

2 – Program Roles & Performance Standards

Agency Administrator Roles

Director/Chief

The Directors of Interior agencies and the Forest Service Chief are responsible to the Secretaries of the Interior and Agriculture for fire management programs on public lands administered by those agencies. The agencies' Offices of Fire and Fire Aviation are responsible to their respective Directors/Chief for policy formulation and program oversight.

The Department of Interior (DOI) Directors will meet the required elements outlined in the Management Performance Requirements for Fire Operations.

State/Regional Director/Regional Forester

The State/Regional Director/Regional Forester is responsible to the Director/Chief for fire management programs and activities within their state/region.

The BLM and NPS State/Regional Director will meet the required elements outlined in the Management Performance Requirements for Fire Operations and ensure training is completed to support delegations to line managers and principal acting.

Unit Manager

The unit manager is responsible to the State/Regional Director/Regional Forester for the safe and efficient implementation of fire management activities within their unit, including cooperative activities with other agencies or landowners in accordance with delegations of authorities. The unit manager or their principal acting will meet the required elements outlined in the Management Performance Requirements for Fire Operations.

FWS – For specific program roles and performance standards see *Service Manual 621 FW 1.5* and the *Fire Management Handbook, Chapter 1*.

USFS – Equivalent positions in the Forest Service include:

- Chief
- Regional Forester
- Forest Supervisor
- District Ranger

Performance required for the Forest Supervisor and the District Ranger would be similar based on individual unit complexities in fire management. The Forest Service fully endorses the Management Performance Requirements, but these are not currently required for these positions.

The Chief, Regional Foresters, Forest Supervisors, and District Rangers will personally communicate their expectation of leadership in fire management. This will be completed prior to fire season and in conjunction with National Leadership Team meetings and annual fire schools.

Management Performance Requirements for Fire Operations

PERFORMANCE REQUIRED	<i>National Agency Admin.</i>	<i>State / Regional Agency Admin.</i>	<i>Unit agency admin.</i>	<i>Sub-Unit Agency Admin.</i>
1. Take necessary and prudent actions to ensure firefighter and public safety.	T	T	T	T
2. Ensure sufficient qualified fire and non-fire personnel are available to support fire operations at a level commensurate with the local and national fire situations.	T	T	T	T
3. Ensure Fire Management Officers (FMOs) are fully qualified.	T	T	T	T
4. Provide a written delegation of Authority to FMOs that provides an adequate level of operational authority. Include Multi-Agency Coordinating (MAC) Group authority, as appropriate.	T	T	T	T
5. Identify resource management objectives to maintain a current fire management plan (FMP) that identifies an accurate and defensible Normal Year Readiness of funding and personnel.		T	T	T
6. Develop protection and use standards and constraints that are in compliance with agency fire policies.		T	T	T
7. Ensure use of fire funds is in compliance with Department and Agency policies.	T	T	T	T
8. Management teams will meet once a year to review fire and aviation policies, roles, responsibilities, and delegations of authority. Specifically address oversight and management controls, critical safety issues, and high-risk situations such as team transfers of command, periods of multiple fire activity, and Red Flag Warnings.	T	T	T	T

PERFORMANCE REQUIRED	<i>National Agency Admin.</i>	<i>State / Regional Agency Admin.</i>	<i>Unit agency admin.</i>	<i>Sub-Unit Agency Admin.</i>
9. Review safety policies, procedures, and concerns with field fire and fire aviation personnel. Discussions should include issues that could compromise safety and effectiveness during the upcoming season.			T	T
10. Ensure timely follow-up actions to program reviews, fire preparedness reviews, fire and fire aviation safety reviews, fire critiques, and post-season reviews.	T	T	T	T
11. Ensure fire and fire aviation preparedness reviews are conducted in all unit offices each year. Personally participate in at least one review annually.		T	T	
12. Ensure an approved burn plan is followed for each prescribed fire project, including follow-up monitoring and documentation to ensure management objectives are met.		T	T	T
13. Meet annually with major cooperators and review interagency agreements to ensure their continued effectiveness and efficiency (may be delegated by State/Regional Level).		T	T	T
14. Ensure that a Wildland Fire Situation Analysis (WFSA) is completed and approved on all fires that escape initial attack.			T	T
15. Ensure reviews are conducted on all fires that require a WFSA. Personally attend reviews on Type 1 and Type 2 fires. (State/Regional Director/Regional Forester may delegate)		T	T	T

PERFORMANCE REQUIRED	<i>National Agency Admin.</i>	<i>State / Regional Agency Admin.</i>	<i>Unit agency admin.</i>	<i>Sub-Unit Agency Admin.</i>
16. Ensure that a Wildland Fire Implementation Plan (WFIP) is completed and implemented for all fires managed for resource benefits.			T	T
17. Provide management oversight by personally visiting wildland and prescribed fires each year.		T	T	T
18. Provide incident management objectives, written delegations of authority, and agency administrator briefings to incident management teams.			T	T
19. Monitor the fire situation and provide oversight during periods of critical fire activity/situations of high risk.	T	T	T	T
20. Evaluate the need for resource advisors for all fires, and assign as appropriate.			T	T
21. Convene and participate in annual pre- and post-season fire meetings.	T	T	T	T
22. Attend Fire Management Leadership Course.		T	T	T
23. Ensure appropriate investigations are conducted for incidents, entrapments, and serious accidents.	T	T	T	T
24. For all unplanned human-caused fires where liability can be determined, ensure trespass actions are initiated to recover cost of suppression activities, land rehabilitation, and damages to the resource and improvements.		T	T	T
25. Certify Wildland Fire Implementation Plan or Wildland Fire Situation Analysis on a daily basis.			T	T
26. Complete go/no-go checklist for prescribed fire.			T	T

PERFORMANCE REQUIRED	National Agency Admin.	State / Regional Agency Admin.	Unit agency admin.	Sub-Unit Agency Admin.
27. Ensure there is adequate direction in fire management plans to identify fire danger awareness with escalating fire potential.			T	T
28. Ensure compliance with National and State/Regional Office policy and direction for prescribed fire activities and ensure that periodic reviews and inspections of the prescribed fire program are completed.	T	T	T	T
29. Approve Prescribed Fire Plans. Authority may be delegated to the agency administrators (not specific offices) as provided under specific direction.		T	T	T
30. Review Prescribed Fire Plans and recommend or approve the plans depending upon the delegated authority. Ensure that the Prescribed Fire Plan has been reviewed and recommended by a qualified technical reviewer who was not involved in the plan preparation.		T	T	T

USFS –Agency administrators will ensure there is adequate direction in Fire Management Plans (FMPs) to identify fire danger awareness with escalating fire potential.

Agency administrators will ensure that items identified in the Thirtymile Accident Prevention Action Plan, and OSHA Hazard Abatement Plan, are reviewed to ensure full compliance.

FWS – Director. The Director has the overall responsibility for the Service wildland fire management program. The Director will ensure that all Regional fire management activities are formally evaluated.

Chief, National Wildlife Refuge System. The National Wildlife Refuge System under the Chief provides leadership for the wildland fire management program. The National Wildlife Refuge System also formally evaluates all regional fire activities at least every five years. The Assistant Director is authorized to promulgate and approve the Fire Management Handbook and other fire related handbooks as needed to provide guidance.

Regional Director. The Regional Director is responsible for the wildland fire management program in the region and for designating a qualified Regional Fire Management Coordinator. The Regional Director, through the Regional Fire Management Coordinator, will provide wildland fire management program support to Service lands located within their geographic Region. The Regional Director will identify and clarify the roles and responsibilities of other Regional Office staff who might provide oversight to the Fire Management Program.

Project Leader. The Project Leader is responsible for planning and implementing an effective wildland fire management program on Service lands under his/her jurisdiction. The Project Leader, in conjunction with fire management specialists, determines the level of fire management effort required to meet wildland fire management objectives of each unit. The Project Leader will ensure that an approved FMP is prepared for Service lands under their jurisdiction. This would include appropriate consultation with staff specialists such as the Regional Historic Preservation Officer or Service Archeologist if appropriate. If the fire management program warrants, the Project Leader will establish a position to function as the Fire Management Officer for the field office (see below). Otherwise, the Project Leader will assign the fire management responsibilities to a staff member as a collateral duty. A staff member, assigned fire management responsibilities as a collateral duty, will meet fire management qualification requirements established by the Service. Project Leaders are to ensure that personnel hired in dedicated, fire funded positions are made available for dispatch to off-refuge/interagency wildland and prescribed fire management operations. Project Leaders will meet fire management training requirements established by the Service for their positions.

Fire Management Staff Roles

National Office

The National Fire Directors provide leadership for their fire and fire aviation management programs, and assist states/regions and units to develop, implement, and maintain a safe, effective, and efficient fire and aviation management programs that meet land management objectives.

The National Fire Directors are responsible and accountable for developing policy, program direction, and international coordination. The Directors work with interagency cooperators to coordinate, reduce duplication, increase efficiencies in wildland fire management, and provide feedback to state/regional offices on performance requirements.

State/Regional Office

The State/Regional Fire Management Officer (S/RFMO)/Regional Fire Director provides leadership for their agency fire and fire aviation management program.

The S/RFMO/Regional Fire Director is responsible and accountable for providing planning, coordination, training, technical guidance, and oversight to the unit fire management programs. The S/RFMO/Regional Fire Director also represents the

State/Regional Director/Regional Forester on interagency geographic coordination groups and Multi-Agency Coordination (MAC) Groups. The S/RFMO/Regional Fire Director provides feedback to units on performance requirements.

Unit Office

The Fire Management Officer (FMO) is responsible and accountable for providing leadership for fire and fire aviation management programs at the local level. The FMO determines program requirements to implement land use decisions through the Fire Management Plan (FMP) to meet land management objectives. The FMO negotiates interagency agreements and represents the agency administrator on local interagency fire and fire aviation groups.

Fire Management Staff Performance Requirements for Fire Operations

PERFORMANCE REQUIRED	Director-F&A	S/RFMO/Regional Fire Director	FMO
1. Maintain safety first as the foundation for all aspects of fire and fire aviation management.	T	T	T
2. Ensure completion of a job hazard analysis (JHA) for fire and fire aviation activities so mitigation measures are taken to reduce risk.			T
3. Ensure work/rest and R&R guidelines are followed during all fire and fire aviation activities. Deviations are approved and documented.	T	T	T
4. Ensure that only trained and qualified personnel are assigned to fire and fire aviation duties.	T	T	T
5. Develop, implement, evaluate, and document fire and fire aviation training program to meet current and anticipated needs.	T	T	T
6. Establish an effective process to gather, evaluate, and communicate information to managers, supervisors, and employees. Ensure clear and concise communications are maintained at all levels.	T	T	T
7. Develop and maintain an open line of communication with public and cooperators.	T	T	T
8. Ensure that the fire and fire aviation management staff understand their role, responsibilities, authority, and accountability.	T	T	T
9. Based on allocated funding level, provide a safe, effective, and efficient fire protection and use program.	T	T	T
10. Organize, train, equip, and direct a qualified work force. An Individual Development Plan must be provided for incumbents who do not meet new standards. Establish qualification review committees.	T	T	T
11. Take appropriate action when performance is exceptional or deficient.	T	T	T
12. Ensure fire and fire aviation policies are understood, followed, and coordinated with other agencies as appropriate.	T	T	T

PERFORMANCE REQUIRED	Director-F&A	S/RFMO/ Regional Fire Director	FMO
13. Monitor to recognize when complexity levels exceed program capabilities. Increase managerial and operational resources to meet the need.	T	T	T
14. Initiate, conduct, and/or participate in fire management related reviews and investigations.	T	T	T
15. Provide for and personally participate in periodic site visits to individual incidents and projects.	T	T	T
16. Utilize the incident complexity analysis to ensure the proper level of management is assigned to all incidents.		T	T
17. Review and evaluate performance of the fire management organization and take appropriate actions.	T	T	T
18. Ensure incoming personnel and crews are briefed prior to fire and fire aviation assignments.	T	T	T
19. Ensure a Wildland Fire Situation Analysis (WFSA) is completed and retained for all fires that escape initial attack.		T	T
20. Monitor fire season severity predictions, fire behavior, and fire activity levels. Take appropriate actions to ensure safe, efficient, and effective operations.	T	T	T
21. Ensure that adequate resources are available to implement fire management operations.	T	T	T
22. Provide fire personnel with adequate guidance, training and decision-making authority to ensure timely decisions.		T	T
23. Ensure a written, approved burn plan exists for each prescribed fire project.		T	T
24. Ensure all escaped prescribed fires receive a review at the proper level.	T	T	T
25. Ensure effective transfer of command of incident management occurs and oversight is in place.	T	T	T
26. Develop and maintain agreements, annual operating plans, and contracts on an interagency basis to increase effectiveness and efficiencies	T	T	T
27. Provide the expertise and skills to fully integrate fire and fire aviation management into interdisciplinary planning efforts.	T	T	T
28. Work with cooperators to identify processes and procedures for providing fire safe communities within the wildland urban interface.	T	T	T
29. Develop, maintain, and annually evaluate the FMP to ensure accuracy and validity.		T	T
30. Ensure budget requests and allocations reflect Normal Year Readiness in the FMP.	T	T	T
31. Develop and maintain current operational plans, e.g., dispatch, pre-attack, prevention.	T	T	T

PERFORMANCE REQUIRED	Director-F&A	S/RFMO/Regional Fire Director	FMO
32. Ensure that reports and records are properly completed and maintained.	T	T	T
33. Ensure fiscal responsibility and accountability in planning and expenditures.	T	T	T
34. Assess, identify, and implement program actions that effectively reduce unwanted wildland fire ignitions and mitigate risks to life, property, and resources.		T	T
35. Effectively communicate the "natural role" of wildland fire to internal and external agency audiences.	T	T	T
36. Complete trespass actions when unplanned human-caused fires occur.		T	T
37. Ensure compliance with National and State/Regional Office policy and direction for prescribed fire activities and ensure that periodic reviews and inspections of the prescribed fire program are completed.	T	T	T

FWS – Service Fire Management Coordinator (SFMC). The Service Fire Management Coordinator is the Chief of the Fire Management Branch in the National Wildlife Refuge System, and is the Service representative at the National Interagency Fire Center (NIFC). The Fire Management Branch is responsible for providing technical direction and coordination of fire management planning, policy development, and procedures Servicewide. The SFMC, through this manual (*Service Manual 621 FW 1*), is delegated authority by the Director to represent the Service on the National Multi-Agency Coordinating Group (MAC Group). The SFMC is responsible for implementing the decisions of the MAC Group as they affect U.S. Fish and Wildlife Service areas. The decisions of the MAC Group include the prioritizing of incidents nationally and the allocation or reallocation of fire fighting resources to meet national priorities.

Regional Fire Management Coordinator (RFMC). The RFMC provides coordination, training, planning, evaluation, and technical guidance for the Region and is available to provide assistance for intra-agency and interagency wildland fire management needs. The RFMC will meet qualification requirements established by the Service for the position. The RFMC, through written delegation by the Regional Director, is delegated authority to represent the Region on the Geographic Multi-Agency Coordinating Group (MAC Group). The RFMC is responsible for implementing the decisions of the MAC Group as they affect U.S. Fish and Wildlife Service areas. The decisions of the GMAC Group include the prioritizing of incidents and the allocation or reallocation of firefighting resources to meet wildland fire management priorities.

Fire Management Officer (FMO). Fire Management Officers will be assigned where an individual refuge wildland fire management program requires wildland fire management expertise. An FMO may be assigned to provide wildland fire management support to a group of refuges (zone or

district) when individually each refuge does not warrant a full time FMO. These are dedicated, fire funded positions, and as such are a regional and national resource. The FMO may be called upon to assist in both intra-agency and interagency wildland fire management needs. The FMO will meet qualification standards established or adopted by the Service for the position.

Requirements for Fire Management Positions

Fire and Fire Aviation Management Programs will provide our customers with quality service. It is imperative that our employees meet recognized competencies and qualification criteria.

The following lists show the minimum operational experience required for fire management positions. The *Interagency Fire Program Management Qualifications Standards* may be used as general guidelines, in conjunction with specific agency requirements, when filling vacant fire program positions, and as an aid in developing Individual Development Plans (IDPs) for employees.

Notes and Exceptions:

- “Equivalent” experience in positions in the Alaska Fire Service (AFS), NIFC, or other federal, state, and local agencies will be given full credit, if they are comparable to those listed or it is determined that the candidate meets the competencies for the position.
- Other “equivalent” experience will be considered on a case-by-case basis. An example of this would be a unit manager or operations chief that meets the requirements for state/regional fire positions, if they have the minimum fireline experience listed below.
- Extended details can be considered, if they were equivalent to a season of experience.

BLM –

BLM Field/Area Office

BLM Assistant FMO/Fire Operations Specialist:

This position is considered moderate to high complexity in the *Fire Program Management Qualifications Standards* under the Wildland Fire Operations Specialist Qualifications Standards.

- ICT3
- Working knowledge of dispatch operations.
- Working knowledge of fire aviation operations.
- Working knowledge of fire equipment.
- Working knowledge or demonstrated abilities in fire danger rating system.

BLM FMO:

All of the operational experience required for the above positions, except currency, plus:

- A minimum of one season experience in the position of Fire Control Officer (FCO) or Assistant FMO or Prescribed Fire Specialist or Lead Dispatcher/Center Manager.

- Division Supervisor or Unit Leader
- Working knowledge of fuels treatment policies, strategies and techniques.

BLM Prescribed Fire and Fuels Specialist:

- Strike Team Leader/Task Force Leader or ICT4
- Working knowledge of smoke management techniques.
- Working knowledge of fire effects (RX-340).
- Working knowledge of the NEPA process.
- RXB2

BLM State and National Office

BLM National and State Office Prescribed Fire and Fuels Management Specialist:

- Strike Team Leader/Task Force Leader or ICT4
- Advanced knowledge of smoke management techniques (RX-450 level)
- Advanced Wildland Fire Behavior Calculations (RX-490)
- Advanced knowledge of fire effects (RX-540 level)
- Working knowledge of the NEPA process.
- RXB2

BLM Assistant State FMO or State Fire Operations Officer:

- FMO or Geographic Area Coordinator
- Division Supervisor or Unit Leader
- Working knowledge of the coordination system and fire aviation operations.
- Working knowledge of NFDRS and long-range fire behavior predictive systems.

BLM State Fire Management Officer:

- FMO or state or national fire and aviation staff. The qualifications for this position are identified in the *Fire Program Management Qualifications Standards*.

BLM National Fire Program Lead:

- The qualifications for this position are identified in the *Fire Program Management Qualifications Standards*.

USFS –“Requirements” for Fire Management Positions will be changed to “Recommendations” for Fire Management Positions.

Fire Management Staff Performance:

- Provide for the safety and welfare of all personnel and the public.
- Develop and implement viable strategies and tactics for the incident.
- Monitor effectiveness of the planned strategy and tactics.
- Disengage suppression activities immediately if strategies and tactics cannot be implemented safely.
- Maintain command and control of the incident.

Training for Designated Agency Administrators

The following training is required for designated agency administrators.

- National Fire Management Leadership or
- Local Fire Management Leadership.

The national course is the preferred alternative. The training should be completed within two years of appointment to a designated management position.

Experience requirements for positions in AFS, O&C Districts, NIFC, national office, and other fire management positions in units and state/regional offices will be established as vacancies occur, but will be commensurate with the position's scope of responsibilities. The developmental training to fully achieve competencies should be addressed in an IDP within a defined time period.

Delegation of Authority

Delegation for State/Regional Fire Management Officers/Fire Directors

In order to effectively perform their duties, an S/RFMO/Fire Director must have certain authorities delegated from the State/Regional Director/Regional Forester. This delegation is normally placed in the state/regional office supplement to agency manuals. The delegation of authority should include:

- Serve as the State/Regional Director's/Regional Forester's authorized representative on geographic area coordination groups, including MAC groups.
- Coordinate and establish priorities on uncommitted fire suppression resources during periods of shortages.
- Coordinate logistics and suppression operations statewide.
- Relocate agency pre-suppression/suppression resources within the state/region based on relative fire potential/activity.
- Correct unsafe fire suppression activities.
- Direct accelerated, aggressive initial attack when appropriate.
- Enter into agreements to provide for the management, fiscal, and operational functions of combined agency operated facilities.
- Suspend prescribed fire activities when warranted.
- Give authorization to hire Emergency Firefighters in accordance with the DOI Pay Plan for Emergency Workers.
- Approve emergency fire severity funding expenditures not to exceed the agency's annual authority.

Sample "Delegation of Authority" can be found in **Appendix A**.