

National Incident Management Organization NIMO



2008 National Incident Management Organization (NIMO)

National Interagency Fire Center
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National Incident Management
Organization (NIMO)
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NIMO Team Guide

WORKING WITH



What You Should Know



Photo By: Jen Kolb

National Incident Management Organization (NIMO)

Atlanta Team:

- Incident Commander** – George Custer
- Public Information Officer** – Robin Cole
- Safety Officer** – Gene Madden
- Plans Section Chief** – Darrel Schwilling
- Operations Section Chief** – Bob Houseman
- Logistics Section Chief** – Sally Browning
- Finance Section Chief** – James Meredith

Boise Team:

- Incident Commander** – Steve Gage
- Public Information Officer** – Mike Ferris
- Safety Officer** – Tom Johnston
- Plans Section Chief** – Elizabeth Cavasso
- Operations Section Chief** – Dan Kleinman
- Logistics Section Chief** – Brent Spencer
- Finance Section Chief** – Liz Kinney

Phoenix Team:

- Incident Commander** – Jeff Whitney
- Public Information Officer** – Bruce Palmer
- Safety Officer** – Ron Bertsch
- Plans Section Chief** – Mike Baca
- Operations Section Chief** – Curtis Heaton
- Logistics Section Chief** – Vicki Clay
- Finance Section Chief** – Susan Lee

Portland Team:

- Incident Commander** – Tom Cable
- Public Information Officer** – Kris Eriksen
- Safety Officer** – John Prendergast
- Plans Section Chief** – Nick Giannettino
- Operations Section Chief** – Jack Kirkendall
- Logistics Section Chief** – Rich Rusk
- Finance Section Chief** – Shardul Raval

Name (Optional):

Assignment:

Position or Unit:

Experience:

Suggestion:

*Thank You for your
feedback!*



If you are interested, you may provide your feedback in a written format to any NIMO Team member. We do not require you to put a name with it unless you feel further follow up is warranted.

On the back inside cover of this booklet, a general feedback form has been provided to assist in this process. Feel free to tear it off and submit it if it is more convenient; though any format will be accepted.



Large Fire Managed by NIMO in Idaho

We hope you see this as an opportunity to openly express your ideas, thoughts or concerns so we can better serve our Agency Administrators and other fire personnel who work with NIMO on incidents.

We hope you have a safe and rewarding experience. Enjoy your assignment working with the NIMO.

WELCOME

The NIMO Team would like to welcome you. We are excited that you have agreed to work with us, and we are looking forward to having a great experience and a rewarding assignment. The Team will function as a Unit and will look after each other while on the Incident. We will monitor each other to ensure that we complete our assignment safely, which include compliance with the 2 for 1 Work/Rest Ratio.

The purpose of this guide is to outline the expectations established for working with the NIMO Teams during assignments or incidents. The guide does not supersede Agency Manuals, Handbooks or policies. The intent is not to describe functional duties and responsibilities of the individual incident positions. These are well established in numerous documents. Rather, the NIMO Team Guide describes NIMO overview of “who we are and what we do”, Leaders Intent and principles, team philosophies and expectations, and the process for you to provide candid feedback.

If you have any questions or concerns, feel free to address them with any of the NIMO Team members. Once again, thank you for joining us.



Firefighter fighting fire at night in Waycross Georgia. Picture courtesy of Jen Kolb

National Incident Management Organization (NIMO)..... WHO WE ARE & WHAT WE DO

The concept for the NIMO program is to be flexible, responsive and adapt to emerging issues using limited resources. This is all done using a smaller organization, new technology and not only protecting the values at risk but integrating the management of fire to allow for future ecosystem benefits. This is the first step in the transition to a more agile, strategic, and efficient fire organization.



NIMO Operations Section Chief discussing fire strategy

There are currently four teams within the NIMO program; Atlanta, Boise, Phoenix and Portland. The configuration of the teams is seven full-time Type 1 command and general staff positions. The small roster allows the teams to function the way the Incident Command System

(ICS) was originally intended to function by expanding or contracting the size of the team by using “call when needed” resources as well as trainees. Since the NIMO teams are employed full-time to conduct special projects and incident response, they can remain on an incident for longer periods of time. This reduces the cost that can be incurred through transition of teams. Limiting team transitions also provides consistency and an additional level of safety since the most vulnerable times for miscommunication and accidents on an incident is during the time of transition.

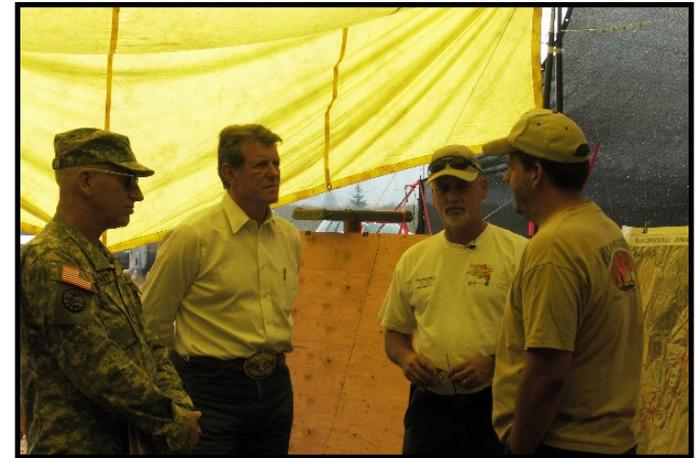
When the NIMO teams are not on incident assignment, program success is predicated on an integrated fire management approach by focusing on a more progressive vegetation management program, implementing recommendations that

positive and constructive manner.

Team members should observe a professional dress code at all times. Appropriate dress for non-line personnel is agency uniform, IMT team apparel, PPE or other appropriate business casual clothing. Team personnel are subject to come in contact with Agency Officials, the media, community members and political entities. Presenting yourself and the team in a professional light will add to the credibility of yourself and the teams’ abilities.

All members are expected to comply with safety guidelines concerning the use of PPE when required. The NIMO teams have standard procedures regarding visitors to the fireline. If you are

responsible for visitors that would like to visit the fireline and have not been provided with the NIMO procedures, ask a NIMO team member to provide them to you.



NIMO personnel briefing the Governor of Idaho

FEEDBACK

We hope that you find your experience in working with NIMO to be unique and rewarding. We see each deployment as an opportunity to help individuals get the training and experience they need, as well as an opportunity to better ourselves. Your candid insight will help NIMO refine its program and could potentially make changes in the future of fire management. We welcome feedback regarding our practices.

and filed before you leave the incident. It is the position of the Command and General Staff to support cross development training for team members when it is deemed practical and appropriate during the incident.

Respect:

NIMO is expected to demonstrate a high degree of professionalism and exemplary personal conduct. Team attitudes and actions should reflect a sense of urgency commensurate with the incident status. We will operate with a cooperative spirit and attitude toward our hosts, our partners, and other team members. All Incident personnel are valued and will be treated



with mutual respect and dignity. Any forms of discrimination, harassment, and inappropriate behavior will not be tolerated.

Your personal conduct, spirit and attitude are a reflection of who you are.

NIMO personnel at the end of a long day

Initial attempts to resolve issue(s)

and concerns should be done through the respective Section Chiefs. If the Section Chiefs are unable to resolve the issue(s), the concern will be raised to the appropriate level of the Command Staff. The Incident Commander will then make the final decision(s).

Integrity:

It is the duty of Command and General Staff, Unit Leaders and Supervisors to be committed to teamwork, timeliness, and assisting each other with incident needs. Differing ideas/options and opinions are always encouraged and will be presented in a

build workforce capacity and capability, expanding the existence and use of Type 3 organizations, fire training and qualifications, legal authorities, non-traditional partnerships, emergency hiring, standardized contracts, and complex incident management as identified in the NIMO Implementation Plan of 2005.

LEADER'S INTENT

NIMOs ethos is being stewards of the ecological use of fire. We are proficient practitioners across the full spectrum of fire management activities. We demonstrate bold leadership while operating in a high consequence, often unpredictable, and dynamic environment. Within this environment, we continually assess and manage risks to protect people, property and America's resources. As leaders, we embrace positive change; acknowledge modern and contemporary issues while maintaining honored traditions and valued ties to the land and communities we serve. We recognize the value of international cooperation and sharing, we value the cultural and political differences of others to understand new concepts and methodologies that may be applied in America.



Area Command in- briefing NIMO

Principles:

NIMO strives to develop leaders at all levels of fire and aviation management who exhibit excellence in leading by example and who embody the values of **Duty, Respect and Integrity**. We develop national leaders within our ranks as well as those we mentor and interact with on projects and assignments. The leadership principles listed here are critical to the success of our program.

1. NIMO Leaders understand and act on their enduring responsibility to be a teacher, mentor and student of fire and aviation management.
2. We embrace the fundamentals of Doctrine. Decisions are made at the appropriate level to cope with the chaotic nature of the wildland fire environment. Personnel are duty bound but yet also empowered to make decisions and initiate actions to carry out their leader's intent. In a decentralized environment, effective communication of decisions to all affected personnel is paramount.
3. We practice risk management across the full spectrum of fire and aviation management activities at all levels. As leaders, we analyze and evaluate employee and public exposure to the inherent hazards of incident operations and select appropriate actions and mitigations to meet clearly defined objectives and leaders' intent.

NIMO PHILOSOPHIES

Adhering and understanding the guiding principles and program philosophies of NIMO will provide for a smooth and enjoyable assignment. We recognize implementation to meet leader's intent may vary within each NIMO Team based on the nature of



Large Fire Managed by NIMO in California

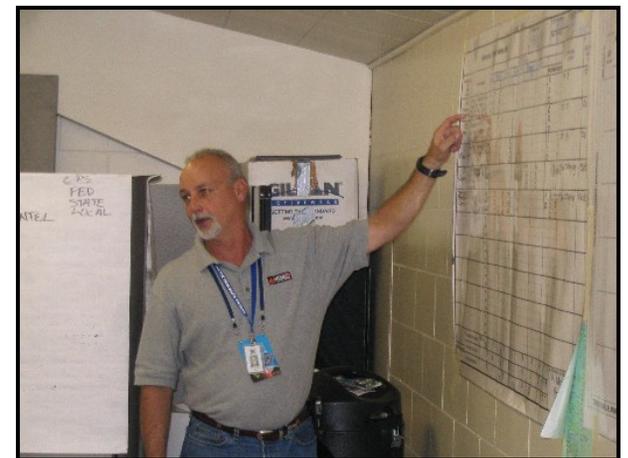
the situation and the dynamics of the team. Continuing to embody the following values while working with the NIMO team will exhibit excellence and professionalism.

Duty:

It is the duty of all fire personnel to make safety an integral part of everyday activities. Each individual is directly responsible for ensuring their own safety and for promoting a safe, healthy, and environmentally sound workplace and delivery of programs. NIMO employees who direct activities of other individuals are responsible for protecting employees, cooperators, and the public. All employees are held accountable for performance adhering to agency safety guidelines.

The Incident will dictate the length of assignment for the NIMO Teams. Often, NIMO assignments are longer than the standard 14 days. It is not a requirement for individuals who work with NIMO to work more than a typical tour of duty, but if interested and available in extending your assignment with NIMO, let your supervisor know upon arrival so days off can be managed early on to allow for proper management of resources. While on assignment, team personnel will make the appropriate arrangements for rest and recuperation. The 2-1 Work Rest Ratio will be followed with shift length appropriate to the mission.

It is the duty of NIMO to expand capability and capacity. We strive to accomplish as much training and provide as much experience as possible for each person assigned to an incident with our team. We will work with you to find opportunities to advance your qualifications as a trainee, apprentice or technical specialist. We will work with your supervisor(s) to assure a performance evaluation is completed



NIMO providing on assignment mentoring regarding planning process