Running Head: AN EVALUATION OF LARGER SCALE EMERGENCY IMT POSITION
ASSIGNMENTS IN THE TUCSON FIRE DEPARTMENT

An Evaluation of Larger Scale Emergency Incident Management Position Assignments

in the Tucson Fire Department

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Certification Statement

I hereby certify that this paper constitutes my own product, that where the language of others is set forth, quotation marks so indicate, and that appropriate credit is given where I have used the language, ideas, expressions, or the writings of another.

Signed:_____

Abstract

A reassignment of duties and subsequent review of existing Standard Operating Guidelines identified the problem that the Tucson Fire Department does not have a Standard Operating Guideline for NIMS compliant Chief Officer Incident Management Team (IMT) position assignment in the event of larger scale emergencies. The purpose of this research is to compare the criteria of NIMS personnel assignment against current Standard Operating Guideline for Chief Officer IMT position assignments for Tucson Fire Department in the event of larger scale emergencies. Evaluative research methodology was used to answer the following research questions: A) What are the criteria of national standards for IMT critical position assignments during larger scale emergencies within the NIMS structure? B) What are the criteria used by other departments of similar size to compare NIMS IMT assignments to departmental Chief Officer assignments during larger scale emergencies? C) What are the Chief Officer qualifications within the Tucson Fire Department as compared with the NIMS critical position assignments for larger scale emergencies? A literature search, internal and external questionnaires revealed that TFD is currently NIMS compliant, is current with those departments not engaged in regular use of larger-scale ICS and IMTs, but is lacking in training/experience in these roles. Recommendations include continued compliance, increased training and experience through NIMS and USFA based courses as well as job shadowing on larger-scale emergencies.

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Introduction

The threat of large scale incidents is very real in the post-9/11 world. Both natural and man made occurrences can cause widespread destruction and render a community to a state of chaos. The incident management system is a critical piece to the overall response to these larger scale incidents and it is at the local level that these incidents are begun and ended. To correctly respond to these larger incidents an incident management system must be employed. Part of that system is the pre-assignment or guideline for where critical personnel, specific to this paper, Chief Officers, will respond and what role they will play.

The United States Fire Service responds to nearly three million calls for service annually (USFA, 2007a). Of these, fifty-five percent are Emergency Medical Service (EMS) orientated (USFA, 2007a). In 2006, the City of Tucson Fire Department responded to nearly 70,000 calls for service, with just over 60,000 being EMS related (TFD, 2007, p.17). Although none of these calls were at the level needing outside assistance, there were several multi-alarm type incidents where the response of critical personnel would have potentially augmented the incident and the rest of the City until mitigation was complete.

A review of existing Standard Operating Guidelines identified the problem that the Tucson Fire Department does not have a Standard Operating Guideline for NIMS compliant Chief Officer Incident Management Team (IMT) position assignment in the event of larger scale emergencies. The purpose of this research is to compare the criteria of NIMS personnel assignment against current Standard Operating Guideline for Chief Officer IMT position

assignments for Tucson Fire Department in the event of larger scale emergencies. Evaluative

research methodology was used to answer the following research questions: A) What are the

criteria of national standards for IMT critical position assignments during larger scale

emergencies within the NIMS structure? B) What are the criteria used by other departments of

similar size to compare NIMS IMT assignments to departmental Chief Officer assignments

during larger scale emergencies? C) What are the Chief Officer qualifications within the Tucson

Fire Department as compared with the NIMS critical position assignments for larger scale

emergencies?

<p style="text-align:center">Background and Significance</p>

The City of Tucson Fire Department began in the early 1880's as an all-volunteer service

and today protects some 550,000 residents in an area of 228 square miles from 21 fire stations

with a daily firefighting force of 186 (TFD, 2007 p.17). The Tucson Fire Department responds to

over 60,000 EMS calls each year (TFD, 2007 p.17).

This problem is important to the author as he is a Deputy Chief in the Training and Safety

Division for the Tucson Fire Department and oversees incumbent continuing education and

training as well as Special Operations including hazardous materials and technical rescue, both

of which would more than likely be deployed to larger scale incidents. The author also is the

department Safety Officer and has been involved in developing incident response criteria.

This paper will assist the Tucson Fire Department in obtaining information through

descriptive and evaluative means as a precursor to a resulting creation of an SOG for critical

position assignments during larger scale incidents. It also serves to assist in the United States

Fire Administrations five operational objectives by specifically addressing the fifth, which states

"To respond appropriately in a timely manner to emerging issues" (USFA, 2005 p.3). A major

goal of the *Executive Development* course is to focus the attention of Executive Fire Officers

(EFOs) as leaders on transforming fire and emergency services to stay abreast of new issues that

can pose a threat to firefighters. It has also been well-documented through the issues surrounding

the FEMA response to hurricane Katrina that the public expects its emergency management

agencies to be able to handle any situation.

<div align="center">Literature Review</div>

The purpose of this literature review is to set the foundation of this study. It is valuable

because it illustrates the findings others have made on this same research topic. The author

looked at fire service, emergency management, and local literature to develop basic

understanding on the history and topic of Incident Management Teams (IMT). Articles relating

to emergency management, incident management and emergency operations were also studied.

The information in this research project came from current research and numerous articles on the

above topics. The research was done through sources including the Internet, books, journals, and

the library at the National Fire Academy. When researching from the Internet, the Google search

engine was used, using the keywords: emergency, operations, plans, incident, management and

NIMS.

In November 2007, the Tucson Fire Department (TFD) began to move forward with the

accreditation process through the Commission on Fire Accreditation International. As part of

that process, TFD adopted its first Standards of Response Coverage document in July, 2008.

Included in the document was a risk analysis of large-scale hazards. This analysis clearly

identified the possibility of a large scale incident within TFD's jurisdiction, capable of

potentially overwhelming TFD resources, including personnel available and qualified to fulfill key command positions.

The City of Tucson has been fortunate in that large scale incidents are very infrequent. A review of responses indicates in 2007 the TFD responded to twenty-three 2nd alarm incidents, no 3rd alarm incidents and no 4th alarm or greater (Moser, 2008b). Length of incident can also be a factor and the longest running scene for 2007 was just under five hours (Moser, 2008a). None of the above required an initiation of any Chief Officer call back procedures.

The City of Tucson (COT) was deemed an Urban Area Strategic Initiatives tier two city in 2006 in response to the critical infrastructure and other risk factors (TFD, 2008b, p.4). This means that the Federal Government recognizes the COT as a higher risk than most cities due to certain infrastructures such as Raytheon and Davis Monthan Air Force Base (R. Klein, personal communication, January 9, 2009). Type of potential disasters in Tucson would be either natural (earthquakes, tornadoes, drought, urban-interface wildfires, land-shift, heat, volcano or radon gas) or technological/human-caused (hazmat, energy, radiologic, terrorism, or civil disorder) (COT, 2008).

In 2003, Executive Order 2003-21 mandated the creation of the State of Arizona statewide mutual aid system. The Arizona Fire Chiefs Association worked with the fire agencies in Arizona to develop the system which includes seven large heavy rescue type vehicles that are all part of the Rapid Response System. Support personnel in the form of incident support teams (IST) from Phoenix, Chandler, Flagstaff, Tempe, Tucson and Northwest Fire District departments are included. The goals of the system are to have the IST and three closest advanced

medical, technical rescue and hazardous materials teams to an incident responding within two hours and arriving anywhere in the state within five hours (AFCA, 2003).

Locally and two years before projected, Pima County recently reached a population of over one million. This, along with the attainment of the Tucson-Pima County Urban Area Strategic Initiative tier two designation makes it clear that the potential for a larger scale incident and subsequent plan are needed.

NIMS

Upon arrival to any scene, it is important to immediately begin utilizing an Incident Command System (ICS). ICS has been around since the early 1970's and has remained relatively the same over the past 30 years.

The National Wildfire Coordinating Group (2008) has used incident management for larger scale emergencies since it was developed in the 1970's. This organization created the National Interagency Incident Management System (NIIMS) which was the combination of two incident management systems, the Large Fire Organization and the Incident Command System.

When President George W. Bush signed into law the Homeland Security Presidential Directive Five (HSPD-5), it set up the nationwide incident management system with the primary purpose of "to enhance the ability of the United States to manage domestic incidents by establishing a single, comprehensive national incident management system" (2003, p.1).

Incident management teams (IMT) are put into place within the ICS to carry out the different functions inherent within. These teams are typed according to five levels with one being the largest and used for national level responses down to five which is a single or multiple unit

response within a local jurisdiction. As a component of NIMS, The United States Fire

Administration (USFA) in August of 2003 conducted a focus group consisting of stakeholders

and experts from around the country to determine the best means of developing all-hazard IMT's

that would be located across the country (USFA, 2006). This focus group was conducted as a

result of the development of a Memorandum of Understanding between the USFA, the

International Association of Fire Chiefs, and the National Fire Protection Association. Primarily

based on the antecedent NIIMS model of "typing" incident management teams, the focus group

identified five IMT types. Factors for determining the types of teams included training and

experience of the team members and the definition of the formal response roles and

responsibilities of the IMT. The five different IMT types that were adopted as a result of the

focus group include:

- Type 5: Local Village and Township Level - a "pool" of primarily fire officers from
  several neighboring departments trained to serve in Command and General Staff
  positions during the first 6-12 hours of a major or complex incident.

- Type 4: City, County or Fire District Level - a designated team of fire, EMS, and
  possibly law enforcement officers from a larger and generally more populated area,
  typically within a single jurisdiction (city or county), activated when necessary to
  manage a major or complex incident during the first 6-12 hours and possibly
  transition to a Type 3 IMT.

- Type 3: State or Metropolitan Area Level - a standing team of trained personnel from
  different departments, organizations, agencies, and jurisdictions within a state or DHS
  Urban Area Security Initiative (UASI) region, activated to support incident

management at incidents that extend beyond one operational period. Type 3 IMTs

will respond throughout the State or large portions of the State, depending upon State-

specific laws, policies, and regulations.

- Type 2: National and State Level - a federally or state certified team; has less staffing

    and experience than Type 1 IMTs, and is typically used on smaller scale national or

    state incidents.

- Type 1: National and State Level - a Federal or State certified team; it is the most

    robust IMT with the most experience; is fully equipped and self-contained (USFA,

    2005).

A basic premise of NIMS is that all incidents begin and end locally. NIMS provides a

framework for localities to enhance their ability to work together with other agencies when

resources are overwhelmed or may become so. NIMS does not take command away from State

and local authorities. (NIMS FAQs, 2008).

The typing of teams according to complexity of incidents and position qualifications were

also developed. NFPA 1026, 3.3.52 defines the NIMS as:

A system mandated by *Homeland Security Presidential Directive-5 (HSPD-5)*

that provides a systematic, proactive approach guiding government agencies at all

levels, the private sector, and nongovernmental organizations to work seamlessly

to prepare for, prevent, respond to, recover from, and mitigate the effects of

incidents, regardless of cause, size, location, or complexity, in order to reduce the

loss of life or property and harm to the environment.

In March, 2004, the Department of Homeland Security issued the National Incident

Management System (NIMS) which incorporates many of the best practices of FIRESCOPE and

NIIMS. NIMS is not ICS alone, but ICS is part of NIMS. Molino describes NIMS as the

following:

> It represents a core set of doctrine, principles, terminology and organizational processes
>
> to enable effective, efficient, and collaborative incident management at all levels and
>
> provides a framework for cooperation between emergency units without stifling best
>
> practices or new ideas (p.199).

Subsequent to this, the United States Fire Administration (USFA), outlined a process for

localities to create incident management teams (IMTs) to strengthen a community's

ability to work together using the national approach to incident management

(Pennsylvania Fireman, 2004).

Bourne (2005) cites the steps that the NIMS Integration Center has outlined for

implementation of NIMS in a jurisdiction. They include:

- Incorporate NIMS into existing training programs and exercises.

- Ensure that federal preparedness funding supports state, local and tribal NIMS

  implementation.

- Incorporate NIMS into emergency operations plans.

- Promote intrastate mutual aid agreements.

- Coordinate and provide NIMS technical assistance to local entities.

- Institutionalize the use of ICS.

Who fulfills each position within an incident management team may be dependent on several factors including certification, expertise, qualifications (either local or state) or experience. The National Response Framework (2008) states on page 49 that:

During a crisis there will not be time to determine staff qualifications, if such information has not yet been compiled and available for review by leaders. To identify the appropriate staff to support a leader during a crisis, qualifications based on training and expertise of staff should be identified and evidenced by certification, if appropriate.

NFPA 1500, Standard on Fire Department Occupational Safety and Health Program (2007) Chapter 8 addresses incident management. Specifically, Section 8.1.7 speaks to the necessity of expanding the incident organization as the incident grows; "At an emergency incident, the incident commander shall establish an organization with sufficient supervisory personnel to control the position and function of all members operating at the scene and to ensure that safety requirements are satisfied." NFPA 1500 also states that an incident commander maintain an adequate incident management organization by managing resources, maintaining an effective span of control, and designate supervisors in charge of specific areas or functions.

NFPA 1561, Standards on Emergency Services Incident Management System (2005), Chapter 9 outlines guidelines for positions, training, and staffing of IMT's. These guidelines include that the IMT shall have the capability of filling the command and general staff positions and that the authority having jurisdiction (AHJ) shall develop qualifications of each position based on the roles and responsibilities listed in NFPA 1561. Chapter 9 requires that the local agency provide appropriate training for personnel filling IMT positions, that the team

members train together with full scale exercises and simulations of sufficient number to become competent in their roles, and that the AHJ require training and planning with adjacent jurisdictions and agencies to jointly develop IMT's. Staffing requirements for IMT's in Chapter 9 include allowing for sufficient responders to provide relief for a continuous operation during multi-operational periods and that standard operating procedures for an on-call roster be developed. This includes notification processes, response capability of each member and a base inventory of incident command post supplies.

On November 21, 2008, FEMA released the *Guideline for Credentialing of Personnel* which is designed to encourage interoperability amongst jurisdictions at the local, state and federal level (pg.1). Although ultimately designed for the largest Type I incidents, it allows local jurisdictions to use the FEMA guidelines locally, which ultimately lead to a smoother transition to larger incident support.

The purpose of credentialing is to assist in alignment of what resources are called for and what the jurisdiction needs to best support operations and recovery (FEMA, 2008). The document calls for six steps in the credentialing cycle that includes: registration, eligibility vetting, issuance, verification of use, expiration/revocation, and redress/waiver. There are two levels within the NIMS credentialing process: individual resources responding as a single resource and individual or team resources responding as a team to across state line incidents (FEMA, 2008). The Guideline does not mandate specific credentialing items, but rather gives guidance for states, tribal nations, and local jurisdictions to come up with a central authority to do the credentialing and that it is consistent. There are four areas of NIMS credentialing: identity, attributes (knowledge, skills, and abilities), deployment authorization, and access

control validation (FEMA, 2008 pg.18). The area this paper is concerned with is the attributes,

which is up to the specific agency as to whom will fill roles within their Emergency Support

Functions (ESFs). NIMS does have a list of courses that are offered to train personnel in the

various ICS roles. Some are still under construction or being currently piloted (Table 1) (NIMS,

2008).

Table 1 NIMS Course Breakdown

Type of Course	Course Number	Name of Course	Status
Overview	IS-700	NIMS Intro	Online
	IS-800	NIMS NRF	Online
ICS	IS-100	ICS Intro	Online
	IS-200	Single Resources	Online
	IS-300	Intermediate	Classroom
	IS-400	Advanced	Classroom
ICS-Position Specific	P-400	All Haz-IC	Pilot
	P-430	All Haz-Ops Chief	Pilot
	P-440	All Haz-Planning Chief	Pilot
	P-450	All Haz- Logs Chief	Pilot
	P-460	All Haz- Finance Chief	Pilot
	P-480	All Haz-Intel/Info	Pilot
	P-402	All Haz-Liaison	Pilot
	P-403	All Haz-PIO	Pilot
	P-404	All-Haz-Safety	Pilot

California's Incident Command Certification Systems (CICCS), has established standardized certification and qualifications for ICS positions that is voluntary, recognizes prior experience and is based on the National Wildland Coordinating Group's 310-1 document (Firescope, 2006). The NWCG's courses all meet NIMS objectives and those who have been trained within the NWCG curriculum do not need to be retrained (NWCG, 2008). Examples of the position specific training requirements are outlined in Appendix A. Asche (2003) recommended in his EFO paper that all type IV teams should meet the minimum qualifications at the IS-300 level as well as those mandated in the NWCG 310-1 guideline (p.36). He goes on to say that the training should be available "whenever possible" to assure necessary training is accomplished by all personnel.

The Texas Forest Service Incident Training Model requires a person who is a first responder to take the IS-100, 200 and 700 courses. If they will be involved in a type 4 or 5 IMT, they need IS-300 and 800. If they will serve on a type 3 IMT, IS-400, all-hazard ICS, position specific training, and job shadowing are required (Texas Forest Service, 2005).

NFPA

NFPA 1026 (2009), outlines the minimum qualifications by listing job performance requirements (JPR) for each position within the ICS and meets the core competencies stated in NIMS.

This guidance on each ICS position's requisite knowledge and skills can be used by departments to select who may fill the position, as NIMS is not rank, but qualification driven. Section 1.3.4 states:

> The AHJ shall establish a specific qualification process that identifies the steps to prepare a candidate for qualification at the level the candidate will be expected to perform under the auspices of that jurisdiction and to prepare the candidate in a manner consistent and compatible with the National Incident Management System (NIMS).

This means that the AHJ can pick whomever they wish to fulfill the roles within the NIMS-based IMT, but the minimum standards of NFPA 1026 should be met.

While the importance of defined positions is an important component of any IMT, there are certain core aspects of an IMT that must be present in order for it to accomplish its mission. Molino (2006) makes a case for five concepts that need to be present in any successful command team. They include command, control, communications, coordination, and cooperation. Molino adds that many federal organizations are enhancing the Planning general staff position by calling it Intelligence/Planning to emphasize the homeland security aspect of a large incident and to help situational awareness is a high priority. Likewise, when command teams are not in place, command dysfunction can occur and according to I. David Daniels (2002), there are six distinct symptoms: lack of risk assessment, responder discipline, misuse of ICS, lack of effective incident commanders, lack of accountability or effective communications (p.72). He also argues that the tendency to rely on rank and tenure rather than knowledge, skill, or ability can be detrimental to who should hold which ICS position (p.74).

The COT has an Emergency Operations Plan (EOP) where specifics are outlined as to form and function during larger-scale emergencies according to ESFs. It does not however indicate who will fill those roles, other than fire department personnel (COT, 2008). As this paper is only concerned with the assignment of Chief Officers, it will focus on the Type IV team which as noted above is designed to handle incidents in a specific locality with intra-agency personnel.

Qualifications

NIMS ICS qualifications include ICS 100 National Incident Management System (NIMS), and Introduction, 200, 300, 400, 700 and 800 at minimum (Beckering, 2005). Hawley (2004, p.27) found that credentialing at the national level is diverse and that NIMS requires the use of IMTs but does not fully identify the credentialing criteria required for participation.

The State of Colorado Incident Management System developed a qualifications guide in January 2006. It is a performance based system and requires personnel to demonstrate the skills for the specific positions the individual aspires to be able to work. However, they do give credit for previous training. Each agency is responsible for selecting, training and assuring task books are completed. Completion of the task book or appropriate training does not guarantee the individual will be allowed to function in a potential position. Positions are escalating in nature to allow for appropriate experience. The IMT is broken down into the five ICS titles: Command (PIO, Liaison, and Safety), Operations (Deputy, Operations Section Chief, Division/Group Supervisor, Team Leader, and Staging Manager), Planning (Section Chief, Situation Unit Leader, Resource Unit Leader, and Status Check in Officer), Logistics (Section Chief, Communications Unit Leader, and Incident Dispatcher), Finance (Section Chief) (CDPS, 2006).

James P O'Brien, Ph.D., Office of Emergency Management and Homeland Security states in his comment page on the latest release of *Guideline for Credentialing of Personnel* that before states, tribal nations and localities place the guideline into service, DHS should work towards example documents, job aids and training to help with consistency across jurisdictions. This illustrates the NIMS system is still evolving and much work is yet to be done. Hawley (2005) also found that only limited credentialing criteria was applicable to the local level (p.22).

Robert Barnes, in his article *The Need for Universal First Responder Credentials: Who is this Person and is he/she Qualified to do this Job?* illustrates the need for a national credentialing system by stating, "The development of a nation-wide credentialing system tied to training and certification is a fundamental component of NIMS."(2006, pg.19). Other than taking required classes or training through federal, state or local jurisdictional authorities, true experience is also important. Even the best classroom training and simulation cannot be as realistic or valuable as on-the-job experience (D.Hughes, personal communication January 22, 2009). Because most jurisdictions do not have larger-scale emergencies on a regular basis, it is important to use NIMS based ICS and job shadowing at actual significant incidents as they occur. The hands-on experience reinforces the learning by involvement in meaningful tasks with experienced personnel (USFA, 2006).

The Grand County, Colorado Office of Emergency Management has as it's credentialing for their Type IV IMT that it will be all-hazards, within HSPD-5 NIMS, and a minimum of IS300 and IS700 (Long, 2007). The USFA provides two courses for handling larger scale emergencies within local jurisdictions: the 6-day Command and General Staff Functions in the ICS and the two-day Introduction to Unified Command for Multi-Agency and Catastrophic

Incidents. These courses are designed to allow localities to train their personnel in the basics of

ICS in the larger scale. The Washington State Incident Management Teams qualify their

responders by "recognizing the individual agency training requirements for each ICS position

provided the minimum requirements of the NIMS were met (WIMT, 2006, pg.3).

The Georgia Emergency Management Agency requires personnel to have IS-100, 200,

300, 400, 700 and 800 to have minimal qualifications for IMT assignment. They select members

based on experience, availability, application and other qualifications (GA-NIMS, 2009). A 2004

article in the Pennsylvania Fireman states the qualifications for personnel on IMTs to be

appointment of their respective jurisdiction; IS-100, 200, 300, 400, 700, 800; having taken the

USFA All-Hazards IMT course, specific position training, and shadowing (pg.14). This position

specific training can utilize the USFA's Incident Management Team Position Task Books for

All-Hazard positions such as IC, Planning, Logistics, Finance, PIO and Liaison. These task

books are available online and can be used during shadowing experiences to document position

specific tasks as they are completed (USFA, 2007b).

Chief Steve Kreis of the Phoenix Fire Department in his article *Incident Command Teams

for Large-Scale Incidents*, calls upon the national agencies to develop as system that can be used

to manage day-to-day operations. PFD has done this by assigning a Support Officer (SO) to the

IMT so younger incident commanders can gain experience as the IC and Senior Advisor (SA)

provide coaching and guidance (Kreis, 2004).

Tucson Fire

The City of Tucson Fire Department has a civil service based rank system where

everyone, regardless of previous experience begins as a Firefighter and at this rank the TFD

gives the IS-100 and IS-700 courses. After two years as a firefighter, personnel can promote to

Inspector, Engineer, or Paramedic. After a total of five years on the department with two of those

being consecutive within one of the previously mentioned ranks, personnel can apply to take the

captain's certification process. The Tucson Fire Department Captain's certification process is

internal to TFD, although many other agencies take part and is a very comprehensive system,

meeting all NFPA 1021 Fire Officer I levels and includes IS-200 (L. Baker, personal

communication, January 20, 2009). The courses within the Captain's certification cover

leadership, communication, strategy and tactics as well as a fire department safety officer.

The next step in the promotional hierarchy is Battalion Chief. It too requires an internal

certification process that includes the IS-300, IS-400 and IS-800 courses along with upper level

leadership, strategy and tactics as well as safety officer. According to Raymond Klein, Deputy

Chief of Emergency Management and Homeland Security, "TFD is in compliance with all

current NIMS requirements" (personal communication, January 21, 2009). According to Deputy

Chief of Training Laura Baker, TFD (personal communication, January 20, 2009) should test

these skills more often at the Chief Officer rank. TFD utilizes the ICS system at every call, but it

is usually for first alarm incidents and occasionally a second alarm incident, as there have been

no major incidents requiring call-back of chief officers in the recent past (Moser, 2008b). This is

in contrast to the Albany, NY area where Davis (2005) found that only 69% of local departments

use ICS regularly (p.11).

As previously mentioned, TFD and the City of Tucson (COT) have completed an

Emergency Operations Plan which encompasses all city departments, the use of the emergency

operations center as well as how the policy groups and emergency services functions (ESFs) are

to be carried out. This document has been "exercised" at simulated large-scale emergencies including TOPOFF 4. At these exercises, the fire department personnel did not have pre-assigned positions and it was decided whom would do what upon arrival to the EOC. The author was involved in this and while in the end all things appeared to have worked, there was room for continued improvement.

Those agencies within Pima County who take part in wildland fire operations (TFD does not) have a much better chance and opportunity to exercise larger-scale emergency skills. According to Dugger Hughes, Type I Incident Commander for Arizona, it would help just to shadow those personnel who hold the same job as one may be assigned to in their own jurisdiction. Although what they respond to may not be the same type of incidents, the use of the forms, watching how different divisions interact and getting a "big picture" look (personal communication, January 22, 2009).

<div align="center">Procedures</div>

The methodology used in this research project included collection of TFD data, personal interviews with the TFD staff, other personnel within the fire and emergency services, literature review, and two questionnaires sent to national fire departments similar in size (personnel) as Tucson and an internal Tucson Fire questionnaire sent to TFD Chief Officers. Each questionnaire was sent to the respective groups twice in an effort to gain more response. The data were collected with coordinated effort from the TFD information technology section. Extensive communication was achieved with the TFD Deputy Chief of Emergency Management and Homeland Security and the Deputy Chief of Training. The literature material included sources

from the Internet, library, books and the National Fire Academy library located in Emmitsburg, Maryland.

Research question one was answered via the literature review and by reviewing multiple articles on NIMS and ICS. Unstructured phone interviews were also used to confirm and have explanation of terms and issues relating to ICS and NIMS related subject matter.

The second research question was related to national departments and how they assign their Chief Officers to NIMS based ICS positions. Most of the information was derived from a questionnaire sent to 27 departments similar in size to TFD. This was compared to the literature review for question one.

Research question three was asked to determine what TFD has done with regard to pre-assigning personnel to NIMS-based ICS and what the Chief Officers believe regarding this.

Questionnaires

The questionnaires were created using yes/no, check box, radio buttons, and comment entries by the respondents to ascertain data that would assist in answering two of the three research questions. Question number one, which reads: What are the criteria of national standards for IMT critical position assignments during larger scale emergencies within the NIMS structure? was answered mainly through literature review and personal interviews.

The author used the United States Fire Administration (USFA) website to retrieve statistics on fire department sizes across the nation. The Tucson Fire Department has 745 employees as of January 2008 (TFD, 2008). On the USFA spreadsheet, the author used the filter mechanism to refine out departments according to number of personnel. This was done so accuracy of response to the national questionnaire was maintained. This resulted in only seven

departments with very similar numbers of personnel to TFD. The author used departments with

two hundred more personnel and two hundred less personnel, so enough data could be retrieved.

A list was created of departments who had personnel numbers between five hundred and nine

hundred. Out of the 33 departments on the list, the author attempted to phone each one and ask to

speak to the person that could answer questions regarding that department's NIMS and ICS

policies and procedures. Twenty-seven departments answered or returned phone calls after a

minimum of three attempts, resulting in a total of 27 departments being sent the questionnaire

(Appendix B). Two subsequent requests were sent to these twenty-seven departments and a total

of 10 questionnaires were returned for a 37% rate.

An internal questionnaire was also created and sent to all Tucson Fire Department Chief

Officers. A total of twenty-four personnel were sent the questionnaire with 18 responding for a

75%, considered good by Babbie (2008).

The data were collated using the City of Tucson Survey Tool and placed into the tables

referenced throughout this research. These tables can be found in the Results section.

Interviews

Personal interviews and communications were conducted with Raymond Klein, current

Deputy Chief of Emergency Management and Homeland Security, Brad Olson, past Deputy

Chief of Emergency Management and Homeland Security for TFD, Laura Baker, Deputy Chief

of Training for TFD, Dugger Hughes, Battalion Chief and Type I incident commander for

Northwest Fire District just outside of Tucson.

Limitations

Limitations of the project were based on a very low response level from national departments. One potential explanation is the downturn of the national economy, resulting in personnel responding to severe budget issues as well as departments downsizing and personnel being required to wear multiple hats.

Delimitations

This paper was focused on evaluating TFD Chief Officer large scale emergency IMT assignments and how they compare to national departments of similar size and NIMS-based ICS principles. It was not designed to evaluate the personal qualifications of TFD Chief Officers.

Results

Research question number one asked what are the criteria of national standards for IMT critical position assignments during larger scale emergencies within the NIMS structure? The results of question one were gleaned mainly from the literature review and interviews. The NIMS system was found to be a guideline with no real specific criteria other than the courses mandated to keep in compliance. These courses are buoyed by their attachment to grant availability. NIMS also recommends an all-hazards ICS course. It is apparent the wildland sector of the national emergency response system has much more in place to prepare personnel for specific positions as well as a shadowing program, however NIMS is currently expanding it's offerings of all hazard command and general staff specific courses. National departments returning the survey indicated 100% NIMS compliance. This compares with 67% of Tucson Fire chief officers who believed TFD was compliant and Deputy Chief Raymond Klein's assessment that TFD is 100% NIMS compliant. NIMS itself does require emergency plans be in place, but

the national response framework suggests it is important to correctly be prepared. Again, 100%

of national respondents indicated their agencies did have a plan. The TFD, COT, and State do

have plans, and about 50% of chief officers responding felt they were either quite a bit or very

familiar with those plans(Table 2).

Table 2 Presence and familiarity with state and local plans_____

Have a plan?	Yes	No
National	100%	0%
TFD	67%	33%

Familiar with state plan?

Not very	Somewhat	Quite a bit	Very
11%	33%	33%	17%

Familiar with local plan?

| 11% | 38% | 28% | 22% |

_____

Research question number two asked what are the criteria used by other departments of

similar size to compare NIMS IMT assignments to departmental Chief Officer assignments

during larger scale emergencies? This question was answered mainly through the questionnaires

sent out, but also through the literature review. Fifty percent of national respondents stated they

had a written standard operating guideline (SOG) for large scale emergency position assignments

and 80% responded they had an emergency call-back plan for chief officers. When asked how

they chose which chief was assigned to a particular NIMS based ICS assignment, none used the

current job description or NFPA 1026. Twenty percent used personal qualifications, 60% used a

combination of NIMS job descriptions and personal qualifications and 10% stated it did not

apply. When asked how these personnel were assigned to specific positions, 40% were pre-

arranged, 50% stated it was random as anyone could fulfill any position asked and 10% stated it

did not apply (Table 2). The literature review showed that the NIMS ICS positions to be assigned

were mainly the command staff including operations, planning, logistics and

administration/finance. While NIMS does not provide specific job descriptions of these positions,

NFPA 1561 (2005) does state that the AHJ's are responsible for creating and assuring

compliance.

Assignment to specific roles is a recommendation of both NIMS and NFPA as training

can then take place within the area the person will be serving. This training should include job

shadowing (USFA, 2006; Texas Forest Service, 2005; D. Hughes, 2009).

Table 3_National respondents-how chief officers assigned

Chief vs. position		How assigned during emergency	
Current job description only	0%	Specific assignments pre-arranged	40%
NFPA 1026	0%	Randomly, anyone can fill	50%
Personal qualifications	20%	Does not apply	10%
NIMS/personal qualifications	60%		
Does not apply	10%		

Research question number three, asked what are the Chief Officer qualifications within the Tucson Fire Department as compared with the NIMS critical position assignments for larger scale emergencies? This question was answered through interview and questionnaire. Out of the eighteen chief officers responding, 72% felt qualified to be a larger-scale emergency incident commander, 78% felt they could perform the Deputy of Operations position, 78% felt they could be a division or group supervisor and 67% the Staging Manager. Literature review and interviews revealed that all chief officers receive several levels of incident command throughout their career. Eighty-three percent felt they could perform the functions of Safety Officer, and training for this consisted of 4 hours online and 4 hours classroom from the level of Captain to Chief Officer. Although 50% felt they could perform the duties of Planning Chief, confidence in the ability to do other positions under Planning waned (Situation Unit 39%; Resource Unit 39%). Forty-four percent felt prepared to do the job of Logistics Chief with other positions under logistics also lower (Medical Unit 39%; Communication Unit 44%; Supply Unit 33%; Facilities Unit 22%; Ground Support 33%). Finance and Administration Chief received the lowest response at 22%, with Time Unit 22%, Compensation Unit 11%, Procurement 11% following (Table 4).

Table 4 Positions chief officers feel they could function in during larger-scale emergencies_____

Command		Operations		Planning		Logistics		Admin/	
Chief	72%	Chief	83%	Chief	50%	Chief	44%	Chief	22%
Safety	83%	Deputy	78%	Deputy	56%	Deputy	50%	Deputy	17%
PIO	28%	Div/Group	78%	Situation	39%	Medical	39%	Time	22%
Liaison	72%	Staging	67%	Resource	39%	Commun	44%	Comp	11%
Intel	11%					Supply	33%	Procure	11%
						Facility	22%		
						Ground	33%		

_____

Table 5 ICS position single choice/reason/where see themselves at emergency_____

Position		Reason		Division at emergency	
IC	2	Current job	11%	Operations	72%
Liaison	2	NFPA 1026	0%	Planning	17%
Safety	1	Personal qualify	50%	Logistics	6%
Operations	8	NIMS/personal qual	28%	Admin	0%
Division/Grp	1	NIMS/current job	11%		
Planning	2				

TFD Chief Officers indicated (67%) they could perform operations-based functions, with only

33% of respondents believing they could perform any of the other NIMS-based ICS functions

within Planning, Logistics or Finance/Admin. Davis (2005, p.13) found similar results in his

research that departments surveyed have rarely seen or could replicate the positions of planning,

logistics and administration.

<center>Discussion</center>

The discussion section of this paper will be organized using the research questions. It will

also serve to correlate, compare and explain the results of the study in a fashion that readers

within the fire service can relate to, making it easier to understand and apply.

It appears from the literature review, interviews and questionnaires that Tucson Fire

Department meets all NIMS criteria for not only compliance, but training. Although only 67% of

chief officers believed TFD to be NIMS compliant, this could be a result of being unfamiliar

with the overall NIMS compliance program as they may not have been provided this information,

but rather just expected to take the classes mandated of them by the department. The department

has put all chief officers through all NIMS based IS courses and the training required to promote

through the ranks is geared toward first and second alarms. While there is some work on multiple

alarms and larger scale emergencies, it is minor in comparison, and rightfully so as this is what

chief officers will do 99% of the time. However, it is also necessary to exercise and continually

train in the items that occur so infrequently that experience cannot be gained. Since TFD does

not participate in wildland IMT teams, experience, training and education in larger scale

emergencies is limited to large events occurring within the city itself.

There is and will continue to be a need for national level credentialing. Barnes (2006), O'Brien (2009) and Hawley (2004) all agreed that credentialing is important at the national level. Many states have begun their own credentialing as allowed in NIMS, however, this is mostly based on involvement with wildland operations. It appears the closer aligned the nation can be, the better. Kreis (2004) argues for a nationally-based standard that would assist in local day-to-day management of incidents. This would be of potential value as it is possible to link the standard for larger scale emergencies to that of the day-to-day, resulting in a smoother transition as the incident grows. Credentialing in these areas would assist in this process.

National departments who responded indicated they are predominantly lacking at the same experience as TFD, unless they are involved in wildland operations. Because the wildland community is so much more experienced, having utilized the ICS continually since the 1970's, they have developed specific courses and training that although are geared towards wildland, have obvious merit in understanding the overall ICS system at larger-scale emergencies. The new NIMS-based courses as well as USFA courses are of great value. Job shadowing is also a must in that firefighters are hands-on learners. Hawley (2005) found similar results in that although 79% of local departments had some form of IMT, only 40% did any form of job shadowing, even though 89% supported it. (pp.23-25). Having a plan is also not only important but in the event of a larger scale emergency, critical to efficiency and effectiveness. There is concern that only 50% of TFD chief officers were familiar with the state and city plans, as compared to 100% of national departments. This would indicate a lack of either awareness or opportunity to become familiar through training and/or use.

TFD chief officers are not currently assigned to fulfill specific roles at larger-scale emergencies. In the event of one, this could/would cause confusion, a lesser degree of effectiveness and efficiency. Although TFD personnel, by the time they reach the chief officer level have had much experience and training, it seems to be mainly toward the first/second alarm level, and as previously mentioned, rightfully so. However, it is likely that the roles they would fill within an incident of larger scale would be different and more complex, thus resulting in the need to function within these roles more effectively. This can only be done by practice through job shadowing or continual training and exercise. Position specific task books (USFA, 2007b) could benefit personnel and begin documenting advanced ICS learning objectives met. The questionnaire results from TFD personnel, shows a lack of confidence in other than operations-based roles, indicating a need for more training/experience. To assure this training has taken hold, it is possible that some form of grading should take place at exercises, and should be positive reinforcement so all can learn. This may or may not be viewed as favorable by personnel, and if Hawley's (2005, p.30) results are indicative, no one favors being tested. The fact that UASI city's are mandated to have a Type IV team in place should give forward momentum to the need for creation of SOG's reflecting who will be assigned to which position and what training and education will be required.

Recommendations

At minimum, annual education should be conducted on critical position assignment policies and practices. This education should be rank specific during certification education as well, to give the chief officers the direction and knowledge necessary to be successful in implementing mitigation therapies. This education should be built around the results of this

research to assure identified weak areas are corrected and include both commissioned and non-commissioned personnel. Using case histories to educate the firefighting corps will ultimately result in increased compliance as it is made 'real' to them. A roster should be created that includes notification processes, response capability of each member and a base inventory of incident command post supplies.

Continue NIMS compliancy by having necessary personnel complete the Emergency Management Framework Course in 2009 and the ICS-701 through ICS-704 series for 2010. Also position skill sheets should be created using the NIMS, NWCG and other agency formats so that personnel can not only understand what is expected of them, but the regular training developed will align with the competencies contained therein. Utilization of NFPA 1026 along with the USFA's position specific task books should be undertaken when TFD as the AJH begins to engage in writing of what credentials it will take to fill the various roles.

Increase knowledge in ICS specific positions by implementing the now-being-piloted P-400 level courses. This will increase efficiency and effectiveness should personnel be called into specific roles during larger-scale emergencies. This education and training should be part of TFD Battalion Chief certification at an introductory level, then established within continuing education for all chief officers to assure retainment of knowledge, skills and abilities. These skills should be "tested" during exercises and the results used to positively enhance operational readiness. Continuing education for chief officers should begin to incorporate the task book familiarity along with position specific roles and responsibilities. This along with the exercising of Standard Operating Guidelines (once created) for call back procedures for not only chief officers, but others who have the necessary knowledge, skills and abilities to fulfill IMT

functions will undoubtedly result in increased confidence and competence. Regular exercising of this system should be done in conjunction with COT, TFD, State of Arizona training, other emergency service agencies as well as the private sector.

Legislation should be monitored to assure the continued compliance of TFD within NIMS standards to assure readiness, but also so grant-funding opportunities are not lost.

TFD as an organization would benefit from these recommendations as they would ensure continued improvement in TFD's ability to mitigate larger-scale emergencies within the COT and surrounding area. This immediately translates into increased confidence in roles filled and the meeting of public expectations, as well as maintaining compliance with NIMS and NFPA requirements and standards. A major benefit to this is that it will enhance TFD's ability to remain competitive in the grants process.

The changes recommended above should be driven by the TFD Support Services division which houses the Homeland Security and Emergency Management Section in conjunction with the other divisions, specifically Training and Safety and Operations. A committee of members should be formed to assure all aspects of the department are considered when creating SOG's and training efforts.

Another study should be commissioned after the majority of these recommendations are implemented to see if progress has been made. Similar questioning should be used so data points can be compared.

Other researchers interested in replicating this study should first gain permission from administration, be assured they have proper alliance with those professionals who can assist, and

become familiar with NIMS, USFA, NFPA, state and local standards and recommendations prior

to conducting the study.

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Appendix A

Position Qualification Requirements NWCG

INCIDENT COMMANDER TYPE 3 (ICT3)

(Position Category: ICS)

REQUIRED TRAINING

Extended Attack Incident Commander (S-300)

Introduction to Wildland Fire Behavior Calculations (S-390)

Annual Fireline Safety Refresher (RT-130)

REQUIRED EXPERIENCE

Satisfactory performance as an Incident Commander Type 4 (ICT4)

Satisfactory performance as a Task Force Leader (TFLD)

Successful position performance as an Incident Commander Type 3 (ICT3) on a wildfire incident

OR

Satisfactory position performance as an Incident Commander Type 4 (ICT4)

Satisfactory performance as any Strike Team Leader (STCR, STDZ, STEN, STPL)

Satisfactory performance in any two Single Resource Boss positions (one must be CRWB or

ENGB)

Successful position performance as an Incident Commander Type 3 (ICT3) on a wildfire incident

PHYSICAL FITNESS LEVEL

Arduous

OTHER POSITION ASSIGNMENTS THAT WILL MAINTAIN CURRENCY

Division/Group Supervisor (DIVS)

Prescribed Fire Burn Boss Type 1 (RXB1)

Task Force Leader (TFLD)

Any Strike Team Leader (STCR, STEN, STDZ, STPL)

Any higher position for which this position is a prerequisite

OTHER TRAINING WHICH SUPPORTS DEVELOPMENT OF KNOWLEDGE AND SKILLS

Incident Leadership (L-381) (NWCG, 2008)

SAFETY OFFICER TYPE 1 (SOF1)

(Position Category: ICS)

REQUIRED TRAINING

Advanced Incident Management (S-520) or Complex Incident Management Course (CIMC)

Annual Fireline Safety Refresher (RT-130)

REQUIRED EXPERIENCE

Satisfactory performance as a Safety Officer Type 2 (SOF2)

Successful position performance as a Safety Officer Type 1 (SOF1) on a wildland fire incident

PHYSICAL FITNESS LEVEL

Moderate

OTHER POSITION ASSIGNMENTS THAT WILL MAINTAIN CURRENCY

Operations Section Chief Type 2 (OSC2)

Safety Officer Type 2 (SOF2)

OTHER TRAINING WHICH SUPPORTS DEVELOPMENT OF KNOWLEDGE AND SKILLS

None

PUBLIC INFORMATION OFFICER TYPE 1 (PIO1)

(Position Category: ICS)

REQUIRED TRAINING

Advanced Incident Management (S-520) or Complex Incident Management Course (CIMC)

REQUIRED EXPERIENCE

Satisfactory performance as a Public Information Officer Type 2 (PIO2)

Successful position performance as a Public Information Officer Type 1 (PIO1)

PHYSICAL FITNESS LEVEL

None Required

OTHER POSITION ASSIGNMENTS THAT WILL MAINTAIN CURRENCY

Public Information Officer Type 2 (PIO2)

OTHER TRAINING WHICH SUPPORTS DEVELOPMENT OF KNOWLEDGE AND SKILLS

None

LIAISON OFFICER (LOFR)*

(Position Category: ICS)

REQUIRED TRAINING

None

REQUIRED EXPERIENCE

Agency established

PHYSICAL FITNESS LEVEL

None Required

OTHER POSITION ASSIGNMENTS THAT WILL MAINTAIN CURRENCY

Agency Representative (AREP)

OTHER TRAINING WHICH SUPPORTS DEVELOPMENT OF KNOWLEDGE AND

SKILLS

Advanced ICS (I-400)

Human Factors in the Wildland Fire Service (L-180)

- *Designates agency established position qualifications*

OPERATIONS SECTION CHIEF TYPE 1 (OSC1)

(Position Category: ICS)

REQUIRED TRAINING

Advanced Incident Management (S-520) or Complex Incident Management Course (CIMC)

Annual Fireline Safety Refresher (RT-130)

REQUIRED EXPERIENCE

Satisfactory performance as an Operations Section Chief Type 2 (OSC2)

Successful position performance as an Operations Section Chief Type 1 (OSC1) on a wildfire

incident

PHYSICAL FITNESS LEVEL

Moderate

OTHER POSITION ASSIGNMENTS THAT WILL MAINTAIN CURRENCY

Incident Commander Type 1 (ICT1)

Operations Branch Director (OPBD)

Operations Section Chief Type 2 (OSC2)

Any higher position for which this position is a prerequisite

OTHER TRAINING WHICH SUPPORTS DEVELOPMENT OF KNOWLEDGE AND

SKILLS

None

Appendix B

Departments Sent Questionnaire

(bold indicates did not respond to contacts)

Atlanta, Georgia

San Diego, California

Rockville, Maryland

Cincinnati, Ohio

Irvine, California

El Paso, Texas

DeCature, Georgia

Millersville, Maryland

Tampa, Florida

Indianapolis, Indiana

Fort Worth, Texas

New Orleans, Louisiana

San Jose, California

St. Louis, Missouri

Tucson, Arizona

Largo, Maryland

Tulsa, Oklahoma

Portland, Oregon

Birmingham, Alabama

Omaha, Nebraska

Pittsburgh, Pennsylvania

Las Vegas, Nevada

Miami, Florida

Sacramento, California

Shreveport, Louisiana

Marietta, Georgia

Baton Rouge, Louisiana

Fort Lauderdale, Florida

Raleigh, North Carolina

Rochester, New York

Lexington, Kentucky

Louisville, Kentucky

Orlando, Florida

Appendix C
Results of Questionnaire Sent to National Departments

Chief Officer Assignments in Larger-Scale Emergencies

Please fill out the questionnaire completely and thank you for your time. Results will only be included in this research and emails and other info will not be shared.

1. What type of department/district do you work for?

Career	70.0%	(7)
Combo	30.0%	(3)
TOTAL	**100.0%**	**10**

2. Is your department/district NIMS compliant?

Yes	100.0%	(10)
No		(0)
TOTAL	**100.0%**	**10**

3. Does your jurisdiction have a disaster plan?

Yes	100.0%	(10)
No		(0)
TOTAL	**100.0%**	**10**

4. Does your department/district have a large scale emergency call back plan for Chief Officer positions?

Yes	80.0%	(8)
No	20.0%	(2)
TOTAL	**100.0%**	**10**

5. Does your department/district have a large scale emergency position assignment SOG?

Yes	50.0%	(5)
No	50.0%	(5)
TOTAL	**100.0%**	**10**

6. How did you choose which Chief is assigned to which NIMS/ICS position?

Current job description only		(0)
Utilizing NFPA 1026 Standard on Incident Management Personnel Qualifications		(0)
Personal qualifications	20.0%	(2)
A combination of NIMS job descriptions and personal qualifications	60.0%	(6)
A combination of NIMS job descriptions and current job	10.0%	(1)
Does not apply	10.0%	(1)
Other		(0)
TOTAL	**100.0%**	**10**

7. How are these personnel assigned to specific positions?

Specific assignments pre-arranged	40.0%	(4)
Randomly, anyone can do any of the positions	50.0%	(5)
Does not apply	10.0%	(1)
TOTAL	**100.0%**	**10**

Appendix D
Results of Questionnaire Sent to Chief Officers of Tucson Fire Department
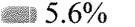
TFD Chief Officer Assignments in Larger-Scale Emergencies

This questionnaire is research for an EFO paper. Results and personal information of any type will not be shared. Thank you for contributing.

1. Do you believe TFD is NIMS compliant?

Yes	66.7%	(12)
No	33.3%	(6)
TOTAL	**100.0%**	**18**

2. If a larger scale incident were to occur, where do you see your involvement?

EOC	38.9%	(7)
Scene Management	44.4%	(8)
Communications	5.6%	(1)
Other	11.1%	(2)
TOTAL	**100.0%**	**18**

3. How familiar are you with the Statewide Mutual Aid Agreement?

Not very	11.1%	(2)
Somewhat	33.3%	(6)
Quite a bit	33.3%	(6)
Very	16.7%	(3)
TOTAL	**94.4%**	**18**

4. How familiar are you with the City of Tucson Emergency Operations Plan?

Not very	11.1%	(2)
Somewhat	38.9%	(7)
Quite a bit	27.8%	(5)
Very	22.2%	(4)
TOTAL	**100.0%**	**18**

5. What major Division do you see yourself falling under?

Operations	72.2%	(13)
Planning	16.7%	(3)
Logistics	5.6%	(1)
Finance/Admin		(0)
TOTAL	**94.4%**	**18**
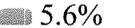
6. Based on your current understanding of NIMS, which of the following positions do you feel you can function in during a larger scale emergency requiring a full call back of TFD personnel? Check ALL that apply.

Position	Percentage	Count
Incident Command	72.2%	(13)
Safety Officer	83.3%	(15)
PIO	27.8%	(5)
Liaison	72.2%	(13)
Intelligence Officer	11.1%	(2)
Operations Section Chief	83.3%	(15)
Operations Section Deputy Chief	77.8%	(14)
Division/Group Supervisor	77.8%	(14)
Staging Manager	66.7%	(12)
Planning Section Chief	50.0%	(9)
Planning Section Deputy Chief	55.6%	(10)
Situation Unit Leader	38.9%	(7)
Resource Unit Leader	38.9%	(7)
Logistics Section Chief	44.4%	(8)
Logistics Section Deputy Chief	50.0%	(9)
Medical Unit Leader	38.9%	(7)
Communications Leader	44.4%	(8)
Supply Unit Leader	33.3%	(6)
Facilities Unit Leader	22.2%	(4)
Ground Support Unit Leader	33.3%	(6)
Finance Section Chief	22.2%	(4)
Finance Section Deputy Chief	16.7%	(3)
Time Unit Leader	22.2%	(4)
Compensation/Claims Unit Leader	11.1%	(2)
Procurement Unit Leader	11.1%	(2)

7. If you had to choose one from the list in question 6, which would it be?

#	Response
1	Division/Group Supervisor
2	IC
1	Liaison
1	liason
4	operations
2	Operations section Chief
2	Ops Section Chief
1	planning
1	planning section DC
1	Safety

8. On what did you base your above choices?

Current job description only	11.1%	(2)
Utilizing NFPA 1026-Standard for Incident Management Position Qualifications		(0)
Personal qualifications through training/education/past experience	50.0%	(9)
A combination of NIMS job descriptions and personal qualifications	27.8%	(5)
A combination of NIMS job descriptions and current job	11.1%	(2)
TOTAL	**100.0%**	18