project work at the unit, such as monitoring fuel inventories, pre-attack planning, and implementing fuels and prescribed fire projects.

Competencies	**Expertise Level**
Knowledge of fuels management practices and policies sufficient to execute prescribed burn projects.	**W**
Knowledge of the methods and techniques of prescribed fire and fuels management.	**W**
Ability to implement approved fuels modification and prescribed fire plans.	**W**

III. Safety and Welfare

Description

This competency element identifies the knowledge, skills and abilities required to manage the environmental and workplace hazards of the wildland fire environment. The position provides leadership and direction to subordinates in the recognition and mitigation of these hazards using all applicable laws, policies and guidelines. Personal and subordinate accountability and zero tolerance for unsafe acts are paramount.

Outline

A. Provide oversight related to safety laws, policies, and guidelines to include:
   1. Occupational Safety and Health Act
   2. Applicable state safety regulations
   3. Department and agency policies and guidelines
   4. NWCG guidelines

Competencies	**Expertise Level**
Knowledge of current federal and state helicopter regulations, policies, and procedures, which include pertinent Federal Aviation Regulations (e.g., parts 135, 133, and 137), general aviation safety, and DOT regulations.	**J**
Knowledge of land management policies, resource values, agency directives, and applicable handbooks.	**W**
Knowledge of current aviation safety practices and procedures.	**J**
Knowledge of acceptable and unacceptable flight practices to evaluate pilot performance.	**J**
Knowledge of safe mountain flying practices, helicopter aerodynamics and flight characteristics.	**W**
Knowledge of the laws, policies and guidelines pertaining to safety such as the Code of Federal Regulations, national and agency policies and guidelines, Standard Firefighting Orders, Watch Out Situations, and other related fire safety guidelines.	**J**
Knowledge of accepted safety practices and procedures in suppressing fires and various other incidents to prevent injury, property damage or loss of life.	**J**

Competencies	**Expertise Level**
Ability to develop and implement a base/project operational safety plan.	**J**
Ability to review and correctly interpret technical material, such as flight handbooks, aircraft logbooks, performance charts, and aeronautical literature.	**J**

B. Conduct safety-related education programs focusing on:
   1. Training
   2. Certification

Competencies	**Expertise Level**
Knowledge of teaching techniques including formalized classroom instruction and on the job training to plan and execute successful helicopter and fire suppression training programs.	**J**
Knowledge of basic first aid procedures.	**J**
Skill and ability in imparting a professional work ethic for safety through the effective use of educational and certification processes.	**J**

C. Prepare or oversee preparation of hazard and risk analyses for:
   1. Wildland fire environment hazards
      a. Fuels
      b. Weather
      c. Topography
   2. Associated hazards
      a. Aviation
      b. Mechanized equipment
      c. Hazardous materials
      d. Other

Competencies	**Expertise Level**
Ability to ensure the appropriate preparation of hazard and risk analysis for complex fire situations utilizing advanced fire behavior prediction skills, resulting in strategy and tactics that mitigate hazards but allow for the achievement of management goals and objectives without compromising safety.	**J**
Ability to recognize and correct unsafe practices and conditions.	**J**

KEY PERFORMANCE ELEMENTS

The standard Key Performance Elements are to be used to evaluate employee performance, in conjunction with the Competency Descriptors. A "Performance Element" is defined as a mission-based outcome or end product that is essential to overall success of the position. The following Key Performance Elements are derived from the major elements of each position's Competency Descriptor.

The first section of these Key Performance Elements is a set of "common" Key Performance Elements, applicable to all positions. These may be used for evaluative purposes, or more likely, for initiation of employee development plans early in one's career. Following the common elements are additional Key Performance Elements specific to this individual position.

KEY PERFORMANCE ELEMENTS

THE FOLLOWING ELEMENTS ARE COMMON TO ALL FIRE PROGRAM MANAGEMENT POSITIONS:

I. Mission Comprehension

- Describe the agency's historical background and mission evolution.
- Identify relevant agency mandates.
- Define the purpose of limits within the agency.

II. Agency Orientation

- Describe the structure and organization of the Department of Agriculture or Interior.
- Describe the structure and the organization of the agency.

III. Resource Stewardship

- Describe federal stewardship of natural resources.
- Identify resources protected by the agency and describe the responsibilities in managing these resources.
- Define the sustainable practices philosophy.
- Define the employee's role in resource stewardship.
- Recognize the positive purposes of interagency partnerships.

IV. Fundamental Values

- Supervise and develop employees.
- Implement safe workplace practices.
- Identify workplace accessibility issues.
- Describe the guiding principles of time management.
- Describe the agency's management culture.
- Carry out cultural diversity, equal opportunity and civil rights procedures.

V. Leadership

- Demonstrate appropriate leadership skills to meet agency goals and safe operating procedures.

VI. Problem Solving Skills

- Analyze a situation, determine alternative solutions, and recommend a course of action.
- Make sound and well-informed decisions.
- Identify and mitigate stressful influences.
- Utilize facilitation skills to resolve problems and promote consensus.

VII. Communication Skills

- Communicate effectively.

VIII. Personal Development and Planning

- Meet Agency physical and mental fitness requirements.
- Set individual and career goals and implement self-directed course of action.

IX. Agency Operations

- Apply basic principles of appropriation law.
- Implement and evaluate financial activities.
- Apply appropriate technology.
- Develop and maintain agency and interagency operations.
- Initiate and participate in agency and interagency interdisciplinary planning processes.
- Utilize agency qualifications and certification procedures.

X. Program/Project Progress Monitoring and Evaluation

- Implement measurement systems that accurately track results.
- Evaluate results against program objectives.

THE FOLLOWING ELEMENTS ARE SPECIFIC TO THE HELICOPTER MANAGER POSITIONS:

I. Program Manager

- Develop, implement and evaluate program goals and objectives in support of mission accomplishment.
- Perform a full range of supervisory responsibilities.

II. Operations

- Manage and provide oversight to helicopter operations in support of fire suppression, wildland urban interface situations, and resource management projects.
- Perform as a helicopter specialist at the unit, providing technical expertise for helicopter projects such as aerial ignition, spraying, seeding, etc.
- Perform fire related assignments and project work at the unit, such as monitoring fuel inventories, pre-attack planning, and implementing fuels and prescribed fire projects.

III. Safety

- Provide oversight related to safety laws, policies, and guidelines to include:
    1. Occupational Safety and Health Act
    2. Applicable state safety regulations
    3. Department and agency policies and guidelines
    4. NWCG guidelines
- Conduct safety-related education programs focusing on:
    1. Training
    2. Certification
- Prepare or oversee preparation of hazard and risk analyses for:
    1. Wildland fire environment hazards
        a. Fuels
        b. Weather
        c. Topography
    2. Associated hazards
        a. Aviation
        b. Mechanized equipment
        c. Hazardous materials
        d. Other

INDIVIDUAL POSITION STANDARD AND GUIDE

The following individual position standard and guide includes these components:

- Minimum Qualifications Standards
- Employee Development Training
- Competency Descriptors: Common Competencies, and Position Competencies
- Key Performance Elements

The **"Minimum Qualifications Standards"** are used in a variety of ways.

- For identifying minimum qualifications on vacancy announcements
- For recruitment crediting plans
- For identifying OPM series standard requirements
- For determining minimum grade levels
- For identifying any specialized experience requirements
- For identifying NWCG Incident Management Qualifications requirements
- For identifying "additional required training" for a position, beyond that required for NWCG Incident Management Qualifications
- As guides for employees when constructing Employee Development Plans for future positions

"Additional Required Training" identifies training that is required prior to being considered qualified for a position. It cannot be challenged. An agency equivalent course may be used as a substitute when that course meets or exceeds a required course's learning and performance objectives.

"Employee Development Training" identifies training that assists an employee in meeting position competencies, in addition to training that is required. It is recognized that training is not the only way of obtaining competencies, but the identified courses do provide many, though not necessarily all, of the knowledge and skills needed to meet position competencies.

The "Common Competency Descriptors for All Positions" is intended to supplement each position "Competency Descriptor." They are competencies needed for most positions. Employees obtain these "Common Competencies" through personal education and experiences, through agency orientation and mission renewal programs, and through interaction with peers, teams, and supervisors.

These "Competency Descriptors/Common Competency Descriptors" are used in a variety of ways.

- Constructing Employee Development Plans
- Developing Recruitment Crediting Plans
- Evaluating employee performance

The "Standard Key Performance Elements" are to be used to evaluate employee performance, in conjunction with "Competency Descriptors." These "Performance Elements" are defined as a mission-based outcome or end product that is essential to overall success of the position. Not surprisingly, these "Performance Elements" are derived from the major elements of the "Competency Descriptors."

MINIMUM QUALIFICATIONS STANDARDS

The following "Minimum Qualifications Standards" are established, meeting the direction outlined in the Implementation Action Plan Report of the 1995 Federal Fire Policy Review. Action Items # 27, 62 and 63 from that Action Plan specifically direct the establishment and utilization of these standards by federal wildland fire management agencies.

- Applicants must meet the appropriate Office of Personnel Management (OPM) qualification standards AND the Interagency Fire Program Management (IFPM) standards before being placed in a key fire management position.

- Applicants must attain all identified competencies within three years of being placed into the position. Until competencies are met, employees must be supervised by employees who meet the qualification standards above and all identified competencies.

- To meet these minimum standards, all identified "Minimum Qualifications Standards" components ("OPM Standard Requirements," "Specialized Experiences," "Additional Required Training" and "NWCG Incident Management Qualifications") must be met.

- These "Minimum Qualification Standards" must be used when recruiting for vacant positions. "Specialized Experience," "Required Training," and "NWCG Incident Management Qualifications" requirements are assumed to be cumulative as complexity increases within a position. For example, requirements for a high complexity unit fire program manager include the requirements for moderate and low complexity unit fire program managers.

- Where NWCG Incident Management Qualifications are shown, they relate to minimum incident management skills required to manage the local program on the unit. The assumption is made that if higher incident management skills are needed to manage an incident, they would be ordered through the standard resource ordering process.

- Differing complexity levels are identified for the Wildland Fire Operations Specialist, Prescribed Fire & Fuels Specialist, Prevention & Education Specialists, and Dispatcher series positions. There is a transition level identified, from technician to professional, for these positions.

- "Employee Development Training" identifies training that assists an employee in meeting position competencies, in addition to training that is required. It is recognized that training is not the only way of obtaining competencies, but the identified courses do provide many, though not necessarily all, of the knowledge and skills needed to meet position competencies.

- Each Minimum Qualification Standard is identified by the fire organizational title. The formal classification title will be based on the appropriate job series.

SENIOR FIREFIGHTER (advanced level firefighter with specialized skills and knowledge)

OPM Standard Requirements - GS-455/462 Technician Series

One year of specialized experience equivalent to a GS-04 or successful completion of a full 4-year course of study leading to a bachelor's degree with a major degree as described in OPM's Qualification Standards Operating Manual, specifically, OPM's Individual occupational requirements for either the 455 or 462 series. OPM's Qualification Standards Operating Manual is posted at http://www.opm.gov/qualifications/

Recommended minimum grade level GS-5

Specialized Experience - Applicants must have a minimum of one year of creditable specialized wildland fire management experience equivalent to the next lower grade level.

Specialized experience is that experience which has provided the applicant with the particular knowledge, skills, and abilities necessary to successfully function in the wildland fire management position applied for. Specialized experience is obtained by meeting the NWCG qualifications below.

NWCG Incident Management Qualifications - Currency Required

Command:	Incident Commander, Type 5 (ICT5)
AND	
Operations:	Firefighter, Type 1 (FFT1) or Helicopter Crewmember (HECM), as appropriate
AND	
Prescribed Fire:	----

Additional required training as presented in the following courses, or agency equivalent:

- S-290 "Intermediate Fire Behavior"

EMPLOYEE DEVELOPMENT TRAINING

SENIOR FIREFIGHTER

Employee should receive the following developmental training, (or agency equivalent) to fully achieve competencies, as commensurate with duties assigned by agency:

Crew	Engine	Helicopter	
•	•	•	I-200 “Basic ICS”
•	•		S-211 “Portable Pumps and Water Use”
•	•	•	S-212* “Wildfire Powersaws”
	•		S-216 “Driving for the Fire Service”
•	•	•	S-260 “Incident Business Management Principles”
•	•	•	S-270 “Basic Air Operations”
•	•	•	Basic First Aid*
•	•	•	CPR*
	•		Commercial Driver’s License Certification
		•	Helicopter Longline Training
•	•	•	Supervisory Training

COMPETENCY DESCRIPTORS

A "competency" is defined as a combination of knowledge, skills and abilities which, when acquired, allows a person to perform a task or function at a specifically defined level of proficiency.

A "common competency" is one that describes the knowledge, skills and abilities found in most or all key fire management positions identified in this Guide.

Competencies are described in terms of three "Expertise Levels" (working, journey, and expert). The appropriate level of expertise for that particular competency is indicated under the relevant level of complexity. Expertise level definitions and an example of expertise and complexity levels are included on the first page of each "Competency Descriptor."

> **NOTE:** The "working" level of expertise identified in the "Competency Descriptors" is defined as the minimum level of experience and/or training that it takes to produce work of acceptable quality and meet safety standards.
>
> It is **not** intended that a prospective job applicant have all the defined competencies in their entirety when first selected for any position at any level (unless the hiring unit so chooses, and indicates same in a vacancy announcement). It **is** intended that the employee achieve all indicated competencies before being considered at a full-performance level. Timelines for achieving full-performance level standards should be specified in vacancy announcements and other personnel documents.

The Common Competency Descriptors are intended to supplement each position's Competency Descriptor; the two should be used together. Employees obtain these common competencies through personal education and experiences, through agency orientation and mission renewal programs, and through interaction with peers, teams, and supervisors.

The "Competency Descriptors" may be used in a variety of ways:

- Constructing Employee Development Plans
- Developing Recruitment Crediting Plans, supplementing the "Minimum Qualification Standards"
- Evaluating employee performance, supplementing the "Standard Key Performance Elements"

COMMON COMPETENCY DESCRIPTORS FOR SENIOR FIREFIGHTER

All Positions Descriptor

The following Common Competencies are needed across most positions and at the entry level of positions by every employee. Employees obtain these Common Competencies through personal education and experiences, through agency orientation and mission renewal programs, and through interaction with peers, teams, and supervisors. These competencies must be taken in context of a particular position for scope and complexity.

Core competencies (skill levels) that do not change due to program complexity do not reappear in the individual position descriptions. If program complexity changes the skill level required, then the competency will appear with the appropriate expertise level described, using such language as “comprehensive” or “expert.”

EXPERTISE LEVELS DEFINITIONS

WORKING - W	JOURNEY - J	EXPERT - E
Definition: The minimum level of experience and/or training that it takes to produce work of acceptable quality.	**Definition:** Has sufficient experience to be considered a seasoned employee. Is skilled in performing the more difficult tasks related to the function. Has received advanced training in the function.	**Definition:** Reflects the quality of experience and/or training needed to perform the most challenging aspects of the position.

I. Mission Comprehension

Description

This competency requires background and understanding of the agency enabling legislation and its ramifications, and additional responsibilities that have historically evolved.

Outline

A. Describe the agency's historical background and mission evolution.

Competencies	Senior Firefighter
Knowledge of the agency's historical background and mission evolution.	**W**
Knowledge of enabling legislation and other acts affecting agency's mission.	**NA**
Ability to describe the historical background of the agency.	**NA**
Ability to explain the purpose of the agency.	**NA**

B. Identify relevant agency mandates.

Competencies	Senior Firefighter
Knowledge of existing mandates and resolutions.	**W**

C. Define the purpose of limits within the agency.

Competencies	Senior Firefighter
Knowledge of social, political and fiscal limits within the agency.	**W**

II. Agency Orientation

Description

This competency requires a comprehension of the structure and organization of the agency's organizational levels; an understanding of the structure and organization of the Departments of Agriculture or Interior and its place in the federal government; and the development of an insight into an individual employee's role in the agency in particular, and in the federal government in general.

Outline

A. Describe the structure and organization of the Department of Agriculture or Interior.

Competencies	Senior Firefighter
Knowledge of the basics of government structure and function.	**W**
Knowledge of the structure and function of the Department of the Interior or the Department of Agriculture.	**W**
Knowledge of applicable Code of Federal Regulations.	**NA**
Ability to describe the relationship of the agency to the Department of the Interior or the Department of Agriculture.	**W**

B. Describe the structure and the organization of the agency.

Competencies	Senior Firefighter
Knowledge of how goals and strategies provide structured guidance towards accomplishing an agency's mission.	**NA**
Knowledge of agency organizational structures.	**W**
Ability to define how the agency relates on an interagency basis.	**W**

III. Resource Stewardship

Description

This competency requires an understanding of the natural, cultural, and historical resources protected; the range in responsibilities in managing these resources in the context of fire management; the individual's role in resource stewardship; and the ability to work with partners outside the agency to promote resource stewardship.

Outline

A. Describe federal stewardship of natural resources.

Competencies	Senior Firefighter
Knowledge of federal legislation regarding resource management such as National Environmental Policy Act, Clean Air Act, Wilderness Act, Threatened and Endangered Species Act and the Natural Historical Preservation Act.	**W**
Knowledge of environmental, technical, social consequences of proposed decisions and actions.	**W**
Knowledge of public perceptions of the risks and the benefits of resource alternative strategies.	**W**
Knowledge of the role of scientific knowledge and advanced technologies.	**W**
Ability to learn current natural resources policy initiatives.	**W**

B. Identify resources protected by the agency and describe the responsibilities in managing these resources.

Competencies	Senior Firefighter
Knowledge of natural, cultural, and historical resources managed by the agency.	**W**
Knowledge of ecosystem management and the ecological response to the presence or absence of fire.	**W**
Knowledge of the agency planning process and how it contributes to resource stewardship.	**W**
Ability to articulate the agency stewardship function.	**W**

C. Define the sustainable practices philosophy.

Competencies	Senior Firefighter
Knowledge of agency multiple use acts.	**W**
Knowledge of related fields such as forestry, range, wildlife, botany, soils and water (hereafter referred to as resources).	**W**
Knowledge of how different resources contribute to sustainable practices.	**NA**
Ability to describe how different resources interact.	**NA**
Ability to define sustainability in the context of overall resource management.	**NA**

D. Define the employee's role in resource stewardship.

Competencies	Senior Firefighter
Knowledge of agency's workforce resource priorities.	**W**
Ability to explain the individual's role in supporting the agency's stewardship function.	**W**
Ability to implement agency priorities within an individual's work assignments.	**W**

E. Recognize the positive purposes of interagency partnerships.

Competencies	Senior Firefighter
Knowledge of fire management partnership benefits.	**W**
Knowledge of cooperating agencies' missions, organizations, and operating procedures.	**W**
Knowledge of why the agency needs and interacts with partners to fulfill its resource stewardship role.	**W**
Ability to participate in interagency workshops and other project processes.	**W**
Ability to recognize the value of interagency fire management cooperation to meet fire management program goals.	**W**

IV. Fundamental Values

Description

This competency focuses on the employee's ability to exhibit positive attitudes and behaviors to accomplish an assigned job and to contribute to the overall health of the organization. These attitudes and behaviors include teamwork; ethical behavior towards people and the organization; support of cultural diversity, accessibility, and fairness issues in the workplace; and an attitude towards safe behavior for one's self and for others.

The safety competency identifies an understanding of the environmental and workplace hazards of the wildland fire environment. It focuses on the employee's ability to provide leadership and direction in recognition and the mitigation of these hazards, using all applicable laws, policies and guidelines. Utilizing this approach, a passion for safety will be instilled with zero tolerance for unsafe acts. All employees will be personally accountable for safety.

Outline

A. Supervise and develop employees.

Competencies	Senior Firefighter
Knowledge of personnel hiring, pay, discipline, and termination procedures.	**W**
Knowledge of methods and techniques of personal motivation, organization, supervision, and evaluation in order to emphasize accountability.	**W**
Knowledge of the processes and sources of training.	**W**
Skill in carrying out proper fiscal and accountable actions.	**W**
Skill in practicing the commonly accepted individual values of performance, commitment, interdependence, authority, responsibility, accountability, choice, risk management, and excellence.	**J**
Skill in applying the accepted principles of delegation.	**W**
Ability to conduct oneself in an ethical manner.	**J**
Ability to apply sound personnel management skills to include supervision, coaching, training, motivation, and evaluation.	**W**

Competencies	Senior Firefighter
Ability to transmit high performance expectations and to follow up on personnel accomplishments.	**W**
Ability to impart self-confidence and empowerment.	**W**
Ability to initiate recommendations for change.	**W**
Ability to assess personal attitudes towards others and one's employer.	**J**
Ability to develop new insights into situations in order to improve the situation, increase efficiencies, or to mitigate safety problems.	**W**
Ability to create effective standards and operating procedures for personnel safety.	**W**

B. Implement safe workplace practices.

Competencies	Senior Firefighter
Knowledge of agency laws, policies, and guidelines such as NWCG's Standard Firefighting Orders and Watch Out Situations.	**J**
Knowledge of wildland fire hazards.	**W**
Knowledge of wildland fire safety practices and procedures.	**W**
Knowledge of hazard and risk analysis requirements for such areas as human factors, fuels, weather, topography, aviation, mechanized equipment, and hazardous materials.	**W**
Knowledge of basic first aid procedures.	**J**
Skill in using educational and certification processes to impart a passion for safety.	**W**
Skill in applying basic first aid procedures.	**J**
Skill in using safety related education programs with the focus on training and performance certification.	**W**
Ability to recognize and correct unsafe practices and conditions.	**W**

C. Identify workplace accessibility issues.

Competencies	Senior Firefighter
Knowledge of Americans with Disabilities Act requirements.	**W**
Ability to make reasonable accommodation for disabled persons.	**W**

D. Describe the guiding principles of time management.

Competencies	Senior Firefighter
Knowledge as to how time management affects one's personal well being and stress level.	**W**
Knowledge of the impact of internal and external influences on available time and time choices.	**W**
Ability to understand how individual factors of values, priorities, and goals affect time choices.	**W**
Ability to define the difference between internal and external prime time.	**W**
Ability to develop an effective time management strategy.	**W**
Ability to monitor time spent and make adjustments as needed.	**W**

E. Describe the agency's management culture.

Competencies	Senior Firefighter
Knowledge of the agency's values and philosophy.	**W**
Knowledge of external influences on the agency's mission, budget, and operational procedures.	**W**
Ability to define those elements of the management culture that have an effect on meeting one's job performance requirements.	**W**

F. Implement cultural diversity, equal opportunity and civil rights policies.

Competencies	Senior Firefighter
Knowledge of appropriate act requirements to include the Equal Opportunity Act, Civil Rights Act, Age Discrimination in Employment Act, Rehabilitation Act, 29 CFR 1604.11(a) Sexual Harassment.	**W**
Skill in carrying out supervisory and leadership responsibilities relevant to the workplace acts.	**W**

V. Leadership

Description

This competency requires a comprehension of the basics of leadership.

Outline

A. Demonstrate appropriate leadership skills to meet agency goals and safe operating procedures.

Competencies	Senior Firefighter
Knowledge of acceptable leadership characteristics.	**W**
Knowledge of delegation as a leadership and team building tool.	**W**
Knowledge of management styles most appropriate to deal with internal and external controls.	**W**
Knowledge of the steps of effective conflict resolution.	**W**
Ability to function as an effective team member.	**W**
Ability to recognize changing conditions, develop alternative strategies, and take appropriate action.	**J**
Ability to be decisive in leadership roles.	**W**
Ability to define one's leadership style.	**NA**
Ability to adjust one's leadership style to meet the agency mission.	**W**
Ability to describe how the development levels of followers affect one's leadership style.	**W**
Ability to understand and apply the basic styles of conflict resolution such as avoiding, accommodating, compromising, competing, and collaborating.	**W**

VI. Problem Solving Skills

Description

This competency deals with the ability to analyze, build consensus, make decisions, and practice innovation in various aspects of the job.

Outline

A. Analyze a situation, determine alternative solutions, and recommend a course of action.

Competencies	Senior Firefighter
Knowledge of assessment skills.	**W**
Knowledge of how a situation deviates from the norm or a standard.	**W**
Knowledge of factors contributing to a problem.	**W**
Skill in collecting, grouping contributing factors.	**W**
Skill in distinguishing between relevant and irrelevant information and making logical judgements.	**W**
Ability to narrow the problem area.	**W**
Ability to use sound reasoning to arrive at a conclusion.	**W**

B. Make sound and well-informed decisions.

Competencies	Senior Firefighter
Knowledge of organizational goals and objectives.	**W**
Knowledge of organizational policy and guidelines.	**W**
Skill in identifying the impact and implications of decisions.	**W**
Ability to quantify costs of decisions.	**W**
Ability to describe the rationale for a decision.	**W**

C. Identify and mitigate stressful influences.

Competencies	Senior Firefighter
Knowledge of stress indicators.	**W**
Skill in recognizing the impacts of stress on the functions of supervision and leadership.	**W**
Skill in mitigating stressful situations.	**W**
Ability to minimize negative personal impacts.	**J**

D. Utilize facilitation skills to resolve problems and promote consensus.

Competencies	Senior Firefighter
Knowledge of group processes.	**W**
Knowledge of the five basic styles of conflict resolution.	**W**
Skill in building group consensus to meet objectives through give and take.	**W**
Ability to foster commitment.	**W**
Ability to negotiate to find mutually acceptable solutions.	**W**
Ability to encourage and receive cooperation.	**W**
Ability to gain cooperation from others to obtain information and accomplish goals.	**W**

VII. Communication Skills

Description

This competency relates to the ability to communicate effectively with the public and employees in writing and speech; to work as an effective team member; to use interpersonal skills to become an effective employee; and to exhibit basic computer capabilities.

Outline

A. Communicate effectively.

Competencies	Senior Firefighter
Knowledge of effective listening, speaking, and writing skills.	**W**
Knowledge of the characteristics of effective written communications.	**W**
Knowledge of communication methods used by the supervisor.	**W**
Knowledge of how a team communicates to accomplish a common goal.	**W**
Knowledge of basic computer keyboard requirements.	**W**
Knowledge of computer data entry and retrieval.	**W**
Skill in writing basic letters and reports and filling out basic forms for routine agency operations.	**W**
Ability to identify the types of non-verbal communication methods.	**W**
Ability to express facts and ideas in writing in a succinct and organized manner.	**W**
Ability to define the speaker, listener, and observer tasks in communications.	**W**
Ability to facilitate an open exchange of information.	**W**
Ability to identify the conditions necessary for accurate and effective communications.	**W**

Competencies	Senior Firefighter
Ability to consider and respond appropriately to the needs, feelings, and capabilities of others, and adjust communication approaches to suit different people and situations.	**W**
Ability to perform computer technological skills such as word processing, electronic mail, and Internet processes.	**W**
Ability to explain agency programs and procedures in understandable terms to individuals and groups.	**W**

VIII. Personal Development and Planning

Description

This competency considers an individual being able to work with subordinates or a supervisor. It considers an agency's plan for charting a course of action for developing an individual.

Outline

A. Meet agency physical and mental fitness requirements.

Competencies	Senior Firefighter
Knowledge of National Wildfire Coordinating Group and agency requirements.	**W**
Ability to utilize a physical training program to enhance physical and mental fitness.	**J**
Ability to perform duties under stressful and adverse operating conditions, such as long work hours, heavy workloads, emergency situations, adverse working and environmental conditions.	**J**
Ability to recognize fitness potential in subordinates and provide opportunities to achieve this potential.	**J**

B. Set individual career goals and implement self-directed course of action.

Competencies	Senior Firefighter
Knowledge of career development strategies.	**W**
Knowledge of self-direction capabilities.	**W**
Knowledge of agency and interagency opportunities and requirements for potential advancement.	**W**
Skill in demonstrating a belief in one's own abilities and ideas.	**J**
Ability to set personal goals for career development and implement actions to obtain them.	**W**
Ability to use a performance appraisal to assess one's performance strengths and weaknesses to lead toward improvement.	**W**
Ability to develop self-motivation.	**J**
Ability to seek feedback from others and opportunities for self-learning and development.	**J**
Ability to perform a personal role assessment, which would lead to monitoring behavior patterns associated with the functions performed.	**J**

IX. Agency Operations

Description

This competency requires a comprehension of the basic operations of an agency, especially at the local level; and how these operations interact to fulfill the missions, planning and budgetary processes and agency purpose.

Outline

A. Apply basic principles of appropriation law.

Competencies	Senior Firefighter
Knowledge of appropriation law relevant to supervisory and leadership roles.	**W**
Knowledge of the aspects of appropriation law pertinent to the expenditure of funds and relative to the agency mission.	**W**
Knowledge of agency fiscal regulations.	**W**
Ability to describe the budget authority relevant to supervisory and leadership roles.	**W**
Ability to describe the purpose of an obligation.	**W**

B. Implement and evaluate financial activities.

Competencies	Senior Firefighter
Knowledge of agency financial regulations, policy and guidelines.	**W**
Knowledge of interagency fire business management practices and procedures.	**W**
Knowledge of required fiscal documentation.	**W**
Ability to apply appropriate fiscal procedures.	**W**

C. Apply appropriate technology.

Competencies	Senior Firefighter
Knowledge of existing fire information databases and software applications.	**W**
Knowledge of current technology and the impact of technological changes on the organization.	**W**
Ability to apply technologies on the job.	**W**
Ability to identify various sources available that enable supervisors to keep current on technological advances.	**W**
Ability to describe one's role in information and technological exchange.	**J**

D. Develop and maintain agency and interagency operations.

Competencies	Senior Firefighter
Knowledge of the various aspects of local unit interactions and how they work together to accomplish the agency and local unit missions.	**W**
Knowledge of the external agency operations.	**W**
Knowledge of the customer consultation process.	**W**
Knowledge of agency cooperative agreements, memorandums of understanding.	**W**
Knowledge of the organization and the function of cooperative interagency fire organizations such as NWCG, NICC, GACC, state, tribal, and local organizations.	**W**
Ability to provide input into cooperative agreements, MOUs, and MOAs.	**W**
Ability to participate at the appropriate level in interagency workshops and seminars.	**J**

E. Initiate and participate in agency and interagency interdisciplinary planning processes.

Competencies	Senior Firefighter
Knowledge of what constitutes a correctly written objective.	**W**
Knowledge of how goals and strategies provide structured guidance in accomplishing an agency's mission.	**W**
Knowledge of agency's priorities.	**W**
Knowledge of how an agency's planning system causes a timely reconsideration of priorities.	**W**
Skill in providing input into objective writing.	**W**
Skill in restructuring priorities to meet goals or objectives.	**W**
Ability to review portions of plans and provide input.	**J**

F. Utilize agency qualifications and certification procedures.

Competencies	Senior Firefighter
Knowledge of agency and interagency qualification and certification standards and procedures adopted by the National Wildfire Coordinating Group (NWCG).	**W**
Knowledge of position task book requirements.	**W**
Ability to maintain position qualifications.	**J**

X. Program/Project Progress Monitoring and Evaluation

Description

These competencies are related in terms of adjusting program operations in a timely manner. Progress is directed to carrying out quantifiable objectives. Monitoring that part of the operation identifies whether the objectives are valid, understood, and whether the employee is capable of performing the tasks.

Outline

A. Implement measurement systems that accurately track results.

Competencies	Senior Firefighter
Knowledge of agency performance requirements.	**W**
Knowledge of basic wildland fire program requirements.	**J**
Knowledge of fire operations/prescribed fire tools and equipment.	**J**
Knowledge of reporting requirements and procedures.	**W**
Ability to implement the common monitoring techniques of feedback and personal observation used in evaluating a project's progress.	**W**

B. Evaluate results against program objectives.

Competencies	Senior Firefighter
Knowledge of evaluative processes and procedures.	**W**
Ability to analyze organizational performance relative to given objectives.	**W**
Ability to recognize how objectives establishing the direction efforts are to be focused and the criteria for measuring success.	**W**

COMPETENCY DESCRIPTORS FOR SENIOR FIREFIGHTER

This position serves as an advanced level firefighter with specialized skills and knowledge on a suppression module.

EXPERTISE LEVELS DEFINITIONS

WORKING – W	JOURNEY – J	EXPERT – E
Definition: The minimum level of experience and/or training that it takes to produce work of acceptable quality.	**Definition:** Has sufficient experience to be considered a seasoned employee. Is skilled in performing the more difficult tasks related to the function. Has received advanced training in the function.	**Definition:** Reflects the quality of experience and/or training needed to perform the most challenging aspects of the position.

"Program Complexity Levels" refers to those determined from the complexity analysis process. Some positions do not vary in the expertise levels of competencies, regardless of the complexity of the program to which they are assigned. Others have only a minimum level of competency expertise defined, recognizing that there is too wide a variety of programs within and between agencies to define all situations. The remainder have either two or three levels of competency expertise, based on their unit's program complexity.

Example of Expertise and Complexity Levels

Competencies	**Low**	**Moderate**	**High**
Knowledge of processes and sources of training.	**W**	**J**	**J**

In this example, a “W” Working level of expertise is required in a Low complexity fire program; a “J” Journey level of expertise is required in both Moderate and High complexity fire programs.

I. Operations

Description

This competency element identifies the knowledge, skills and abilities required to implement an efficient and effective fire suppression program.

Outline

A. Perform suppression duties to include:
   1. Senior firefighter on a handcrew
   2. Senior firefighter on a fire engine
   3. Senior firefighter on a helitack crew

Competencies	**Handcrew**	**Engine**	**Helitack**
Knowledge of fire behavior including causes of fire, influence of temperature, humidity, wind, topography, slope and fuel moisture conditions in order to know where to attack the fire, build fire line and where to properly position a fire crew squad to suppress a wildfire.	**J**	**J**	**J**
Knowledge of fire suppression techniques, methods and conditions to be able to make assignments to crew members, accurately analyze complex fire circumstances, determine when additional forces may be needed, or determine when circumstances warrant withdrawal of crew to safe locations.	**W**	**W**	**W**
Knowledge of the methods and procedures associated with wildland fire suppression to resolve a full range of irregular or problem situations when suppressing wildland fires.	**W**	**W**	**W**
Knowledge of technical firefighting such as, but not limited to, fire engine and pump operations, handcrew operations and/or helicopter operations to enable the incumbent to function in assigned capacities and to lead others in those duties if necessary.	**J**	**J**	**J**
Knowledge of air operations, rappelling, helicopter capabilities and limitations, helicopter contracts, load balance and capacity, load calculating, and manifesting of personnel and equipment.	**W**	**W**	**J**

Competencies	**Handcrew**	**Engine**	**Helitack**
Knowledge of tactical methods and techniques for use of water and other additives in controlling and mopping-up fires in order to efficiently and effectively accomplish operations where water is in short supply.	**J**	**J**	**J**
Knowledge of work procedures and practices in working with helicopters and aircraft.	**W**	**W**	**J**
Knowledge of fire terminology to communicate with other crew members, including use of radio.	**J**	**J**	**J**
Skill in operating pump mechanisms and determine proper hose lays for most effectiveness in accomplishing fire suppression.	**J**	**J**	**J**
Skill in use of hand tools such as pulaski, shovel, and crosscut saw; and power tools including chain saw and portable pumps to build fireline and control wildfire and to perform other non-fire related duties while not directly engaged in firefighting or preparation for such assignments.	**J**	**J**	**J**
Ability to operate communication hardware including multi-channel two-way radios with numerous programmable frequencies and computers for accessing fire weather and fire modeling programs, and Global Positioning System units.	**W**	**W**	**J**
Ability to obtain necessary certifications in areas such as falling, Commercial Driver's License, long line, rappelling, water handling, use of specialized equipment used in response to urban interface situations and helicopter accessory equipment used in fire suppression and prescribed burning.	**J**	**J**	**J**

II. Safety and Welfare

Description

This competency element identifies the knowledge, skills and abilities required to manage the environmental and workplace hazards of the wildland fire environment, and to provide leadership and direction to subordinates in the recognition and mitigation of these hazards using all applicable laws, policies and guidelines. Personal and subordinate accountability and zero tolerance for unsafe acts are paramount.

Outline

A. Provide oversight related to safety laws, policies, and guidelines to include:
   1. Occupational Safety and Health Act
   2. Applicable state safety regulations
   3. Department and agency policies and guidelines
   4. NWCG guidelines

Competencies	**Handcrew**	**Engine**	**Helitack**
Knowledge of the laws, policies and guidelines pertaining to safety such as national and agency policies and guidelines, Standard Firefighting Orders, Watch Out Situations, and other related fire safety guidelines.	**J**	**J**	**J**
Knowledge of accepted safety practices to prevent injury or loss of life in handcrew, engine or helicopter operations or while performing as an assigned crew member on a small or large fire.	**J**	**J**	**J**
Knowledge of basic first aid procedures.	**J**	**J**	**J**
Ability to impart a professional work ethic for safety through the effective use of educational and certification processes.	**J**	**J**	**J**
Ability to recognize and mitigate a variety of miscellaneous hazards encountered within the wildland fire environment and other work environments; e.g., aviation, mechanized equipment, and hazardous materials.	**J**	**J**	**J**
Ability to recognize and correct unsafe practices and conditions.	**J**	**J**	**J**

KEY PERFORMANCE ELEMENTS

The standard Key Performance Elements are to be used to evaluate employee performance, in conjunction with the Competency Descriptors. A "Performance Element" is defined as a mission-based outcome or end product that is essential to overall success of the position. The following Key Performance Elements are derived from the major elements of each position's Competency Descriptor.

The first section of these Key Performance Elements is a set of "common" Key Performance Elements, applicable to all positions. These may be used for evaluative purposes, or more likely, for initiation of employee development plans early in one's career. Following the common elements are additional Key Performance Elements specific to this individual position.

KEY PERFORMANCE ELEMENTS

THE FOLLOWING ELEMENTS ARE COMMON TO ALL FIRE PROGRAM MANAGEMENT POSITIONS:

I. Mission Comprehension

- Describe the agency's historical background and mission evolution.
- Identify relevant agency mandates.
- Define the purpose of limits within the agency.

II. Agency Orientation

- Describe the structure and organization of the Department of Agriculture or Interior.
- Describe the structure and the organization of the agency.

III. Resource Stewardship

- Describe federal stewardship of natural resources.
- Identify resources protected by the agency and describe the responsibilities in managing these resources.
- Define the sustainable practices philosophy.
- Define the employee's role in resource stewardship.
- Recognize the positive purposes of interagency partnerships.

IV. Fundamental Values

- Supervise and develop employees.
- Implement safe workplace practices.
- Identify workplace accessibility issues.
- Describe the guiding principles of time management.
- Describe the agency's management culture.
- Carry out cultural diversity, equal opportunity and civil rights procedures.

V. Leadership

- Demonstrate appropriate leadership skills to meet agency goals and safe operating procedures.

VI. Problem Solving Skills

- Analyze a situation, determine alternative solutions, and recommend a course of action.
- Make sound and well-informed decisions.
- Identify and mitigate stressful influences.
- Utilize facilitation skills to resolve problems and promote consensus.

VII. Communication Skills

- Communicate effectively.

VIII. Personal Development and Planning

- Meet Agency physical and mental fitness requirements.
- Set individual and career goals and implement self-directed course of action.

IX. Agency Operations

- Apply basic principles of appropriation law.
- Implement and evaluate financial activities.
- Apply appropriate technology.
- Develop and maintain agency and interagency operations.
- Initiate and participate in agency and interagency interdisciplinary planning processes.
- Utilize agency qualifications and certification procedures.

X. Program/Project Progress Monitoring and Evaluation

- Implement measurement systems that accurately track results.
- Evaluate results against program objectives.

THE FOLLOWING ELEMENTS ARE SPECIFIC TO THE SENIOR FIREFIGHTER POSITIONS:

I. Operations

- Perform suppression duties to include:
    1. Senior firefighter on a hand crew
    2. Senior firefighter on a Fire Engine
    3. Senior firefighter on a helitack crew

II. Safety and Welfare

- Provide oversight related to safety laws, policies, and guidelines to include:
    1. Occupational Safety and Health Act
    2. Applicable state safety regulations
    3. Department and agency policies and guidelines
    4. NWCG guidelines
- Prepare or oversee preparation of hazard and risk analyses for:
    1. Wildland fire environment hazards
        a. Fuels
        b. Weather
        c. Topography
    2. Associated hazards
        a. Aviation
        b. Mechanized equipment
        c. Hazardous materials
        d. Other

INITIAL ATTACK DISPATCH CENTER COMPLEXITIES

A dispatch center's complexity is determined by the program complexity of the units supported by that dispatch center. A unit's program complexity is computed following the Interagency Fire Program Management Qualifications Standards and Guide, Instructions and Guiding Principles for Complexity Descriptors. Basically, if the unit complexity is high, the dispatch center's complexity is high.

Only the Initial Attack Lead Dispatcher and the Center Manager positions are affected by the dispatch center's and unit's program complexity. Initial Attack Dispatchers are represented in all dispatch centers at each complexity level with the same knowledge, skill, and ability requirements. Minimum Qualifications Standards for Initial Attack Lead Dispatcher and Center Manager are not affected by program complexity.

A **HIGH COMPLEXITY** dispatch center is an interagency dispatch center that supports more than one unit. At least one of the units has a high program complexity. These centers have a Center Manager. Normally there are at lest two Initial Attack Lead Dispatchers or Assistant Center Managers representing the major agencies supported by the dispatch center.

A **MODERATE COMPLEXITY** dispatch center is either:

- an interagency dispatch center that supports more than one unit and at least one unit has a moderate program complexity, or

- a single agency dispatch center and that unit has a high program complexity.

These centers have a Center Manager and an Initial Attack Lead Dispatcher or Assistant Center Manager. A single agency dispatch center may or may not have a Center Manager with the Initial Attack Lead Dispatcher supervising the center.

A **LOW COMPLEXITY** dispatch center is either:

- a single agency dispatch center supporting a single unit with low or moderate program complexity, or

- a single agency dispatch office supporting a single unit with moderate or high program complexity, but the dispatch center orders through an interagency dispatch center to the geographic area coordination center.

These centers would not have a center manager. The Initial Attack Lead Dispatcher would supervise the center.

INDIVIDUAL POSITION STANDARD AND GUIDE

The following individual position standard and guide includes these components:

- Minimum Qualifications Standards
- Employee Development Training
- Competency Descriptors: Common Competencies, and Position Competencies
- Key Performance Elements

The **"Minimum Qualifications Standards"** are used in a variety of ways.

- For identifying minimum qualifications on vacancy announcements
- For recruitment crediting plans
- For identifying OPM series standard requirements
- For determining minimum grade levels
- For identifying any specialized experience requirements
- For identifying NWCG Incident Management Qualifications requirements
- For identifying "additional required training" for a position, beyond that required for NWCG Incident Management Qualifications
- As guides for employees when constructing Employee Development Plans for future positions

"Additional Required Training" identifies training that is required prior to being considered qualified for a position. It cannot be challenged. An agency equivalent course may be used as a substitute when that course meets or exceeds a required course's learning and performance objectives.

"Employee Development Training" identifies training that assists an employee in meeting position competencies, in addition to training that is required. It is recognized that training is not the only way of obtaining competencies, but the identified courses do provide many, though not necessarily all, of the knowledge and skills needed to meet position competencies.

The "Common Competency Descriptors for All Positions" is intended to supplement each position "Competency Descriptor." They are competencies needed for most positions. Employees obtain these "Common Competencies" through personal education and experiences, through agency orientation and mission renewal programs, and through interaction with peers, teams, and supervisors.

These "Competency Descriptors/Common Competency Descriptors" are used in a variety of ways.

- Constructing Employee Development Plans
- Developing Recruitment Crediting Plans
- Evaluating employee performance

The "Standard Key Performance Elements" are to be used to evaluate employee performance, in conjunction with "Competency Descriptors." These "Performance Elements" are defined as a mission-based outcome or end product that is essential to overall success of the position. Not surprisingly, these "Performance Elements" are derived from the major elements of the "Competency Descriptors."

MINIMUM QUALIFICATIONS STANDARDS

The following "Minimum Qualifications Standards" are established, meeting the direction outlined in the Implementation Action Plan Report of the 1995 Federal Fire Policy Review. Action Items # 27, 62 and 63 from that Action Plan specifically direct the establishment and utilization of these standards by federal wildland fire management agencies.

- Applicants must meet the appropriate Office of Personnel Management (OPM) qualification standards AND the Interagency Fire Program Management (IFPM) standards before being placed in a key fire management position.

- Applicants must attain all identified competencies within three years of being placed into the position. Until competencies are met, employees must be supervised by employees who meet the qualification standards above and all identified competencies.

- To meet these minimum standards, all identified "Minimum Qualifications Standards" components ("OPM Standard Requirements," "Specialized Experiences," "Additional Required Training" and "NWCG Incident Management Qualifications") must be met.

- These "Minimum Qualification Standards" must be used when recruiting for vacant positions. "Specialized Experience," "Required Training," and "NWCG Incident Management Qualifications" requirements are assumed to be cumulative as complexity increases within a position. For example, requirements for a high complexity unit fire program manager include the requirements for moderate and low complexity unit fire program managers.

- Where NWCG Incident Management Qualifications are shown, they relate to minimum incident management skills required to manage the local program on the unit. The assumption is made that if higher incident management skills are needed to manage an incident, they would be ordered through the standard resource ordering process.

- Differing complexity levels are identified for the Wildland Fire Operations Specialist, Prescribed Fire & Fuels Specialist, Prevention & Education Specialists, and Dispatcher series positions. There is a transition level identified, from technician to professional, for these positions.

- "Employee Development Training" identifies training that assists an employee in meeting position competencies, in addition to training that is required. It is recognized that training is not the only way of obtaining competencies, but the identified courses do provide many, though not necessarily all, of the knowledge and skills needed to meet position competencies.

- Each Minimum Qualification Standard is identified by the fire organizational title. The formal classification title will be based on the appropriate job series.

CENTER MANAGER

This position can be established at either the professional or technical level, depending upon whether professional or technical knowledge is required. This, in turn, depends upon the structure which the position is established. If the position is established at the technical level, any professional duties would be handled by a separate, usually higher graded, professional position.

OPM Standard Requirements - GS-455/462 Technician Series

One year of specialized experience equivalent to the next lower grade level. Graduate education may be substituted for specialized experience only when it is directly related to the work of the position. Further information can be obtained from OPM's Qualification Standards Operating Manual, specifically, OPM's Group Coverage Qualification Standard for Technical and Medical Support Positions and the Individual occupational requirements for either the 455 or 462 series. OPM's Qualification Standards Operating Manual is posted at http://www.opm.gov/qualifications/

OPM Standard Requirements - GS-401 Professional Series

Bachelor's degree in biological sciences, agriculture, natural resource management, or a related discipline appropriate to the position being filled; OR a combination of education and experience as defined in the Supplemental Qualification Standard for the GS-0401 Fire Management Specialist. Additional information can be obtained from OPM's Qualification Standards Operating Manual, Group Coverage Qualification Standard for Professional and Scientific Positions and the Individual occupational requirements for the 401 series. The Supplemental Qualification Standard for the GS-0401 Fire Management Specialist and assistance in interpreting the standard are posted at http://www.nifc.gov/training_quals/IFPM/ifpm.htm
OPM's Qualification Standards Operating Manual is posted at http://www.opm.gov/qualifications/

Recommended minimum grade level at moderate complexity - GS-10
Recommended minimum grade level at high complexity - GS-11

Specialized Experience - Applicants must have a minimum of one year of creditable specialized wildland fire management experience equivalent to the next lower grade level.

Specialized experience is that experience which has provided the applicant with the particular knowledge, skills, and abilities necessary to successfully function in the wildland fire

management position applied for. Possession of the particular knowledge, skills, and abilities can be evidenced by:

- reviewing and evaluating fire management plans for ecological soundness and technical adequacy.
- conducting field inspections before and after prescribed or wildland fires to determine if objectives were achieved and/or evaluate the effectiveness of actions taken.
- developing analyses on the ecological role of fire and its use and/or exclusion, and smoke management.

In addition to fire program management, appropriate experience must have included either prescribed fire/fuels management - OR - fire management operations as described below:

Prescribed fire/fuels management - experience in a broad range of activities such as:

- inventory methods and procedures
- fuel treatment methods and programming
- land use planning and environmental coordination
- evaluating prescribed burn plans or fire management plans to ensure containment is possible and identify contingencies if containment is not obtained.

Fire management operations - analyzing and applying fire management strategies, plus experience in at least five of the following activities:

- mobilization and dispatch coordination
- fire prevention and education
- training
- logistics
- equipment development and deployment
- fire communication systems
- suppression and preparedness
- aviation

The above specialized experience may be evidenced by the following or similar positions:

Wildland firefighting operations experience is required

AND

Initial attack Lead Dispatcher/ Assistant Center Manager

NWCG Incident Management Qualifications - Currency Not Required

Command:	**----**
OR	
Operations:	**----**
AND	
Prescribed Fire:	**----**
AND	
Dispatch	Support Dispatcher

Additional required training as presented in the following courses, or agency equivalent:

- S-491 “National Fire Danger Rating System”
- 40-HR Supervisory Training
- Basic dispatcher computer skills training
- Training to provide intermediate computer skills and working knowledge of various fire management computer programs.

EMPLOYEE DEVELOPMENT TRAINING

CENTER MANAGER

Employee should receive the following developmental training, (or agency equivalent) to fully achieve competencies:

- D-111 (formerly D-105) “Entry Level Dispatcher”
- D-110 “Dispatch Recorder”
- D-310 “Support Dispatcher”
- I-100 “Introduction to ICS
- I-200 “Basic ICS”
- I-300 “Intermediate ICS”
- I-400 “Advanced ICS”
- I-401 “Multi-Agency Coordinating (MAC) Group”
- S-110 “Basic Fire Suppression Orientation”
- S-205 “Fire Operations in Urban Interface”
- S-260 “Fire Business Management Principles”
- S-270 “Basic Air Operations”
- S-290 “Intermediate Fire Behavior”
- Aviation acquisition/procurement
- Aviation capabilities & limitations
- Aviation dispatching
- Aviation management & coordination
- Aviation mishap reporting
- Aviation policy and regulations
- Aviation radio use
- Aviation transport of HAZMAT
- Crew resource management
- Flight payment document
- “Hazardous Material Awareness Program for Firefighters”
- Human factors in aviation
- Interagency aviation organizations
- Mission planning & flight request process
- Multi-media First Aid
- Risk management (aviation)
- “Weather Information Management System”

COMPETENCY DESCRIPTORS

A "competency" is defined as a combination of knowledge, skills and abilities which, when acquired, allows a person to perform a task or function at a specifically defined level of proficiency.

A "common competency" is one that describes the knowledge, skills and abilities found in most or all key fire management positions identified in this Guide.

Competencies are described in terms of three "Expertise Levels" (working, journey, and expert). The appropriate level of expertise for that particular competency is indicated under the relevant level of complexity. Expertise level definitions and an example of expertise and complexity levels are included on the first page of each "Competency Descriptor."

> **NOTE:** The "working" level of expertise identified in the "Competency Descriptors" is defined as the minimum level of experience and/or training that it takes to produce work of acceptable quality and meet safety standards.
>
> It is **not** intended that a prospective job applicant have all the defined competencies in their entirety when first selected for any position at any level (unless the hiring unit so chooses, and indicates same in a vacancy announcement). It **is** intended that the employee achieve all indicated competencies before being considered at a full-performance level. Timelines for achieving full-performance level standards should be specified in vacancy announcements and other personnel documents.

The Common Competency Descriptors are intended to supplement each position's Competency Descriptor; the two should be used together. Employees obtain these common competencies through personal education and experiences, through agency orientation and mission renewal programs, and through interaction with peers, teams, and supervisors.

The "Competency Descriptors" may be used in a variety of ways:

- Constructing Employee Development Plans
- Developing Recruitment Crediting Plans, supplementing the "Minimum Qualification Standards"
- Evaluating employee performance, supplementing the "Standard Key Performance Elements"

COMMON COMPETENCY DESCRIPTORS FOR DISPATCH FUNCTIONS

All Positions Descriptor

The following Common Competencies are needed across most positions and at the entry level of positions by every employee. Employees obtain these Common Competencies through personal education and experiences, through agency orientation and mission renewal programs, and through interaction with peers, teams, and supervisors. These competencies must be taken in context of a particular position for scope and complexity.

Core competencies (skill levels) that do not change due to program complexity do not reappear in the individual position descriptions. If program complexity changes the skill level required, then the competency will appear with the appropriate expertise level described, using such language as “comprehensive” or “expert.”

EXPERTISE LEVELS DEFINITIONS

WORKING - W	JOURNEY - J	EXPERT - E
Definition: The minimum level of experience and/or training that it takes to produce work of acceptable quality.	**Definition:** Has sufficient experience to be considered a seasoned employee. Is skilled in performing the more difficult tasks related to the function. Has received advanced training in the function.	**Definition:** Reflects the quality of experience and/or training needed to perform the most challenging aspects of the position.

I. Mission Comprehension

Description

This competency requires background and understanding of the agency enabling legislation and its ramifications, and additional responsibilities that have historically evolved.

Outline

A. Describe the agency's historical background and mission evolution.

Competencies	Dispatch Functions
Knowledge of the agency's historical background and mission evolution.	**W**
Knowledge of enabling legislation and other acts affecting agency's mission.	**W**
Ability to describe the historical background of the agency.	**W**
Ability to explain the purpose of the agency.	**W**

B. Identify relevant agency mandates.

Competencies	Dispatch Functions
Knowledge of existing mandates and resolutions.	**W**

C. Define the purpose of limits within the agency.

Competencies	Dispatch Functions
Knowledge of social, political and fiscal limits within the agency.	**W**

II. Agency Orientation

Description

This competency requires a comprehension of the structure and the organization of the agency's organizational levels; an understanding of the structure and organization of the Departments of Agriculture or Interior and its place in the Federal government; and the development of an insight into an individual employee's role in the agency in particular, and in the Federal government in general.

Outline

A. Describe the structure and organization of the Department of Agriculture or Interior.

Competencies	Dispatch Functions
Knowledge of the basics of government structure and function.	**W**
Knowledge of the structure and function of the Department of the Interior or the Department of Agriculture, United States Forest Service.	**W**
Knowledge of applicable Code of Federal Regulations.	**W**
Ability to describe the relationship of the agency to the Department of the Interior or the Department of Agriculture, United States Forest Service.	**W**

B. Describe the structure and the organization of the agency.

Competencies	Dispatch Functions
Knowledge of how goals and strategies provide structured guidance towards accomplishing an agency's mission.	**NA**
Knowledge of agency organizational structures.	**W**
Ability to define how the agency relates on an interagency basis.	**W**

III. Resource Stewardship

Description

This competency requires an understanding of the natural, cultural, and historical resources protected; the range in responsibilities in managing these resources in the context of fire management; the individual's role in resource stewardship; and the ability to work with partners outside the agency to promote resource stewardship.

Outline

A. Describe federal stewardship of natural resources.

Competencies	Dispatch Functions
Knowledge of federal legislation regarding resource management such as National Environmental Policy Act, Clean Air Act, Wilderness Act, Threatened and Endangered Species Act and the Natural Historical Preservation Act.	**W**
Knowledge of environmental, technical, social consequences of proposed decisions and actions.	**W**
Knowledge of public perceptions of the risks and the benefits of resource alternative strategies.	**W**
Knowledge of the role of scientific knowledge and advanced technologies.	**W**
Ability to learn current natural resources policy initiatives.	**W**

B. Identify resources protected by the agency and describe the responsibilities in managing these resources.

Competencies	Dispatch Functions
Knowledge of natural, cultural, and historical resources managed by the agency.	**J**
Knowledge of ecosystem management and the ecological response to the presence or absence of fire.	**W**
Knowledge of the agency planning process and how it contributes to resource stewardship.	**W**
Ability to articulate the agency stewardship function.	**W**

C. Define the sustainable practices philosophy.

Competencies	Dispatch Functions
Knowledge of agency multiple use acts.	**W**
Knowledge of related fields such as forestry, range, wildlife, botany, soils and water (hereafter referred to as resources).	**W**
Knowledge of how different resources contribute to sustainable practices.	**NA**
Ability to describe how different resources interact.	**NA**
Ability to define sustainability in the context of overall resource management.	**NA**

D. Define the employee's role in resource stewardship.

Competencies	Dispatch Functions
Knowledge of agency's workforce resource priorities.	**W**
Ability to explain the individual's role in supporting the agency's stewardship function.	**W**
Ability to implement agency priorities within an individual's work assignments.	**J**

E. Recognize the positive purposes of interagency partnerships.

Competencies	Dispatch Functions
Knowledge of fire management partnership benefits.	**J**
Knowledge of cooperating agency's missions, organizations, and operating procedures.	**J**
Knowledge of why the agency needs and interacts with partners to fulfill its resource stewardship role.	**J**
Ability to participate in interagency workshops and other project processes.	**J**
Ability to recognize the value of interagency fire management cooperation to meet fire management program goals.	**J**

IV. Fundamental Values

Description

This competency focuses on the employee's ability to exhibit positive attitudes and behaviors to accomplish an assigned job and to contribute to the overall health of the organization. These attitudes and behaviors include teamwork; ethical behavior towards people and the organization; support of cultural diversity, accessibility, and fairness issues in the workplace; and an attitude towards safe behavior for one's self and for others.

The safety competency identifies an understanding of the environmental and workplace hazards of the wildland fire environment. It focuses on the employee's ability to provide leadership and direction in recognition and the mitigation of these hazards, using all applicable laws, policies and guidelines. Utilizing this approach, a passion for safety will be instilled with zero tolerance for unsafe acts. All employees will be personally accountable for safety.

Outline

A. Supervise and develop employees.

Competencies	Dispatch Functions
Knowledge of personnel hiring, pay, discipline, and termination procedures.	**J**
Knowledge of methods and techniques of personal motivation, organization, supervision, and evaluation in order to emphasize accountability.	**J**
Knowledge of the processes and sources of training.	**J**
Skill in practicing the commonly accepted individual values of performance, commitment, interdependence, authority, responsibility, accountability, choice, risk management, and excellence.	**J**
Skill in applying the accepted principles of delegation.	**J**
Skill in carrying out proper fiscal and accountable actions.	**J**
Ability to apply sound personnel management skills to include supervision, coaching, training, motivation, and evaluation.	**W**

Competencies	Dispatch Functions
Ability to conduct oneself in an ethical manner.	**J**
Ability to transmit high performance expectations and to follow up on personnel accomplishments.	**J**
Ability to impart self-confidence and empowerment.	**J**
Ability to initiate recommendations for change.	**J**
Ability to assess personal attitudes towards others and one's employer.	**J**
Ability to develop new insights into situations in order to improve the situation, increase efficiencies, or to mitigate safety problems.	**J**
Ability to create effective standards and operating procedures for personnel safety.	**J**

B. Implement safe workplace practices.

Competencies	Dispatch Functions
Knowledge of agency laws, policies, and guidelines such as NWCG's Standard Firefighting Orders and Watch Out Situations.	**W**
Knowledge of wildland fire hazards.	**J**
Knowledge of wildland fire safety practices and procedures.	**J**
Knowledge of basic first aid procedures.	**J**
Knowledge of hazard and risk analysis requirements for such areas as human factors, fuels, weather, topography, aviation, mechanized equipment, and hazardous materials.	**W**
Skill in using safety related education programs with the focus on training and performance certification.	**W**
Skill in using educational and certification processes to impart a passion for safety.	**W**

Competencies	Dispatch Functions
Skill in applying basic first aid procedures.	**J**
Ability to recognize and correct unsafe practices and conditions.	**W**

C. Identify workplace accessibility issues.

Competencies	Dispatch Functions
Knowledge of Americans with Disabilities Act requirements.	**W**
Ability to make reasonable accommodation for disabled persons.	**W**

D. Describe the guiding principles of time management.

Competencies	Dispatch Functions
Knowledge as to how time management affects one's personal well being and stress level.	**W**
Knowledge of the impact of internal and external influences on available time and time choices.	**W**
Ability to understand how individual factors of values, priorities, and goals affect time choices.	**W**
Ability to define the difference between internal and external prime time.	**W**
Ability to develop an effective time management strategy.	**J**
Ability to monitor time spent and make adjustments as needed.	**J**

E. Describe the agency's management culture.

Competencies	Dispatch Functions
Knowledge of the agency's values and philosophy.	**W**
Knowledge of external influences on the agency's mission, budget, and operational procedures.	**W**
Ability to define those elements of the management culture that have an effect on meeting one's job performance requirements.	**J**

F. Implement cultural diversity, equal opportunity and civil rights policies.

Competencies	Dispatch Functions
Knowledge of appropriate act requirements to include the Equal Opportunity Act, Civil Rights Act, Age Discrimination in Employment Act, Rehabilitation Act, 29 CFR 1604.11(a) Sexual Harassment.	**W**
Skill in carrying out supervisory and leadership responsibilities relevant to the workplace acts.	**J**

V. Leadership

Description

This competency requires a comprehension of the basics of leadership.

Outline

A. Demonstrate appropriate leadership skills to meet agency goals and safe operating procedures.

Competencies	Dispatch Functions
Knowledge of acceptable leadership characteristics.	**J**
Knowledge of delegation as a leadership and team building tool.	**J**
Knowledge of management styles most appropriate to deal with internal and external controls.	**J**
Knowledge of the steps of effective conflict resolution.	**J**
Ability to function as an effective team member.	**J**
Ability to recognize changing conditions, develop alternative strategies, and take appropriate action.	**J**
Ability to be decisive in leadership roles.	**J**
Ability to define one's leadership style.	**W**
Ability to adjust one's leadership style to meet the agency mission.	**J**
Ability to describe how the development levels of followers affect one's leadership style.	**W**
Ability to understand and apply the basic styles of conflict resolution such as avoiding, accommodating, compromising, competing, and collaborating.	**J**

VI. Problem Solving Skills

Description

This competency deals with the ability to analyze, build consensus, make decisions, and practice innovation in various aspects of the job.

Outline

A. Analyze a situation, determine alternative solutions, and recommend a course of action.

Competencies	Dispatch Functions
Knowledge of assessment skills.	**J**
Knowledge of how a situation deviates from the norm or a standard.	**J**
Knowledge of factors contributing to a problem.	**J**
Skill in distinguishing between relevant and irrelevant information and making logical judgments.	**J**
Skill in collecting, grouping contributing factors.	**J**
Ability to use sound reasoning to arrive at a conclusion.	**J**
Ability to narrow the problem area.	**J**

B. Make sound and well-informed decisions.

Competencies	Dispatch Functions
Knowledge of organizational goals and objectives.	**J**
Knowledge of organizational policy and guidelines.	**J**
Skill in identifying the impact and implications of decisions.	**J**
Ability to quantify costs of decisions.	**J**
Ability to describe the rationale for a decision.	**J**

C. Identify and mitigate stressful influences.

Competencies	Dispatch Functions
Knowledge of stress indicators.	**J**
Skill in recognizing the impacts of stress on the functions of supervision and leadership.	**J**
Skill in mitigating stressful situations.	**J**
Ability to minimize negative personal impacts.	**J**

D. Utilize facilitation skills to resolve problems and promote consensus.

Competencies	Dispatch Functions
Knowledge of group processes.	**J**
Knowledge of the five basic styles of conflict resolution.	**W**
Skill in building group consensus to meet objectives through give and take.	**W**
Ability to foster commitment.	**W**
Ability to negotiate to find mutually acceptable solutions.	**W**
Ability to encourage and receive cooperation.	**J**
Ability to gain cooperation from others to obtain information and accomplish goals.	**E**

VII. Communication Skills

Description

This competency relates to the ability to communicate effectively with the public and employees in writing and speech; to work as an effective team member; to use interpersonal skills to become an effective employee; and to exhibit basic computer capabilities.

Outline

A. Communicate effectively.

Competencies	Dispatch Functions
Knowledge of effective listening, speaking, and writing skills.	**E**

Competencies	Dispatch Functions
Knowledge of the characteristics of effective written communications.	**J**
Knowledge of communication methods used by the supervisor.	**J**
Knowledge of how a team of people communicate to accomplish a common goal.	**J**
Knowledge of basic computer keyboard requirements.	**J**
Knowledge of computer data entry and retrieval.	**J**
Skill in writing basic letters and reports and filling out basic forms for routine agency operations.	**J**
Ability to identify the types of non-verbal communication methods.	**W**
Ability to express facts and ideas in writing in a succinct and organized manner.	**J**
Ability to define the speaker, listener, and observer tasks in communications.	**W**
Ability to facilitate an open exchange of information.	**J**
Ability to identify the conditions necessary for accurate and effective communications.	**J**
Ability to consider and respond appropriately to the needs, feelings, and capabilities of others, and adjust communication approaches to suit different people and situations.	**W**
Ability to perform computer technological skills such as word processing, electronic mail, and Internet processes.	**J**
Ability to explain agency programs and procedures in understandable terms to individuals and groups.	**J**

VIII. Personal Development and Planning

Description

This competency considers an individual being able to work with subordinates or a supervisor. It considers an agency's plan for charting a course of action for developing an individual.

Outline

A. Meet agency physical and mental fitness requirements.

Competencies	Dispatch Functions
Knowledge of National Wildfire Coordinating Group and agency requirements.	**J**
Ability to utilize a physical training program to enhance physical and mental fitness.	**W**
Ability to perform duties under stressful and adverse operating conditions, such as long work hours, heavy workloads, emergency situations, adverse working and environmental conditions.	**W**
Ability to recognize fitness potential in subordinates and provide opportunities to achieve this potential.	**W**

B. Set individual career goals and implement self-directed course of action.

Competencies	Dispatch Functions
Knowledge of career development strategies.	**J**
Knowledge of self-direction capabilities.	**J**
Knowledge of agency and interagency opportunities and requirements for potential advancement.	**J**
Skill in demonstrating a belief in one's own abilities and ideas.	**J**
Ability to set personal goals for career development and implement actions to obtain them.	**J**

Competencies	Dispatch Functions
Ability to use a performance appraisal to assess one's performance strengths and weaknesses to lead toward improvement.	**W**
Ability to develop self-motivation.	**J**
Ability to seek feedback from others and opportunities for self-learning and development.	**J**
Ability to perform a personal role assessment, which would lead to monitoring behavior patterns associated with the functions performed.	**J**

IX. Agency Operations

Description

This competency requires a comprehension of the basic operations of an agency, especially at the local level; and how these operations interact to fulfill the missions, planning and budgetary processes and agency purpose.

Outline

A. Apply basic principles of appropriation law.

Competencies	Dispatch Functions
Knowledge of appropriation law relevant to supervisory and leadership roles.	**W**
Knowledge of the aspects of appropriation law pertinent to the expenditure of funds and relative to the agency mission.	**W**
Knowledge of agency fiscal regulations.	**J**
Ability to describe the budget authority relevant to supervisory and leadership roles.	**W**
Ability to describe the purpose of an obligation.	**W**

B. Implement and evaluate financial activities.

Competencies	Dispatch Functions
Knowledge of agency financial regulations, policy and guidelines.	**J**
Knowledge of interagency fire business management practices and procedures.	**J**
Knowledge of required fiscal documentation.	**J**
Ability to apply appropriate fiscal procedures.	**J**

C. Apply appropriate technology.

Competencies	Dispatch Functions
Knowledge of existing fire information databases and software applications.	**J**
Knowledge of current technology and the impact of technological changes on the organization.	**E**
Ability to apply technologies on the job.	**E**
Ability to identify various sources available that enable supervisors to keep current on technological advances.	**J**
Ability to describe one's role in information and technological exchange.	**J**

D. Develop and maintain agency and interagency operations.

Competencies	Dispatch Functions
Knowledge of the various aspects of local unit interactions and how they work together to accomplish the agency and local unit missions.	**J**
Knowledge of the external agency operations.	**W**
Knowledge of the customer consultation process.	**J**
Knowledge of agency cooperative agreements, memorandums of understanding.	**J**
Knowledge of the organization and the function of cooperative interagency fire organizations such as NWCG, NICC, GACC, state and local organizations.	**J**
Ability to provide input into Cooperative Agreements, MOUs, and MOAs.	**J**
Ability to participate at the appropriate level in interagency workshops and seminars.	**J**

E. Initiate and participate in agency and interagency interdisciplinary planning processes.

Competencies	Dispatch Functions
Knowledge of what constitutes a correctly written objective.	**J**
Knowledge of how goals and strategies provide structured guidance in accomplishing an agency's mission.	**J**
Knowledge of agency's priorities.	**J**
Knowledge of how an agency's planning system causes a timely reconsideration of priorities.	**J**
Skill in providing input into objective writing.	**J**
Skill in restructuring priorities to meet goals or objectives.	**J**
Ability to review portions of plans and provide input.	**J**

F. Utilize agency qualifications and certification procedures.

Competencies	Dispatch Functions
Knowledge of agency and interagency qualification and certification standards and procedures adopted by the National Wildfire Coordinating Group (NWCG).	**J**
Knowledge of position task book requirements.	**W**
Ability to maintain position qualification.	**J**

X. Program/Project Progress Monitoring and Evaluation

Description

These competencies are related in terms of adjusting program operations in a timely manner. Progress is directed to carrying out quantifiable objectives. Monitoring that part of the operation identifies whether the objectives are valid, understood, and whether the employee is capable of performing the tasks.

Outline

A. Implement measurement systems that accurately track results.

Competencies	Dispatch Functions
Knowledge of agency performance requirements.	**J**
Knowledge of basic wildland fire program requirements.	**J**
Knowledge of fire operations/prescribed fire tools and equipment.	**W**
Knowledge of reporting requirements and procedures.	**E**
Ability to implement the common monitoring techniques of feedback and personal observation used in evaluating a project's progress.	**J**

B. Evaluate results against program objectives.

Competencies	Dispatch Functions
Knowledge of evaluative processes and procedures.	**J**
Ability to analyze organizational performance relative to given objectives.	**J**
Ability to recognize how objectives establishing the direction efforts are to be focused and the criteria for measuring success.	**J**

COMPETENCY DESCRIPTORS FOR CENTER MANAGER

Center Manager Position Descriptor

A Center Manager is one whose primary purpose is to direct, plan, organize, supervise, coordinate, and manage personnel and operational activities of an initial attack dispatch center by providing for focused, responsible coverage during daily operations and emergency situations with other federal, state, tribal, county and local cooperators. Executes operating plans and action guides for efficient and cost-effective mobilization to emergency situations. Ensures activities directed by the initial attack dispatch center are conducted safely. Performs a variety of staff and administrative duties relating to fire suppression and prescribed fire activities. Prior fire fighting experience is a requirement of this position.

EXPERTISE LEVELS DEFINITIONS

WORKING – W	JOURNEY – J	EXPERT – E
Definition: The minimum level of experience and/or training that it takes to produce work of acceptable quality.	**Definition:** Has sufficient experience to be considered a seasoned employee. Is skilled in performing the more difficult tasks related to the function. Has received advanced training in the function.	**Definition:** Reflects the quality of experience and/or training needed to perform the most challenging aspects of the position.

"Program Complexity Levels" refers to those determined from the complexity analysis process. Some positions do not vary in the expertise levels of competencies, regardless of the complexity of the program to which they are assigned. Others have only a minimum level of competency expertise defined, recognizing that there is too wide a variety of programs within and between agencies to define all situations. The remainder have either two or three levels of competency expertise, based on their unit's program complexity.

Example of Expertise and Complexity Levels

Competencies	Low	Moderate	High
Knowledge of processes and sources of training.	**W**	**J**	**J**

In this example, a “W” Working level of expertise is required in a Low complexity fire program; a “J” Journey level of expertise is required in both Moderate and High complexity fire programs.

I. Fire Program Management Support

Description

This element identifies the knowledge, skills and abilities required to provide efficient and effective support to fire program management.

Outline

A. Develop and implement goals and objectives in support of fire program management.

Competencies	**Moderate**	**High**
Knowledge of presuppression, suppression, detection, and fire management activity plans as they apply to dispatching.	**J**	**J**
Knowledge of agency and interagency financial management system.	**J**	**J**
Knowledge of the incident support organization.	**J**	**J**
Knowledge of computer data entry and retrieval.	**J**	**J**
Knowledge of federal, state, tribal, county, and local wildland firefighting organizations, terminology, techniques, resources, Mutual Aid Agreements and operating plans for the dispatch center's jurisdictional area of responsibility.	**J**	**J**
Skill in planning and coordinating an initial attack dispatch center by providing focused, responsible coverage during daily operations and emergency situations with other federal, state, tribal, county and local cooperators.	**J**	**J**
Skill in utilizing computer hardware and specialized applications specific to initial attack dispatching, expanded dispatch, fire suppression, prescribed fire, aviation management and administration.	**J**	**J**
Skill ensuring that unit personnel's incident qualifications are maintained using various agency computer programs.	**J**	**J**
Ability to analyze the activity and suppression planning for their area of influence and adjacent areas and keep fire managers apprized of potential problems.	**J**	**J**

Competencies	**Moderate**	**High**
Ability to develop dispatch operating guides which include authorities, roles, and responsibilities for expanded dispatch, technical and administrative support within the incident support organization.	**J**	**J**
Ability to identify and define dispatch related issues and apply corrective actions and enforce policies and procedures to increase efficiencies and effectiveness.	**J**	**E**
Ability to prepare or direct the preparation of the daily situation report, annual fire report, fire statistics, and aviation activity reports.	**J**	**J**
Ability to follow established agency and interagency procedures for records creation, maintenance, and disposal.	**W**	**W**

B. Supervise and develop employees.

Competencies	**Moderate**	**High**
Ability to effectively oversee the dispatch center and make sound operational and cost effective decisions during critical situations and changing priorities.	**J**	**E**
Ability to recognize stressful and adverse operating conditions, such as long hours, heavy workloads, emergency situations, adverse working and environmental conditions and apply corrective actions.	**J**	**E**

C. Communicate orally and in writing, using appropriate technology.

Competencies	**Moderate**	**High**
Knowledge of documentation requirement to preserve data pertaining to dispatch center activities.	**J**	**J**
Skill in instructing and operating telecommunication equipment, computer based applications, and other related communications equipment in the dispatch center.	**J**	**J**
Ability to effectively and efficiently communicate and interact with co-workers, public, media, and other customers of the dispatch center.	**E**	**E**
Ability to present dispatch training, and develop or modify existing training packages.	**J**	**J**

II. Mobilization

Description

This element describes the knowledge, skills and abilities required to mobilize and demobilize overhead, crews, aircraft, equipment and supplies for wildland fire, prescribed fire activities, and other activities.

Outline

A. Provide local, geographic and national mobilization and demobilization support.

Competencies	**Moderate**	**High**
Knowledge of standard fire dispatch procedures, predefined initial attack response zones, and operating guides used in ordering and mobilization of overhead, crews, aircraft, equipment and supplies for wildfire, prescribed fire and other non-fire emergencies.	**J**	**E**
Knowledge of agency and interagency mobilization policies, procedures and guidelines.	**J**	**J**
Knowledge of fire management resources, fire position qualifications, equipment, capabilities, sources and ordering procedures.	**J**	**J**
Knowledge of the organization and function of the National Interagency Coordination Center and the geographic area coordination centers.	**J**	**J**
Knowledge and understanding of field operational procedures, principles, and techniques employed in all aspects of fire suppression.	**J**	**J**
Knowledge of fire behavior and weather conditions to effectively dispatch fire management resources.	**J**	**J**
Knowledge of cache management procedures.	**W**	**W**
Knowledge of maps and land photos of various types such as topographical, unit, and aerial.	**J**	**J**
Skill in applying national, geographic area, local mobilization guides, and dispatch operating guides.	**J**	**E**
Skill in ensuring that monitoring and tracking resources follow standard guidelines and procedures, including aircraft, overhead, crews, and equipment.	**J**	**J**

Competencies	**Moderate**	**High**
Skill in ensuring that plotting and identifying locations to determine land status, direct resources to the incident site, and track resources through the application of latitude and longitude, township, range, and section, and VOR bearing and distance.	**J**	**J**
Ability to determine when to expand dispatch center based on activity levels.	**J**	**J**
Ability to ensure that dispatch center functions as the incident focal point prior to the arrival of the responding resource.	**J**	**J**
Ability to ensure that dispatch center is obtaining and documenting incident size-up information per the dispatch center's operating guide, and brief supervisor of incident status or anticipated needs.	**J**	**J**
Ability to take independent action when dispatch procedures have not been established or do not apply to the current situation.	**E**	**E**
Ability to prioritize and allocate resources based on resource values as identified in land management plans, national, geographic area, and local preparedness levels, resource availability, and existing and predicted weather conditions.	**E**	**E**
Ability to coordinate mobilization of resources to multi-jurisdictional incidents including mutual aid with local non-federal cooperators.	**J**	**E**

III. Operations

Description

This competency identifies the knowledge, skills and abilities necessary for providing dispatch support to field operations involving preparedness, suppression, fuels and prescribed fire, and aviation activities.

Outline

A. Provide preparedness dispatch support services.

Competencies	**Moderate**	**High**
Knowledge of aerial and land-based detection systems and technologies.	**W**	**W**
Knowledge of wildland fire prevention principles and techniques, fire prevention guides, and applications.	**W**	**W**
Knowledge of fire permitting processes and closures.	**W**	**W**
Skill in interpreting and relaying daily fire weather forecasts, "red flag" warnings, spot weather forecasts, predicted weather and burning indices and the relation to preparedness levels and staffing for suppression and aviation resources.	**E**	**E**
Ability to ensure that weather data from weather information management system (WIMS) is accurately input.	**J**	**J**
Ability to identify and utilize new technology as it relates to weather data.	**W**	**W**

B. Provide suppression, fuels, and prescribed fire support services.

Competencies	**Moderate**	**High**
Knowledge in fire suppression and prescribed fire strategies, tactics, methods and procedures.	**W**	**W**
Knowledge of appropriate management responses.	**J**	**J**
Knowledge of various smoke management regulations including EPA, state, tribal, and agency specific.	**W**	**W**
Skill in recognizing changing conditions, developing alternative strategies and taking appropriate action.	**J**	**J**
Skill in keeping field personnel and agency administrators or MAC Group informed of critical information (red flag, fire behavior, burning conditions, resource shortages).	**E**	**E**
Skill in determining anticipated fire behavior.	**J**	**J**

C. Provide aviation dispatch support services.

Competencies	**Moderate**	**High**
Knowledge of fixed and rotary-wing aircraft relating to fire and administrative operations in terms of capabilities, duty limitations, scheduling, flight following, incident or accident notification, and economics.	**J**	**J**
Knowledge of airspace designations (e.g., MTR, MOA, TFR, hazards,). Ability to follow established notification procedures for airspace coordination.	**J**	**J**
Knowledge of aircraft flight planning, including but not limited to scheduling flights, pilots and aircraft; duty limitations, ordering procedures, procurement and cost comparison analysis.	**J**	**J**
Knowledge of aviation safety, including airspace management, search, rescue and medivac procedures, incident reporting procedures, briefing and debriefing pilot, chief of party and passengers.	**J**	**J**
Knowledge of communication equipment, radio use, management and etiquette, frequency management, computer and software used in aircraft dispatching.	**J**	**J**
Skill in applying safe and efficient aviation management procedures.	**J**	**J**
Skill ensuring aircraft flight following is according to national, geographic and local area procedures.	**J**	**J**
Skill in incident or accident notification.	**J**	**J**

IV. Safety and Welfare

Description

This competency identifies the knowledge, skills and abilities required to support the environmental and workplace hazards of the wildland fire environment, and to provide leadership and direction to subordinates in the recognition and mitigation of these hazards using all applicable laws, policies and guidelines. Personal accountability and zero tolerance for unsafe acts are paramount.

Outline

A. Support wildland and prescribed fire operations in accordance with safety-related laws, policies and guidelines, including:
   1. Occupational Safety and Health Act
   2. Applicable state safety regulations
   3. Department and agency policies and guidelines
   4. NWCG guidelines

Competencies	**Moderate**	**High**
Knowledge of the laws, policies and guidelines pertaining to safety, such as the Code of Federal Regulations, national and agency policies and guidelines, Standard Firefighting Orders, Watch Out Situations, and other related fire safety guidelines, including the Occupational Safety and Health Act and NWCG guidelines.	**J**	**J**

B. Conduct safety related education programs focusing on**:**
   1. Training
   2. Certification

Competencies	**Moderate**	**High**
Skill in the effective use of education and certification processes to achieve safety management objectives and ensure compliance.	**W**	**W**

C. Assist with the preparation of hazard, risk, and trend analyses for wildland fire environmental hazards including, but not limited to:
1. Fuels
2. Weather
3. Topography

Competencies	**Moderate**	**High**
Skill in conducting hazard, risk, and trend analyses.	**W**	**W**

D. Identify hazards and risks with appropriate mitigation actions.

Competencies	**Moderate**	**High**
Skill in recognizing and mitigating a variety of hazards encountered within the wildland fire environment and other work environments; e.g., aviation, mechanized equipment, and hazardous materials.	**W**	**W**

KEY PERFORMANCE ELEMENTS

The standard Key Performance Elements are to be used to evaluate employee performance, in conjunction with the Competency Descriptors. A "Performance Element" is defined as a mission-based outcome or end product that is essential to overall success of the position. The following Key Performance Elements are derived from the major elements of each position's Competency Descriptor.

The first section of these Key Performance Elements is a set of "common" Key Performance Elements, applicable to all positions. These may be used for evaluative purposes, or more likely, for initiation of employee development plans early in one's career. Following the common elements are additional Key Performance Elements specific to this individual position.

KEY PERFORMANCE ELEMENTS

THE FOLLOWING ELEMENTS ARE COMMON TO ALL FIRE PROGRAM MANAGEMENT POSITIONS:

I. Mission Comprehension

- Describe the agency's historical background and mission evolution.
- Identify relevant agency mandates.
- Define the purpose of limits within the agency.

II. Agency Orientation

- Describe the structure and organization of the Department of Agriculture or Interior.
- Describe the structure and the organization of the agency.

III. Resource Stewardship

- Describe federal stewardship of natural resources.
- Identify resources protected by the agency and describe the responsibilities in managing these resources.
- Define the sustainable practices philosophy.
- Define the employee's role in resource stewardship.
- Recognize the positive purposes of interagency partnerships.

IV. Fundamental Values

- Supervise and develop employees.
- Implement safe workplace practices.
- Identify workplace accessibility issues.
- Describe the guiding principles of time management.
- Describe the agency's management culture.
- Carry out cultural diversity, equal opportunity and civil rights procedures.

V. Leadership

- Demonstrate appropriate leadership skills to meet agency goals and safe operating procedures.

VI. Problem Solving Skills

- Analyze a situation, determine alternative solutions, and recommend a course of action.
- Make sound and well-informed decisions.
- Identify and mitigate stressful influences.
- Utilize facilitation skills to resolve problems and promote consensus.

VII. Communication Skills

- Communicate effectively.

VIII. Personal Development and Planning

- Meet Agency physical and mental fitness requirements.
- Set individual and career goals and implement self-directed course of action.

IX. Agency Operations

- Apply basic principles of appropriation law.
- Implement and evaluate financial activities.
- Apply appropriate technology.
- Develop and maintain agency and interagency operations.
- Initiate and participate in agency and interagency interdisciplinary planning processes.
- Utilize agency qualifications and certification procedures.

X. Program/Project Progress Monitoring and Evaluation

- Implement measurement systems that accurately track results.
- Evaluate results against program objectives.

THE FOLLOWING ELEMENTS ARE SPECIFIC TO THE CENTER MANAGER POSITIONS:

I. Fire Program Management Support

- Develop and implement goals and objectives in support of Fire Program management.
- Supervise and develop employees.
- Communicate orally and in writing, using appropriate technology.

II. Mobilization

- Provide local, geographic and national mobilization and demobilization support.

III. Operations

- Provide preparedness dispatch support services.
- Provide suppression, fuels, and prescribed fire support services.
- Provide aviation dispatch support services.

IV. Safety and Welfare

- Support wildland and prescribed fire operations in accordance with safety-related laws, policies and guidelines, including:
    1. Occupational Safety and Health Act
    2. Applicable state safety regulations
    3. Department and agency policies and guidelines
    4. NWCG guidelines
- Conduct safety related education programs focusing on:
    1. Training
    2. Certification
- Assist with the preparation of hazard, risk, and trend analyses for wildland fire environment hazards including, but not limited to:
    1. Fuels
    2. Weather
    3. Topography
- Identify hazards and risks with appropriate mitigation actions.

INITIAL ATTACK DISPATCH CENTER COMPLEXITIES

A dispatch center's complexity is determined by the program complexity of the units supported by that dispatch center. A unit's program complexity is computed following the Interagency Fire Program Management Qualifications Standards and Guide, Instructions and Guiding Principles for Complexity Descriptors. Basically, if the unit complexity is high, the dispatch center's complexity is high.

Only the Initial Attack Lead Dispatcher and the Center Manager positions are affected by the dispatch center's and unit's program complexity. Initial Attack Dispatchers are represented in all dispatch centers at each complexity level with the same knowledge, skill, and ability requirements. Minimum Qualifications Standards for Initial Attack Lead Dispatcher and Center Manager are not affected by program complexity.

A **HIGH COMPLEXITY** dispatch center is an interagency dispatch center that supports more than one unit. At least one of the units has a high program complexity. These centers have a Center Manager. Normally there are at lest two Initial Attack Lead Dispatchers or Assistant Center Managers representing the major agencies supported by the dispatch center.

A **MODERATE COMPLEXITY** dispatch center is either:

- an interagency dispatch center that supports more than one unit and at least one unit has a moderate program complexity, or

- a single agency dispatch center and that unit has a high program complexity.

These centers have a Center Manager and an Initial Attack Lead Dispatcher or Assistant Center Manager. A single agency dispatch center may or may not have a Center Manager with the Initial Attack Lead Dispatcher supervising the center.

A **LOW COMPLEXITY** dispatch center is either:

- a single agency dispatch center supporting a single unit with low or moderate program complexity, or

- a single agency dispatch office supporting a single unit with moderate or high program complexity, but the dispatch center orders through an interagency dispatch center to the geographic area coordination center.

These centers would not have a center manager. The Initial Attack Lead Dispatcher would supervise the center.

INDIVIDUAL POSITION STANDARD AND GUIDE

The following individual position standard and guide includes these components:

- Minimum Qualifications Standards
- Employee Development Training
- Competency Descriptors: Common Competencies, and Position Competencies
- Key Performance Elements

The **"Minimum Qualifications Standards"** are used in a variety of ways.

- For identifying minimum qualifications on vacancy announcements
- For recruitment crediting plans
- For identifying OPM series standard requirements
- For determining minimum grade levels
- For identifying any specialized experience requirements
- For identifying NWCG Incident Management Qualifications requirements
- For identifying "additional required training" for a position, beyond that required for NWCG Incident Management Qualifications
- As guides for employees when constructing Employee Development Plans for future positions

"Additional Required Training" identifies training that is required prior to being considered qualified for a position. It cannot be challenged. An agency equivalent course may be used as a substitute when that course meets or exceeds a required course's learning and performance objectives.

"Employee Development Training" identifies training that assists an employee in meeting position competencies, in addition to training that is required. It is recognized that training is not the only way of obtaining competencies, but the identified courses do provide many, though not necessarily all, of the knowledge and skills needed to meet position competencies.

The "Common Competency Descriptors for All Positions" is intended to supplement each position "Competency Descriptor." They are competencies needed for most positions. Employees obtain these "Common Competencies" through personal education and experiences, through agency orientation and mission renewal programs, and through interaction with peers, teams, and supervisors.

These "Competency Descriptors/Common Competency Descriptors" are used in a variety of ways.

- Constructing Employee Development Plans
- Developing Recruitment Crediting Plans
- Evaluating employee performance

The "Standard Key Performance Elements" are to be used to evaluate employee performance, in conjunction with "Competency Descriptors." These "Performance Elements" are defined as a mission-based outcome or end product that is essential to overall success of the position. Not surprisingly, these "Performance Elements" are derived from the major elements of the "Competency Descriptors."

MINIMUM QUALIFICATIONS STANDARDS

The following "Minimum Qualifications Standards" are established, meeting the direction outlined in the Implementation Action Plan Report of the 1995 Federal Fire Policy Review. Action Items # 27, 62 and 63 from that Action Plan specifically direct the establishment and utilization of these standards by federal wildland fire management agencies.

- Applicants must meet the appropriate Office of Personnel Management (OPM) qualification standards AND the Interagency Fire Program Management (IFPM) standards before being placed in a key fire management position.

- Applicants must attain all identified competencies within three years of being placed into the position. Until competencies are met, employees must be supervised by employees who meet the qualification standards above and all identified competencies.

- To meet these minimum standards, all identified "Minimum Qualifications Standards" components ("OPM Standard Requirements," "Specialized Experiences," "Additional Required Training" and "NWCG Incident Management Qualifications") must be met.

- These "Minimum Qualification Standards" must be used when recruiting for vacant positions. "Specialized Experience," "Required Training," and "NWCG Incident Management Qualifications" requirements are assumed to be cumulative as complexity increases within a position. For example, requirements for a high complexity unit fire program manager include the requirements for moderate and low complexity unit fire program managers.

- Where NWCG Incident Management Qualifications are shown, they relate to minimum incident management skills required to manage the local program on the unit. The assumption is made that if higher incident management skills are needed to manage an incident, they would be ordered through the standard resource ordering process.

- Differing complexity levels are identified for the Wildland Fire Operations Specialist, Prescribed Fire & Fuels Specialist, Prevention & Education Specialists, and Dispatcher series positions. There is a transition level identified, from technician to professional, for these positions.

- "Employee Development Training" identifies training that assists an employee in meeting position competencies, in addition to training that is required. It is recognized that training is not the only way of obtaining competencies, but the identified courses do provide many, though not necessarily all, of the knowledge and skills needed to meet position competencies.

- Each Minimum Qualification Standard is identified by the fire organizational title. The formal classification title will be based on the appropriate job series.

INITIAL ATTACK LEAD DISPATCHER/ASSISTANT CENTER MANAGER

OPM Standard Requirements - GS-455/462 Technician Series

One year of specialized experience equivalent to the next lower grade level. Graduate education may be substituted for specialized experience only when it is directly related to the work of the position. Further information can be obtained from OPM's Qualification Standards Operating Manual, specifically, OPM's Group Coverage Qualification Standard for Technical and Medical Support Positions and the Individual occupational requirements for either the 455 or 462 series. OPM's Qualification Standards Operating Manual is posted at http://www.opm.gov/qualifications/

OPM Standard Requirements - GS-401 Professional Series

Bachelor's degree in biological sciences, agriculture, natural resource management, or a related discipline appropriate to the position being filled; OR a combination of education and experience as defined in the Supplemental Qualification Standard for the GS-0401 Fire Management Specialist. Additional information can be obtained from OPM's Qualification Standards Operating Manual, Group Coverage Qualification Standard for Professional and Scientific Positions and the Individual occupational requirements for the 401 series. The Supplemental Qualification Standard for the GS-0401 Fire Management Specialist and assistance in interpreting the standard are posted at http://www.nifc.gov/training_quals/IFPM/ifpm.htm
OPM's Qualification Standards Operating Manual is posted at http://www.opm.gov/qualifications/

Recommended minimum grade level GS-9

Specialized Experience - Applicants must have a minimum of one year of creditable specialized wildland fire management experience equivalent to the next lower grade level.

Specialized experience is that experience which has provided the applicant with the particular knowledge, skills, and abilities necessary to successfully function in the wildland fire management position applied for. Possession of the particular knowledge, skills, and abilities can be evidenced by:

Wildland firefighting operations experience is required
AND
Initial Attack Dispatcher

NWCG Incident Management Qualifications - Currency Not Required

Command:	**----**
OR	
Operations:	**----**
AND	
Prescribed Fire:	**----**
AND	
Dispatch	Support Dispatcher (EDSD)

Additional required training as presented in the following courses, or agency equivalent:

- None

EMPLOYEE DEVELOPMENT TRAINING

INITIAL ATTACK LEAD DISPATCHER/ASST CENTER MANAGER

Employee should receive the following developmental training, (or agency equivalent) to fully achieve competencies:

- D-111 (formerly D-105) "Entry Level Dispatcher"
- D-110 "Dispatch Recorder"
- D-310 "Support Dispatcher"
- I-100 "Introduction to ICS"
- I-200 "Basic Incident Command System"
- I-300 "Intermediate Incident Command System"
- S-110 "Basic Fire Suppression Orientation"
- S-201 "Supervisory Concepts & Techniques"
- S-205 "Fire Operations in Urban Interface"
- S-260 "Fire Business Management Principles"
- S-270 "Basic Air Operations"
- S-290 "Intermediate Fire Behavior"
- S-491 "National Fire Danger Rating System"
- S-580 "Advanced Fire Use Applications"/"National Parks and Wilderness Management"
- 40-HR Supervisory Training
- Aviation acquisition/procurement-I
- Aircraft capabilities & limitations
- Aviation mishap reporting
- Aviation radio use
- Aviation dispatching
- Aviation management & coordination
- Aviation policy and regulations
- Aviation transport of HAZMAT
- Crew resource management
- Flight payment document
- "Hazardous Material Awareness Program for Firefighters"
- Human factors in aviation
- Interagency aviation organizations
- Mission planning & flight request process
- Multi-media First Aid
- Risk management (aviation)
- Training to provide intermediate computer skills and working knowledge of various fire management computer programs
- "Weather Information Management System"

COMPETENCY DESCRIPTORS

A "competency" is defined as a combination of knowledge, skills and abilities which, when acquired, allows a person to perform a task or function at a specifically defined level of proficiency.

A "common competency" is one that describes the knowledge, skills and abilities found in most or all key fire management positions identified in this Guide.

Competencies are described in terms of three "Expertise Levels" (working, journey, and expert). The appropriate level of expertise for that particular competency is indicated under the relevant level of complexity. Expertise level definitions and an example of expertise and complexity levels are included on the first page of each "Competency Descriptor."

> **NOTE:** The "working" level of expertise identified in the "Competency Descriptors" is defined as the minimum level of experience and/or training that it takes to produce work of acceptable quality and meet safety standards.
>
> It is **not** intended that a prospective job applicant have all the defined competencies in their entirety when first selected for any position at any level (unless the hiring unit so chooses, and indicates same in a vacancy announcement). It **is** intended that the employee achieve all indicated competencies before being considered at a full-performance level. Timelines for achieving full-performance level standards should be specified in vacancy announcements and other personnel documents.

The Common Competency Descriptors are intended to supplement each position's Competency Descriptor; the two should be used together. Employees obtain these common competencies through personal education and experiences, through agency orientation and mission renewal programs, and through interaction with peers, teams, and supervisors.

The "Competency Descriptors" may be used in a variety of ways:

- Constructing Employee Development Plans
- Developing Recruitment Crediting Plans, supplementing the "Minimum Qualification Standards"
- Evaluating employee performance, supplementing the "Standard Key Performance Elements"

COMMON COMPETENCY DESCRIPTORS FOR DISPATCH FUNCTIONS

All Positions Descriptor

The following Common Competencies are needed across most positions and at the entry level of positions by every employee. Employees obtain these Common Competencies through personal education and experiences, through agency orientation and mission renewal programs, and through interaction with peers, teams, and supervisors. These competencies must be taken in context of a particular position for scope and complexity.

Core competencies (skill levels) that do not change due to program complexity do not reappear in the individual position descriptions. If program complexity changes the skill level required, then the competency will appear with the appropriate expertise level described, using such language as “comprehensive” or “expert.”

EXPERTISE LEVELS DEFINITIONS

WORKING - W	JOURNEY - J	EXPERT - E
Definition: The minimum level of experience and/or training that it takes to produce work of acceptable quality.	**Definition:** Has sufficient experience to be considered a seasoned employee. Is skilled in performing the more difficult tasks related to the function. Has received advanced training in the function.	**Definition:** Reflects the quality of experience and/or training needed to perform the most challenging aspects of the position.

I. Mission Comprehension

Description

This competency requires background and understanding of the agency enabling legislation and its ramifications, and additional responsibilities that have historically evolved.

Outline

A. Describe the agency's historical background and mission evolution.

Competencies	Dispatch Functions
Knowledge of the agency's historical background and mission evolution.	**W**
Knowledge of enabling legislation and other acts affecting agency's mission.	**W**
Ability to describe the historical background of the agency.	**W**
Ability to explain the purpose of the agency.	**W**

B. Identify relevant agency mandates.

Competencies	Dispatch Functions
Knowledge of existing mandates and resolutions.	**W**

C. Define the purpose of limits within the agency.

Competencies	Dispatch Functions
Knowledge of social, political and fiscal limits within the agency.	**W**

II. Agency Orientation

Description

This competency requires a comprehension of the structure and the organization of the agency's organizational levels; an understanding of the structure and organization of the Departments of Agriculture or Interior and its place in the Federal government; and the development of an insight into an individual employee's role in the agency in particular, and in the Federal government in general.

Outline

A. Describe the structure and organization of the Department of Agriculture or Interior.

Competencies	Dispatch Functions
Knowledge of the basics of government structure and function.	**W**
Knowledge of the structure and function of the Department of the Interior or the Department of Agriculture, United States Forest Service.	**W**
Knowledge of applicable Code of Federal Regulations.	**W**
Ability to describe the relationship of the agency to the Department of the Interior or the Department of Agriculture, United States Forest Service.	**W**

B. Describe the structure and the organization of the agency.

Competencies	Dispatch Functions
Knowledge of how goals and strategies provide structured guidance towards accomplishing an agency's mission.	**NA**
Knowledge of agency organizational structures.	**W**
Ability to define how the agency relates on an interagency basis.	**W**

III. Resource Stewardship

Description

This competency requires an understanding of the natural, cultural, and historical resources protected; the range in responsibilities in managing these resources in the context of fire management; the individual's role in resource stewardship; and the ability to work with partners outside the agency to promote resource stewardship.

Outline

A. Describe federal stewardship of natural resources.

Competencies	Dispatch Functions
Knowledge of federal legislation regarding resource management such as National Environmental Policy Act, Clean Air Act, Wilderness Act, Threatened and Endangered Species Act and the Natural Historical Preservation Act.	**W**
Knowledge of environmental, technical, social consequences of proposed decisions and actions.	**W**
Knowledge of public perceptions of the risks and the benefits of resource alternative strategies.	**W**
Knowledge of the role of scientific knowledge and advanced technologies.	**W**
Ability to learn current natural resources policy initiatives.	**W**

B. Identify resources protected by the agency and describe the responsibilities in managing these resources.

Competencies	Dispatch Functions
Knowledge of natural, cultural, and historical resources managed by the agency.	**J**
Knowledge of ecosystem management and the ecological response to the presence or absence of fire.	**W**
Knowledge of the agency planning process and how it contributes to resource stewardship.	**W**
Ability to articulate the agency stewardship function.	**W**

C. Define the sustainable practices philosophy.

Competencies	Dispatch Functions
Knowledge of agency multiple use acts.	**W**
Knowledge of related fields such as forestry, range, wildlife, botany, soils and water (hereafter referred to as resources).	**W**
Knowledge of how different resources contribute to sustainable practices.	**NA**
Ability to describe how different resources interact.	**NA**
Ability to define sustainability in the context of overall resource management.	**NA**

D. Define the employee's role in resource stewardship.

Competencies	Dispatch Functions
Knowledge of agency's workforce resource priorities.	**W**
Ability to explain the individual's role in supporting the agency's stewardship function.	**W**
Ability to implement agency priorities within an individual's work assignments.	**J**

E. Recognize the positive purposes of interagency partnerships.

Competencies	Dispatch Functions
Knowledge of fire management partnership benefits.	**J**
Knowledge of cooperating agency's missions, organizations, and operating procedures.	**J**
Knowledge of why the agency needs and interacts with partners to fulfill its resource stewardship role.	**J**
Ability to participate in interagency workshops and other project processes.	**J**
Ability to recognize the value of interagency fire management cooperation to meet fire management program goals.	**J**

IV. Fundamental Values

Description

This competency focuses on the employee's ability to exhibit positive attitudes and behaviors to accomplish an assigned job and to contribute to the overall health of the organization. These attitudes and behaviors include teamwork; ethical behavior towards people and the organization; support of cultural diversity, accessibility, and fairness issues in the workplace; and an attitude towards safe behavior for one's self and for others.

The safety competency identifies an understanding of the environmental and workplace hazards of the wildland fire environment. It focuses on the employee's ability to provide leadership and direction in recognition and the mitigation of these hazards, using all applicable laws, policies and guidelines. Utilizing this approach, a passion for safety will be instilled with zero tolerance for unsafe acts. All employees will be personally accountable for safety.

Outline

A. Supervise and develop employees.

Competencies	Dispatch Functions
Knowledge of personnel hiring, pay, discipline, and termination procedures.	**J**
Knowledge of methods and techniques of personal motivation, organization, supervision, and evaluation in order to emphasize accountability.	**J**
Knowledge of the processes and sources of training.	**J**
Skill in practicing the commonly accepted individual values of performance, commitment, interdependence, authority, responsibility, accountability, choice, risk management, and excellence.	**J**
Skill in applying the accepted principles of delegation.	**J**
Skill in carrying out proper fiscal and accountable actions.	**J**
Ability to apply sound personnel management skills to include supervision, coaching, training, motivation, and evaluation.	**W**

Competencies	Dispatch Functions
Ability to conduct oneself in an ethical manner.	**J**
Ability to transmit high performance expectations and to follow up on personnel accomplishments.	**J**
Ability to impart self-confidence and empowerment.	**J**
Ability to initiate recommendations for change.	**J**
Ability to assess personal attitudes towards others and one's employer.	**J**
Ability to develop new insights into situations in order to improve the situation, increase efficiencies, or to mitigate safety problems.	**J**
Ability to create effective standards and operating procedures for personnel safety.	**J**

B. Implement safe workplace practices.

Competencies	Dispatch Functions
Knowledge of agency laws, policies, and guidelines such as NWCG's Standard Firefighting Orders and Watch Out Situations.	**W**
Knowledge of wildland fire hazards.	**J**
Knowledge of wildland fire safety practices and procedures.	**J**
Knowledge of basic first aid procedures.	**J**
Knowledge of hazard and risk analysis requirements for such areas as human factors, fuels, weather, topography, aviation, mechanized equipment, and hazardous materials.	**W**
Skill in using safety related education programs with the focus on training and performance certification.	**W**
Skill in using educational and certification processes to impart a passion for safety.	**W**

Competencies	Dispatch Functions
Skill in applying basic first aid procedures.	**J**
Ability to recognize and correct unsafe practices and conditions.	**W**

C. Identify workplace accessibility issues.

Competencies	Dispatch Functions
Knowledge of Americans with Disabilities Act requirements.	**W**
Ability to make reasonable accommodation for disabled persons.	**W**

D. Describe the guiding principles of time management.

Competencies	Dispatch Functions
Knowledge as to how time management affects one's personal well being and stress level.	**W**
Knowledge of the impact of internal and external influences on available time and time choices.	**W**
Ability to understand how individual factors of values, priorities, and goals affect time choices.	**W**
Ability to define the difference between internal and external prime time.	**W**
Ability to develop an effective time management strategy.	**J**
Ability to monitor time spent and make adjustments as needed.	**J**

E. Describe the agency's management culture.

Competencies	Dispatch Functions
Knowledge of the agency's values and philosophy.	**W**
Knowledge of external influences on the agency's mission, budget, and operational procedures.	**W**
Ability to define those elements of the management culture that have an effect on meeting one's job performance requirements.	**J**

F. Implement cultural diversity, equal opportunity and civil rights policies.

Competencies	Dispatch Functions
Knowledge of appropriate act requirements to include the Equal Opportunity Act, Civil Rights Act, Age Discrimination in Employment Act, Rehabilitation Act, 29 CFR 1604.11(a) Sexual Harassment.	**W**
Skill in carrying out supervisory and leadership responsibilities relevant to the workplace acts.	**J**

V. Leadership

Description

This competency requires a comprehension of the basics of leadership.

Outline

A. Demonstrate appropriate leadership skills to meet agency goals and safe operating procedures.

Competencies	Dispatch Functions
Knowledge of acceptable leadership characteristics.	**J**
Knowledge of delegation as a leadership and team building tool.	**J**
Knowledge of management styles most appropriate to deal with internal and external controls.	**J**
Knowledge of the steps of effective conflict resolution.	**J**
Ability to function as an effective team member.	**J**
Ability to recognize changing conditions, develop alternative strategies, and take appropriate action.	**J**
Ability to be decisive in leadership roles.	**J**
Ability to define one's leadership style.	**W**
Ability to adjust one's leadership style to meet the agency mission.	**J**
Ability to describe how the development levels of followers affect one's leadership style.	**W**
Ability to understand and apply the basic styles of conflict resolution such as avoiding, accommodating, compromising, competing, and collaborating.	**J**

VI. Problem Solving Skills

Description

This competency deals with the ability to analyze, build consensus, make decisions, and practice innovation in various aspects of the job.

Outline

A. Analyze a situation, determine alternative solutions, and recommend a course of action.

Competencies	Dispatch Functions
Knowledge of assessment skills.	**J**
Knowledge of how a situation deviates from the norm or a standard.	**J**
Knowledge of factors contributing to a problem.	**J**
Skill in distinguishing between relevant and irrelevant information and making logical judgments.	**J**
Skill in collecting, grouping contributing factors.	**J**
Ability to use sound reasoning to arrive at a conclusion.	**J**
Ability to narrow the problem area.	**J**

B. Make sound and well-informed decisions.

Competencies	Dispatch Functions
Knowledge of organizational goals and objectives.	**J**
Knowledge of organizational policy and guidelines.	**J**
Skill in identifying the impact and implications of decisions.	**J**
Ability to quantify costs of decisions.	**J**
Ability to describe the rationale for a decision.	**J**

C. Identify and mitigate stressful influences.

Competencies	Dispatch Functions
Knowledge of stress indicators.	**J**
Skill in recognizing the impacts of stress on the functions of supervision and leadership.	**J**
Skill in mitigating stressful situations.	**J**
Ability to minimize negative personal impacts.	**J**

D. Utilize facilitation skills to resolve problems and promote consensus.

Competencies	Dispatch Functions
Knowledge of group processes.	**J**
Knowledge of the five basic styles of conflict resolution.	**W**
Skill in building group consensus to meet objectives through give and take.	**W**
Ability to foster commitment.	**W**
Ability to negotiate to find mutually acceptable solutions.	**W**
Ability to encourage and receive cooperation.	**J**
Ability to gain cooperation from others to obtain information and accomplish goals.	**E**

VII. Communication Skills

Description

This competency relates to the ability to communicate effectively with the public and employees in writing and speech; to work as an effective team member; to use interpersonal skills to become an effective employee; and to exhibit basic computer capabilities.

Outline

A. Communicate effectively.

Competencies	Dispatch Functions
Knowledge of effective listening, speaking, and writing skills.	**E**

Competencies	Dispatch Functions
Knowledge of the characteristics of effective written communications.	**J**
Knowledge of communication methods used by the supervisor.	**J**
Knowledge of how a team of people communicate to accomplish a common goal.	**J**
Knowledge of basic computer keyboard requirements.	**J**
Knowledge of computer data entry and retrieval.	**J**
Skill in writing basic letters and reports and filling out basic forms for routine agency operations.	**J**
Ability to identify the types of non-verbal communication methods.	**W**
Ability to express facts and ideas in writing in a succinct and organized manner.	**J**
Ability to define the speaker, listener, and observer tasks in communications.	**W**
Ability to facilitate an open exchange of information.	**J**
Ability to identify the conditions necessary for accurate and effective communications.	**J**
Ability to consider and respond appropriately to the needs, feelings, and capabilities of others, and adjust communication approaches to suit different people and situations.	**W**
Ability to perform computer technological skills such as word processing, electronic mail, and Internet processes.	**J**
Ability to explain agency programs and procedures in understandable terms to individuals and groups.	**J**

VIII. Personal Development and Planning

Description

This competency considers an individual being able to work with subordinates or a supervisor. It considers an agency's plan for charting a course of action for developing an individual.

Outline

A. Meet agency physical and mental fitness requirements.

Competencies	Dispatch Functions
Knowledge of National Wildfire Coordinating Group and agency requirements.	**J**
Ability to utilize a physical training program to enhance physical and mental fitness.	**W**
Ability to perform duties under stressful and adverse operating conditions, such as long work hours, heavy workloads, emergency situations, adverse working and environmental conditions.	**W**
Ability to recognize fitness potential in subordinates and provide opportunities to achieve this potential.	**W**

B. Set individual career goals and implement self-directed course of action.

Competencies	Dispatch Functions
Knowledge of career development strategies.	**J**
Knowledge of self-direction capabilities.	**J**
Knowledge of agency and interagency opportunities and requirements for potential advancement.	**J**
Skill in demonstrating a belief in one's own abilities and ideas.	**J**
Ability to set personal goals for career development and implement actions to obtain them.	**J**

Competencies	Dispatch Functions
Ability to use a performance appraisal to assess one's performance strengths and weaknesses to lead toward improvement.	**W**
Ability to develop self-motivation.	**J**
Ability to seek feedback from others and opportunities for self-learning and development.	**J**
Ability to perform a personal role assessment, which would lead to monitoring behavior patterns associated with the functions performed.	**J**

IX. Agency Operations

Description

This competency requires a comprehension of the basic operations of an agency, especially at the local level; and how these operations interact to fulfill the missions, planning and budgetary processes and agency purpose.

Outline

A. Apply basic principles of appropriation law.

Competencies	Dispatch Functions
Knowledge of appropriation law relevant to supervisory and leadership roles.	**W**
Knowledge of the aspects of appropriation law pertinent to the expenditure of funds and relative to the agency mission.	**W**
Knowledge of agency fiscal regulations.	**J**
Ability to describe the budget authority relevant to supervisory and leadership roles.	**W**
Ability to describe the purpose of an obligation.	**W**

B. Implement and evaluate financial activities.

Competencies	Dispatch Functions
Knowledge of agency financial regulations, policy and guidelines.	**J**
Knowledge of interagency fire business management practices and procedures.	**J**
Knowledge of required fiscal documentation.	**J**
Ability to apply appropriate fiscal procedures.	**J**

C. Apply appropriate technology.

Competencies	Dispatch Functions
Knowledge of existing fire information databases and software applications.	**J**
Knowledge of current technology and the impact of technological changes on the organization.	**E**
Ability to apply technologies on the job.	**E**
Ability to identify various sources available that enable supervisors to keep current on technological advances.	**J**
Ability to describe one's role in information and technological exchange.	**J**

D. Develop and maintain agency and interagency operations.

Competencies	Dispatch Functions
Knowledge of the various aspects of local unit interactions and how they work together to accomplish the agency and local unit missions.	**J**
Knowledge of the external agency operations.	**W**
Knowledge of the customer consultation process.	**J**
Knowledge of agency cooperative agreements, memorandums of understanding.	**J**
Knowledge of the organization and the function of cooperative interagency fire organizations such as NWCG, NICC, GACC, state and local organizations.	**J**
Ability to provide input into Cooperative Agreements, MOUs, and MOAs.	**J**
Ability to participate at the appropriate level in interagency workshops and seminars.	**J**

E. Initiate and participate in agency and interagency interdisciplinary planning processes.

Competencies	Dispatch Functions
Knowledge of what constitutes a correctly written objective.	**J**
Knowledge of how goals and strategies provide structured guidance in accomplishing an agency's mission.	**J**
Knowledge of agency's priorities.	**J**
Knowledge of how an agency's planning system causes a timely reconsideration of priorities.	**J**
Skill in providing input into objective writing.	**J**
Skill in restructuring priorities to meet goals or objectives.	**J**
Ability to review portions of plans and provide input.	**J**

F. Utilize agency qualifications and certification procedures.

Competencies	Dispatch Functions
Knowledge of agency and interagency qualification and certification standards and procedures adopted by the National Wildfire Coordinating Group (NWCG).	**J**
Knowledge of position task book requirements.	**W**
Ability to maintain position qualification	**J**

X. Program/Project Progress Monitoring and Evaluation

Description

These competencies are related in terms of adjusting program operations in a timely manner. Progress is directed to carrying out quantifiable objectives. Monitoring that part of the operation identifies whether the objectives are valid, understood, and whether the employee is capable of performing the tasks.

Outline

A. Implement measurement systems that accurately track results.

Competencies	Dispatch Functions
Knowledge of agency performance requirements.	**J**
Knowledge of basic wildland fire program requirements.	**J**
Knowledge of fire operations/prescribed fire tools and equipment.	**W**
Knowledge of reporting requirements and procedures.	**E**
Ability to implement the common monitoring techniques of feedback and personal observation used in evaluating a project's progress.	**J**

B. Evaluate results against program objectives.

Competencies	Dispatch Functions
Knowledge of evaluative processes and procedures.	**J**
Ability to analyze organizational performance relative to given objectives.	**J**
Ability to recognize how objectives establishing the direction efforts are to be focused and the criteria for measuring success.	**J**

COMPETENCY DESCRIPTORS FOR INITIAL ATTACK LEAD DISPATCHER/ASST. CENTER MANAGER

Initial Attack Lead Dispatcher/Asst. Center Manager Position Descriptor

An initial attack lead dispatcher/asst. center manager is one whose primary purpose is to ensure an initial attack dispatch center is operational by providing for focused, responsible coverage during daily operations and emergency situations with other federal, state, tribal, county and local cooperators. Executes operating plans and action guides for efficient, and cost-effective mobilization to emergency situations. Ensures activities directed by the initial attack dispatch center are conducted safely. Performs a variety of staff and administrative duties relating to fire suppression and prescribed fire activities. Prior fire fighting experience is a requirement of this position.

EXPERTISE LEVELS DEFINITIONS

WORKING – W	JOURNEY – J	EXPERT – E
Definition: The minimum level of experience and/or training that it takes to produce work of acceptable quality.	**Definition:** Has sufficient experience to be considered a seasoned employee. Is skilled in performing the more difficult tasks related to the function. Has received advanced training in the function.	**Definition:** Reflects the quality of experience and/or training needed to perform the most challenging aspects of the position.

"Program Complexity Levels" refers to those determined from the complexity analysis process. Some positions do not vary in the expertise levels of competencies, regardless of the complexity of the program to which they are assigned. Others have only a minimum level of competency expertise defined, recognizing that there is too wide a variety of programs within and between agencies to define all situations. The remainder have either two or three levels of competency expertise, based on their unit's program complexity.

Example of Expertise and Complexity Levels

Competencies	Low	Moderate	High
Knowledge of processes and sources of training.	**W**	**J**	**J**

In this example, a “W” Working level of expertise is required in a Low complexity fire program; a “J” Journey level of expertise is required in both Moderate and High complexity fire programs.

I. Fire Program Management Support

Description

This element identifies the knowledge, skills and abilities required to provide efficient and effective support to fire program management.

Outline

A. Develop and implement goals and objectives in support of fire program management.

Competencies	**Low**	**Moderate**	**High**
Knowledge of presuppression, suppression, detection, and fire management activity plans as they apply to dispatching.	**J**	**J**	**J**
Knowledge of agency and interagency financial management system.	**W**	**J**	**J**
Knowledge of the incident support organization.	**J**	**J**	**J**
Knowledge of computer data entry and retrieval.	**J**	**J**	**J**
Knowledge of federal, state, tribal, county, and local wildland firefighting organizations, terminology, techniques, resources, Mutual Aid Agreements, and operating plans for the dispatch center's jurisdictional area of responsibility.	**J**	**J**	**J**
Skill in coordinating and directing an initial attack dispatch center by providing focused, responsible coverage during daily operations and emergency situations with other federal, state, tribal, county and local cooperators.	**J**	**J**	**J**
Skill in utilizing computer hardware and specialized applications specific to initial attack dispatching, expanded dispatch, fire suppression, prescribed fire, aviation management and administration.	**W**	**J**	**J**
Skill in maintaining unit personnel's incident qualifications using various agency computer programs.	**J**	**J**	**J**

Competencies	**Low**	**Moderate**	**High**
Ability to analyze the activity and suppression situation for area of influence and adjacent areas and keep fire managers apprized of potential problems.	**J**	**J**	**J**
Ability to develop dispatch operating guides which include authorities, roles, and responsibilities for expanded dispatch, technical and administrative support within the incident support organization.	**J**	**J**	**J**
Ability to identify and define dispatch related issues and apply corrective actions and enforce policies and procedures to increase efficiencies and effectiveness.	**W**	**J**	**J**
Ability to prepare or direct the preparation of the daily situation report, annual fire report, fire statistics, and aviation activity reports.	**W**	**J**	**J**
Ability to follow established agency and interagency procedures for records creation, maintenance, and disposal.	**W**	**W**	**W**

B. Supervise and develop employees.

Competencies	**Low**	**Moderate**	**High**
Ability to effectively oversee the dispatch center and make sound operational and cost effective decisions during critical situations and changing priorities.	**J**	**J**	**J**
Ability to perform duties under stressful and adverse operating conditions, such as long hours, heavy workloads, emergency situations, adverse working and environmental conditions.	**J**	**J**	**J**

C. Communicate orally and in writing, using appropriate technology.

Competencies	**Low**	**Moderate**	**High**
Knowledge of documentation requirement to preserve data pertaining to dispatch center activities.	**J**	**J**	**J**
Skill in instructing and operating telecommunication equipment, computer based applications, and other related communications equipment in the dispatch center.	**J**	**J**	**J**
Ability to effectively and efficiently communicate and interact with co-workers, public, media, and other customers of the dispatch center.	**E**	**E**	**E**
Ability to present dispatch training, and develop or modify existing training packages.	**J**	**J**	**J**

II. Mobilization

Description

This element describes the knowledge, skills and abilities required to mobilize and demobilize overhead, crews, aircraft, equipment and supplies for wildland fire, prescribed fire activities, and other activities.

Outline

A. Provide local, geographic and national mobilization and demobilization support.

Competencies	**Low**	**Moderate**	**High**
Knowledge of standard fire dispatch procedures, predefined initial attack response zones, and operating guides used in ordering and mobilization of overhead, crews, aircraft, equipment and supplies for wildfire, prescribed fire and other non-fire emergencies.	**J**	**J**	**E**
Knowledge of agency and interagency mobilization policies, procedures and guidelines.	**J**	**J**	**J**

Competencies	**Low**	**Moderate**	**High**
Knowledge of fire management resources, fire position qualifications, equipment, capabilities, sources and ordering procedures.	**J**	**J**	**J**
Knowledge of the organization and function of the National Interagency Coordination Center and the geographic area coordination center.	**J**	**J**	**J**
Knowledge and understanding of field operational procedures, principles, and techniques employed in all aspects of fire suppression.	**J**	**J**	**J**
Knowledge of fire behavior and weather conditions to effectively dispatch fire management resources.	**W**	**J**	**J**
Knowledge of cache management procedures.	**W**	**W**	**W**
Knowledge of maps and land photos of various types such as topographical, unit, and aerial.	**J**	**J**	**J**
Skill in applying national, geographic area, local mobilization guides, and dispatch operating guides.	**J**	**J**	**J**
Skill in monitoring and tracking resources following standard guidelines and procedures, including aircraft, overhead, crews, and equipment.	**J**	**J**	**J**
Skill in plotting and identifying locations to determine land status, direct resources to the incident site, and track resources through the application of latitude and longitude, township, range, and section, and VOR bearing and distance.	**J**	**J**	**J**
Ability to determine when to expand the dispatch center based on activity levels.	**W**	**J**	**J**
Ability to function as the incident focal point prior to the arrival of the responding resource.	**J**	**J**	**J**
Ability to obtain and document incident size-up information per the dispatch center's operating guide and brief supervisor of incident status or anticipated needs.	**J**	**J**	**J**
Ability to take independent action when dispatch procedures have not been established or do not apply to the current situation.	**E**	**E**	**E**
Ability to prioritize and allocate resources based on resource values as identified in land management plans, national, geographic area, and local preparedness levels, resource availability, and existing and predicted weather conditions.	**E**	**E**	**E**
Ability to coordinate mobilization of resources to multi-jurisdictional incidents including mutual aid with local non-federal cooperators.	**W**	**J**	**E**

III. Operations

Description

This competency identifies the knowledge, skills and abilities necessary for providing dispatch support to field operations involving preparedness, suppression, fuels and prescribed fire, and aviation activities.

Outline

A. Provide preparedness dispatch support services.

Competencies	**Low**	**Moderate**	**High**
Knowledge of aerial and land-based detection systems and technologies.	**W**	**W**	**W**
Knowledge of wildland fire prevention principles and techniques, fire prevention guides and applications.	**W**	**W**	**W**
Knowledge of fire permitting processes and closures.	**W**	**W**	**W**
Skill in interpreting and relaying daily fire weather forecasts, "Red Flag" warnings, spot weather forecasts, predicted weather and burning indices and the relation to preparedness levels and staffing for suppression and aviation resources.	**E**	**E**	**E**
Skill in input and retrieval of weather data from Weather Information Management System (WIMS).	**J**	**J**	**J**
Ability to identify and utilize new technology as it relates to weather data.	**W**	**W**	**W**

B. Provide suppression, fuels, and prescribed fire support services.

Competencies	**Low**	**Moderate**	**High**
Knowledge in fire suppression and prescribed fire strategies, tactics, methods and procedures.	**W**	**W**	**W**
Knowledge of appropriate management responses.	**J**	**J**	**J**
Knowledge of various smoke management regulations including EPA, state, and agency specific.	**W**	**W**	**W**
Skill in recognizing changing conditions, develop alternative strategies and take appropriate action.	**J**	**J**	**J**
Skill in keeping field personnel and agency administrators or MAC Group informed of critical information (red flag, fire behavior, burning conditions, resource shortages).	**J**	**J**	**J**
Skill in determining anticipated fire behavior.	**J**	**J**	**J**

C. Provide aviation dispatch support services.

Competencies	**Low**	**Moderate**	**High**
Knowledge of fixed-wing and rotary-wing aircraft relating to fire and administrative operations in terms of capabilities, duty limitations, scheduling, flight following, incident or accident notification, and economics.	**J**	**J**	**J**
Knowledge of airspace designations (e.g., MTR, MOA, TFR, hazards.) Ability to follow established notification procedures for airspace coordination.	**J**	**J**	**J**
Knowledge of aircraft flight planning, including but not limited to scheduling flights, pilots and aircraft; duty limitations, ordering procedures, procurement and cost comparison analysis.	**J**	**J**	**J**
Knowledge of aviation safety, including airspace management, search, rescue and medivac procedures, incident reporting procedures, briefing and debriefing pilot, chief of party and passengers.	**J**	**J**	**J**

Competencies	**Low**	**Moderate**	**High**
Knowledge of communication equipment, radio use, management and etiquette, frequency management, computer and software used in aircraft dispatching.	**J**	**J**	**J**
Skill in applying safe and efficient aviation management procedures.	**J**	**J**	**J**
Skill in flight following aircraft according to national, geographic and local area procedures.	**J**	**J**	**J**
Skill in incident or accident notification.	**J**	**J**	**J**

IV. Safety and Welfare

Description

This competency identifies the knowledge, skills and abilities required to manage the environmental and workplace hazards of the wildland fire environment, and to provide leadership and direction to subordinates in the recognition and mitigation of these hazards using all applicable laws, policies and guidelines. Personal accountability and zero tolerance for unsafe acts are paramount.

Outline

A. Support wildland and prescribed fire operations in accordance with safety-related laws, policies and guidelines, including:
   1. Occupational Safety and Health Act
   2. Applicable state safety regulations
   3. Department and agency policies and guidelines
   4. NWCG guidelines

Competencies	**Low**	**Moderate**	**High**
Knowledge and comprehension of the laws, policies and guidelines pertaining to safety such as the Code of Federal Regulations, national and agency policies and guidelines, Standard Firefighting Orders, Watch Out Situations, and other related fire safety guidelines, including Occupational Safety and Health Act and NWCG guidelines.	**J**	**J**	**J**

B. Conduct safety related education programs focusing on**:**
   1. Training
   2. Certification

Competencies	**Low**	**Moderate**	**High**
Skill in the effective use of education and certification processes to achieve safety management objectives and ensure compliance.	**W**	**W**	**W**

C. Prepare or oversee preparation of hazard, risk, and trend analyses for wildland fire environment hazards including, but not limited to:
   1. Fuels
   2. Weather
   3. Topography

Competencies	**Low**	**Moderate**	**High**
Skill in conducting hazard, risk, and trend analyses.	**W**	**W**	**W**

D. Identify hazards and risks with appropriate mitigation actions.

Competencies	**Low**	**Moderate**	**High**
Skill in recognizing and mitigating hazards encountered within the wildland fire environment and other work environments; e.g., aviation, mechanized equipment, and hazardous materials.	**W**	**W**	**W**

KEY PERFORMANCE ELEMENTS

The standard Key Performance Elements are to be used to evaluate employee performance, in conjunction with the Competency Descriptors. A "Performance Element" is defined as a mission-based outcome or end product that is essential to overall success of the position. The following Key Performance Elements are derived from the major elements of each position's Competency Descriptor.

The first section of these Key Performance Elements is a set of "common" Key Performance Elements, applicable to all positions. These may be used for evaluative purposes, or more likely, for initiation of employee development plans early in one's career. Following the common elements are additional Key Performance Elements specific to this individual position.

KEY PERFORMANCE ELEMENTS

THE FOLLOWING ELEMENTS ARE COMMON TO ALL FIRE PROGRAM MANAGEMENT POSITIONS:

I. Mission Comprehension

- Describe the agency's historical background and mission evolution.
- Identify relevant agency mandates.
- Define the purpose of limits within the agency.

II. Agency Orientation

- Describe the structure and organization of the Department of Agriculture or Interior.
- Describe the structure and the organization of the agency.

III. Resource Stewardship

- Describe federal stewardship of natural resources.
- Identify resources protected by the agency and describe the responsibilities in managing these resources.
- Define the sustainable practices philosophy.
- Define the employee's role in resource stewardship.
- Recognize the positive purposes of interagency partnerships.

IV. Fundamental Values

- Supervise and develop employees.
- Implement safe workplace practices.
- Identify workplace accessibility issues.
- Describe the guiding principles of time management.
- Describe the agency's management culture.
- Carry out cultural diversity, equal opportunity and civil rights procedures.

V. Leadership

- Demonstrate appropriate leadership skills to meet agency goals and safe operating procedures.

VI. Problem Solving Skills

- Analyze a situation, determine alternative solutions, and recommend a course of action.
- Make sound and well-informed decisions.
- Identify and mitigate stressful influences.
- Utilize facilitation skills to resolve problems and promote consensus.

VII. Communication Skills

- Communicate effectively.

VIII. Personal Development and Planning

- Meet Agency physical and mental fitness requirements.
- Set individual and career goals and implement self-directed course of action.

IX. Agency Operations

- Apply basic principles of appropriation law.
- Implement and evaluate financial activities.
- Apply appropriate technology.
- Develop and maintain agency and interagency operations.
- Initiate and participate in agency and interagency interdisciplinary planning processes.
- Utilize agency qualifications and certification procedures.

X. Program/Project Progress Monitoring and Evaluation

- Implement measurement systems that accurately track results.
- Evaluate results against program objectives.

THE FOLLOWING ELEMENTS ARE SPECIFIC TO THE INITIAL ATTACK LEAD DISPATCHER/ ASST. CENTER MANAGER POSITIONS:

I. Fire Program Management Support

- Develop and implement goals and objectives in support of fire program management.
- Supervise and develop employees.
- Communicate orally and in writing, using appropriate technology.

II. Mobilization

- Provide local, geographic and national mobilization and demobilization support.

III. Operations

- Provide preparedness dispatch support services.
- Provide suppression, fuels, and prescribed fire support services.
- Provide aviation dispatch support services.

IV. Safety and Welfare

- Support wildland and prescribed fire operations in accordance with safety-related laws, policies and guidelines, including:
    1. Occupational Safety and Health Act
    2. Applicable state safety regulations
    3. Department and agency policies and guidelines
    4. NWCG guidelines
- Conduct safety related education programs focusing on:
    1. Training
    2. Certification
- Prepare or oversee the preparation of hazard, risk, and trend analyses for wildland fire environment hazards including, but not limited to:
    1. Fuels
    2. Weather
    3. Topography
- Identify hazards and risks with appropriate mitigation actions.

INITIAL ATTACK DISPATCH CENTER COMPLEXITIES

A dispatch center's complexity is determined by the program complexity of the units supported by that dispatch center. A unit's program complexity is computed following the Interagency Fire Program Management Qualifications Standards and Guide, Instructions and Guiding Principles for Complexity Descriptors. Basically, if the unit complexity is high, the dispatch center's complexity is high.

Only the Initial Attack Lead Dispatcher and the Center Manager positions are affected by the dispatch center's and unit's program complexity. Initial Attack Dispatchers are represented in all dispatch centers at each complexity level with the same knowledge, skill, and ability requirements. Minimum Qualifications Standards for Initial Attack Lead Dispatcher and Center Manager are not affected by program complexity.

A **HIGH COMPLEXITY** dispatch center is an interagency dispatch center that supports more than one unit. At least one of the units has a high program complexity. These centers have a Center Manager. Normally there are at lest two Initial Attack Lead Dispatchers or Assistant Center Managers representing the major agencies supported by the dispatch center.

A **MODERATE COMPLEXITY** dispatch center is either:

- an interagency dispatch center that supports more than one unit and at least one unit has a moderate program complexity, or

- a single agency dispatch center and that unit has a high program complexity.

These centers have a Center Manager and an Initial Attack Lead Dispatcher or Assistant Center Manager. A single agency dispatch center may or may not have a Center Manager with the Initial Attack Lead Dispatcher supervising the center.

A **LOW COMPLEXITY** dispatch center is either:

- a single agency dispatch center supporting a single unit with low or moderate program complexity, or

- a single agency dispatch office supporting a single unit with moderate or high program complexity, but the dispatch center orders through an interagency dispatch center to the geographic area coordination center.

These centers would not have a center manager. The Initial Attack Lead Dispatcher would supervise the center.

INDIVIDUAL POSITION STANDARD AND GUIDE

The following individual position standard and guide includes these components:

- Minimum Qualifications Standards
- Employee Development Training
- Competency Descriptors: Common Competencies, and Position Competencies
- Key Performance Elements

The **"Minimum Qualifications Standards"** are used in a variety of ways.

- For identifying minimum qualifications on vacancy announcements
- For recruitment crediting plans
- For identifying OPM series standard requirements
- For determining minimum grade levels
- For identifying any specialized experience requirements
- For identifying NWCG Incident Management Qualifications requirements
- For identifying "additional required training" for a position, beyond that required for NWCG Incident Management Qualifications
- As guides for employees when constructing Employee Development Plans for future positions

"Additional Required Training" identifies training that is required prior to being considered qualified for a position. It cannot be challenged. An agency equivalent course may be used as a substitute when that course meets or exceeds a required course's learning and performance objectives.

"Employee Development Training" identifies training that assists an employee in meeting position competencies, in addition to training that is required. It is recognized that training is not the only way of obtaining competencies, but the identified courses do provide many, though not necessarily all, of the knowledge and skills needed to meet position competencies.

The "Common Competency Descriptors for All Positions" is intended to supplement each position "Competency Descriptor". They are competencies needed for most positions. Employees obtain these "Common Competencies" through personal education and experiences, through agency orientation and mission renewal programs, and through interaction with peers, teams, and supervisors.

These "Competency Descriptors/Common Competency Descriptors" are used in a variety of ways.

- Constructing Employee Development Plans
- Developing Recruitment Crediting Plans
- Evaluating employee performance

The "Standard Key Performance Elements" are to be used to evaluate employee performance, in conjunction with "Competency Descriptors." These "Performance Elements" are defined as a mission-based outcome or end product that is essential to overall success of the position. Not surprisingly, these "Performance Elements" are derived from the major elements of the "Competency Descriptors."

MINIMUM QUALIFICATIONS STANDARDS

The following "Minimum Qualifications Standards" are established, meeting the direction outlined in the Implementation Action Plan Report of the 1995 Federal Fire Policy Review. Action Items # 27, 62 and 63 from that Action Plan specifically direct the establishment and utilization of these standards by federal wildland fire management agencies.

- Applicants must meet the appropriate Office of Personnel Management (OPM) qualification standards AND the Interagency Fire Program Management (IFPM) standards before being placed in a key fire management position.

- Applicants must attain all identified competencies within three years of being placed into the position. Until competencies are met, employees must be supervised by employees who meet the qualification standards above and all identified competencies.

- To meet these minimum standards, all identified "Minimum Qualifications Standards" components ("OPM Standard Requirements," "Specialized Experiences," "Additional Required Training" and "NWCG Incident Management Qualifications") must be met.

- These "Minimum Qualification Standards" must be used when recruiting for vacant positions. "Specialized Experience," "Required Training," and "NWCG Incident Management Qualifications" requirements are assumed to be cumulative as complexity increases within a position. For example, requirements for a high complexity unit fire program manager include the requirements for moderate and low complexity unit fire program managers.

- Where NWCG Incident Management Qualifications are shown, they relate to minimum incident management skills required to manage the local program on the unit. The assumption is made that if higher incident management skills are needed to manage an incident, they would be ordered through the standard resource ordering process.

- Differing complexity levels are identified for the Wildland Fire Operations Specialist, Prescribed Fire & Fuels Specialist, Prevention & Education Specialists, and Dispatcher series positions. There is a transition level identified, from technician to professional, for these positions.

- "Employee Development Training" identifies training that assists an employee in meeting position competencies, in addition to training that is required. It is recognized that training is not the only way of obtaining competencies, but the identified courses do provide many, though not necessarily all, of the knowledge and skills needed to meet position competencies.

- Each Minimum Qualification Standard is identified by the fire organizational title. The formal classification title will be based on the appropriate job series.

INITIAL ATTACK DISPATCHER

OPM Standard Requirements - GS-455/462 Technician Series

One year of specialized experience equivalent to the next lower grade level. Graduate education may be substituted for specialized experience only when it is directly related to the work of the position. Further information can be obtained from OPM's Qualification Standards Operating Manual, specifically, OPM's Group Coverage Qualification Standard for Technical and Medical Support Positions and the Individual occupational requirements for either the 455 or 462 series. OPM's Qualification Standards Operating Manual is posted at http://www.opm.gov/qualifications/

Recommended minimum grade level: **Senior Fire Dispatcher GS-7**
Fire Dispatcher GS-5

Specialized Experience - Applicants must have a minimum of one year of creditable specialized wildland fire management experience equivalent to the next lower grade level.

Specialized experience is that experience which has provided the applicant with the particular knowledge, skills, and abilities necessary to successfully function in the wildland fire management position applied for.

Specialized experience is obtained by meeting the NWCG qualifications below. Additionally, previous wildland firefighting operations experience is required.

NWCG Incident Management Qualifications - Currency Not Required

Command:	----
OR	
Operations:	----
AND	
Prescribed Fire:	----
AND	
Dispatch	Dispatch Recorder (EDRC)

Additional required training as presented in the following courses, or agency equivalent:

- None

EMPLOYEE DEVELOPMENT TRAINING

INITIAL ATTACK DISPATCHER

Employee should receive the following developmental training, (or agency equivalent) to fully achieve competencies:

- D-111 (formerly D-105) "Entry Level Dispatcher"
- D-110 "Dispatch Recorder"
- D-310 "Support Dispatcher"
- I-100 "Introduction to ICS"
- I-200 "Incident Command System"
- S-110 "Basic Fire Suppression Orientation"
- S-130 "Basic Firefighting"
- S-190 "Introduction to Fire Behavior"
- S-201 "Supervisory Concepts & Techniques"
- S-260 "Fire Business Management Principles"
- S-270 "Basic Air Operations"
- S-290 "Intermediate Fire Behavior"
- Aircraft dispatching
- Airspace management & coordination
- Aviation acquisition/procurement
- Aviation policy and regulations
- Aviation safety, operations, and management training
- Aviation transport of HAZMAT
- Basic dispatcher computer skills
- Flight payment document
- Interagency aviation organizations
- Mission planning & flight request process
- Personal responsibility & liability
- Training to provide intermediate computer skills and working knowledge of various fire management computer programs.

COMPETENCY DESCRIPTORS

A "competency" is defined as a combination of knowledge, skills and abilities which, when acquired, allows a person to perform a task or function at a specifically defined level of proficiency.

A "common competency" is one that describes the knowledge, skills and abilities found in most or all key fire management positions identified in this Guide.

Competencies are described in terms of three "Expertise Levels" (working, journey, and expert). The appropriate level of expertise for that particular competency is indicated under the relevant level of complexity. Expertise level definitions and an example of expertise and complexity levels are included on the first page of each "Competency Descriptor."

> **NOTE:** The "working" level of expertise identified in the "Competency Descriptors" is defined as the minimum level of experience and/or training that it takes to produce work of acceptable quality and meet safety standards.
>
> It is **not** intended that a prospective job applicant have all the defined competencies in their entirety when first selected for any position at any level (unless the hiring unit so chooses, and indicates same in a vacancy announcement). It **is** intended that the employee achieve all indicated competencies before being considered at a full-performance level. Timelines for achieving full-performance level standards should be specified in vacancy announcements and other personnel documents.

The Common Competency Descriptors are intended to supplement each position's Competency Descriptor; the two should be used together. Employees obtain these common competencies through personal education and experiences, through agency orientation and mission renewal programs, and through interaction with peers, teams, and supervisors.

The "Competency Descriptors" may be used in a variety of ways:

- Constructing Employee Development Plans
- Developing Recruitment Crediting Plans, supplementing the "Minimum Qualification Standards"
- Evaluating employee performance, supplementing the "Standard Key Performance Elements"

COMMON COMPETENCY DESCRIPTORS FOR DISPATCH FUNCTIONS

All Positions Descriptor

The following Common Competencies are needed across most positions and at the entry level of positions by every employee. Employees obtain these Common Competencies through personal education and experiences, through agency orientation and mission renewal programs, and through interaction with peers, teams, and supervisors. These competencies must be taken in context of a particular position for scope and complexity.

Core competencies (skill levels) that do not change due to program complexity do not reappear in the individual position descriptions. If program complexity changes the skill level required, then the competency will appear with the appropriate expertise level described, using such language as “comprehensive” or “expert.”

EXPERTISE LEVELS DEFINITIONS

WORKING - W	JOURNEY - J	EXPERT - E
Definition: The minimum level of experience and/or training that it takes to produce work of acceptable quality.	**Definition:** Has sufficient experience to be considered a seasoned employee. Is skilled in performing the more difficult tasks related to the function. Has received advanced training in the function.	**Definition:** Reflects the quality of experience and/or training needed to perform the most challenging aspects of the position.

I. Mission Comprehension

Description

This competency requires background and understanding of the agency enabling legislation and its ramifications, and additional responsibilities that have historically evolved.

Outline

A. Describe the agency's historical background and mission evolution.

Competencies	Dispatch Functions
Knowledge of the agency's historical background and mission evolution.	**W**
Knowledge of enabling legislation and other acts affecting agency's mission.	**W**
Ability to describe the historical background of the agency.	**W**
Ability to explain the purpose of the agency.	**W**

B. Identify relevant agency mandates.

Competencies	Dispatch Functions
Knowledge of existing mandates and resolutions.	**W**

C. Define the purpose of limits within the agency.

Competencies	Dispatch Functions
Knowledge of social, political and fiscal limits within the agency.	**W**

II. Agency Orientation

Description

This competency requires a comprehension of the structure and the organization of the agency's organizational levels; an understanding of the structure and organization of the Departments of Agriculture or Interior and its place in the Federal government; and the development of an insight into an individual employee's role in the agency in particular, and in the Federal government in general.

Outline

A. Describe the structure and organization of the Department of Agriculture or Interior.

Competencies	Dispatch Functions
Knowledge of the basics of government structure and function.	**W**
Knowledge of the structure and function of the Department of the Interior or the Department of Agriculture, United States Forest Service.	**W**
Knowledge of applicable Code of Federal Regulations.	**W**
Ability to describe the relationship of the agency to the Department of the Interior or the Department of Agriculture, United States Forest Service.	**W**

B. Describe the structure and the organization of the agency.

Competencies	Dispatch Functions
Knowledge of how goals and strategies provide structured guidance towards accomplishing an agency's mission.	**NA**
Knowledge of agency organizational structures.	**W**
Ability to define how the agency relates on an interagency basis.	**W**

III. Resource Stewardship

Description

This competency requires an understanding of the natural, cultural, and historical resources protected; the range in responsibilities in managing these resources in the context of fire management; the individual's role in resource stewardship; and the ability to work with partners outside the agency to promote resource stewardship.

Outline

A. Describe federal stewardship of natural resources.

Competencies	Dispatch Functions
Knowledge of federal legislation regarding resource management such as National Environmental Policy Act, Clean Air Act, Wilderness Act, Threatened and Endangered Species Act and the Natural Historical Preservation Act.	**W**
Knowledge of environmental, technical, social consequences of proposed decisions and actions.	**W**
Knowledge of public perceptions of the risks and the benefits of resource alternative strategies.	**W**
Knowledge of the role of scientific knowledge and advanced technologies.	**W**
Ability to learn current natural resources policy initiatives.	**W**

B. Identify resources protected by the agency and describe the responsibilities in managing these resources.

Competencies	Dispatch Functions
Knowledge of natural, cultural, and historical resources managed by the agency.	**J**
Knowledge of ecosystem management and the ecological response to the presence or absence of fire.	**W**
Knowledge of the agency planning process and how it contributes to resource stewardship.	**W**
Ability to articulate the agency stewardship function.	**W**

C. Define the sustainable practices philosophy.

Competencies	Dispatch Functions
Knowledge of agency multiple use acts.	**W**
Knowledge of related fields such as forestry, range, wildlife, botany, soils and water (hereafter referred to as resources).	**W**
Knowledge of how different resources contribute to sustainable practices.	**NA**
Ability to describe how different resources interact.	**NA**
Ability to define sustainability in the context of overall resource management.	**NA**

D. Define the employee's role in resource stewardship.

Competencies	Dispatch Functions
Knowledge of agency's workforce resource priorities.	**W**
Ability to explain the individual's role in supporting the agency's stewardship function.	**W**
Ability to implement agency priorities within an individual's work assignments.	**J**

E. Recognize the positive purposes of interagency partnerships.

Competencies	Dispatch Functions
Knowledge of fire management partnership benefits.	**J**
Knowledge of cooperating agency's missions, organizations, and operating procedures.	**J**
Knowledge of why the agency needs and interacts with partners to fulfill its resource stewardship role.	**J**
Ability to participate in interagency workshops and other project processes.	**J**
Ability to recognize the value of interagency fire management cooperation to meet fire management program goals.	**J**

IV. Fundamental Values

Description

This competency focuses on the employee's ability to exhibit positive attitudes and behaviors to accomplish an assigned job and to contribute to the overall health of the organization. These attitudes and behaviors include teamwork; ethical behavior towards people and the organization; support of cultural diversity, accessibility, and fairness issues in the workplace; and an attitude towards safe behavior for one's self and for others.

The safety competency identifies an understanding of the environmental and workplace hazards of the wildland fire environment. It focuses on the employee's ability to provide leadership and direction in recognition and the mitigation of these hazards, using all applicable laws, policies and guidelines. Utilizing this approach, a passion for safety will be instilled with zero tolerance for unsafe acts. All employees will be personally accountable for safety.

Outline

A. Supervise and develop employees.

Competencies	Dispatch Functions
Knowledge of personnel hiring, pay, discipline, and termination procedures.	**J**
Knowledge of methods and techniques of personal motivation, organization, supervision, and evaluation in order to emphasize accountability.	**J**
Knowledge of the processes and sources of training.	**J**
Skill in practicing the commonly accepted individual values of performance, commitment, interdependence, authority, responsibility, accountability, choice, risk management, and excellence.	**J**
Skill in applying the accepted principles of delegation.	**J**
Skill in carrying out proper fiscal and accountable actions.	**J**
Ability to apply sound personnel management skills to include supervision, coaching, training, motivation, and evaluation.	**W**

Competencies	Dispatch Functions
Ability to conduct oneself in an ethical manner.	**J**
Ability to transmit high performance expectations and to follow up on personnel accomplishments.	**J**
Ability to impart self-confidence and empowerment.	**J**
Ability to initiate recommendations for change.	**J**
Ability to assess personal attitudes towards others and one's employer.	**J**
Ability to develop new insights into situations in order to improve the situation, increase efficiencies, or to mitigate safety problems.	**J**
Ability to create effective standards and operating procedures for personnel safety.	**J**

B. Implement safe workplace practices.

Competencies	Dispatch Functions
Knowledge of agency laws, policies, and guidelines such as NWCG's Standard Firefighting Orders and Watch Out Situations.	**W**
Knowledge of wildland fire hazards.	**J**
Knowledge of wildland fire safety practices and procedures.	**J**
Knowledge of basic first aid procedures.	**J**
Knowledge of hazard and risk analysis requirements for such areas as human factors, fuels, weather, topography, aviation, mechanized equipment, and hazardous materials.	**W**
Skill in using safety related education programs with the focus on training and performance certification.	**W**
Skill in using educational and certification processes to impart a passion for safety.	**W**

Competencies	Dispatch Functions
Skill in applying basic first aid procedures.	**J**
Ability to recognize and correct unsafe practices and conditions.	**W**

C. Identify workplace accessibility issues.

Competencies	Dispatch Functions
Knowledge of Americans with Disabilities Act requirements.	**W**
Ability to make reasonable accommodation for disabled persons.	**W**

D. Describe the guiding principles of time management.

Competencies	Dispatch Functions
Knowledge as to how time management affects one's personal well being and stress level.	**W**
Knowledge of the impact of internal and external influences on available time and time choices.	**W**
Ability to understand how individual factors of values, priorities, and goals affect time choices.	**W**
Ability to define the difference between internal and external prime time.	**W**
Ability to develop an effective time management strategy.	**J**
Ability to monitor time spent and make adjustments as needed.	**J**

E. Describe the agency's management culture.

Competencies	Dispatch Functions
Knowledge of the agency's values and philosophy.	**W**
Knowledge of external influences on the agency's mission, budget, and operational procedures.	**W**
Ability to define those elements of the management culture that have an effect on meeting one's job performance requirements.	**J**

F. Implement cultural diversity, equal opportunity and civil rights policies.

Competencies	Dispatch Functions
Knowledge of appropriate act requirements to include the Equal Opportunity Act, Civil Rights Act, Age Discrimination in Employment Act, Rehabilitation Act, 29 CFR 1604.11(a) Sexual Harassment.	**W**
Skill in carrying out supervisory and leadership responsibilities relevant to the workplace acts.	**J**

V. Leadership

Description

This competency requires a comprehension of the basics of leadership.

Outline

A. Demonstrate appropriate leadership skills to meet agency goals and safe operating procedures.

Competencies	Dispatch Functions
Knowledge of acceptable leadership characteristics.	**J**
Knowledge of delegation as a leadership and team building tool.	**J**
Knowledge of management styles most appropriate to deal with internal and external controls.	**J**
Knowledge of the steps of effective conflict resolution.	**J**
Ability to function as an effective team member.	**J**
Ability to recognize changing conditions, develop alternative strategies, and take appropriate action.	**J**
Ability to be decisive in leadership roles.	**J**
Ability to define one's leadership style.	**W**
Ability to adjust one's leadership style to meet the agency mission.	**J**
Ability to describe how the development levels of followers affect one's leadership style.	**W**
Ability to understand and apply the basic styles of conflict resolution such as avoiding, accommodating, compromising, competing, and collaborating.	**J**

VI. Problem Solving Skills

Description

This competency deals with the ability to analyze, build consensus, make decisions, and practice innovation in various aspects of the job.

Outline

A. Analyze a situation, determine alternative solutions, and recommend a course of action.

Competencies	Dispatch Functions
Knowledge of assessment skills.	**J**
Knowledge of how a situation deviates from the norm or a standard.	**J**
Knowledge of factors contributing to a problem.	**J**
Skill in distinguishing between relevant and irrelevant information and making logical judgments.	**J**
Skill in collecting, grouping contributing factors.	**J**
Ability to use sound reasoning to arrive at a conclusion.	**J**
Ability to narrow the problem area.	**J**

B. Make sound and well-informed decisions.

Competencies	Dispatch Functions
Knowledge of organizational goals and objectives.	**J**
Knowledge of organizational policy and guidelines.	**J**
Skill in identifying the impact and implications of decisions.	**J**
Ability to quantify costs of decisions.	**J**
Ability to describe the rationale for a decision.	**J**

C. Identify and mitigate stressful influences.

Competencies	Dispatch Functions
Knowledge of stress indicators.	**J**
Skill in recognizing the impacts of stress on the functions of supervision and leadership.	**J**
Skill in mitigating stressful situations.	**J**
Ability to minimize negative personal impacts.	**J**

D. Utilize facilitation skills to resolve problems and promote consensus.

Competencies	Dispatch Functions
Knowledge of group processes.	**J**
Knowledge of the five basic styles of conflict resolution.	**W**
Skill in building group consensus to meet objectives through give and take.	**W**
Ability to foster commitment.	**W**
Ability to negotiate to find mutually acceptable solutions.	**W**
Ability to encourage and receive cooperation.	**J**
Ability to gain cooperation from others to obtain information and accomplish goals.	**E**

VII. Communication Skills

Description

This competency relates to the ability to communicate effectively with the public and employees in writing and speech; to work as an effective team member; to use interpersonal skills to become an effective employee; and to exhibit basic computer capabilities.

Outline

A. Communicate effectively.

Competencies	Dispatch Functions
Knowledge of effective listening, speaking, and writing skills.	**E**

Competencies	Dispatch Functions
Knowledge of the characteristics of effective written communications.	**J**
Knowledge of communication methods used by the supervisor.	**J**
Knowledge of how a team of people communicate to accomplish a common goal.	**J**
Knowledge of basic computer keyboard requirements.	**J**
Knowledge of computer data entry and retrieval.	**J**
Skill in writing basic letters and reports and filling out basic forms for routine agency operations.	**J**
Ability to identify the types of non-verbal communication methods.	**W**
Ability to express facts and ideas in writing in a succinct and organized manner.	**J**
Ability to define the speaker, listener, and observer tasks in communications.	**W**
Ability to facilitate an open exchange of information.	**J**
Ability to identify the conditions necessary for accurate and effective communications.	**J**
Ability to consider and respond appropriately to the needs, feelings, and capabilities of others, and adjust communication approaches to suit different people and situations.	**W**
Ability to perform computer technological skills such as word processing, electronic mail, and Internet processes.	**J**
Ability to explain agency programs and procedures in understandable terms to individuals and groups.	**J**

VIII. Personal Development and Planning

Description

This competency considers an individual being able to work with subordinates or a supervisor. It considers an agency's plan for charting a course of action for developing an individual.

Outline

A. Meet agency physical and mental fitness requirements.

Competencies	Dispatch Functions
Knowledge of National Wildfire Coordinating Group and agency requirements.	**J**
Ability to utilize a physical training program to enhance physical and mental fitness.	**W**
Ability to perform duties under stressful and adverse operating conditions, such as long work hours, heavy workloads, emergency situations, adverse working and environmental conditions.	**W**
Ability to recognize fitness potential in subordinates and provide opportunities to achieve this potential.	**W**

B. Set individual career goals and implement self-directed course of action.

Competencies	Dispatch Functions
Knowledge of career development strategies.	**J**
Knowledge of self-direction capabilities.	**J**
Knowledge of agency and interagency opportunities and requirements for potential advancement.	**J**
Skill in demonstrating a belief in one's own abilities and ideas.	**J**
Ability to set personal goals for career development and implement actions to obtain them.	**J**

Competencies	Dispatch Functions
Ability to use a performance appraisal to assess one's performance strengths and weaknesses to lead toward improvement.	**W**
Ability to develop self-motivation.	**J**
Ability to seek feedback from others and opportunities for self-learning and development.	**J**
Ability to perform a personal role assessment, which would lead to monitoring behavior patterns associated with the functions performed.	**J**

IX. Agency Operations

Description

This competency requires a comprehension of the basic operations of an agency, especially at the local level; and how these operations interact to fulfill the missions, planning and budgetary processes and agency purpose.

Outline

A. Apply basic principles of appropriation law.

Competencies	Dispatch Functions
Knowledge of appropriation law relevant to supervisory and leadership roles.	**W**
Knowledge of the aspects of appropriation law pertinent to the expenditure of funds and relative to the agency mission.	**W**
Knowledge of agency fiscal regulations.	**J**
Ability to describe the budget authority relevant to supervisory and leadership roles.	**W**
Ability to describe the purpose of an obligation.	**W**

B. Implement and evaluate financial activities.

Competencies	Dispatch Functions
Knowledge of agency financial regulations, policy and guidelines.	**J**
Knowledge of interagency fire business management practices and procedures.	**J**
Knowledge of required fiscal documentation.	**J**
Ability to apply appropriate fiscal procedures.	**J**

C. Apply appropriate technology.

Competencies	Dispatch Functions
Knowledge of existing fire information databases and software applications.	**J**
Knowledge of current technology and the impact of technological changes on the organization.	**E**
Ability to apply technologies on the job.	**E**
Ability to identify various sources available that enable supervisors to keep current on technological advances.	**J**
Ability to describe one's role in information and technological exchange.	**J**

D. Develop and maintain agency and interagency operations.

Competencies	Dispatch Functions
Knowledge of the various aspects of local unit interactions and how they work together to accomplish the agency and local unit missions.	**J**
Knowledge of the external agency operations.	**W**
Knowledge of the customer consultation process.	**J**
Knowledge of agency cooperative agreements, memorandums of understanding.	**J**
Knowledge of the organization and the function of cooperative interagency fire organizations such as NWCG, NICC, GACC, state and local organizations.	**J**
Ability to provide input into Cooperative Agreements, MOUs, and MOAs.	**J**
Ability to participate at the appropriate level in interagency workshops and seminars.	**J**

E. Initiate and participate in agency and interagency interdisciplinary planning processes.

Competencies	Dispatch Functions
Knowledge of what constitutes a correctly written objective.	**J**
Knowledge of how goals and strategies provide structured guidance in accomplishing an agency's mission.	**J**
Knowledge of agency's priorities.	**J**
Knowledge of how an agency's planning system causes a timely reconsideration of priorities.	**J**
Skill in providing input into objective writing.	**J**
Skill in restructuring priorities to meet goals or objectives.	**J**
Ability to review portions of plans and provide input.	**J**

F. Utilize agency qualifications and certification procedures.

Competencies	Dispatch Functions
Knowledge of agency and interagency qualification and certification standards and procedures adopted by the National Wildfire Coordinating Group (NWCG).	**J**
Knowledge of position task book requirements.	**W**
Ability to maintain position qualification.	**J**

X. Program/Project Progress Monitoring and Evaluation

Description

These competencies are related in terms of adjusting program operations in a timely manner. Progress is directed to carrying out quantifiable objectives. Monitoring that part of the operation identifies whether the objectives are valid, understood, and whether the employee is capable of performing the tasks.

Outline

A. Implement measurement systems that accurately track results.

Competencies	Dispatch Functions
Knowledge of agency performance requirements.	**J**
Knowledge of basic wildland fire program requirements.	**J**
Knowledge of fire operations/prescribed fire tools and equipment.	**W**
Knowledge of reporting requirements and procedures.	**E**
Ability to implement the common monitoring techniques of feedback and personal observation used in evaluating a project's progress.	**J**

B. Evaluate results against program objectives.

Competencies	Dispatch Functions
Knowledge of evaluative processes and procedures.	**J**
Ability to analyze organizational performance relative to given objectives.	**J**
Ability to recognize how objectives establishing the direction efforts are to be focused and the criteria for measuring success.	**J**

COMPETENCY DESCRIPTORS FOR INITIAL ATTACK DISPATCHER

Initial Attack Dispatcher Position Descriptor

An initial attack dispatcher is one whose primary purpose is executing dispatch procedures in response to incidents. Initial attack duties include monitoring and statusing suppression resources; processing weather observations and spot weather forecasts; broadcasting daily and updated fire weather information; initiating and completing required fire reports. Under supervision executes operating plans and action guides for efficient, and cost-effective mobilization to emergency situations. Ensures activities directed by the initial attack dispatch center are conducted safely. Performs a variety of staff and administrative duties relating to fire suppression and prescribed fire activities. Prior wildland fire fighting experience is a requirement of this position.

EXPERTISE LEVELS DEFINITIONS

WORKING – W	JOURNEY – J	EXPERT – E
Definition: The minimum level of experience and/or training that it takes to produce work of acceptable quality.	**Definition:** Has sufficient experience to be considered a seasoned employee. Is skilled in performing the more difficult tasks related to the function. Has received advanced training in the function.	**Definition:** Reflects the quality of experience and/or training needed to perform the most challenging aspects of the position.

"Program Complexity Levels" refers to those determined from the complexity analysis process. Some positions do not vary in the expertise levels of competencies, regardless of the complexity of the program to which they are assigned. Others have only a minimum level of competency expertise defined, recognizing that there is too wide a variety of programs within and between agencies to define all situations. The remainder have either two or three levels of competency expertise, based on their unit's program complexity.

Example of Expertise and Complexity Levels

Competencies	Low	Moderate	High
Knowledge of processes and sources of training.	**W**	**J**	**J**

In this example, a “W” Working level of expertise is required in a Low complexity fire program; a “J” Journey level of expertise is required in both Moderate and High complexity fire programs.

I. Fire Program Management Support

Description

This element identifies the knowledge, skills and abilities required to provide efficient and effective support to fire program management.

Outline

A. Implement goals and objectives in support of fire program management.

Competencies	**Expertise Level**
Knowledge of presuppression, suppression, detection, and fire management activity plans as they apply to dispatching.	**W**
Knowledge of agency and interagency financial management system.	**W**
Knowledge of the incident support organization.	**W**
Knowledge of computer data entry and retrieval.	**W**
Knowledge of federal, state, tribal, county, and local wildland firefighting organizations, terminology, techniques, resources, Mutual Aid Agreements and operating plans for the dispatch center's jurisdictional area of responsibility.	**J**
Skill in utilizing computer hardware and specialized applications specific to initial attack dispatching, expanded dispatch, fire suppression, prescribed fire, aviation management and administration.	**J**
Skill in maintaining unit personnel's incident qualifications using various agency computer programs.	**W**
Ability to analyze the activity and suppression situation for their area of influence and adjacent areas and keep supervisor apprized of potential problems.	**J**
Ability to identify and define dispatch related issues and suggest corrective actions to increase efficiencies and effectiveness.	**W**
Ability to retrieve information and/or prepare the daily situation report, annual fire report, fire statistics, and aviation activity reports.	**W**
Ability to follow established agency and interagency procedures for records creation, maintenance, and disposal.	**W**

B. Communicates orally and in writing, using appropriate technology.

Competencies	**Expertise Level**
Knowledge of documentation requirement to preserve data pertaining to dispatch center activities.	**J**
Skill in operating telecommunication equipment, computer based applications, and other related communications equipment in the dispatch center.	**J**
Ability to effectively and efficiently communicate and interact with co-workers, public, and other customers of the dispatch center.	**E**
Ability to present dispatch training.	**J**

II. Mobilization

Description

This element describes the knowledge, skills and abilities required to mobilize and demobilize overhead, crews, aircraft, equipment and supplies for wildland fire, prescribed fire activities, and other activities.

Outline

A. Provide local, geographic and national mobilization and demobilization support.

Competencies	**Expertise Level**
Knowledge of standard fire dispatch procedures, predefined initial attack response zones, and operating guides used in ordering and mobilization of overhead, crews, aircraft, equipment and supplies for wildfire, prescribed fire and other non-fire emergencies.	**J**
Knowledge of agency and interagency mobilization policies, procedures and guidelines.	**J**

Competencies	**Expertise Level**
Knowledge of fire management resources, fire position qualifications, equipment, capabilities, sources and ordering procedures.	**J**
Knowledge of the organization and function of the National Interagency Coordination Center and the geographic area coordination centers.	**W**
Knowledge and understanding of field operational procedures, principles, and techniques employed in all aspects of fire suppression.	**J**
Knowledge of fire behavior and weather conditions to effectively dispatch fire management resources.	**J**
Knowledge of cache management procedures.	**W**
Knowledge of maps and land photos of various types such as topographical, unit, and aerial.	**J**
Knowledge of national, geographic area, local mobilization guides, and dispatch operating guides.	**W**
Skill in monitoring and tracking resources following standard guidelines and procedures, including aircraft, overhead, crews, and equipment.	**J**
Skill in plotting and identifying locations to determine land status, direct resources to the incident site, and track resources through the application of latitude and longitude, township, range, and section, and VOR bearing and distance.	**J**
Ability to function as the incident focal point prior to the arrival of the responding resource.	**J**
Ability to obtain and document incident size-up information per the dispatch center's operating guide and brief supervisor of incident status or anticipated needs.	**J**
Ability to recognize when dispatch procedures do not apply to current situation.	**J**
Ability to perform duties under stressful and adverse operating conditions, such as long hours, heavy workloads, emergency situations, adverse working and environmental conditions.	**J**
Ability to mobilization resources to multi-jurisdictional incidents including mutual aid with local non-federal cooperators.	**W**

III. Operations

Description

This competency identifies the knowledge, skills and abilities necessary for providing dispatch support to field operations involving preparedness, suppression, fuels and prescribed fire, and aviation activities.

Outline

A. Provide preparedness dispatch support services.

Competencies	**Expertise Level**
Knowledge of aerial and land-based detection systems and technologies.	**W**
Knowledge of wildland fire prevention principles and techniques, fire prevention guides and applications.	**W**
Knowledge of fire permitting processes and closures.	**W**
Skill in relaying daily fire weather forecasts, "Red Flag" warnings, spot weather forecasts, predicted weather and burning indices and the relation to preparedness levels and staffing for suppression and aviation resources.	**J**
Skill in input and retrieval of weather data from Weather Information Management System (WIMS).	**J**
Ability to identify and utilize new technology as it relates to weather data.	**W**

B. Provide suppression, fuels, and prescribed fire support services.

Competencies	**Expertise Level**
Knowledge in fire suppression and prescribed fire strategies, tactics, methods and procedures.	**W**
Knowledge of appropriate management responses.	**W**
Skill in recognizing changing conditions.	**W**
Skill in keeping field personnel and agency administrators or MAC Group informed of critical information (Red Flag, fire behavior, burning conditions, resource shortages)	**J**
Skill in determining anticipated fire behavior.	**J**

C. Provide aviation dispatch support services.

Competencies	**Expertise Level**
Knowledge of fixed-wing and rotary-wing aircraft relating to fire and administrative operations in terms of capabilities, duty limitations, scheduling, flight following, incident or accident notification, and economics.	**W**
Knowledge of airspace designations (e.g., MTR, MOA, TFR, hazards). Ability to follow established notification procedures for airspace coordination.	**W**
Knowledge of aircraft flight planning, including but not limited to scheduling flights, pilots and aircraft; duty limitations, ordering procedures, procurement and cost comparison analysis.	**W**
Knowledge of aviation safety, including airspace management, search, rescue and medivac procedures, incident reporting procedures, briefing and debriefing pilot, chief of party and passengers.	**W**
Knowledge of communication equipment, radio use, management computer and software used in aircraft dispatching.	**J**
Skill in applying safe and efficient aviation management procedures.	**W**
Skill in flight following aircraft according to national, geographic and local area procedures.	**J**
Skill in incident or accident notification.	**W**

IV. Safety and Welfare

Description

This competency identifies the knowledge, skills and abilities required to support wildland and prescribed fire operations in accordance with safety-related laws, policies and guidelines. Personal accountability and zero tolerance for unsafe acts are paramount.

Outline

A. Support wildland and prescribed fire operations in accordance with safety-related laws, policies and guidelines, including:
   1. Occupational Safety and Health Act
   2. Applicable state safety regulations
   3. Department and agency policies and guidelines
   4. NWCG guidelines

Competencies	**Expertise Level**
Knowledge of the laws, policies and guidelines pertaining to safety such as the Code of Federal Regulations, national and agency policies and guidelines, Standard Firefighting Orders, Watch Out Situations, and other related fire safety guidelines, including Occupational Safety and Health Act and NWCG guidelines.	**W**

B. Identify hazards and risks.

Competencies	**Expertise Level**
Knowledge of a variety of hazards encountered within the wildland fire environment and other work environments; e.g., aviation, mechanized equipment, and hazardous materials.	**W**

KEY PERFORMANCE ELEMENTS

The standard Key Performance Elements are to be used to evaluate employee performance, in conjunction with the Competency Descriptors. A "Performance Element" is defined as a mission-based outcome or end product that is essential to overall success of the position. The following Key Performance Elements are derived from the major elements of each position's Competency Descriptor.

The first section of these Key Performance Elements is a set of "common" Key Performance Elements, applicable to all positions. These may be used for evaluative purposes, or more likely, for initiation of employee development plans early in one's career. Following the common elements are additional Key Performance Elements specific to this individual position.

KEY PERFORMANCE ELEMENTS

THE FOLLOWING ELEMENTS ARE COMMON TO ALL FIRE PROGRAM MANAGEMENT POSITIONS:

I. Mission Comprehension

- Describe the agency's historical background and mission evolution.
- Identify relevant agency mandates.
- Define the purpose of limits within the agency.

II. Agency Orientation

- Describe the structure and organization of the Department of Agriculture or Interior.
- Describe the structure and the organization of the agency.

III. Resource Stewardship

- Describe federal stewardship of natural resources.
- Identify resources protected by the agency and describe the responsibilities in managing these resources.
- Define the sustainable practices philosophy.
- Define the employee's role in resource stewardship.
- Recognize the positive purposes of interagency partnerships.

IV. Fundamental Values

- Supervise and develop employees.
- Implement safe workplace practices.
- Identify workplace accessibility issues.
- Describe the guiding principles of time management.
- Describe the agency's management culture.
- Carry out cultural diversity, equal opportunity and civil rights procedures.

V. Leadership

- Demonstrate appropriate leadership skills to meet agency goals and safe operating procedures.

VI. Problem Solving Skills

- Analyze a situation, determine alternative solutions, and recommend a course of action.
- Make sound and well-informed decisions.
- Identify and mitigate stressful influences.
- Utilize facilitation skills to resolve problems and promote consensus.

VII. Communication Skills

- Communicate effectively.

VIII. Personal Development and Planning

- Meet Agency physical and mental fitness requirements.
- Set individual and career goals and implement self-directed course of action.

IX. Agency Operations

- Apply basic principles of appropriation law.
- Implement and evaluate financial activities.
- Apply appropriate technology.
- Develop and maintain agency and interagency operations.
- Initiate and participate in agency and interagency interdisciplinary planning processes.
- Utilize agency qualifications and certification procedures.

X. Program/Project Progress Monitoring and Evaluation

- Implement measurement systems that accurately track results.
- Evaluate results against program objectives.

THE FOLLOWING ELEMENTS ARE SPECIFIC TO THE INITIAL ATTACK DISPATCHER POSITIONS:

I. Fire Program Management Support

- Implement goals and objectives in support of fire program management.
- Communicate orally and in writing, using appropriate technology.

II. Mobilization

- Provide local, geographic and national mobilization and demobilization support.

III. Operations

- Provide preparedness dispatch support services.
- Provide suppression, fuels, and prescribed fire support services.
- Provide aviation dispatch support services.

IV. Safety and Welfare

- Support wildland and prescribed fire operations in accordance with safety-related laws, policies and guidelines, including:
    1. Occupational Safety and Health Act
    2. Applicable state safety regulations
    3. Department and agency policies and guidelines
    4. NWCG guidelines
- Identify hazards and risks

TRAINING FOR AGENCY MANAGERS

The following chart outlines required and recommended training for various levels of agency administrators, fire program managers and other agency managers of the five federal wildland fire management agencies. As interest from the states has been expressed as well, state recommendations are included.

These recommendations were approved as policy for the five federal wildland fire management agencies by the Federal Fire & Aviation Leadership Council on February 12, 1998.

This chart accomplishes Action Item #64 of the Implementation Action Plan for the 1995 Federal Fire Policy Review.

Federal Fire Policy – Action Item #64

Training for Agency Managers

Training	BIA	NPS	USFS	BLM	FWS	State
Recommended • "Fire Management for Executives" * • I-401 "ICS for Executives"	Department Level Senior Executive Regional Director Tribal Administrator	Department Level Senior Executive Associate Director Regional Director	Department Level Senior Executive Deputy Chief Regional Forester	Department Level Senior Executive Assistant Directors-WO State Director	Department Level Senior Executives Regional Director	Governor
Required • "Fire Management Leadership" (FML includes I-401 "ICS for Executives" **Recommended** • Participation in "8-hour Annual Safety Refresher"	Agency Superintendent Regional Foresters	Associate Regional Director Park Superintendent Regional Chief Ranger	Forest Supervisor Deputy Forest Supervisor	Associate State Director District Manager Field Office Manager	Refuge Manager/ Project Leader Assistant Regional Director Refuge Supervisor	State Forester (training recommended)
Required • "Local Fire Management Leadership" (includes I-200 "Basic ICS") **Recommended** • Participation in "8-hour Annual Safety Refresher"	Resource Manager	Chief Ranger Chief, Resources Management Area/Unit Manager	District Ranger	Resource Area Manager Field Office Managers	Refuge Manager/ Project Leader Primary Assistant	Local Level Land Manager (training recommended)
Required • "Fire Program Management" • "8-hour Annual Safety Refresher" **Recommended** • "Fire in Ecosystem Management" or Geographic Area equivalent (recommended for all personnel responsible for integrating fire in resource management.)	Fire Program Manager	Fire Program Manager	Fire Program Manager	Fire Program Manager	Fire Program Manager	

* Denotes course under development

Approved by Federal Fire and Aviation Leadership Council 2/12/98

INSTRUCTIONS AND GUIDING PRINCIPLES FOR USE OF THE COMPLEXITY DESCRIPTORS

The process to determine program complexity ratings for units with wildland fire responsibilities is accomplished by reviewing eight major program elements. These elements are composed of sub-elements, each of which are individually evaluated. These eight elements and their sub-elements are:

Program Management: *(ten sub-elements)*

Fire Season
Budget
Logistics
Workforce Management
Program Objectives
Planning
Contracts
Agreements/Cooperators
Multi-Unit Responsibility
Social/Political/Economic Concerns

Preparedness**:** *(six sub-elements)*

Training and Qualifications
Initial Attack Dispatch Office
Caches
Support to Other Units
Fuels and Fire Danger
Fire Resource Modules

Program Interdependence: *(one sub-element)*

Consequences of the Outcome of One Program Activity on Another

Land Management Base: *(four sub-elements)*

Total Acres Managed
Ownership Pattern
Wildland/Urban
Cultural/Natural Resources

Wildland Fire: *(seven sub-elements)*

Average Annual Wildland Fire Occurrence
Average Annual Wildland Fire Acres Burned
Length of Wildland Fire Season
Values to Be Protected
Wildland Fire Management
Firefighter and Public Safety
Fuels and Fire Behavior

Prescribed Fire/Fuels Management: *(six sub-elements)*

Prescribed Fire *(three sub-elements)*

Prescribed Fire
Multiple Ownership/Multiple Jurisdictions
Burn Season Length

Mechanical *(three sub-elements)*

Treatment Objectives
Implementation
Values to Be Protected

Aviation: *(one sub-element)*

Aviation

Prevention and Education: *(two sub-elements)*

Prevention
Wildland Fire Education

Elements and sub-elements are given weighted values, depending on:

An element's importance to the overall program, and its subordinate sub-elements' relative importance within that element.

When evaluating the complexity of a unit's program, a manager identifies the most accurate of the appropriate narrative descriptors, then assigns numerical ratings of 0-5 to each sub-element.

- A "0" indicates that the sub-element doesn't apply.
- Scores of "1", "3" and "5" are assigned when the unit falls squarely within the narrative descriptors.
- Scores of "2" and "4" are assigned only when it is clear that a unit's accurate description would more reasonably fall between the narrative complexity descriptors.

Using the Excel spreadsheet greatly simplifies the calculations. Entering the sub-element scores onto the spreadsheet automatically calculates the total raw score. The raw score then determines the program complexity level. Complexity score ranges are as follows:

Low Complexity	(1)	=	10 - 2995
Moderate Complexity	(2)	=	2996 - 5991
High Complexity	(3)	=	5992 - 7490

Manual Calculation Instructions

Step 1. Assign a score, 0-5, to each sub-element within an element.

Step 2. Multiply the sub-element score for each sub-element by the Sub-element Weighting Value.

Step 3. Add the sum of all products obtained in Step 2, for a total sub-element score.

Step 4. Multiply the total sub-element score obtained in Step 3 by the Element Weighting Value. This product is the sub-total score for that element.

Step 5. Perform Steps 1-4 for all eight elements.
Step 6. Add the sum of all eight element total scores for the Grand Total Points.
Step 7. Compare the Grand Total Points to the above complexity score ranges to determine the complexity level of the unit being evaluated.

See example, pp 7 & 8

NOTE:
Determination of program complexity in turn determines the complexity of the Fire Program Manager's position (and resultant grade, competencies, etc.). It does NOT necessarily determine the complexity of subordinate positions that have variable complexity, such as the Prescribed Fire/Fuels Specialist, Fire Prevention & Education Specialist, and Operations Specialist. Those complexities (and resultant grades, competencies, etc.) are determined by the relative complexity of that sub-program within the overall fire management program. The appropriate complexity elements identified in the Complexity Descriptors may assist in making those determinations, but in and of themselves may not be the sole determinants, if, for example other fire duties are included in a Specialist's position description.

GUIDING PRINCIPLES

There were numerous assumptions that became guiding principles in the development of the complexity descriptors. It is imperative that these be fully understood prior to completing an analysis of a unit's fire program complexity!

The listing of guiding principles below is not in priority order- each are equally important.

1. Descriptors are worded such that the maximum level of complexity for the "low" category is described, and the minimum level of complexity for the "high" category is described.

2. Strong effort was made to be consistent with the 1995 Federal Wildland Fire Policy and Program Review terminology and philosophy.

3. Appropriations language (DOI and Related Agencies Appropriations Act) guided direction of what sub-elements were included in which elements.

4. Numbers, where indicated in the descriptors, are initial best guess "thresholds" and likely require normal distribution adjustments.

5. The complexity descriptors only address the "fire job", not collateral or multi-functional duties.

6. These descriptors only address fire management program activities, not other resource activities, such as timber, range, or recreation etc.

7. Sub-element description statements are indicators only and may not be all encompassing; the preponderance of descriptors within a specific complexity level should be met to apply.

8. While an effort was made to reduce redundancy, some sub-elements correctly overlap or are repeated in several elements.

9. Competency and qualification standards must be commensurate with identified program complexity levels.

10. Complexity is evaluated based upon the area of responsibility (geographic or otherwise) for the unit being rated. For example, in the Lower Colorado River, BIA, FWS, and BLM share fire management responsibilities. All provide fire management resources, but the BLM provides program management oversight, i.e. the BLM fire program manager reports to the three agency administrators. So, when the three agencies evaluate their respective programs, BLM's area of responsibility would be greater than the other two agencies'.

11. For the purposes of this document the term “program activities” refers specifically to the following seven management areas: wildland fire management, prescribed fire management, fuels management, wildfire prevention/wildland fire education, preparedness, aviation management, and interagency operations. Do not confuse these with the eight program elements that define program complexity.

12. Element weighting values reflect the importance of the eight elements that determine program complexity. For example, "Program Management"' is rated a "10" element weighting value, and "Prevention/Education" is rated a "2", reflecting the relative importance of program management activities over prevention/education activities when determining the overall program complexity.

13. While not a stand-alone element or sub-element, “safety” is captured in relevant program sub-elements throughout the document.

14. Element weighting values do not reflect the importance of the sub-elements, but rather the complexity associated with that sub-element. For instance, safety is of extreme importance, but as a sub-element in the "Wildland Fire" element, "Firefighter and Public Safety" as described is of less complexity than the "Values to be Protected" sub-element. In other words, it is assumed that safety is built into all the elements as appropriate, but this sub-element in the above example deals with the extra complexity posed by safety issues.

15. Program staffing and complexity ratings should be based upon Most Efficient/Effective Levels (MEL), not the reduced funding levels which are based upon a percentage of MEL. This is because the funding calculation varies annually, while MEL should remain constant over a period of time.

16. Complexity assignments should be based upon approved management plans (land/resource/fire/et al), not upon future program desires. This statement is not intended to be in conflict with #15 above.

17. A strong attempt was made at consistency in philosophy and content with the Federal Fire & Aviation Leadership Council (FFALC) preparedness/planning ad hoc group, and other agency position management task groups, such as the Forest Service R-5 Standard Position Description Task Group.

18. Intent of these complexity descriptors is to address the broadest spectrum of program complexities on an interagency basis, not simply from the perspective of any one agency.

19. The distribution of these interagency program complexities (L, M, H) is measured on an interagency basis, not on an individual agency basis. It is assumed that most programs on an interagency basis will fall into the “Moderate” program complexity level.

20. Each individual fire program unit should be evaluated on its own merit against the interagency complexity standards.

21. The planning function is included in the “Program Management” element.

22. The training function is included in the “Preparedness” element.

Ranking Scheme					
	Column 1	Column 2	Column 3	Column 4	
	EWV		**Agency A**	**Agency A**	
Program Management	***10***	**SWV**	**Unit**	**Unit**	
Fire Season		5	3	15	
Budget		10	4	40	
Logistics		5	3	15	
Workforce Management		10	4	40	
Program Objectives		10	4	40	
Planning		2	3	6	
Contracts		2	3	6	
Agreements, Cooperators		5	3	15	
Multi-Unit Responsibility		10	4	40	
Social, Political, Economic		10	5	50	
				267	*Total Points*
				2670	*Total Points * EWV*
	EWV		**Agency A**	**Agency A**	
Preparedness	***10***	**SWV**	**Unit**	**Unit**	
Training, Quals		5	1	5	
Initial Attack Dispatch Office		2	3	6	
Caches		2	1	2	
Support to other Units		5	1	5	
Fuels and Fire Danger		10	3	30	
Fire Resource Modules		10	2	20	
				68	*Total Points*
				680	*Total Points * EWV*
	EWV		**Agency A**	**Agency A**	
Program Interdependence	***10***	**SWV**	**Unit**	**Unit**	
Consequence of Outcomes of 1 Program Activity on Another		5	3	15	
				15	*Total Points*
				150	*Total Points * EWV*
	EWV		**Agency A**	**Agency A**	
Land Management Base	***5***	**SWV**	**Unit**	**Unit**	
Total Acres Managed		5	4	20	
Ownership Patterns		10	5	50	
Wildland/Urban		10	5	50	
Cultural, Natural Resources		5	3	15	
				135	*Total Points*
				675	*Total Points * EWV*

	EWV		**Agency A**	**Agency A**	
Wildland Fire	***5***	**SWV**	**Unit**	**Unit**	
Average Annual Wildland Fire Occurrence		5	3	15	
Average Annual Wildland fire Acres Burned		5	3	15	
Length of Wildland Fire Season		5	3	15	
Values to be Protected		5	4	20	
Wildland Fire Management		5	3	15	
Firefighter and Public Safety		2	5	10	
Fuels and Fire Behavior		2	5	10	
				100	*Total Points*
				500	*Total Points * EWV*
	EWV		**Agency A**	**Agency A**	
Prescribed Fire/Fuels	***5***	**SWV**	**Unit**	**Unit**	
Prescribed Fire		5	2	10	
Prescribed Fire Multiple Ownership/Jurisdiction		2	4	8	
Prescribe Fire Burn Season Length		2	5	10	
Mechanical Treatment Objectives		5	3	15	
Mechanical Implementation		2	3	6	
Mechanical Values to be Protected		2	3	6	
				55	*Total Points*
				275	*Total Points * EWV*
	EWV		**Agency A**	**Agency A**	
Aviation	***5***	**SWV**	**Unit**	**Unit**	
Aviation		5	1	5	
				5	*Total Points*
				25	*Total Points * EWV*
	EWV		**Agency A**	**Agency A**	
Prevention	***2***	**SWV**	**Unit**	**Unit**	
Prevention		2	3	6	
Wildland Fire Education		2	1	2	
				8	*Total Points*
				16	*Total Points * EWV*
TOTAL				4991	*Grand Total Points * EWV*
				0	*Lowest Possible Grand Total Points * EWV*
EWV = Element Weighting Value				7490	*Highest Possible Grand Total Points * EWV*
SWV = Sub-Element Weighting Value				2	*Overall Element Complexity Score on a 1 (Low), 2 (Medium), and 3 (High) scale*

COMPLEXITY RATING FOR PROGRAM MANAGEMENT — EWV = 10

This element addresses the components of managing a wildland fire program on a unit. Sub-elements addressed are fire season, budget, logistics, workforce management, program objectives, planning, contracts, agreements/cooperators, multi-unit responsibility, and social/political/economic concerns.

PROGRAM MANAGEMENT **Sub-Element**	S W V	Low 1	Moderate 3	High 5	Score
Fire Season: *This sub-element refers to the length of season, but primarily focuses on the presence or absence of overlapping wildland and prescribed fire seasons, including rehabilitation.*	5	Single or split season covering wildland fire or prescribed fire activities, but not both at the same time. No overlapping seasons. The fire program manager may be a collateral duty.	Single or split season with both wildland and prescribed activities at the same time possible, but resource allocation is not a concern. Total season length less than 6 months. Seasons may overlap, but not significantly enough to create resource allocation conflicts. Fire program management requires a full time dedicated position, with fire management as the primary responsibility.	Prolonged seasons (more than 6 months) with prescribed fire and wildland fire incidents occurring at the same time, necessitating careful resource allocation. Seasons overlap and create resource allocation conflicts. Fire program management requires a full time dedicated position, with fire management as the primary responsibility.	
Budget: *This sub-element describes the complexity of managing a program budget. The overall size of the budget is not considered to be a factor. Complexity factors are the number of program activities managed, the number of contracts, and the risk of fraud and abuse.*	10	Budget managed includes only one activity area such as wildland fire or prescribed fire. Low risk of fraud and abuse in the payment process. Incidental use of ADO or payment teams may occur, but expertise is not required to be on the unit.	Budget managed includes 2 activity areas, plus management of 1-2 contracts. Moderate risk of fraud and abuse in the payment process. Regular, local use of ADO, buying, or payment teams occurs. ADO expertise is located off the unit.	Budget managed includes over 2 activity areas, plus management of over 2 contracts. High risk of fraud and abuse in the payment process. Regular local and regional use of ADO, buying, or payment teams occurs. ADO expertise is located on the unit.	

EWV = Element Weighting Value / SWV = Sub-element Weighting Value

PROGRAM MANAGEMENT **Sub-Element**	S W V	Low 1	Moderate 3	High 5	Score
Logistics: *This sub-element describes the factors which affect many of the operational aspects of a program: access, ability to meet predetermined response times, communication, facilities, fire cache, and support requirements.*	5	Access and proximity allows time efficiency of operations on a one-day basis (e.g. travel within unit can be achieved within one day.) Ninety percent of unit lands are accessible with common forms of transportation/equipment (e.g. engines, pickups, dozers, tractor/plows). Initial response times to meet management objectives are easily met with available resources located at permanent work stations. Very little, if any, reliance on outside support to meet unit objectives for wildland and/or prescribed fire needs. No unusual communication problems. Single frequency radio communications with permanent repeaters provides adequate radio coverage. No fixed detection lookouts on the unit. Detection needs met by regularly scheduled aerial observation during periods of high fire danger.	Access and proximity allows time efficiency of operations on a one-day basis (e.g. travel to/from units can be achieved within one day.) Eleven to 25 percent of the unit is not accessible with common forms of transportation/ equipment, necessitating the use of aerial delivery systems and/or long hikes to incident sites (over 2 hour hikes). Competition for available resources results in the potential for some unit objectives in wildland and/or prescribed fire to not be met. Outside support required to meet unit objectives. Single frequency radio communication with permanent repeaters provides radio coverage over 80% of the unit. "Dead spots" require use of additional radio communication equipment. 1-2 Detection lookouts. Detection needs met by a combination of fixed lookouts and aerial observation.	Access and proximity disallows time efficiency of operations on a one-day basis (e.g. travel to/from units cannot be achieved within one day.) Over 25 percent of unit lands only accessible by aerial delivery systems, or long hikes to incident sites (over 2 hour hikes.) Initial response times to meet management objectives are difficult to meet. During “fire busts”, resource allocation to wildland fire starts is based upon incident prioritization, with some incidents not receiving resources for up to 24 hours. Unit requires 3 or more radio frequencies to accommodate normal radio traffic. Numerous dead spots in radio coverage require additional radio communication equipment. More than 2 staffed detection lookouts. Detection needs met by a combination of fixed lookouts and aerial observation.	

EWV = Element Weighting Value / SWV = Sub-element Weighting Value

PROGRAM MANAGEMENT **Sub-Element**	S W V	Low 1	Moderate 3	High 5	Score
Logistics: continued	5	No remote work stations.	1-2 remote work stations	More than 2 work sites/stations require support. Permanent aviation facilities located on the unit, (e.g. helibase or fixed wing base. Do not count helispots).	
		Fire cache stocked to supply normal unit strength.	Fire cache stocked to normal unit strength, plus additional 20 persons.	100 person fire cache permanently located on the unit, or a mobile fire cache is located on the unit during periods of high fire danger.	
		Duration of fire support personnel is less than one week.	Duration of fire support personnel is between 1 and 2 weeks. Logistical position may be assigned	Duration of support personnel is greater than 2 weeks. Multiple logistical positions assigned.	

EWV = Element Weighting Value / SWV = Sub-element Weighting Value

PROGRAM MANAGEMENT **Sub-Element**	S W V	Low 1	Moderate 3	High 5	Score
Workforce Management: *This sub-element includes supervision, coaching, training, motivation, evaluation, qualification/certification, etc. of the workforce. It is described in terms of number and type of employees supervised and whether or not they are working in one or more program activities. It is assumed that if one is supervising a number of employees in a single program activity, that necessary coaching, training, motivation evaluation, qualification/certification, etc. will be less "complex" than if the same number of employees are working in more than one program activity.*	10	First line supervision of up to 7 employees. Employees limited to single program activity. This does not include aviation. May manage larger number of employees for less than 90 days, for specific projects/incidents, e.g. temporary employees assigned to the unit, or firefighters detailed in for a wildland or prescribed fire project. No union involvement on the unit.	First line supervision of up to 7 employees. Employees work in 2-3 program activities. This may include aviation. May manage larger number of employees for 90 to 180 days, for specific projects/incidents, e.g. temporary employees assigned to the unit, or firefighters detailed in for a wildland or prescribed fire project. May have a non-active union on the unit.	Provides leadership to at least 2 program supervisors in addition to directly supervising other non-supervisory employees. Employees work in more than 3 program activities. May manage larger numbers of employees for more than 180 days, for numerous projects/ incidents, e.g. temporary employees assigned to the unit, or firefighters detailed in for a wildland or prescribed fire project. An active union is on the unit.	

EWV = Element Weighting Value / SWV = Sub-element Weighting Value

PROGRAM MANAGEMENT **Sub-Element**	S W V	Low 1	Moderate 3	High 5	Score
Program Objectives: *This sub-element describes the nature of program objectives, (e.g. simple, non-conflicting objectives, or complex objectives which may conflict with one another), and their influence on the program complexity.*	10	Few program objectives, e.g. simple suppression or prescribed fire program. Non-complex objectives, e.g. not controversial in nature, easily implemented. Non-conflicting objectives, e.g. objectives mutually supportive.	Several program objectives. Objectives are complex, and may be externally or internally controversial, but not both. Few objectives in direct conflict.	Numerous program objectives. Objectives are complex in nature, e.g. externally and internally controversial; require many, varied, expensive resources to implement. Several objectives are in direct conflict, e.g.: • air quality vs. implementation of prescribed fire projects, or • endangered species habitat protection vs. hazard fuel reduction, or • hazard fuel reduction vs. watershed protection.	

EWV = Element Weighting Value / SWV = Sub-element Weighting Value

PROGRAM MANAGEMENT **Sub-Element**	S W V	Low 1	Moderate 3	High 5	Score
Planning: *This sub-element refers to the level of planning required to meet agency/interagency requirements: the number of program activities involved within the planning process, the relation of the planning process to the unit objectives, and the potential conflicts which may affect the planning process.*	2	Program planning confined to one activity, such as prescribed fire. Fire program manager provides input into overall land management process, but not as a part of the interdisciplinary team.	Program planning covers two activities.	Program planning covers 3 or more program activity areas. Unit level land management planning, including NEPA requirements, require participation of the fire program manager as a member of the interdisciplinary team.	
		Unit fire management plan is based on non-conflicting objectives, with little or no social/political/economic concerns.	Does not meet the criteria for either low or high.	Due to the complexity of numerous conflicting objectives, and high social/political/economic concerns, the unit fire management plan is very detailed. Especially with regard to identification of fire management units, and appropriate management response to wildland fire ignitions.	
		The wildland or prescribed fire portion of the program is non-controversial. Public involvement is supportive of the affected activity.	Does not meet the criteria for either low or high.	The wildland and prescribed fire portions of the program are under intense scrutiny. Numerous attempts at public involvement are required to arrive at consensus.	

EWV = Element Weighting Value / SWV = Sub-element Weighting Value

PROGRAM MANAGEMENT **Sub-Element**	S W V	Low 1	Moderate 3	High 5	Score
Planning: continued		Individual project plans are rated as low to moderate in complexity, using the agency approved method of project evaluation. No more than 25% of the project plans are rated at moderate complexity.	Does not meet the criteria for either low or high.	Individual project plans are rated at moderate to high in complexity, using the agency approved method of project evaluation. More than 25% of the project plans are rated as high complexity.	
		Appropriate management responses, described within the approved fire management plan, are easily determined due to the non-conflicting objectives for the unit.	Does not meet the criteria for either low or high.	Appropriate management responses, described in the approved fire management plan, are difficult to determine, due to the nature of the multidirectional, (maybe) conflicting objectives. Once implemented, the approved AMR will require intense monitoring to ensure that program objectives are met.	
		NEPA process simple, leading to Categorical Exclusion or EA/FONSI.	NEPA process requires the completion of an EA most of the time, but rarely requires an EIS.	NEPA process requires the completion of an EIS most of the time.	

EWV = Element Weighting Value / SWV = Sub-element Weighting Value

PROGRAM MANAGEMENT **Sub-Element**	S W V	Low 1	Moderate 3	High 5	Score
Contracts: *This sub-element references financial contracts, but does not include financial exchange resulting from Memoranda of Agreement.*	2	None or very few emergency equipment rental agreements (EERAs) exist. If some are in place, they are seldom used on an annual basis, and are very simple in nature, e.g. no call-when-needed contracts are used. One fixed wing point-to-point and/or detection contract may be in place. No other exclusive use contracts are present. No contracts with other fed/state/tribal/local jurisdiction to provide fire management services for them (e.g. preparedness, suppression, prescribed fire, aviation) May receive and manage a limited number of contracted services annually, (e.g. suppression or hazard fuels reduction), usually of the same type.	Several emergency equipment rental agreements used annually. Call-when-needed (CWN) contracts are used annually. One exclusive use aviation contract, either fixed or rotor wing. This contract would be in addition to a fixed wing point-to-point/detection contract. One contract with point-to-point/detection services, plus additional services meets the intent of this criteria. May contract with other fed/state/tribal/local jurisdiction to provide fire management services for them, usually only one type of service. May receive and manage several contracted services annually, often not of the same type (e.g. mechanical thinning, crew and/or engine, prescribed fire planning or implementation, aerial reconnaissance.	Numerous EERAs are used annually, some or many of which are complex in nature (e.g. combination resource type for extended emergency operations). Call-when-needed contracts are used annually. Manage two or more exclusive use aviation contracts. Frequently contracts with other federal/state/tribal/local jurisdictions to provide fire management services for them, often for multiple types of services. Annually receives and manages numerous contracted services, often of multiple types (e.g. mechanical thinning, prescribed fire, aerial reconnaissance).	

EWV = Element Weighting Value / SWV = Sub-element Weighting Value

PROGRAM MANAGEMENT **Sub-Element**	S W V	Low 1	Moderate 3	High 5	Score
Agreements/Cooperators: This sub-element addresses agreements to include financial exchanges resulting from Memoranda of Understanding and cooperators. Does not include contracted services.	5	Occasional informal operations with cooperators; may have formal agreements established such as mutual aid agreements. Usually have no formal Memoranda of Agreement established which requires exchange of funds for services. Agreements are simple in nature, e.g. a single payment at the beginning of a year for a service. Memoranda of Understanding are simple in nature, limited to initial attack or prescribed fire operations.	Frequent operations with cooperators under formal agreements, some of which may be Memoranda of Agreements requiring exchange of funds. Agreements are not complex and fairly limited in scope, e.g., mutual aid for one operational period only, or assist in prescribed fire operations periodically. Memoranda of Understanding include both prescribed fire and initial attack operations.	Frequent continual operations with cooperators under formal agreements, many of which are Memoranda of Agreement requiring exchanges of funds. Agreements are complex and/or have high degree of breadth of scope, e.g. agreements cover initial and extended attack, or extended prescribed fire and prescriptive wildland fire use operations. Memoranda of Understanding cover the full range of wildland and prescribed fire operations.	
Multi-Unit Responsibility: This sub-element addresses complexity incurred from having to manage more than one "piece of ground", possibly under more than one jurisdiction.	10	Responsible for single continuous land base, all of one jurisdiction.	Responsible for multiple units, all within the same jurisdiction	Responsible for multiple units within multiple jurisdiction.	

EWV = Element Weighting Value / SWV = Sub-element Weighting Value

PROGRAM MANAGEMENT **Sub-Element**	S W V	Low 1	Moderate 3	High 5	Score
Social/Political/Economic: This sub-element addresses the outside influences which affect the complexity of a fire program. Outside influences, especially those that are in conflict with program objectives and/or each other, raise the complexity of the overall program.	10	Program not controversial in nature (internally or externally).	Program not controversial in nature. May be internal or external conflicts, but they are easily resolved.	Program has potential to be controversial in nature, due to internal and/or external conflicts. Conflicts are not easily resolved.	
		Low or restricted visitor use during normal operating season. No wildland/urban intermix. Few opportunities for public safety to be compromised.	Public access and safety may be a concern during short periods of time when fire danger indices exceed very high.	Public access and safety are a major concern, due to very high visitor use, and/or wildland/urban intermix.	
		Minimal air quality issues, or similar issues, such as T&E species, high value watersheds, etc.	Sensitive issues such as air quality, T&E species, high value watersheds, wildland/urban intermix, etc. may be present, but provide only minor constraints or complexity to the program.	Sensitive issues such as air quality, T&E species, high value watersheds, wildland/urban intermix, cultural resources, etc. may combine to add extreme constraints or complexity to the program.	
		None or very few influences involved that would constrain or add complexity to the program.	Some political activity present related to the burning program.	Political activity related to the total fire management program is present, and potentially affects day to day operations.	
		News media coverage is limited to infrequent prepared news statements and releases.	News media coverage limited to frequent or regularly scheduled prepared statements and releases.	Considerable media interest exists. News media coverage includes prepared statements and releases, and taped or live interviews.	

EWV = Element Weighting Value / SWV = Sub-element Weighting Value

PROGRAM MANAGEMENT **Sub-Element**	S W V	Low 1	Moderate 3	High 5	Score
Social/Political/Economic: continued	10	Public contacts consist of the establishment and maintenance of a "visitor" bulletin board, with handout brochures, etc. An occasional individual contact may be made, but these occur infrequently. Program operations have little impact on local economy.	Public contacts consist of individual contacts and an occasional public presentation at (as an example) a school. Program operations will provide a net benefit to the local economy, although the value of the benefit (in total dollars) may be small.	Public contacts consist of individual and group contacts (e.g. a town meeting). Due to the controversy surrounding the program, many contacts may be classified as adversarial, as opposing views are expressed. Program operations have the potential of severely negatively affecting the local economy, (e.g. high use developed recreational areas shut down due to wildland fire activity which produces a significant threat to public safety).	
				Subtotal =	

EWV = Element Weighting Value / SWV = Sub-element Weighting Value

COMPLEXITY RATING FOR PREPAREDNESS — EWV = 10

This element addresses components of wildland fire readiness, incorporating fire resources, training and qualifications of personnel, management of local dispatch offices, maintenance of caches, and management of fire danger rating programs.

PREPAREDNESS Sub-Element	SWV	Low 1	Moderate 3	High 5	Score
Training and Qualifications: *This sub-element addresses the diversity of work required to develop staff personnel to predetermined levels of the qualification system. This does not include ADs or EFF personnel.*	5	Less than 25 unit personnel to meet local and interagency needs. Qualifications oversight would include 1-2 program activities.	25 to 100 unit personnel to meet local, interagency and geographic area needs. Qualifications oversight would include 3-6 program activities.	More than 100 unit personnel to meet local, interagency, geographic area and national needs. Qualifications oversight would include 7 program activities.	
Initial Attack Dispatch Office: *This sub-element addresses the workload generated by management of local dispatch offices.*	2	The dispatch function is carried out on a collateral duty basis.	The dispatch function (single agency only) during the established fire season staffed by a full-time dispatcher.	The unit hosts an interagency dispatch center. Several dedicated staff people serve in this function.	
Caches: *This sub-element relates to the workload generated by management of fire equipment caches for local support. The assumption is made that stocks are not routinely utilized by local, dedicated firefighters who have their own issued equipment.*	2	Cache inventory is small, enough to fully equip 10 to 25 incidental firefighters. The cache is infrequently used.	Cache inventory is large enough to fully equip 26 to 100 incidental firefighters. The cache is used frequently, and occasionally to fill local interagency orders.	Cache inventory exceeds 100-person size and unit may have several 100-person caches, or combinations thereof. Cache(s) is (are) used frequently, often to fill local interagency orders.	

EWV = Element Weighting Value / SWV = Sub-element Weighting Value

PREPAREDNESS **Sub-Element**	**SWV**	**Low** **1**	**Moderate** **3**	**High** **5**	**Score**
Support to Other Units: This sub-element describes workload generated by providing intra-and interagency support.	5	• Home unit supports one of the following: • Geographic Area Coordination • Interagency Training • Multi-crew EFF program • Interagency caches as part of the national cache system or geographic area • Interagency coordination/ dispatch center • Smokejumper base • Type 1 Crew • Retardant Base	Home unit supports 2-3 of the following: • Geographic Area Coordination • Interagency Training • Multi-crew EFF program • Interagency caches as part of the national cache system or geographic area • Interagency coordination/ dispatch center • Smokejumper base • Type 1 Crew • Retardant Base	Home unit supports/hosts four or more of the following: • Geographic Area Coordination • Interagency Training • Multi-crew EFF program • Interagency caches as part of the national cache system or geographic area • Interagency coordination/ dispatch center • Smokejumper base • Type 1 Crew • Retardant Base	
Fuels and Fire Danger: *This sub-element reflects workload generated by the fuels on a unit (in fuel groupings of grass, brush, timber, and slash) and by ignition frequency; resistance to control is strongly considered.*	10	Only grass group of fuels are represented and resistance to control is low. There are no management activity fuels. Unplanned ignition frequency is low (less than 10 per season). Visitation is not a factor in ignition sources. The value of the Burning Index (BI) for highest staffing level (95 or 97%) is equal to or less than 40.	Other fuel groups are represented, but limited amount of slash. Management activity fuels are limited, or heavily mitigated. Unplanned ignition frequency between 11-100 per season. Visitation is a factor in ignition sources. The value of the Burning Index (BI) for highest staffing level (95 or 97%) is between 40 and 80.	Other fuel groups represented; heavy preponderance of brush and timber types; slash often a significant factor. Resistance to control is high. Management activity fuels prevalent, with limited mitigation controls. Unplanned ignition frequency is greater than 100 per season. Visitation is a significant factor in ignition sources. The value of the Burning Index (BI) for highest staffing level (95 or 97%) is greater than 80.	

EWV = Element Weighting Value / SWV = Sub-element Weighting Value

PREPAREDNESS Sub-Element	SWV	Low 1	Moderate 3	High 5	Score
Fire Resource Modules: **(See description below) Complexity is based on both type and quantity of fire resources.*	10	Module Types: (A module is defined as a wildland fire or support resource.) 1) Air Tanker 2) Single Engine Air Tankers 3) Helicopters/Helitack Crews 4) Type II and EFF Crews 5) Interagency Hotshot Crews 6) Smokejumper Module 7) Engines and Water Tenders (includes personnel) 8) Dozers and Tractor Plows (includes personnel) 9) Prescribed Fire Modules (5-7 personnel) 10) Local ADO/CO Payment Teams 11) Interagency Dispatch/Coordination Centers 12) Air Tactical Modules (pilot + aircraft + Air Tactical Group Supervisor = managed locally) Complexity is based upon both type and quantity of fire resource modules. The matrix below combines type and quantity of fire resource module units, thereby determining fire program complexity. Example: A unit has 4 engines and 2 helicopters. The number of module **types** is 2 and the number of module **units** is 6. Reading the matrix, the complexity is Moderate.			
				Subtotal =	

		Individual Number of Fire Resource Module Units at MEL		
		1 - 5	6 - 10	11+
Number of Module Types	5 - 12	Moderate	High	High
	2 - 4	Low	Moderate	High
	1	Low	Low	Moderate

EWV = Element Weighting Value / SWV = Sub-element Weighting Value

COMPLEXITY RATING FOR PROGRAM INTERDEPENDENCE EWV = 10

This element evaluates the complexity of the program resulting from managing mutually dependant, or independent, fire and aviation activities (wildland fire, prescribed fire and fuels management, wildfire prevention/wildland fire education, preparedness, and aviation). It includes considerations for the diversity of fire activities managed, overlapping seasons of work between those activities, the likeness or uniqueness of skills needed to safely accomplish the different activities, and the impact of success or failure of one activity on another.

PROGRAM INTERDEPENDENCE Sub-Element	SWV	Low 1	Moderate 3	High 5	Score
Consequences of the Outcome of One Program Activity on Another: *This sub-element describes the extent to which effectiveness or ineffectiveness in one program activity may reduce or increase the complexity of another program activity.*	5	The consequence or outcome of one program activity has little or no effect on the accomplishment or success of other program activities. For example, an aviation constraint would not impact a prescribed fire.	The consequence or outcome of one program activity can have a short term effect (one year or less) on the success, or lack of success, of other program activities. For example, a highly successful fire prevention program reduces the wildland fire response workload for the current fire season or, conversely, a poorly managed aviation program results in a helicopter needed for igniting a prescribed burn to be unavailable during a critical prescription window.	Several program activities are interactive and dependent on each other for success. There exist few opportunities to remedy failures and require skilled and coordinated actions to be taken for success. The consequence or outcome of one program activity can have a long term effect (more than the current year) on the success, or lack of success, of other program activities. For example, a successful landscape prescribed fire program reduces the need for fire prevention patrols for several years in a critical watershed or, conversely, a wildland fire which escapes and subjects a community to several days of dense, unhealthy levels of smoke may adversely affect, for several years, public opinion and tolerance for smoke resulting from future prescribed fire projects.	
				Subtotal =	

EWV = Element Weighting Value / SWV = Sub-element Weighting Value

COMPLEXITY RATING FOR LAND MANAGEMENT BASE — EWV = 5

This element references the degree of complexity established from land base size, ownership patterns, and the extent of wildland/urban interface or intermix upon the planning and operational components of the fire program manager's job.

LAND MANAGEMENT BASE Sub-Element	SWV	Low 1	Moderate 3	High 5	Score
Total Acres Managed: *This sub-element addresses relative land base size and (dis)continuity.*	5	Smaller land unit acreage (less than 100,000 acres). Rapid response/reaction times; distances relatively short. Single land unit.	Moderately sized land unit (more than 100,000 acres, less than 1,000,000 acres). Response times and distances are longer. May be multiple, non-contiguous land units.	Large land unit (more than 1,000,000 acres). Often requiring long response times due to long distances and/or inaccessible terrain. Multiple, non-contiguous land units.	
Ownership Pattern: *This sub-element describes jurisdiction and ownership situations.*	10	Fire program manager has only one agency jurisdiction in a single jurisdiction/single ownership situation. Single ownership.	In a multiple jurisdictions/multiple ownership situation, the fire program manager has authority over only the one agency jurisdiction. Single or multiple ownerships.	A single delegated fire management authority over more than one jurisdiction/ownership, wherein the fire program manager has to implement more than one agency's policies. Multiple ownerships.	

EWV = Element Weighting Value / SWV = Sub-element Weighting Value

LAND MANAGEMENT BASE **Sub-Element**	**S W V**	**Low** **1**	**Moderate** **3**	**High** **5**	**Score**
Wildland/Urban: *This sub-element describes the amount of interface/intermix and the degree of coordination required with other responsible fire management entities.* *NOTE: If the fire program manager has structural responsibilities within his/her Position Description, this sub-element will automatically be rated as "HIGH".*	10	Simple "wildlands" situation, with very limited interface or intermix. Has no coordination with other fire departments (volunteer or paid). No structural fire responsibilities.	Contained, limited interface and/or intermix. Coordinates with 1-4 other fire departments (volunteer or paid). No structural fire responsibilities.	Significant amount of interface and dispersed intermix situations. Coordinates with numerous other fire departments (volunteer and/or paid). Agency has structural fire responsibility, as well as wildland fire management.	
Cultural/Natural Resources: *This sub-element describes those cultural and natural resources that require protection from wildland fire. Only cultural and/or natural resources to be considered are those whose great uniqueness make them regionally or nationally significant. Those resources of significance only to local constituencies are not to be considered.*	5	No resources of regional or national significance exist on the unit.	Agency lands may have cultural and/or natural resources of regional or national significance, but they would not be negatively impacted permanently by wildland fire, or in fact, may be enhanced by wildland and/or prescribed fire. In this category cultural and/or natural resources are likely adapted to frequent fire intervals.	Agency lands have cultural and/or natural resources of national significance, which would be negatively impacted by stand-replacement wildland fires.	
				Subtotal =	

EWV = Element Weighting Value / SWV = Sub-element Weighting Value

COMPLEXITY RATING FOR WILDLAND FIRE — EWV = 5

This element defines the relative variations in programs through a discussion of applicable operational factors. The factors are described to three levels of increasing complexity. All statements within the complexity levels need to be considered in the total context. All statements need not apply to a unit in order for it to acquire ranking. The factors shown are pertinent to the wildland fire program only.

WILDLAND FIRE Sub-Element	SWV	Low 1	Moderate 3	High 5	Score
Average Annual Wildland Fire Occurrence: *This sub-element describes the unit's ten-year average fire occurrence as determined by the agency approved fire planning process.*	5	Average annual fire occurrence is 10 fires or less. Episodes of multiple fire occurrence include 5 or less fires per day at the Type 5 management level.	Average annual fire occurrence is between 10 and 100. Episodes of multiple fire occurrence include 6-19 fires per day at the Type 4 and 5 management level.	Average annual fire occurrence equals or exceeds 100. Episodes of multiple fire occurrence include 20 or more fires per day and include Type 3 and greater management level fires.	
Average Annual Wildland Fire Acres Burned: *This sub-element describes the ten-year average acres burned as determined by the agency approved fire planning process.*	5	**Average Annual Acres Burned**			

Fuel Model	0-2500	2501-5000	5001-7500	7501-10,000	10,000 +
1-3	Low	Low	Low	Moderate	High
4-7	Low	Low	Moderate	High	High
8-13	Low	Moderate	High	High	High

EWV = Element Weighting Value / SWV = Sub-element Weighting Value

WILDLAND FIRE Sub-Element	SWV	Low 1	Moderate 3	High 5	Score
Length of Wildland Fire Season: *This sub-element describes the length of fire season as determined by the agency approved fire planning process.*	5	Season is limited to less than 4 months.	Season is four to six months.	Season exceeds six months.	
Values to be Protected: *This sub-element describes the relative risk to life, property, and natural resources.*	5	Very little risk to people, property, and resources. Fires usually occur in remote areas where visits by people are infrequent and of short duration. Natural resources are adapted to fire; frequent fire return intervals. Potential total commodity value one-time loss per acre is less than $500.	Risk to people, property, and resources is limited to a few areas. Wildland fire may impact recreation use or degrade air quality and visibility of downwind communities but it does not threaten life or property. Natural resources are threatened. Fire exclusion has resulted in unnatural fuels buildup and higher intensity fires. Potential total commodity value one-time loss per acre is $500 to $5,000.	Extensive risk to people, property, and resources. Area has high visitation use or wildland urban interface. Wildfires annually threaten life or property and severely impact air quality of communities. Natural resources are severely threatened with stand-replacement wildland fires. Potential total commodity value one-time loss exceeds $5,000 per acre.	

EWV = Element Weighting Value / SWV = Sub-element Weighting Value

WILDLAND FIRE **Sub-Element**	**SWV**	**Low** **1**	**Moderate** **3**	**High** **5**	**Score**
Wildland Fire Management: *This sub-element describes the level of organization and skills required to manage the unit wildland fire program.*	5	Less than 5% of all fires require extended attack. The unit averages less than one type I or two type II fires per year. The duration of most suppression action fires (to control status) is normally less than one day. The unit wildland fire management plan does not allow unplanned wildland fire to be managed for resource benefit.	Between 5% and 10% of all fires require extended attack. The unit averages one type I or two type II fires per year. The duration of most suppression action fires (to control status) is normally less than three days. The unit wildland fire management plan allows unplanned wildland fire to be managed for resource benefit but the unit averages less than one per year.	More than 10% of all fires require extended attack. The unit averages more than one type I or two type II fires per year. The duration of most suppression action fires (to control status) often exceeds four days. The unit wildland fire management plan allows unplanned wildland fire to be managed for resource benefit and the unit averages more than one per year.	

EWV = Element Weighting Value / SWV = Sub-element Weighting Value

WILDLAND FIRE Sub-Element	SWV	Low 1	Moderate 3	High 5	Score
Firefighter and Public Safety: *This sub-element describes the level of hazard and risk to human safety while conducting wildland fire management and wildfire suppression activities. It considers both fire behavior and protection priorities.*	2	Safety issues easily identified and mitigated. Routine safety briefings are adequate. Elementary level considerations normally mitigated through standard training. Typically only ground resources are deployed. Public safety issues are minimal or do not exist. Flame lengths usually less than four feet safely allowing direct attack most of the time.	Detailed briefings are needed to raise safety awareness. All safety hazards have been identified using the Risk Management System and mitigated, but some require special cautions. Multiple air and ground resources are deployed. A number of significant public safety issues have been identified. Flame lengths are usually greater than 4 feet but less than 8 feet. A combination of direct and indirect attack is used most of the time.	Significant safety issues have been identified. Detailed interagency briefings are required to identify and mitigate safety concerns. Strategy and tactics must be altered to mitigate safety risk. Multiple interagency air and ground resources are deployed. Public safety is of prime concern due to high visitor use or wildland interface/intermix areas. Flame lengths are usually greater than 8 feet requiring indirect attack most of the time.	

EWV = Element Weighting Value / SWV = Sub-element Weighting Value

WILDLAND FIRE **Sub-Element**	**SWV**	**Low** **1**	**Moderate** **3**	**High** **5**	**Score**
Fuels and Fire Behavior: *This sub-element describes the fuels and fire behavior characteristics typical of most of the unit.*	2	Fuel characteristics are mostly uniform and only one fuel type exists (grass, brush, timber or slash). Fire behavior prediction can be accomplished using only one fire behavior fuel model.	Considerable variation exists in fuel characteristics but only one of the four fuel types exist in significant abundance. Fire behavior predictions generally require the use of two fuel models.	Highly variable fuel characteristics exist throughout the unit and three or four fuel types exist in significant abundance. More than two fuel models are involved in predicting fire behavior.	
				Subtotal =	

EWV = Element Weighting Value / SWV = Sub-element Weighting Value

COMPLEXITY RATING FOR PRESCRIBED FIRE/FUELS MANAGEMENT EWV = 5

This element describes fire program complexity resulting from unit prescribed fire and mechanical fuel treatment programs. It considers the number, complexity level and concurrency of prescribed fire projects and the size and variety of mechanical fuel treatment projects conducted annually on the unit.

A critical requirement for determining program complexity is that the rater first complete required individual prescribed fire complexity ratings, using the "NWCG Prescribed Fire Complexity Rating System Guide," or other approved agency rating systems. Results are used as impacts to the "workload" sub-element.

PRESCRIBED FIRE **Sub-Element**	**SWV**	**Low** **1**	**Moderate** **3**	**High** **5**	**Score**
Prescribed Fire: *This sub-element describes the number and complexity level of prescribed fire projects conducted annually on the unit. Complexity level is determined by using the NWCG Prescribed Fire Complexity Rating System Guide (NFES 2474) or other approved agency complexity rating system.*	5	No prescribed fires conducted that rate at the HIGH complexity level. Less than 5 prescribed fires conducted annually at the MODERATE complexity level. No concurrent prescribed fire projects are conducted. No aviation activities are involved in conducting prescribed fires.	Numbers and complexity of prescribed fires conducted annually is greater than described in "LOW" and less than that described in "HIGH". Episodes of concurrent ignitions do not include HIGH complexity level burns. Prescribed fires occasionally include aviation operations or support.	More than 10 prescribed fires are conducted annually that rate at MODERATE complexity or higher with at least 3 of those rated at the HIGH complexity level. Episodes of concurrent ignitions include HIGH complexity level burns. Prescribed fires frequently include aviation operations or support.	

EWV = Element Weighting Value / SWV = Sub-element Weighting Value

PRESCRIBED FIRE Sub-Element	SWV	Low 1	Moderate 3	High 5	Score
Multiple Ownership/Multiple Jurisdictions: *This sub-element addresses multiple ownership/multiple jurisdiction prescribed fire situations.*	2	Prescribed fires conducted on agency lands only. No prescribed fires conducted on other ownership/jurisdiction.	One to five prescribed fires which involve multiple ownership/multiple jurisdictions are conducted annually.	More than five prescribed fires which involve multiple ownerships/multiple jurisdictions are conducted annually.	
Burn Season Length: *This sub-element addresses the length of the burn season as it affects program complexity.*	2	Fire season permits prescribed fires within prescription most of the year. Burns are easily planned and implemented with respect to burning window.	Conditions limit burning season to about six months of the year. Burn planning and implementation with respect to burn windows are somewhat more constrained but burning needs can usually be accomplished with one burn block per day.	Conditions severely limit length of burn season. Conditions to meet prescriptions limited to a very few months per year and in some years may not have a burn season at all. Burn planning and implementation severely constrained with respect to burn windows. Requires rapid expansion of burn program and multiple burn blocks each day in order to meet burning needs.	
				Subtotal =	

EWV = Element Weighting Value / SWV = Sub-element Weighting Value

MECHANICAL Sub-Element	SWV	Low 1	Moderate 3	High 5	Score
Treatment Objectives: *This sub-element describes the ease or difficulty in accomplishing unit fuel treatment objectives resulting from environmental constraints, property boundary issues, and/or the variety of equipment needed to achieve the desired results*	5	Mechanical project use is small and treatment objectives are non-controversial and easily accomplished.	Use of mechanical fuel treatment method is extensive but treatment units only require a single mechanical entry after which the fuel profile is maintained with prescribed fire.	Use of mechanical fuel treatment method is extensive and treatment units require several mechanical entries before the fuel profile can be maintained with prescribed fire. Mechanical maintenance activities to existing treatments are required on a frequent, periodic basis.	
		Treatment units are usually surrounded by agency controlled land.	Property boundaries are clearly marked and do not cause problems for project layout and mapping.	Property boundary definitions are complicated by mixed ownership and are not well-marked causing difficulty in project layout and mapping.	
		Environmental constraints cause no change in operating season and do not require special mitigation measures.	Environmental constraints exist and mitigation measures and limited operating seasons are implemented but do not generally interfere with the accomplishment of fuel treatment objectives.	Environmental constraints impose operating season and mitigation restrictions which severely compromise the ability to accomplish fuel treatment objectives.	

EWV = Element Weighting Value / SWV = Sub-element Weighting Value

MECHANICAL Sub-Element	SWV	Low 1	Moderate 3	High 5	Score
Implementation: *This sub-element described the extent of mechanical fuel treatment activities conducted on the unit, the environmental sensitivity of conducting those activities and the kind and type of post-sale slash disposal methods which are required.*	2	Simple implementation techniques and hand-operated tools are utilized to accomplish projects. Opportunity for causing project related environmental damage is very low. Generally no post-sale fuel treatment activities are conducted.	Multiple implementation techniques and tools are involved. The use of one type of heavy equipment is required to accomplish fuel treatment objectives. Opportunity for causing project related environmental damage is related to the use of heavy equipment and can be mitigated. Post-sale activities are limited to the disposal of landing and road construction/maintenance slash.	Multiple, complex implementation techniques and tools are involved. Several types of heavy equipment are used to achieve fuel treatment objectives. Detail planning and implementation administration is required to avoid environmental damage. Several methods of post-sale treatments are conducted throughout the timber sale area and include activities such as dozer, grapple or excavator piling, whip-felling/thinning, chipping or small log yarding.	
Values to be Protected: *This sub-element describes the relative risk to life property and natural resources in the areas requiring treatment.*	2	Very little risk to people, property, and resources.	Risk to people, property, and resources is limited to a few isolated areas of high visitor use or development.	Great risk to people, property, and resources exists throughout much of the management unit. High visitor use or urban interface areas are adjacent to planned treatment areas.	
				Subtotal=	

EWV = Element Weighting Value / SWV = Sub-element Weighting Value

COMPLEXITY RATING FOR AVIATION — EWV = 5

This element references the degree of complexity associated with the presence of an aviation program on the unit. Program complexity is described in terms of the number of program activities which use aviation, the necessity of having aviation expertise on the unit, the number and nature of aviation contracts managed, and the logistics involved in managing the aviation program, such as airspace coordination and permanent or temporary aviation bases.

AVIATION Sub-Element	SWV	Low 1	Moderate 3	High 5	Score
Aviation: ***(see description above)***	5	Occasional demand for aviation resources met by cooperating agency, use of call-when-needed aircraft, or another unit.	Aviation program confined to one program activity, such as prescribed fire.	Aviation program covers 2 or more program activities.	
		All aviation resources and management expertise is imported.	Aviation expertise is on the unit (e.g. helicopter manager or fixed wing base manager, sufficient to manage exclusive use and/or call-when-needed aircraft).	The unit requires more than two personnel qualified to manage a mixture of aviation resources in exclusive use and/or call-when-needed contracts.	
		A single aviation contract for point-to-point and/or detection services may be in place. No other exclusive use contracts are in place.	One exclusive use aviation contract, either fixed or rotor wing is in place. This would be other than a fixed wing point-to-point/detection contract.	Two or more exclusive use aviation contracts in place.	
		No temporary aviation bases are established. Remote airstrips may be maintained.	Temporary aviation bases for specific project needs may be established.	Multiple aviation bases such as helibases are maintained.	
		No unit aviation program exists. Support to other programs comes from outside sources.	The aviation program may provide support to non-fire related resource programs, such as wildlife surveys. This support involves up to 10% of the total aviation use.	The aviation program provides support to non-fire related programs. This support involves greater than 10% of the total aviation use.	

EWV = Element Weighting Value / SWV = Sub-element Weighting Value

AVIATION Sub-Element	SWV	Low 1	Moderate 3	High 5	Score
Aviation, continued	5	Airspace management is not a concern. Any military training route over the unit is well defined and does not create airspace conflicts. Fire operations do not take place in congested or controlled airspace.	Airspace management may be a concern, but careful planning prevents airspace conflicts. Fire operations may take place in the vicinity of congested or controlled airspace, requiring the issuance of a TFR.	Airspace management requires careful planning to avoid potential conflicts due to the presence of congested airspace in the vicinity of the unit. Numerous TFRs are issued annually.	
				Subtotal =	

EWV = Element Weighting Value / SWV = Sub-element Weighting Value

COMPLEXITY RATING FOR WILDFIRE PREVENTION/WILDLAND FIRE EDUCATION EWV = 2

Wildfire Prevention
This element describes the complexity of a unit wildfire prevention program and is based on two major factors as determined in the unit Wildfire Prevention Analysis and Plan Process; 1) the "potential" of an area to incur suppression costs and natural, cultural or property loss or damage from wildland fires, and 2) an area's history of suppression costs and resource/property loss or damage from both naturally ignited and human-caused wildland fires.

Wildland Fire Education
This element also describes the complexity of a wildland fire educational program and is directly related to the number of program objectives relating to wildland fire, including resource management, fire prevention, fuels management and fire suppression. The appropriate program level of wildland fire education can be determined by the need to develop and share the knowledge of wildland fire management and the related resource program information to an agency's audiences.

PREVENTION **Sub-Element**	**SWV**	**Low** **1**	**Moderate** **3**	**High** **5**	**Score**
Prevention: *This sub-element describes the extent of the wildfire prevention problem as a function of ignition risk, fuel hazard rating, the cost of fire suppression and wildfire damage potential. Ratings referenced are from the unit Wildfire Prevention and Analysis and Plan.*	2	At least 75% of the area's prevention analysis ratings are low with no more than 20% rated as "moderate" and no more than 5% rated as "high". Historical fires have not been expensive to suppress, do not create significant exposure to the public or firefighters and do not regularly cause resource, cultural or property loss or damage.	The area's prevention analysis ratings are primarily "moderate" or " low", with few rated as "high". Historical fires occasionally are expensive to suppress, can create significant exposure to the public or firefighters and regularly cause resource, cultural or property loss or damage.	At least 75% of the area's prevention analysis ratings are "moderate" or "high", or the area contains concentrated political, social or economic values at risk. Historical fires are regularly expensive to suppress, create significant exposure to the public or firefighters and often cause resource, cultural or property loss or damage.	
				Subtotal =	

EWV = Element Weighting Value / SWV = Sub-element Weighting Value

EDUCATION Sub-Element	SWV	Low 1	Moderate 3	High 5	Score
Wildland Fire Education: *This sub-element describes the diversity of audiences, the complexity of the message, the sophistication of the delivery system and the skill level necessary for implementation of a successful wildland fire education program.*	2	Very few agency managers, staff, non-fire and fire specialists have a need for wildland fire knowledge. Very few groups or key individuals require information regarding wildland fire and its applications. Public interest is generally low and non-controversial. Few messages with simple content are needed. Message delivery involves one method of educating local audiences such as pamphlets. Includes agency individuals with little formal communication training or experience.	Many agency managers, staff, non-fire and fire specialists have a need for wildland fire knowledge in order to support fire program objectives. Groups or key individuals that are sensitive to wildland management decisions require information regarding wildland fire and its applications. An interested public demands continuous attention but the messages are general in nature and may be mass-produced and distributed. Message delivery involves a combination of methods to successfully educate audiences locally and regionally. Includes agency individuals with formal communication training, experience and skills.	All agency managers, staff, non-fire and fire specialists have an extensive need for wildland fire knowledge in order to effectively perform their duties. Several or many groups with diverse interests, active in or sensitive to wildland management decisions, require an education regarding wildland fire and its applications. Conflicting viewpoints of a variety of individuals and groups require carefully tailored messages. Message delivery involves implementation of several sophisticated methods and delivery vehicles that successfully educate audiences locally and over a large geographical area with a large population base. Include agency and non-agency individuals accomplished and experienced in developing and applying sophisticated communication strategies and methods.	
				Subtotal =	

EWV = Element Weighting Value / SWV = Sub-element Weighting Value

COMPETENCY DESCRIPTORS

A "competency" is defined as a combination of knowledge, skills and abilities which, when acquired, allows a person to perform a task or function at a specifically defined level of proficiency.

A "common competency" is one that describes the knowledge, skills and abilities found in most or all key fire management positions identified in this Guide.

Competencies are described in terms of three "Expertise Levels" (working, journey, and expert). The appropriate level of expertise for that particular competency is indicated under the relevant level of complexity. Expertise level definitions and an example of expertise and complexity levels are included on the first page of each "Competency Descriptor".

> **NOTE:** The "working" level of expertise identified in the "Competency Descriptors" is defined as the minimum level of experience and/or training that it takes to produce work of acceptable quality and meet safety standards.
>
> It is **not** intended that a prospective job applicant have all the defined competencies in their entirety when first selected for any position at any level (unless the hiring unit so chooses, and indicates same in a vacancy announcement). It **is** intended that the employee achieve all indicated competencies before being considered at a full-performance level. Timelines for achieving full-performance level standards should be specified in vacancy announcements and other personnel documents.

The Common Competency Descriptors are intended to supplement each position's Competency Descriptor; the two should be used together. Employees obtain these common competencies through personal education and experiences, through agency orientation and mission renewal programs, and through interaction with peers, teams, and supervisors.

The "Competency Descriptors" may be used in a variety of ways:

- Constructing Employee Development Plans
- Evaluating employee performance, supplementing the "Standard Key Performance Elements"

COMMON COMPETENCY DESCRIPTORS FOR ALL POSITIONS

All Positions Descriptor

The following Common Competencies are needed across most positions and at the entry level of positions by every employee. Employees obtain these Common Competencies through personal education and experiences, through agency orientation and mission renewal programs, and through interaction with peers, teams, and supervisors. These competencies must be taken in context of a particular position for scope and complexity.

Core competencies (skill levels) that do not change due to program complexity do not reappear in the individual position descriptions. If program complexity changes the skill level required, then the competency will appear with the appropriate expertise level described, using such language as “comprehensive” or “expert.”

EXPERTISE LEVELS DEFINITIONS

WORKING - W	JOURNEY - J	EXPERT - E
Definition: The minimum level of experience and/or training that it takes to produce work of acceptable quality.	**Definition:** Has sufficient experience to be considered a seasoned employee. Is skilled in performing the more difficult tasks related to the function. Has received advanced training in the function.	**Definition:** Reflects the quality of experience and/or training needed to perform the most challenging aspects of the position.

I. Mission Comprehension

Description

This competency requires background and understanding of the agency enabling legislation and its ramifications, and additional responsibilities that have historically evolved.

Outline

A. Describe the agency's historical background and mission evolution.

Competencies	Natl. Fire Program Manager	Geo. Area Fire Program Manager	Unit Fire Program Manager	Ops Spec.	Rx Fire & Fuels Spec.	Fire Prev. & Educ. Spec.	Inter-agency Hot Shot Super.	Engine Super-visor	Heli. Manager	Senior Fire-fighter	Dispatch Functions
Knowledge of the agency's historical background and mission evolution.	**J**	**J**	**J**	**W**	**W**	**W**	**W**	**W**	**W**	**W**	**W**
Knowledge of enabling legislation and other acts affecting agency's mission.	**J**	**J**	**J**	**W**	**W**	**W**	**NA**	**NA**	**NA**	**NA**	**W**
Ability to describe the historical background of the agency.	**J**	**J**	**J**	**W**	**W**	**W**	**W**	**W**	**W**	**NA**	**W**
Ability to explain the purpose of the agency.	**J**	**J**	**J**	**W**	**W**	**W**	**W**	**W**	**W**	**NA**	**W**

B. Identify relevant agency mandates.

Competencies	Natl. Fire Program Manager	Geo. Area Fire Program Manager	Unit Fire Program Manager	Ops Spec.	Rx Fire & Fuels Spec.	Fire Prev. & Educ. Spec.	Inter-agency Hot Shot Super.	Engine Super-visor	Heli. Manager	Senior Fire-fighter	Dispatch Functions
Knowledge of existing mandates and resolutions.	**J**	**J**	**J**	**W**	**W**	**W**	**W**	**W**	**W**	**W**	**W**

C. Define the purpose of limits within the agency.

Competencies	Natl. Fire Program Manager	Geo. Area Fire Program Manager	Unit Fire Program Manager	Ops Spec.	Rx Fire & Fuels Spec.	Fire Prev. & Educ. Spec.	Inter-agency Hot Shot Super.	Engine Super-visor	Heli. Manager	Senior Fire-fighter	Dispatch Functions
Knowledge of social, political and fiscal limits within the agency.	**J**	**J**	**J**	**W**	**W**	**W**	**W**	**W**	**W**	**W**	**W**

II. Agency Orientation

Description

This competency requires a comprehension of the structure and the organization of the agency's organizational levels; an understanding of the structure and organization of the Departments of Agriculture or Interior and its place in the federal government; and the development of an insight into an individual employee's role in the agency in particular, and in the federal government in general.

Outline

A. Describe the structure and organization of the Department of Agriculture or Interior.

Competencies	Natl. Fire Program Manager	Geo. Area Fire Program Manager	Unit Fire Program Manager	Ops Spec.	Rx Fire & Fuels Spec.	Fire Prev. & Educ. Spec.	Inter-agency Hot Shot Super.	Engine Super-visor	Heli. Manager	Senior Fire-fighter	Dispatch Functions
Knowledge of the basics of government structure and function.	**J**	**J**	**J**	**W**	**W**	**W**	**W**	**W**	**W**	**W**	**W**
Knowledge of the structure and function of the Department of the Interior or the Department of Agriculture.	**J**	**J**	**J**	**W**	**W**	**W**	**W**	**W**	**W**	**W**	**W**
Knowledge of applicable Code of Federal Regulations.	**J**	**J**	**J**	**W**	**W**	**W**	**NA**	**NA**	**W**	**NA**	**W**
Ability to describe the relationship of the agency to the Department of the Interior or the Department of Agriculture.	**E**	**J**	**J**	**W**	**W**	**W**	**W**	**W**	**W**	**W**	**W**

B. Describe the structure and the organization of the agency.

Competencies	Natl. Fire Program Manager	Geo. Area Fire Program Manager	Unit Fire Program Manager	Ops Spec.	Rx Fire & Fuels Spec.	Fire Prev. & Educ. Spec.	Inter-agency Hot Shot Super.	Engine Super-visor	Heli. Manager	Senior Fire-fighter	Dispatch Functions
Knowledge of how goals and strategies provide structured guidance towards accomplishing an agency's mission.	**J**	**J**	**W**	**NA**	**NA**	**NA**	**NA**	**NA**	**NA**	**NA**	**NA**
Knowledge of agency organizational structures.	**E**	**J**	**J**	**W**	**W**	**W**	**W**	**W**	**W**	**W**	**W**
Ability to define how the agency relates on an interagency basis.	**E**	**J**	**J**	**W**	**W**	**W**	**W**	**W**	**W**	**W**	**W**

III. Resource Stewardship

Description

This competency requires an understanding of the natural, cultural, and historical resources protected; the range in responsibilities in managing these resources in the context of fire management; the individual's role in resource stewardship; and the ability to work with partners outside the agency to promote resource stewardship.

Outline

A. Describe federal stewardship of natural resources.

Competencies	Natl. Fire Program Manager	Geo. Area Fire Program Manager	Unit Fire Program Manager	Ops Spec.	Rx Fire & Fuels Spec.	Fire Prev. & Educ. Spec.	Inter-agency Hot Shot Super.	Engine Super-visor	Heli. Manager	Senior Fire-fighter	Dispatch Functions
Knowledge of federal legislation regarding resource management such as National Environmental Policy Act, Clean Air Act, Wilderness Act, Threatened and Endangered Species Act and the Natural Historical Preservation Act.	**E**	**E**	**J**	**J**	**J**	**J**	**W**	**W**	**W**	**W**	**W**
Knowledge of environmental, technical, social consequences of proposed decisions and actions.	**E**	**E**	**J**	**J**	**J**	**W**	**W**	**W**	**W**	**W**	**W**
Knowledge of public perceptions of the risks and the benefits of resource alternative strategies.	**E**	**E**	**E**	**J**	**J**	**J**	**W**	**W**	**W**	**W**	**W**
Knowledge of the role of scientific knowledge and advanced technologies.	**E**	**E**	**J**	**W**	**J**	**W**	**W**	**W**	**W**	**W**	**W**
Ability to learn current natural resources policy initiatives.	**E**	**E**	**J**	**W**	**W**	**W**	**W**	**W**	**W**	**W**	**W**

B. Identify resources protected by the agency and describe the responsibilities in managing these resources.

Competencies	Natl. Fire Program Manager	Geo. Area Fire Program Manager	Unit Fire Program Manager	Ops Spec.	Rx Fire & Fuels Spec.	Fire Prev. & Educ. Spec.	Inter-agency Hot Shot Super.	Engine Super-visor	Heli. Manager	Senior Fire-fighter	Dispatch Functions
Knowledge of natural, cultural, and historical resources managed by the agency.	**E**	**E**	**E**	**J**	**J**	**J**	**W**	**W**	**W**	**W**	**J**
Knowledge of ecosystem management and the ecological response to the presence or absence of fire.	**E**	**E**	**E**	**J**	**J**	**J**	**W**	**W**	**W**	**W**	**W**
Knowledge of the agency planning process and how it contributes to resource stewardship.	**E**	**E**	**J**	**J**	**J**	**J**	**W**	**W**	**W**	**W**	**W**
Ability to articulate the agency stewardship function.	**E**	**E**	**J**	**W**	**W**	**J**	**W**	**W**	**W**	**W**	**W**

C. Define the sustainable practices philosophy.

Competencies	Natl. Fire Program Manager	Geo. Area Fire Program Manager	Unit Fire Program Manager	Ops Spec.	Rx Fire & Fuels Spec.	Fire Prev. & Educ. Spec.	Inter-agency Hot Shot Super.	Engine Super-visor	Heli. Manager	Senior Fire-fighter	Dispatch Functions
Knowledge of agency multiple use acts.	**E**	**E**	**J**	**W**	**W**	**W**	**W**	**W**	**W**	**W**	**W**
Knowledge of related fields such as forestry, range, wildlife, botany, soils and water (hereafter referred to as resources).	**J**	**J**	**J**	**J**	**J**	**J**	**W**	**W**	**W**	**W**	**W**
Knowledge of how different resources contribute to sustainable practices.	**W**	**W**	**W**	**W**	**W**	**W**	**NA**	**NA**	**NA**	**NA**	**NA**
Ability to describe how different resources interact.	**W**	**W**	**W**	**W**	**W**	**W**	**NA**	**NA**	**NA**	**NA**	**NA**
Ability to define sustainability in the context of overall resource management.	**J**	**J**	**W**	**W**	**W**	**W**	**NA**	**NA**	**NA**	**NA**	**NA**

D. Define the employee's role in resource stewardship.

Competencies	Natl. Fire Program Manager	Geo. Area Fire Program Manager	Unit Fire Program Manager	Ops Spec.	Rx Fire & Fuels Spec.	Fire Prev. & Educ. Spec.	Inter-agency Hot Shot Super.	Engine Super-visor	Heli. Manager	Senior Fire-fighter	Dispatch Functions
Knowledge of agency's workforce resource priorities.	**E**	**E**	**J**	**W**	**W**	**W**	**W**	**W**	**W**	**W**	**W**
Ability to explain the individual's role in supporting the agency's stewardship function.	**J**	**J**	**J**	**J**	**J**	**J**	**W**	**W**	**W**	**W**	**W**
Ability to implement agency priorities within an individual's work assignments.	**E**	**E**	**E**	**J**	**J**	**J**	**J**	**W**	**W**	**W**	**J**

E. Recognize the positive purposes of interagency partnerships.

Competencies	Natl. Fire Program Manager	Geo. Area Fire Program Manager	Unit Fire Program Manager	Ops Spec.	Rx Fire & Fuels Spec.	Fire Prev. & Educ. Spec.	Inter-agency Hot Shot Super.	Engine Super-visor	Heli. Manager	Senior Fire-fighter	Dispatch Functions
Knowledge of fire management partnership benefits.	**E**	**E**	**J**	**J**	**J**	**J**	**W**	**W**	**W**	**W**	**J**
Knowledge of cooperating agency's missions, organizations, and operating procedures.	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**W**	**W**	**W**	**J**
Knowledge of why the agency needs and interacts with partners to fulfill its resource stewardship role.	**E**	**E**	**J**	**J**	**J**	**J**	**J**	**W**	**W**	**W**	**J**
Ability to participate in interagency workshops and other project processes.	**E**	**E**	**E**	**J**	**J**	**J**	**J**	**W**	**W**	**W**	**J**
Ability to recognize the value of interagency fire management cooperation to meet fire management program goals.	**E**	**E**	**E**	**J**	**J**	**J**	**J**	**W**	**W**	**W**	**J**

IV. Fundamental Values

Description

This competency focuses on the employee's ability to exhibit positive attitudes and behaviors to accomplish an assigned job and to contribute to the overall health of the organization. These attitudes and behaviors include teamwork; ethical behavior towards people and the organization; support of cultural diversity, accessibility, and fairness issues in the workplace; and an attitude towards safe behavior for one's self and for others.

The safety competency identifies an understanding of the environmental and workplace hazards of the wildland fire environment. It focuses on the employee's ability to provide leadership and direction in recognition and mitigation of these hazards, using all applicable laws, policies and guidelines. Utilizing this approach, a passion for safety will be instilled with zero tolerance for unsafe acts. All employees will be personally accountable for safety.

Outline

A. Supervise and develop employees.

Competencies	Natl. Fire Program Manager	Geo. Area Fire Program Manager	Unit Fire Program Manager	Ops Spec.	Rx Fire & Fuels Spec.	Fire Prev. & Educ. Spec.	Inter-agency Hot Shot Super.	Engine Super-visor	Heli. Manager	Senior Fire-fighter	Dispatch Functions
Knowledge of personnel hiring, pay, discipline, and termination procedures.	**J**	**J**	**J**	**J**	**J**	**W**	**J**	**W**	**W**	**W**	**J**
Knowledge of methods and techniques of personal motivation, organization, supervision, and evaluation in order to emphasize accountability.	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**W**	**W**	**W**	**J**
Knowledge of the processes and sources of training.	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**W**	**J**	**W**	**W**
Skill in carrying out proper fiscal and accountable actions.	**E**	**E**	**E**	**J**	**J**	**J**	**J**	**J**	**J**	**W**	**J**

Competencies	Natl. Fire Program Manager	Geo. Area Fire Program Manager	Unit Fire Program Manager	Ops Spec.	Rx Fire & Fuels Spec.	Fire Prev. & Educ. Spec.	Inter-agency Hot Shot Super.	Engine Super-visor	Heli. Manager	Senior Fire-fighter	Dispatch Functions
Skill in practicing the commonly accepted individual values of performance, commitment, interdependence, authority, responsibility, accountability, choice, risk management, and excellence.	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**J**
Skill in applying the accepted principles of delegation.	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**W**	**J**
Ability to conduct oneself in an ethical manner.	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**J**
Ability to apply sound personnel management skills to include supervision, coaching, training, motivation, and evaluation.	**J**	**J**	**J**	**J**	**J**	**W**	**J**	**J**	**J**	**W**	**W**
Ability to transmit high performance expectations and to follow up on personnel accomplishments.	**E**	**E**	**E**	**J**	**J**	**J**	**J**	**J**	**J**	**W**	**J**
Ability to impart self-confidence and empowerment.	**E**	**E**	**E**	**J**	**J**	**J**	**J**	**J**	**J**	**W**	**J**
Ability to initiate recommendations for change.	**E**	**E**	**E**	**J**	**J**	**J**	**J**	**J**	**J**	**W**	**J**
Ability to assess personal attitudes towards others and one's employer.	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**J**
Ability to develop new insights into situations in order to improve the situation, increase efficiencies, or to mitigate safety problems.	**E**	**E**	**E**	**J**	**J**	**J**	**J**	**J**	**J**	**W**	**J**
Ability to create effective standards and operating procedures for personnel safety.	**E**	**E**	**E**	**J**	**J**	**W**	**E**	**J**	**J**	**W**	**J**

B. Implement safe workplace practices.

Competencies	Natl. Fire Program Manager	Geo. Area Fire Program Manager	Unit Fire Program Manager	Ops Spec.	Rx Fire & Fuels Spec.	Fire Prev. & Educ. Spec.	Inter-agency Hot Shot Super.	Engine Super-visor	Heli. Manager	Senior Fire-fighter	Dispatch Functions
Knowledge of agency laws, policies, and guidelines such as NWCG's 10 Standard Fire Orders and 18 Watchout Situations.	**E**	**E**	**E**	**J**	**J**	**W**	**J**	**J**	**J**	**J**	**W**
Knowledge of wildland fire hazards.	**E**	**E**	**E**	**E**	**E**	**W**	**E**	**J**	**J**	**W**	**J**
Knowledge of wildland fire safety practices and procedures.	**E**	**E**	**E**	**E**	**E**	**W**	**E**	**J**	**J**	**W**	**J**
Knowledge of basic first aid procedures.	**W**	**W**	**J**	**J**	**J**	**W**	**E**	**E**	**E**	**J**	**J**
Knowledge of hazard and risk analysis requirements for such areas as human factors, fuels, weather, topography, aviation, mechanized equipment, and hazardous materials.	**E**	**E**	**E**	**J**	**J**	**J**	**J**	**J**	**J**	**W**	**W**
Skill in using educational and certification processes to impart a passion for safety.	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**W**	**W**	**W**	**W**
Skill in applying basic first aid procedures.	**W**	**W**	**J**	**J**	**J**	**W**	**E**	**E**	**E**	**J**	**J**
Skill in using safety related education programs with the focus on training and performance certification.	**J**	**J**	**J**	**J**	**J**	**W**	**J**	**J**	**J**	**W**	**W**
Ability to recognize and correct unsafe practices and conditions.	**J**	**J**	**E**	**W**	**W**	**W**	**E**	**E**	**E**	**W**	**W**

C. Identify workplace accessibility issues.

Competencies	Natl. Fire Program Manager	Geo. Area Fire Program Manager	Unit Fire Program Manager	Ops Spec.	Rx Fire & Fuels Spec.	Fire Prev. & Educ. Spec.	Inter-agency Hot Shot Super.	Engine Super-visor	Heli. Manager	Senior Fire-fighter	Dispatch Functions
Knowledge of Americans with Disabilities Act requirements.	**W**	**J**	**J**	**W**	**W**	**W**	**W**	**W**	**W**	**W**	**W**
Ability to make reasonable accommodation for disabled persons.	**W**	**J**	**J**	**W**	**W**	**W**	**W**	**W**	**W**	**W**	**W**

D. Describe the guiding principles of time management.

Competencies	Ntl. Fire Program Manager	Geo. Area Fire Program Manager	Unit Fire Program Manager	Ops Spec.	Rx Fire & Fuels Spec.	Fire Prev. & Educ. Spec.	Inter-agency Hot Shot Super.	Engine Super-visor	Heli. Manager	Senior Fire-fighter	Dispatch Functions
Knowledge as to how time management affects one's personal well being and stress level.	**W**	**W**	**W**	**W**	**W**	**W**	**W**	**W**	**W**	**W**	**W**
Knowledge of the impact of internal and external influences on available time and time choices.	**W**	**W**	**W**	**W**	**W**	**W**	**W**	**W**	**W**	**W**	**W**
Ability to understand how individual factors of values, priorities, and goals affect time choices.	**W**	**W**	**W**	**W**	**W**	**W**	**W**	**W**	**W**	**W**	**W**
Ability to define the difference between internal and external prime time.	**W**	**W**	**W**	**W**	**W**	**W**	**W**	**W**	**W**	**W**	**W**
Ability to develop an effective time management strategy.	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**W**	**J**
Ability to monitor time spent and make adjustments as needed.	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**W**	**J**

E. Describe the agency's management culture.

Competencies	Ntl. Fire Program Manager	Geo. Area Fire Program Manager	Unit Fire Program Manager	Ops Spec.	Rx Fire & Fuels Spec.	Fire Prev. & Educ. Spec.	Inter-agency Hot Shot Super.	Engine Super-visor	Heli. Manager	Senior Fire-fighter	Dispatch Functions
Knowledge of the agency's values and philosophy.	**E**	**E**	**J**	**W**	**W**	**W**	**W**	**W**	**W**	**W**	**W**
Knowledge of external influences on the agency's mission, budget, and operational procedures.	**E**	**E**	**J**	**W**	**W**	**W**	**W**	**W**	**W**	**W**	**W**
Ability to define those elements of the management culture that have an effect on meeting one's job performance requirements.	**E**	**E**	**E**	**J**	**J**	**J**	**J**	**J**	**J**	**W**	**J**

F. Implement cultural diversity, equal opportunity and civil rights policies.

Competencies	Natl. Fire Program Manager	Geo. Area Fire Program Manager	Unit Fire Program Manager	Ops Spec.	Rx Fire & Fuels Spec.	Fire Prev. & Educ. Spec.	Inter-agency Hot Shot Super.	Engine Super-visor	Heli. Manager	Senior Fire-fighter	Dispatch Functions
Knowledge of appropriate act requirements to include the Equal Opportunity Act, Civil Rights Act, Age Discrimination in Employment Act, Rehabilitation Act, 29 CFR 1604.11(a) Sexual Harassment.	**J**	**J**	**J**	**W**	**W**	**W**	**W**	**W**	**W**	**W**	**W**
Skill in carrying out supervisory and leadership responsibilities relevant to the workplace acts.	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**W**	**J**

V. Leadership

Description

This competency requires a comprehension of the basics of leadership.

Outline

A. Demonstrate appropriate leadership skills to meet agency goals and safe operating procedures.

Competencies	Natl. Fire Program Manager	Geo. Area Fire Program Manager	Unit Fire Program Manager	Ops Spec.	Rx Fire & Fuels Spec.	Fire Prev. & Educ. Spec.	Inter-agency Hot Shot Super.	Engine Super-visor	Heli. Manager	Senior Fire-fighter	Dispatch Functions
Knowledge of acceptable leadership characteristics.	**E**	**E**	**E**	**J**	**J**	**J**	**J**	**J**	**J**	**W**	**J**
Knowledge of delegation as a leadership and team building tool.	**E**	**E**	**E**	**J**	**J**	**J**	**J**	**J**	**J**	**W**	**J**
Knowledge of management styles most appropriate to deal with internal and external controls.	**E**	**E**	**E**	**J**	**J**	**J**	**J**	**J**	**J**	**W**	**J**
Knowledge of the steps of effective conflict resolution.	**E**	**E**	**E**	**J**	**J**	**J**	**J**	**J**	**J**	**W**	**J**
Ability to function as an effective team member.	**E**	**E**	**E**	**J**	**J**	**J**	**J**	**J**	**J**	**W**	**J**
Ability to recognize changing conditions, develop alternative strategies, and take appropriate action.	**E**	**E**	**E**	**J**	**J**	**W**	**E**	**J**	**J**	**J**	**J**
Ability to be decisive in leadership roles.	**E**	**E**	**E**	**J**	**J**	**J**	**J**	**J**	**J**	**W**	**J**
Ability to define one's leadership style.	**J**	**J**	**J**	**W**	**W**	**W**	**W**	**W**	**W**	**NA**	**W**
Ability to adjust one's leadership style to meet the agency mission.	**E**	**E**	**E**	**J**	**J**	**J**	**J**	**J**	**J**	**W**	**J**
Ability to describe how the development levels of followers affect one's leadership style.	**J**	**J**	**J**	**W**	**W**	**W**	**W**	**W**	**W**	**W**	**W**

Competencies	Natl. Fire Program Manager	Geo. Area Fire Program Manager	Unit Fire Program Manager	Ops Spec.	Rx Fire & Fuels Spec.	Fire Prev. & Educ. Spec.	Inter-agency Hot Shot Super.	Engine Super-visor	Heli. Manager	Senior Fire-fighter	Dispatch Functions
Ability to understand and apply the basic styles of conflict resolution such as avoiding, accommodating, compromising, competing, and collaborating.	**E**	**E**	**E**	**J**	**J**	**E**	**J**	**J**	**J**	**W**	**J**

VI. Problem Solving Skills

Description

This competency deals with the ability to analyze, build consensus, make decisions, and practice innovation in various aspects of the job.

Outline

A. Analyze a situation, determine alternative solutions, and recommend a course of action.

Competencies	Natl. Fire Program Manager	Geo. Area Fire Program Manager	Unit Fire Program Manager	Ops Spec.	Rx Fire & Fuels Spec.	Fire Prev. & Educ. Spec.	Inter-agency Hot Shot Super.	Engine Super-visor	Heli. Manager	Senior Fire-fighter	Dispatch Functions
Knowledge of assessment skills.	**E**	**E**	**E**	**J**	**J**	**J**	**E**	**J**	**J**	**W**	**J**
Knowledge of how a situation deviates from the norm or a standard.	**E**	**E**	**E**	**J**	**J**	**J**	**E**	**J**	**J**	**W**	**J**
Knowledge of factors contributing to a problem.	**E**	**E**	**E**	**J**	**J**	**J**	**E**	**J**	**J**	**W**	**J**
Skill in distinguishing between relevant and irrelevant information and making logical judgements.	**E**	**E**	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**W**	**J**
Skill in collecting, grouping contributing factors.	**J**	**J**	**J**	**J**	**J**	**J**	**W**	**W**	**W**	**W**	**J**
Ability to use sound reasoning to arrive at a conclusion.	**E**	**E**	**E**	**J**	**J**	**J**	**J**	**J**	**J**	**W**	**J**
Ability to narrow the problem area.	**J**	**J**	**J**	**J**	**J**	**J**	**W**	**W**	**W**	**W**	**J**

B. Make sound and well-informed decisions.

Competencies	Natl. Fire Program Manager	Geo. Area Fire Program Manager	Unit Fire Program Manager	Ops Spec.	Rx Fire & Fuels Spec.	Fire Prev. & Educ. Spec.	Inter-agency Hot Shot Super.	Engine Super-visor	Heli. Manager	Senior Fire-fighter	Dispatch Functions
Knowledge of organizational goals and objectives.	**E**	**E**	**E**	**J**	**J**	**J**	**W**	**W**	**W**	**W**	**J**
Knowledge of organization, policies, and guidelines.	**E**	**E**	**E**	**J**	**J**	**J**	**W**	**W**	**W**	**W**	**J**
Skill in identifying the impact and implications of decisions.	**E**	**E**	**E**	**J**	**J**	**J**	**J**	**J**	**J**	**W**	**J**
Ability to quantify costs of decisions.	**E**	**E**	**E**	**J**	**J**	**J**	**W**	**W**	**W**	**W**	**J**
Ability to describe the rationale for a decision.	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**W**	**J**

C. Identify and mitigate stressful influences.

Competencies	Natl. Fire Program Manager	Geo. Area Fire Program Manager	Unit Fire Program Manager	Ops Spec.	Rx Fire & Fuels Spec.	Fire Prev. & Educ. Spec.	Inter-agency Hot Shot Super.	Engine Super-visor	Heli. Manager	Senior Fire-fighter	Dispatch Functions
Knowledge of stress indicators.	**J**	**J**	**E**	**E**	**E**	**W**	**E**	**J**	**J**	**W**	**J**
Skill in recognizing the impacts of stress on the functions of supervision and leadership.	**J**	**J**	**J**	**W**	**W**	**W**	**W**	**W**	**W**	**W**	**J**
Skill in mitigating stressful situations.	**E**	**E**	**E**	**J**	**J**	**J**	**E**	**J**	**J**	**W**	**J**
Ability to minimize negative personal impacts.	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**J**

D. Utilize facilitation skills to resolve problems and promote consensus.

Competencies	Natl. Fire Program Manager	Geo. Area Fire Program Manager	Unit Fire Program Manager	Ops Spec.	Rx Fire & Fuels Spec.	Fire Prev. & Educ. Spec.	Inter-agency Hot Shot Super.	Engine Super-visor	Heli. Manager	Senior Fire-fighter	Dispatch Functions
Knowledge of group processes.	**E**	**E**	**E**	**W**	**W**	**W**	**J**	**W**	**W**	**W**	**J**
Knowledge of the five basic styles of conflict resolution.	**W**	**W**	**W**	**W**	**W**	**W**	**W**	**W**	**W**	**W**	**W**
Skill in building group consensus to meet objectives through give and take.	**E**	**E**	**E**	**J**	**J**	**J**	**J**	**W**	**W**	**W**	**W**
Ability to foster commitment.	**E**	**E**	**E**	**J**	**J**	**J**	**E**	**J**	**J**	**W**	**W**
Ability to negotiate to find mutually acceptable solutions.	**E**	**E**	**E**	**J**	**J**	**J**	**J**	**J**	**J**	**W**	**W**
Ability to encourage and receive cooperation.	**E**	**E**	**E**	**J**	**J**	**J**	**J**	**J**	**J**	**W**	**J**
Ability to gain cooperation from others to obtain information and accomplish goals.	**E**	**E**	**E**	**J**	**J**	**J**	**J**	**J**	**J**	**W**	**E**

VII. Communication Skills

Description

This competency relates to the ability to communicate effectively with the public and employees in writing and speech; to work as an effective team member; to use interpersonal skills to become an effective employee; and to exhibit basic computer capabilities.

Outline

A. Communicate effectively.

Competencies	Natl. Fire Program Manager	Geo. Area Fire Program Manager	Unit Fire Program Manager	Ops Spec.	Rx Fire & Fuels Spec.	Fire Prev. & Educ. Spec.	Inter-agency Hot Shot Super.	Engine Super-visor	Heli. Manager	Senior Fire-fighter	Dispatch Functions
Knowledge of effective listening, speaking, and writing skills.	**E**	**E**	**E**	**J**	**J**	**J**	**J**	**J**	**J**	**W**	**E**
Knowledge of the characteristics of effective written communications.	**J**	**J**	**J**	**W**	**W**	**J**	**W**	**W**	**W**	**W**	**J**
Knowledge of communication methods used by the supervisor.	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**W**	**J**
Knowledge of how a team of people communicate to accomplish a common goal.	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**W**	**J**
Knowledge of basic computer keyboard requirements.	**J**	**J**	**J**	**J**	**J**	**J**	**W**	**W**	**W**	**W**	**J**
Knowledge of computer data entry and retrieval.	**J**	**J**	**J**	**J**	**J**	**J**	**W**	**W**	**W**	**W**	**J**
Skill in writing basic letters and reports and filling out basic forms for routine agency operations.	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**W**	**J**
Ability to identify the types of non-verbal communication methods.	**W**	**W**	**W**	**W**	**W**	**W**	**W**	**W**	**W**	**W**	**W**
Ability to express facts and ideas in writing in a succinct and organized manner.	**E**	**E**	**E**	**J**	**J**	**J**	**W**	**W**	**W**	**W**	**J**

Competencies	Natl. Fire Program Manager	Geo. Area Fire Program Manager	Unit Fire Program Manager	Ops Spec.	Rx Fire & Fuels Spec.	Fire Prev. & Educ. Spec.	Inter-agency Hot Shot Super.	Engine Super-visor	Heli. Manager	Senior Fire-fighter	Dispatch Functions
Ability to define the speaker, listener, and observer tasks in communications.	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**W**	**J**	**W**	**W**
Ability to facilitate an open exchange of information.	**E**	**E**	**E**	**J**	**J**	**J**	**W**	**W**	**W**	**W**	**J**
Ability to identify the conditions necessary for accurate and effective communications.	**J**	**J**	**J**	**J**	**J**	**J**	**W**	**W**	**W**	**W**	**J**
Ability to consider and respond appropriately to the needs, feelings, and capabilities of others, and adjust communication approaches to suit different people and situations.	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**W**	**J**	**W**	**W**
Ability to perform computer technological skills such as word processing, electronic mail, and Internet processes.	**J**	**J**	**J**	**J**	**J**	**J**	**W**	**W**	**W**	**W**	**J**
Ability to explain agency programs and procedures in understandable terms to individuals and groups.	**E**	**E**	**E**	**J**	**J**	**E**	**W**	**J**	**W**	**W**	**J**

VIII. Personal Development and Planning

Description

This competency considers an individual being able to work with subordinates or a supervisor. It considers an agency's plan for charting a course of action for developing an individual.

Outline

A. Meet agency physical and mental fitness requirements.

Competencies	Natl. Fire Program Manager	Geo. Area Fire Program Manager	Unit Fire Program Manager	Ops Spec.	Rx Fire & Fuels Spec.	Fire Prev. & Educ. Spec.	Inter-agency Hot Shot Super.	Engine Super-visor	Heli. Manager	Senior Fire-fighter	Dispatch Functions
Knowledge of National Wildfire Coordinating Group and agency requirements.	**E**	**E**	**J**	**J**	**J**	**W**	**E**	**J**	**J**	**W**	**J**
Ability to utilize a physical training program to enhance physical and mental fitness.	**J**	**J**	**E**	**J**	**J**	**W**	**E**	**J**	**J**	**J**	**W**
Ability to perform duties under stressful and adverse operating conditions, such as long work hours, heavy workloads, emergency situations, adverse working and environmental conditions.	**J**	**J**	**J**	**J**	**J**	**W**	**E**	**E**	**E**	**J**	**W**
Ability to recognize fitness potential in subordinates and provide opportunities to achieve this potential.	**W**	**W**	**J**	**J**	**J**	**W**	**E**	**E**	**E**	**J**	**W**

B. Set individual career goals and implement self-directed course of action.

Competencies	Natl. Fire Program Manager	Geo. Area Fire Program Manager	Unit Fire Program Manager	Ops Spec.	Rx Fire & Fuels Spec.	Fire Prev. & Educ. Spec.	Inter-agency Hot Shot Super.	Engine Super-visor	Heli. Manager	Senior Fire-fighter	Dispatch Functions
Knowledge of career development strategies.	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**W**	**J**	**W**	**J**
Knowledge of self-direction capabilities.	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**W**	**J**
Knowledge of agency and interagency opportunities and requirements for potential advancement.	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**W**	**J**
Skill in demonstrating a belief in one's own abilities and ideas.	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**J**
Ability to set personal goals for career development and implement actions to obtain them.	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**W**	**J**
Ability to use a performance appraisal to assess one's performance strengths and weaknesses to lead toward improvement.	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**W**	**J**	**W**	**W**
Ability to develop self motivation.	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**J**
Ability to seek feedback from others and opportunities for self learning and development.	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**J**
Ability to perform a personal role assessment, which would lead to monitoring behavior patterns associated with the functions performed.	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**J**

IX. Agency Operations

Description

This competency requires a comprehension of the basic operations of an agency, especially at the local level; and how these operations interact to fulfill the missions, planning and budgetary processes and agency purpose.

Outline

A. Apply basic principles of appropriation law.

Competencies	Natl. Fire Program Manager	Geo. Area Fire Program Manager	Unit Fire Program Manager	Ops Spec.	Rx Fire & Fuels Spec.	Fire Prev. & Educ. Spec.	Inter-agency Hot Shot Super.	Engine Super-visor	Heli. Manager	Senior Fire-fighter	Dispatch Functions
Knowledge of appropriation law relevant to supervisory and leadership roles.	**E**	**E**	**J**	**W**	**W**	**W**	**W**	**W**	**W**	**W**	**W**
Knowledge of the aspects of appropriation law pertinent to the expenditure of funds and relative to the agency mission.	**E**	**E**	**J**	**W**	**W**	**W**	**W**	**W**	**W**	**W**	**W**
Knowledge of agency fiscal regulations.	**E**	**E**	**E**	**J**	**J**	**J**	**J**	**J**	**J**	**W**	**J**
Ability to describe the budget authority relevant to supervisory and leadership roles.	**E**	**E**	**J**	**W**	**W**	**W**	**W**	**W**	**W**	**W**	**W**
Ability to describe the purpose of an obligation.	**J**	**J**	**J**	**W**	**W**	**W**	**W**	**W**	**W**	**W**	**W**

B. Implement and evaluate financial activities.

Competencies	Natl. Fire Program Manager	Geo. Area Fire Program Manager	Unit Fire Program Manager	Ops Spec.	Rx Fire & Fuels Spec.	Fire Prev. & Educ. Spec.	Inter-agency Hot Shot Super.	Engine Super-visor	Heli. Manager	Senior Fire-fighter	Dispatch Functions
Knowledge of agency financial regulations, policies and guidelines.	**E**	**E**	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**W**	**J**
Knowledge of interagency fire business management practices and procedures.	**E**	**E**	**E**	**J**	**J**	**J**	**J**	**J**	**J**	**W**	**J**
Knowledge of required fiscal documentation.	**E**	**E**	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**W**	**J**
Ability to apply appropriate fiscal procedures.	**E**	**E**	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**W**	**J**

C. Apply appropriate technology.

Competencies	Natl. Fire Program Manager	Geo. Area Fire Program Manager	Unit Fire Program Manager	Ops Spec.	Rx Fire & Fuels Spec.	Fire Prev. & Educ. Spec.	Inter-agency Hot Shot Super.	Engine Super-visor	Heli. Manager	Senior Fire-fighter	Dispatch Functions
Knowledge of existing fire information databases and software applications.	**E**	**E**	**J**	**W**	**W**	**J**	**W**	**W**	**W**	**W**	**J**
Knowledge of current technology and the impact of technological changes on the organization.	**E**	**E**	**J**	**J**	**E**	**J**	**W**	**W**	**W**	**W**	**E**
Ability to apply technologies on the job.	**J**	**J**	**E**	**E**	**E**	**J**	**J**	**J**	**J**	**W**	**E**
Ability to identify various sources available that enable supervisors to keep current on technological advances.	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**W**	**J**
Ability to describe one's role in information and technological exchange.	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**J**

D. Develop and maintain agency and interagency operations.

Competencies	Natl. Fire Program Manager	Geo. Area Fire Program Manager	Unit Fire Program Manager	Ops Spec.	Rx Fire & Fuels Spec.	Fire Prev. & Educ. Spec.	Inter-agency Hot Shot Super.	Engine Super-visor	Heli. Manager	Senior Fire-fighter	Dispatch Functions
Knowledge of the various aspects of local unit interactions and how they work together to accomplish the agency and local unit missions.	**E**	**E**	**E**	**J**	**J**	**J**	**W**	**W**	**W**	**W**	**J**
Knowledge of the external agency operations.	**E**	**E**	**J**	**J**	**J**	**J**	**W**	**W**	**W**	**W**	**W**
Knowledge of the customer consultation process.	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**W**	**J**
Knowledge of agency Cooperative Agreements, Memorandums of Understanding.	**E**	**E**	**E**	**J**	**J**	**J**	**W**	**W**	**W**	**W**	**J**
Knowledge of the organization and the function of cooperative interagency fire organizations such as NWCG, NICC, GACC, state, tribal, and local organizations.	**E**	**E**	**J**	**W**	**W**	**W**	**W**	**W**	**W**	**W**	**J**
Ability to provide input into Cooperative Agreements, MOU's, and MOA's.	**E**	**E**	**E**	**W**	**W**	**W**	**W**	**W**	**W**	**W**	**J**
Ability to participate at the appropriate level in interagency workshops and seminars.	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**J**

E. Initiate and participate in agency and interagency interdisciplinary planning processes.

Competencies	Natl. Fire Program Manager	Geo. Area Fire Program Manager	Unit Fire Program Manager	Ops Spec.	Rx Fire & Fuels Spec.	Fire Prev. & Educ. Spec.	Inter-agency Hot Shot Super.	Engine Super-visor	Heli. Manager	Senior Fire-fighter	Dispatch Functions
Knowledge of what constitutes a correctly written objective.	**J**	**J**	**J**	**J**	**J**	**J**	**W**	**W**	**W**	**W**	**J**
Knowledge of how goals and strategies provide structured guidance in accomplishing an agency's mission.	**E**	**E**	**J**	**J**	**J**	**J**	**W**	**W**	**W**	**W**	**J**
Knowledge of agency's priorities.	**E**	**E**	**E**	**J**	**J**	**J**	**W**	**W**	**W**	**W**	**J**
Knowledge of how an agency's planning system causes a timely reconsideration of priorities.	**E**	**E**	**E**	**J**	**J**	**J**	**W**	**W**	**W**	**W**	**J**
Skill in providing input into objective writing.	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**W**	**J**
Skill in restructuring priorities to meet goals or objectives.	**E**	**E**	**E**	**J**	**J**	**J**	**J**	**J**	**J**	**W**	**J**
Ability to review portions of plans and provide input.	**E**	**E**	**E**	**J**	**J**	**J**	**J**	**W**	**J**	**J**	**J**

F. Utilize agency qualifications and certification procedures.

Competencies	Natl. Fire Program Manager	Geo. Area Fire Program Manager	Unit Fire Program Manager	Ops Spec.	Rx Fire & Fuels Spec.	Fire Prev. & Educ. Spec.	Inter-agency Hot Shot Super.	Engine Super-visor	Heli. Manager	Senior Fire-fighter	Dispatch Functions
Knowledge of agency and interagency qualification and certification standards and procedures adopted by the National Wildfire Coordinating Group (NWCG).	**E**	**E**	**E**	**J**	**J**	**W**	**J**	**W**	**J**	**W**	**J**
Knowledge of position task book requirements.	**J**	**J**	**J**	**J**	**J**	**W**	**J**	**J**	**J**	**W**	**W**
Ability to maintain position qualifications.	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**J**

X. Program/Project Progress Monitoring and Evaluation

Description

These competencies are related in terms of adjusting program operations in a timely manner. Progress is directed to carrying out quantifiable objectives. Monitoring that part of the operation identifies whether the objectives are valid, understood, and whether the employee is capable of performing the tasks.

Outline

A. Implement measurement systems that accurately track results.

Competencies	Natl. Fire Program Manager	Geo. Area Fire Program Manager	Unit Fire Program Manager	Ops Spec.	Rx Fire & Fuels Spec.	Fire Prev. & Educ. Spec.	Inter-agency Hot Shot Super.	Engine Super-visor	Heli. Manager	Senior Fire-fighter	Dispatch Functions
Knowledge of agency performance requirements.	**E**	**E**	**E**	**J**	**J**	**J**	**J**	**J**	**J**	**W**	**J**
Knowledge of basic wildland fire program requirements.	**E**	**E**	**E**	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**J**
Knowledge of fire operations/prescribed fire tools and equipment.	**J**	**J**	**E**	**E**	**E**	**W**	**E**	**E**	**E**	**J**	**W**
Knowledge of reporting requirements and procedures.	**E**	**E**	**E**	**J**	**J**	**J**	**W**	**W**	**W**	**W**	**E**
Ability to implement the common monitoring techniques of feedback and personal observation used in evaluating a project's progress.	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**W**	**J**

B. Evaluate results against program objectives.

Competencies	Natl. Fire Program Manager	Geo. Area Fire Program Manager	Unit Fire Program Manager	Ops Spec.	Rx Fire & Fuels Spec.	Fire Prev. & Educ. Spec.	Inter-agency Hot Shot Super.	Engine Super-visor	Heli. Manager	Senior Fire-fighter	Dispatch Functions
Knowledge of evaluative processes and procedures.	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**J**	**W**	**J**
Ability to analyze organizational performance relative to given objectives.	**E**	**E**	**E**	**J**	**J**	**J**	**J**	**J**	**J**	**W**	**J**
Ability to recognize how objectives establishing the direction efforts are to be focused and the criteria for measuring success.	**E**	**E**	**E**	**J**	**J**	**J**	**J**	**J**	**J**	**W**	**J**