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NWCG Incident Position Standards for Crew Boss, Single Resource

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The *NWCG Incident Position Standards for Crew Boss, Single Resource* establishes national interagency standards for operating as a Crew Boss (CRWB) on wildland fires. These standards are meant to ensure safe, efficient, and effective operations in support of interagency goals and objectives and should serve as a guide to promote effective and consistent on-incident training. By definition, NWCG standards encompass guidelines, procedures, processes, best practices, specifications, techniques, and methods.

The Crew Boss Position Page, https://www.nwcg.gov/positions/crew-boss-single-resource, in the NWCG position catalog, includes the Incident Position Description (IPD) and Position Qualification Requirements, as well as links to standards and references needed to perform the duties of a Crew Boss.

Tasks that are identified by a (*) are those tasks included for evaluation in the Position Task Book (PTB). Tasks not identified for evaluation in the PTB still represent standards for successful performance in the position and should be included in a comprehensive training assignment.

Where references are identified by a (**), refer to your home unit, agency, or organization for specific guidance and policy documentation. For example:
**Interagency Standards for Fire and Fire Aviation Operations (Red Book)*

The National Wildfire Coordinating Group (NWCG) provides national leadership to enable interoperable wildland fire operations among federal, state, Tribal, territorial, and local partners. NWCG operations standards are interagency by design; they are developed with the intent of universal adoption by the member agencies. However, the decision to adopt and utilize them is made independently by the individual member agencies and communicated through their respective directives systems.

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General References

- *NWCG Glossary of Wildland Fire*, PMS 205, https://www.nwcg.gov/publications/pms205
- *NWCG Standards for Wildland Fire Chainsaw Operations*, PMS 212, https://www.nwcg.gov/publications/pms212
- *NWCG Wildland Fire Risk and Complexity Assessment*, PMS 236, https://www.nwcg.gov/publications/pms236
- *NWCG Passenger/Crew and Cargo Manifest*, PMS 245, https://www.nwcg.gov/publications/pms245
- *NWCG Position Task Book for Crew Boss, Single Resource*, PMS 311-98, https://www.nwcg.gov/positions/crew-boss-single-resource
- *NWCG Standards for Transporting Fuel*, PMS 442, https://www.nwcg.gov/publications/pms442
- *Water Handling Equipment Guide*, PMS 447-1, https://www.nwcg.gov/publications/pms447-1
- *NWCG Incident Response Pocket Guide (IRPG)*, PMS 461, https://www.nwcg.gov/publications/pms461
- *NWCG Standards for Prescribed Fire Planning and Implementation*, PMS 484, https://www.nwcg.gov/publications/pms484
- *NWCG Standards for Wildland Fire First Aid*, PMS 560, https://www.nwcg.gov/publications/pms560
- *NWCG Standards for Interagency Incident Business Management*, PMS 902, https://www.nwcg.gov/publications/pms902
- Incident Command System (ICS) Forms, https://www.nwcg.gov/ics-forms
  - Incident Objectives (ICS 202)
  - Organization Assignment List (ICS 203)
  - Division/Group Assignment List (ICS 204 WF)
  - Incident Radio Communications Plan (ICS 205)
  - WF Medical Plan (ICS 206)
  - Activity Log (ICS 214)
  - Demobilization Check Out (ICS 221)
  - Incident Personnel Performance Rating (ICS 225 WF)
- Standard (SF) and Optional (OF) Forms, https://www.nwcg.gov/publications/pms902
  - Crew Time Report (CTR), SF 261
  - Incident Time Report, OF 288
  - Emergency Equipment Shift Ticket, OF 297

Agency-Specific References

- ***Interagency Standards for Fire and Fire Aviation Operations* (Red Book), https://www.nifc.gov/standards/guides/red-book.

*Leadership Level 2, New Leader (Convey Intent)

A new leader begins transitioning from a follower to a leader of small groups to achieve a common goal. They begin to implement team cohesion, accept responsibility for self and team, and apply effective communications. For additional information review the Level 2 description, behaviors, knowledge, development goals, and self-study opportunities https://www.nwcg.gov/committee/leadership-committee/leadership-levels.

Description

- Proficient at leadership values and principles.
- Understand transition challenges for new leaders, situational leadership, team cohesion factors, ethical decision-making, and debriefing techniques.
- Lead by example.
- Lead small groups to achieve common goals, objectives, and tasks.

Behaviors

- Demonstrates accountability for personal and team performance to build trust and establish positive team environment.
- Applies knowledge of leadership traits to lead small teams.
- Promotes inclusion for new and existing team members to build team cohesion and create an environment for effective communication.
- Solicits questions, both up and down chain of command, in order to learn from others.
- Applies a risk management process to ensure safety of self and team members.

Knowledge

- Utilize leadership traits to identify developmental needs in self and others.
- Describe situational leadership to understand application of appropriate leadership styles.
- Understand how wildland fire leadership values, principles, and traits inform ethical decision-making.
- Understand how task, purpose, and end state are used to deliver leader's intent.
- Apply self-assessment tools to identify improvement gaps.
- Practice self-care and team-care.
- Knowledge of basic format to conduct a post-incident debriefing.
- Knowledge of the components of an operational briefing to deliver a simple assignment briefing.
- Knowledge of human factors and environmental barriers to communication.
- Knowledge of organizational structures (Incident Command System [ICS] and agency).
- Identify the sources of power which enable leadership influence.

Prepare and Mobilize

Ensure individual and crew readiness.

When to start task: Prior to assignment.

Resources to complete task: Federal employees should reference the ******Interagency Standards for Fire and Fire Aviation Operations* (Red Book).

How to accomplish task:

- Build a kit. The kit will contain critical items needed to function during the first 48 hours. The kit will be easily transportable and within agency weight limitations. Include in your kit the following:
  - Incident Qualifications Card (Red Card)
  - *NWCG Position Task Book for Crew Boss, Single Resource*, PMS 311-98, https://www.nwcg.gov/positions/crew-boss-single-resource
  - *NWCG Incident Response Pocket Guide* (*IRPG*), PMS 461, https://www.nwcg.gov/publications/pms461
  - National Interagency Mobilization Guide https://www.nifc.gov/nicc/logistics/reference-documents
  - *NWCG Standards for Interagency Incident Business Management*, PMS 902, https://www.nwcg.gov/publications/pms902
  - ** *Interagency Standards for Fire and Aviation Operations* (Red Book)
  - Radio Frequency Guide
  - Agency directives
  - Documentation Forms:
    - Activity Log (ICS 214), https://www.nwcg.gov/ics-forms
    - Individual Performance Rating (ICS 226), https://www.nwcg.gov/ics-forms
    - Crew Time Report, SF 261, and/or Emergency Firefighter Time Report, OF 288, https://www.nwcg.gov/publications/pms902
    - *NWCG Passenger/Crew and Cargo Manifest*, PMS 245, https://www.nwcg.gov/publications/pms245
    - Travel log
    - Agency-specific forms (e.g., Injury and Workers' Compensation)
    - Accident forms
  - Miscellaneous Items:
    - Belt weather kit
    - Handheld radio with extra batteries; cloning cable
    - Compass and signal mirror
    - Global Positioning System (GPS) unit
    - Cell phone with chargers
    - Phone list
    - Credit card
    - Pocket calendar
    - Pocket notepad
    - Assorted pens, pencils, highlighters
    - Maps and/or atlas

- Flagging
- Calculator
- Flashlight with extra batteries
- Alarm clock
- Camera
- Binoculars
- Watch
- Fiber tape

Prepare crew for readiness.

When to start task: Prior to assignment.

Resources to complete task: Federal employees should reference the ****** *Interagency Standards for Fire and Fire Aviation Operations* (Red Book).

How to accomplish task:

- Ensure federal crew members meet the standards in the ****** *Interagency Standards for Fire and Fire Aviation Operations* (Red Book), Minimum Crew Standards for National Mobilization.

Gather critical information pertinent to the assignment.

When to start task: Prior to accepting the assignment.

Resources to complete task: Resource order, *NWCG Passenger/Crew and Cargo Manifest*, PMS 245, https://www.nwcg.gov/publications/pms245.

How to accomplish task:

Acquire the necessary information to fill out a *NWCG Passenger/Cargo Manifest,* PMS 245, to be submitted to dispatch along with your availability date and timeframes.

- When possible, complete weights of crew and equipment before leaving for an assignment.

Important: Retain a hard/electronic copy of the *NWCG Passenger/Crew and Cargo Manifest*, PMS 245, for the incident check-in process.

Upon receiving notification of an order for assignment from dispatch, the Crew Boss should receive a resource order which should include the following information as a baseline:

- Incident/project name.
- Incident/project order number.
- Office reference number (cost code).
- Descriptive location/response area.
- Legal location (township, range, section).
- Incident radio frequency (if available).
- Incident base/phone number.
- Request number.
- Reporting date/time and location.
- Special instructions.
- Ensure manifest has correct spelling, home unit, phone numbers, and all other information for overhead and crew members prior to departing for incident.

Important: If all items are not complete, follow up with dispatch.

Information the Crew Boss will provide to dispatch after receiving a resource order:

- Estimated Time of Departure (ETD).
- Destination – Estimated Time of Arrival (ETA) and place.
- Location for rest overnight (RON) if unable to make end destination within that operational shift.

Prior to mobilization, confirm crew meets English language/crew language requirements.

When to start task: Prior to accepting the assignment.

Resources to complete task: For federal agencies, this requirement is listed in the ******Interagency Standards for Fire and Fire Aviation Operations* (Red Book).

How to accomplish task:

Refer to and follow relevant standards for hand crews and wildfire modules.

Travel to and check-in at assignment.

When to start task: Receipt of resource order.

Resources to complete task: Federal employees should reference the ******Interagency Standards for Fire and Fire Aviation Operations* (Red Book) or *NWCG Standards for Interagency Incident Business Management*, PMS 902, https://www.nwcg.gov/publications/pms902.

How to accomplish task:

- Before travel, brief the crew on travel expectations.
    - Logistics: Travel time, requirements, foods, breaks, fuel, hotels.
        - Reference GSA rate restrictions on lodging and per diem.
        - Check with FMO or dispatch on how to provide justification when the rate exceeds GSA restrictions.
    - Appropriate attire.
        - Attire should reflect positively on the agency you represent.
        - Consider normal daily working uniform.
    - Weight limitations and hazardous materials.
    - Model professionalism.
- Air Travel.
    - Ensure the crew remains together.
    - Check-in with the appropriate personnel (ramp manager, dispatcher, airport manager, or airport personnel) and provide them with a copy of the *NWCG Passenger/Crew and Cargo Manifest*, PMS 245, and the crew's request number.
    - Minimize impact on facilities.
        - Ensure facilities are left the way you found them.
        - Be conscientious of the number of vehicles and people.
    - Prepare crew and equipment for flight.
    - Purge saws, remove fusees, and dump water.
    - Stage crew and equipment together.
    - Perform personnel headcount and equipment inventory.
    - Prepare for crew and equipment weigh-in.

- o If departure is not imminent, provide food and restrooms.
  - o Ensure provisions are made to store vehicles if applicable.
- Ground Travel.
  - o Personnel loading procedures: back to front or right/left side of the aisle.
  - o Vehicle type and condition.
  - o Driver condition/qualifications.
  - o Need for an additional vehicle (gear and equipment transportation).
  - o Complete destination instructions (guide or map).
  - o Estimated time of travel.
  - o Crew welfare (food and rest).
  - o Maintain communications with all vehicles.
  - o Check-In.
- Upon incident arrival, complete the crew check-in process as described in the Incident Action Plan (IAP) or provided by the Status/Check-In Recorder (SCKN). Be prepared with resource orders, Incident Qualifications Cards (Red Cards), crew manifest, and agency-specific agreement sheet.

Review Incident Action Plan (IAP) and obtain briefing, objectives, and intent from supervisor.

When to start task: When assigned to an incident and scheduled to go out on the line for a specific assignment.

Resources to complete task: Operational briefing, divisional briefing, *IRPG,* IAP.

How to accomplish task:

- Request a briefing from supervisor:
  - o Ensure leader's intent and boundaries for the crew are understood.
- Review the IAP for the objectives and intent:
  - o Incident Objectives (ICS 202)
  - o Organization List (ICS 203)
  - o Division/Group Assignment List (ICS 204 WF)

Build the Team

Assemble and validate readiness of crew, equipment, and vehicles.

When to start task: Receipt of resource order.

Resources to complete task: PPE checklist, Incident Qualifications Cards (Red Cards), physical training program, visual inspection.

How to accomplish task:

- Become familiar with applicable preparedness review documents and standards.

> Important: Fire leaders build cohesive teams—not simply groups of individuals putting forth individual efforts—to accomplish missions in high-risk environments.
>
> Cohesive teams are more creative and adaptable when dealing with complex situations. This enables them to detect and mitigate errors before irreparable damage occurs. Cohesion allows team members to anticipate the needs and actions of other team members. This increases efficiency and saves time.
>
> Fire leaders set the stage by creating an environment in which cohesive teams thrive establishing a foundation of trust, enabling healthy conflict, requiring commitment, setting an expectation of accountability, and bringing focus to the team result.
>
> For more information refer to *Leading in the Wildland Fire Service*, PMS 494-2, https://www.nwcg.gov/publications/pms494-2.

Ensure that IAP or relevant plan lists correct crew status. Report any corrections up chain of command.

When to start task: During the first review of the IAP.

Resources to complete task: IAP or relevant plan.

How to accomplish task:

- Validate the following in the IAP:
    - Overhead name
    - Last workday
    - Crew name
    - Number of personnel
- To fix errors, follow the chain of command.

*Brief assigned personnel using IAP and/or *NWCG Incident Response Pocket Guide* (*IRPG*), PMS 461, Briefing Checklist.

When to start task: Operational briefing has concluded, and crew is preparing to execute assignment on the incident.

Resources to complete task: IAP, *IRPG.*

How to accomplish task:

- Refer to the Briefing Checklist in the *IRPG.*
- After completing the briefing, ensure all involved understand the assignment and accept the risks.

*Establish and communicate chain of command, reporting procedures, risk management processes, and radio frequency management.

When to start task: Upon receipt of assignment.

Resources to complete task: Crew structure, IAP, *IRPG.*

How to accomplish task:

- Use briefings and the IAP, or relevant plan, to find out who you are reporting to directly and what the chain of command is for the incident.
- Use briefings, radio announcements, IAP or relevant plan, and other communications methods to communicate the chain of command to your subordinates. Confirm receipt of the message.
- If there is a change in leadership for the crew, ensure each crew member is notified and confirms they have been notified.
- Review IAP, or relevant plan, to determine the reporting procedures for supply orders, medical emergencies, accidents, additional resource needs, etc. If the reporting procedures are not clear, establish them within your crew and up through your chain of command.
- If radio traffic is heavy, consider requesting additional radio frequencies or consolidating messages. Consider assigning a crew member to monitor specific channels, such as air-to-ground.
- Refer to the Risk Management Process section of the *IRPG.*

*Establish a common operating picture with supervisors and subordinates.

When to start task: Throughout the incident.

Resources to complete task: *IRPG.*

How to accomplish task:

Refer to the 5 Communications Responsibilities and Briefing Checklist sections of the *IRPG.*

Participate in operational briefings as directed.

When to start task: Upon arrival at the incident.

Resources to complete task: *IRPG* Briefing Checklist.

How to accomplish task:

Part of being successful when participating in operational briefings is knowing what to listen to or look for.

- Pen and notepad are required.
- Always take notes.
  - o Every briefing, no matter how short
  - o Accurate description of what was said
  - o Write down good thoughts you have
  - o Write down names of everyone you are working/interacting with
- Answer the following questions when gathering important information:
  - o Who
  - o What
  - o Where
  - o When
  - o Why
- The Crew Boss should participate in all briefings.

Supervise and Direct Work Assignments

*Establish and communicate performance expectations.

When to start task: At the beginning of the assignment.

Resources to complete task: *IRPG.*

How to accomplish task:

Refer to the Operational Leadership and Briefing Checklist sections of the *IRPG*.

- Ensure expectations and intent are clear and understood.
    - Define responsibilities so all crew members have a clear picture of what they are supposed to do and how they fit into the bigger picture.
    - Allow your people to ask clarifying questions about those expectations.
- Match tasks with crew member's strengths where possible. Consider experience, physical strength, and fatigue.
- Communicate changes in the situation resulting in changes in task assignments.

*Ensure incident objectives and leader's intent (task, purpose, end state) are met.

When to start task: Upon arrival on-incident.

Resources to complete task: *IRPG* Briefing Checklist, Leader's Intent, IAP.

How to accomplish task:

- Receive briefing from supervisor, and ensure instructions and assignments are clear.
- Brief the crew and give clear leader's intent.
- Continuously review the crew's work to ensure objectives are being met and adjust as needed to complete the assignment.

*Identify, analyze, and use relevant situational information to make informed decisions and take appropriate actions.

When to start task: Throughout the assignment.

Resources to complete task: Operational Leadership, Risk Management, and Briefing Checklist sections of the *IRPG*.

*Base actions on evolving situational awareness and communicate changes to appropriate personnel.

When to start task: Throughout the assignment.

Resources to complete task: Operational Leadership, Communication Responsibilities, Risk Management, and Briefing Checklist sections of the *IRPG*.

How to accomplish task:

- Constantly evaluate and re-evaluate the situation.
- Utilize lookouts, line scouts, adjoining resources, and your radio to collect pertinent information.

Monitor personnel's daily performance and provide feedback.

When to start task: Throughout daily operations.

Resources to complete task: Operational Leadership section of the *IRPG*.

How to accomplish task:

- Ensure expectations and intent are clear and understood.
- Evaluate crew performance for safety and effectiveness.
  - Communicate any changes to the plan.
  - Communicate immediately any safety concerns and actions needed to mitigate them.
  - Provide for open communication through the chain of command.
- Monitor individual performance for:
  - Knowledge to complete assigned tasks.
  - Ability to work as a team member.
  - Attitude toward assignments.
- Jot notes if necessary to prevent inaccurate feedback based on timing.
- Provide feedback on individual performance as soon as possible.
  - Give both positive and areas needing improvement.
  - Stick to facts and don't mix them with your opinion.

Model leadership values and principles. Provide positive influence. Emphasize teamwork.

When to start task: Before, during, and after an assignment.

Resources to complete task: Operational Leadership section of the *IRPG*.

How to accomplish task:

- Take charge of assigned resources.
  - Provide purpose, direction, and motivation.
  - Establish a chain of command and ensure subordinates understand who is in charge.
- Assess the situation by gaining intelligence.
  - Conduct a thorough size-up of the situation before engaging in operations.
- Motivate crew members with a "can do safely" attitude.
  - Follow and enforce safety guidelines.
  - Share information.
  - Always update your crew when any changes occur.
  - Make it clear to your crew: "If you see something, say something!"
- Demonstrate initiative by taking action in the absence of orders.
  - Build a plan with contingency actions and trigger points to mitigate safety concerns.
- Communicate by giving specific instructions and asking for feedback.
  - Give clear instructions.
  - Keep communication lines open along the chain of command.
- Supervise at the scene of action.
- Utilize crew talents to offset your weaknesses.

Perform Crew Boss-Specific Duties

*Effectively lead crew operations: Determine appropriate fireline tactics, including indirect and direct attack strategies.

When to start task: Briefed by supervisor to contain a portion of the fire.

Resources to complete task: Refer to the following *IRPG* sections for more information on determining fireline tactics, including indirect and direct attack strategies:

- Principles for Airtanker and Water Scooper Use
- Fireline Location
- Downhill Checklist
- Powerline Safety
- Smoke Hazards and Mitigation
- Strategy – Direct Attack
- Strategy – Indirect Attack

*Effectively lead crew operations: Properly locate fireline and determine appropriate fireline construction methods necessary to stop fire spread. Ensure completion to acceptable standards.

When to start task: Briefed by supervisor to utilize fireline to contain the fire.

Resources to complete task: Fireline Location section of the *IRPG*.

How to accomplish task:

- Brief assigned resource on strategy and tactics.
- Ensure assigned resources understand the reason for the strategy and tactics.
- Clearly communicate fireline specifications (e.g., 6-foot saw line with 2-foot handline).
- Continuously evaluate effectiveness and update supervisor as needed.

*Effectively lead crew operations: Supervise water handling logistics and operations for crew (e.g., portable pumps, hoses, fold-a-tanks).

When to start task: When a supervisor indicates the need to utilize the use of water.

Resources to complete task: *Water Handling Equipment Guide*, PMS 447-1, https://www.nwcg.gov/publications/pms447-1.

How to accomplish task:

- Identify the type of water delivery system to be used (e.g., progressive hose lay or simple hose lay).
- Determine equipment needed to complete tasks to meet objectives.
- Brief and supervise the implementation to ensure proper set-up and use of delivery system.
- Communicate progress and any issues to supervisor.
  - The supervisor (e.g., Incident Commander [IC], Division/Group Supervisor [DIVS], or Crew Boss, Single Resource [CRWB]) is typically responsible for designing the water delivery system, ordering equipment, being accountable for equipment, and so on.

- o Communication among the supervisor, pump operators, nozzle operators, and other fireline personnel is critical for safety and to meet tactical objectives.
- Supervisor needs to stay in close communication with pump operator and nozzle operator. Refer to the Water Delivery Information section of the *IRPG*.
  - o To troubleshoot a high pressure pump, refer to the Troubleshooting a High Pressure Pump section of the *IRPG*.

*Effectively lead crew operations: Supervise felling operations, including appropriate snag mitigation.

When to start task: Upon necessity for tree felling operation.

Resources to complete task: Qualified sawyer for the task and felling equipment, *IRPG, NWCG Standards for Wildland Fire Chainsaw Operations*, PMS 212, https://www.nwcg.gov/publications/pms212.

How to accomplish task:

- Identify the hazard.
  - o Thinning/limbing
  - o Hazard trees
- Ensure hazard or hazard work area is appropriately marked.
- Identify proper mitigation operations to eliminate hazards (e.g., fell tree or creating a no-work zone).
- Ensure personnel delegate qualified sawyer for felling operation.
- Assist sawyer with keeping felling area clear.
- Ensure safety of crew during felling operations.
- Ensure felling operation is completed to identified standards.

Refer to the Hazard Tree Safety and Hazard Control sections of the *IRPG*.

To use a Job Hazard Analysis (JHA), the job leader and supervisor reviews hazards and mitigations, adds additional ones if applicable, then sign off that they agree. A JHA should be prepared ahead of time and reviewed and signed by operators just before implementation.

To use a Risk Assessment (RA), the job leader or supervisor reviews hazards and mitigations, and then determines the appropriate signature authority.

*Effectively lead crew operations: Prepare control lines for burnout operations.

When to start task: Operational briefing indicates the need for burn out operations to secure the line.

Resources to complete task: Qualified sawyers and personnel to move and cut fuels. Hose, pumps, and water source if hose lay will be used.

How to accomplish task:

- Ensure proper escape routes/safety zones and communicate them.
- Ensure a safe anchor point is used.
- Identify and brief preparation standards applicable to fuel type (i.e., cut and remove all ground and ladder fuels one chain off the control line).
  - o Firing Operation Preparations:

- Reduce fuels, pretreat
- Fall/pretreat snags
- Scatter/pretreat fuel
- Request support
- Install hose lays
- Request air drops
- Stage resources
- Recommend alternatives
- Communicate completion of line prep to supervisor.
- Two Types of Firing Operations:
  o Burn out
  o Direct attack
- Backfiring:
  o Indirect attack
  o IC responsibility
- Crew Boss Responsibilities:
  o Lines properly located
  o Ladder fuels removed
  o Cup trenches in place
  o Snags are felled
  o Line is burned out
  o Spots located
  o Lines tied together
- Holding Operations:
  o Check for quality line
  o Spread out
  o Moving with the lighters
  o Spot fire patrol
  o Monitor problem areas, flare-ups, snags, and rolling material
  o Coordinate with adjacent forces

*Effectively lead crew operations: Plan, direct, and supervise firing operations.

When to start task: Operational briefing indicates need for firing operation to secure control lines.

Resources to complete task: IAP, operational briefing, *NWCG Standards for Prescribed Fire Planning and Implementation*, PMS 484, https://www.nwcg.gov/publications/pms484.

How to accomplish task:

- Scout line. Allow adequate time to permit forces to complete the line and conduct any firing operations in advance of severe burning conditions.
  o Find locations to hang up the burn or identify techniques to stall if conditions become unfavorable or behavior becomes unacceptable.
  o Refer to the Fireline Location section of the *IRPG*.
- Ensure proper escape route/safety zones are identified and communicate them.
- Ensure a good anchor point is being used.
- Give clear leader's intent and communicate objectives.

- Maintain a firing tempo that holding resources can safely and adequately keep up with.
- Maintain constant radio communications between the firing operation and other appropriate fireline personnel.
- Communicate completion to supervisor.
- Firing Team Leader:
  - A Firing Team Leader is an experienced firefighter whose job is to provide supervision to the firing team under the direction of the Firing Boss (FIRB).
  - Oversees the firing operation from the tactical level on the ground or aerial platform and is responsible for assuring the objectives are achieved.
- A FIRB mitigates friction within the system and manages operational tempo. See the FIRB IPD for the duties and responsibilities of the FIRB position https://www.nwcg.gov/positions/firing-boss-single-resource.
- Redeem the five communication responsibilities:
  - Brief others as needed.
  - Debrief your actions.
  - Communicate hazards to others.
  - Acknowledge messages.
  - Ask if you don't know.

*Effectively lead crew operations: Scout line in critical areas and patrol fireline for spot fires and slopovers. Coordinate and communicate issues with fireline supervisor and adjoining resources.

When to start task: When there is the potential for spot fires/slopovers over the control line (i.e., group tree torching on the line or potential for roll out in steep terrain).

Resources to complete task: Personnel to scout the lines, *IRPG*.

How to accomplish task:

- Identify critical holding points (i.e., underslung line, wind pressure side, high concentrations of fuel on burn side, etc.).
- Deploy crew members in a manner that allows for quick detections of spots and/or slopovers.
- Coordinate and communicate issues with adjoining forces.
- Manage crew members for smoke exposure and rotate where possible.
- Make the best of technology to mitigate this hazard.
- Refer to the Risk Management section of the *IRPG*.

*Effectively lead crew operations: Supervise mop up and suppression repair efforts on assigned portion of line.

When to start task: Upon briefing from supervisor.

Resources to complete task: IAP.

How to accomplish task:

- Mop Up
  - Establish lookouts, communications, escape routes, and safety zones (LCES)
- Size-up
  - Identify hazards to personnel

- o Identify critical threats to fireline
- o Plan work according to mop up objectives
- Brief crew
- Obtain the proper mop up support equipment
  - o Go through proper chain of command
- Deployment of crew
  - o Gridding
  - o Pairing up or buddy system
  - o Methodically work the area and make sure it's 100% out
- Coordination with adjoining forces
- Night operations
  - o Hazards are difficult to recognize at night
    - Overhead hazards (e.g., broken branches)
    - Stumps, holes
    - Road hazards
- Rehabilitation
  - o Follow rehabilitation standards
    - IAP
    - Rehabilitation specialist or Burned Area Emergency Response (BAER) team plans

*Ensure proper refurbishing and resupply of tools, vehicles, food, water, and supplies.

When to start task: Throughout daily operations.

Resources to complete task: *IRPG.*

How to accomplish task:

- Refer to the Logistical Considerations in the Line Spike section of the *IRPG*.
- Ensure your subordinates have their logistical needs met before critical shortages occur. Order food, water, and supplies well in advance of the need.
  - o Minimum 24 hours for all needed logistical supplies.
  - o Monitor needs based on what is needed to accomplish the objectives for the next operational period.
  - o Ensure a cache of logistical support for immediate access at camp or at endpoint.
  - o Do not wait until you run out of supplies to order.
- Provide time at the end of a shift to ensure tools and equipment used are refurbished daily.

Verify driver/operator qualifications and ensure adherence to vehicle safety procedures when transporting personnel, fuel, and equipment.

When to start task: Prior to beginning travel to incident.

Resources to complete task: Agency requirements, valid driver's license, home unit requirements, *NWCG Standards for Transporting Fuel*, PMS 442, https://www.nwcg.gov/publications/pms442.

How to accomplish task:

- Familiarize yourself with home unit or residency driving requirements.
- Validate what level of driving license is necessary for the vehicle assigned.

- Discuss with driver operators their experience in hazardous conditions or poor vehicle operations situations (e.g., heavy traffic, rough terrain, undeveloped roads, heavy traffic).
- Evaluate driver fatigue level and ensure adequate rest.
- Evaluate drivers while on an incident and ensure accountability while driving in adverse conditions.
- Considerations for loading and transporting people and equipment:
  - Vehicle type and condition.
  - Driver condition/qualifications.
  - Need for an additional vehicle (gear and equipment transportation).
  - Complete destination instructions (guide or map).
  - Estimated time of travel.
  - Crew welfare (food and rest).
  - Maintain communications with all vehicles.
- Verify driver understanding of transporting fuel and equipment:
  - Ensure the vehicle meets DOT standards for placarding.
  - For ground ignition devices, follow the *NWCG Standards for Ground Ignition Equipment*, PMS 443, https://www.nwcg.gov/publications/pms443, for operational guidelines, personnel qualifications, and equipment selection.
- For transporting and dispensing fuel, follow *NWCG Standards for Transporting Fuel*, PMS 442, https://www.nwcg.gov/publications/pms442, or agency-specific guidance.

Coordinate safe travel to and from the fireline.

When to start task: Prior to traveling to and from fireline.

Resources to complete task: IAP, incident travel plan, travel directions to fireline from supervisors or other resources on the incident, *IRPG*, crew standard operation procedures (SOPs).

How to accomplish task:

- A Crew Boss has various items to consider when coordinating travel. For example:
  - Travel routes
  - Communication procedures
  - Accountability
- Consider:
  - Identification of ingress and egress routes
  - Bridge and road limits
  - Equipment weight and length
  - Weather effects
  - Turnouts/turnarounds
  - Parking areas
  - Safety zones
  - Lookouts en route
- Become familiar with the individual crew's SOPs and the capabilities of vehicles and operators.

*Assess work area to meet assigned objectives.

When to start task: Upon briefing from supervisor.

Resources to complete task: Risk Management section of the *IRPG*, including How to Properly Refuse Risk.

How to accomplish task:

- Obtain briefing from supervisor.
- Scout mission.
- Develop plan that will allow for the safety of the crew and best meet objectives.
    - If the task cannot be conducted safely utilize the How to Properly Refuse Risk checklist found in the *IRPG*.
- Communicate plan with supervisor.
- Brief assigned resources on mission.

*Develop and implement tactics based on incident objectives, fire behavior, risk assessment, and leader's intent.

When to start task: After receiving the operational briefing and reviewing the IAP.

Resources to complete task: Risk Management section of the *IRPG*, operational briefing, and IAP.

How to accomplish task:

- Scout the area assigned.
- Utilizing Risk Management, develop a plan.
- Brief crew on the mission.
    - Make sure they understand the plan and risk.
    - Listen to any feedback the crew members have.
- Re-evaluate mission and adjust as needed to complete the work safely and in a timely manner.
- Communicate completions and any issues to your supervisor.
- For more information, refer to the following sections of the *IRPG*:
    - Risk Management.
    - Alignments and Patterns for Dangerous Fire Behavior.
    - Leader's Intent.

*Organize and deploy crew based on current objectives and resource capabilities.

When to start task: Upon receipt of assignment.

Resources to complete task: IAP, operational briefing, informal briefing/discussions with other personnel.

How to accomplish task:

- Obtain situational awareness from briefing.
- Provide briefing to crew members.
- While briefing your crew, assign overhead with tasks within their capabilities and allow for questions.
- Only accept assignments within your crew's capabilities.
- Scout fireline to verify that strategy and tactics are appropriate and escape routes and safety zones are viable.
- Observe human behavior as well as fire behavior.
- Consider experience.
- Constantly monitor crew for morale, fatigue, conditioning, and injury limitations.

*Request, direct, and provide feedback to aerial resources through established chain of command.

When to start task: When the need arises for aerial resources to meet assigned objectives.

Resources to complete task: *IRPG*.

How to accomplish task:

- Evaluate the need for aerial resources by assessing risk versus gain against performance and availability of other resources.
- You may need to redirect aerial resources (e.g., helicopter not dropping well).
- Need for requesting aerial resources, the established protocols for requesting aerial resources through the established chain of command, and the protocols for directing and providing feedback to aerial resources.
- Provide feedback by giving an honest, constructive, and timely evaluation of the drop.
    o Early, late, uphill, downhill, on target, etc.
    o If conditions allow, pilot will adjust drop(s) based on your feedback.
- Refer to the following sections of the *IRPG* for additional information:
    o Directing Retardant and Bucket Drops
    o Principles for Airtanker and Water Scooper Use
    o Powerline Safety

*Provide status updates on conditions affecting operations, hazardous conditions, unresolved conflicts, air operations, etc., to supervisor.

When to start task: Throughout the assignment.

Resources to complete task: *IRPG*.

How to accomplish task:

- Utilize Activity Logs (ICS 214).
- Provide pertinent and timely updates to direct supervisor on conditions (e.g., hazardous conditions, unresolved conflicts, air operations).
- Participate in debriefs/AARs at the conclusion of shift or specific operations.

Report special occurrences (e.g., structure/improved property loss or damage, accidents, sickness) to supervisor.

When to start task: When a special occurrence happens.

Resources to complete task: Agency policy, home unit policy, *IRPG*, IAP, be aware of all reporting documentation appropriate to the occurrence as well as digital or web-based reporting tools.

How to accomplish task:

- Work with immediate supervisor and team or crew SOPs for instructions on the reporting process.

Through established chain of command, assist the responsible land management agency and/or assigned Resource Advisor (READ), with the protection of natural, cultural, and other resources. Communicate when such resources are discovered and document suppression impacts.

When to start task: Discovery of natural, cultural, or other resources that have been impacted by suppression activities.

Resources to complete task: IAP, agency policy documentation, *IRPG*.

How to accomplish task:

- Update direct supervisor upon discovery of natural, cultural, or other resource disturbance.
- Discuss with READ.
- If entering a cultural location, inform READ of suppression tactics or potential change to suppression tactics.
- Utilize minimum impact suppression tactics (MIST) until able to coordinate with the READ.
- Document the situation.

*Equip crew with appropriate short and long-term logistical needs for assignment and utilize correct procedures to obtain additional supplies.

When to start task: Upon receipt of assignment.

Resources to complete task: *IRPG*, home unit, or IMT protocols/procedures for ordering logistical needs.

How to accomplish task:

- Refer to the Line Spike section of the *IRPG*.
- Given the assignment and availability of supplies, equip crew with the appropriate amount of water, food, fuel, etc.
    - Order food, water, and supplies well in advance of the need.
    - Minimum 24 hours for all needed logistical supplies.
    - Monitor needs based on what is needed to accomplish the objectives for the next operational period.
    - Ensure a cache of logistical support for immediate access at camp or at endpoint.
    - Do not wait until you run out of supplies to order.
- If ordering from the field, order through direct supervisor or follow IMT specific instructions.

*Gather and/or disseminate information using maps, compass, Global Position System (GPS), and other tools and applications.

When to start task: When navigating throughout the assignment.

Resources to complete task: Maps, compass, GPS, smartphone applications.

How to accomplish task:

- Identify elements such as drop points, medivac sites, helispots, and relay information to direct supervisor.
- Document actions.
- Navigate the fire perimeter using maps, compass, GPS, other tools.
    - Develop a "big picture" view of where you are beyond where your crew is working.
    - Use natural features around you to help navigate.
    - Do not become overconfident. Anybody can get lost even with the GPS.
    - Use a crew member to serve as a backup navigator.

Assign personnel to collect, document, and report weather observations.

When to start: Throughout the assignment at the designated frequency on every shift.

Resources to complete task: Belt weather kit (or digital weather monitoring device such as a Kestrel), smartphone applications, other weather observation info gathering devices, RT-130 WFSTAR Module: Belt Weather Kit Tutorial, *IRPG*.

How to accomplish task:

- Refer to the Spot Weather Forecast section of the *IRPG*.
- Analyze for trends rather than trying to match models.
    - Share trends with crew.
    - Use to help create trigger points.

*Provide timely updates of accurate information and recommendations using the chain of command to assist with the planning process.

When to start: When a plan or timeframes to meet objectives has been developed.

Resources to complete task: Radio, cell phone, GPS, maps.

How to accomplish task:

- Part of the responsibility of a Crew Boss is contributing information to assist in planning processes. Sharing information and communicating with supervisors will assist them with making decisions concerning future operations.
- Provide input to direct supervisor. For example:
    - Length of time to complete the mission
    - Supplies needed
    - Medical extraction options
    - Ingress/egress routes
- Provide situation update and accomplishments to supervisor and/or relief forces at end of shift.

Perform Wildland Urban Interface (WUI) Duties

Conduct WUI operations according to guidelines stated in the *IRPG*, incident-specific objectives and guidelines, and agency-specific guidance.

When to start task: When assigned to an incident area with WUI.

Resources to complete task: IAP, *IRPG*, incident-specific objectives and guidelines, and agency-specific guidance.

How to accomplish task:

For more information, refer to the Wildland Urban Interface Firefighting section of the *IRPG*. S-215, Fire Operations in the Wildland Urban Interface, if not taken already, is a course recommended for CRWB trainees to enhance and continue education.

Communicate and Coordinate

Communicate effectively using multichannel radios. Prepare and program radios for assignment. Use plain language and Incident Command System (ICS) terminology.

When to start task: When interaction begins with your own and adjoining resources, and/or an IAP is received for the incident with a list of radio frequencies.

Resources to complete task: IAP, briefing from Operations Section Chief (OSC), radio programming guides, other resources assigned to the fire.

How to accomplish task:

- Obtain and verify frequencies being utilized for incident/project.
    - Receive in briefing and IAP/in briefing packet.
    - Review Communications Plan contained within packet and determine relevant frequencies; ask any needed questions to clarify which are pertinent to your assignment/location/work area.
    - Receive clone for radio/hand program frequencies into appropriate channels and ensure numbers/alphanumeric are correct.
    - Perform radio check among radios to ensure positive communication and identify any mistakes.
- Utilize radios to communicate with your own and adjoining/assigned resources.
    - Familiarize yourself with ICS terminology and clear text.
    - Contact other individuals/crews/engines using portable or handheld radios on appropriate frequencies, using proper radio etiquette (i.e., identify the unit you are calling, followed by your own identifier).
    - Communicate with other resources using clear text; be brief.
    - In the event of a medical emergency, always clear the appropriate channel for emergency traffic to report an incident within an incident.

*Follow established processes and chain of command for collecting, producing, and distributing information.

When to start task: Throughout the assignment.

Resources to complete task: IAP, *IRPG*, SOPs.

How to accomplish task:

- A part of the Crew Boss's daily operation is following established processes and chain of command for collecting, producing, and distributing information on the incident amongst the crew, adjoining forces, and supervisors.
- In addition, follow immediate supervisor's guidance on how this process starts and how they want this information given to them.

*Ensure clear understanding of expectations and timely communication within and across Incident Command System (ICS) functional areas and chain of command.

When to start task: Throughout the assignment.

Resources to complete task: IAP, *IRPG*, SOPs.

How to accomplish task:

- State your expectations clearly and often to eliminate misunderstandings or confusion about priorities and performance standards.
- Communicate standards of performance, behavior, and position responsibilities to your subordinates before you are on the fireline.
- Ensure team debriefings are conducted on a regular basis. Debriefings, if done in an open, professional, and timely manner, can allow problems to surface and be dealt with before conflicts occur.
- Provide timely updates on your crew's progress throughout the operational period.

*Establish communications and exchange necessary briefings/information with the following: support resources, adjacent resources, and supervisor.

When to start task: Throughout the assignment.

Resources to complete task: *IRPG*, IAP, operational briefings.

How to accomplish task:

- Essential part of a Crew Boss's responsibilities is establishing communications and exchanging necessary briefings/information with the support resources, adjacent resources, and their supervisor.
- For more information, see the Briefing Checklist section of the *IRPG*.

*Conduct and/or participate in After Action Reviews (AAR).

When to start task: As immediately after the event as possible by the personnel involved.

Resources to complete task: Refer to the After Action Review section of the *IRPG*.

- Ensure clear dialogue and open communication among all involved.
  - Focus on lessons learned.
  - Identify steps to improve and prevent repeat detrimental occurrence.

Manage Risk

*Use Look Up, Down, and Around in *IRPG* to help maintain situational awareness. Adjust actions accordingly.

When to start task: Throughout the assignment.

Resources to complete task: Look Up, Down, and Around section of the *IRPG*.

*Develop and communicate contingency plans and trigger points.

When to start task: Rapidly evolving situation demands high levels of planning and communication. Fire behavior dictates change in tactics or attack.

Resources to complete task: Refer to the Look Up, Down, and Around, and Wildland Urban Interface Firefighting sections of the *IRPG*.

How to accomplish task:

- Think and plan strategically.
  o Primary plan
  o Alternative plan if primary plan is compromised
  o Contingency plan if alternative plan is compromised
  o Emergency actions should the overall mission be compromised

*Provide input into the risk management process to ensure safety of operations.

When to start task: When the complexity of operations indicates input is needed.

Resources to complete task: IAP, Risk Management Process section of the *IRPG, NWCG Wildland Fire Risk and Complexity Assessment*, PMS 236, https://www.nwcg.gov/publications/pms236.

How to accomplish task:

- Engage chain of command in discussion regarding current operation.
  o Identify assigned Safety Officer for relevant division/work area.
  o Reference Risk Management Process and/or *NWCG Wildland Fire Risk and Complexity Assessment*, PMS 236 to identify concerns at hand.
  o Facilitate discussion to identify mitigations for safety concerns.

Monitor for signs and symptoms of fatigue, illness, or injury. Mitigate appropriately.

When to start task: Throughout the assignment.

Resources to complete task: Heat-Related Injury section of the *IRPG*.

How to accomplish task:

- Ensure your subordinates know where to find list of symptoms for heat illness/heat exhaustion/etc. Brief employees on hazards pertinent to work area, environment, etc.
- Prepare employees for response to medical incidents by completing pre-season training and frequent refresher trainings that are job specific.

- Ensure all employees know process for responding to medical incidents, where to find the Medical Incident Report, and how to complete it.
- Continually monitor employees throughout the work shift; encourage them to monitor each other.
- Provide proper logistical support regarding timely water resupply, electrolytes, and breaks.

Account for location, health, safety, and welfare of assigned personnel.

When to start task: At all times.

Resources to complete task: *IRPG*.

How to accomplish task:

- Maintain LCES.
- Maintain risk management process and hazard identification.
- Provide crew members with adequate rest periods, food, and water.
- Ensure personnel have access to medical needs.
- Ensure crew welfare, safety, and proper conduct.

Submit accident/incident reports with pertinent forms (SAFECOM, SAFENET, agency-specific forms) through established chain of command.

When to start task: When an accident/incident occurs.

- **Resources to complete task:** Federal employees should reference the Safety and Risk Management section of the ******Interagency Standards for Fire and Fire Aviation Operations (Red Book)*, IAP, *IRPG*, and/or SOPs.

How to accomplish task:

- Report all accidents/injuries to supervisor.
- Follow agency-specific guidelines for reporting accident/injuries.

*Apply the Risk Management Process as stated in the *IRPG*.

When to start task: Upon being tasked with an assignment.

Resources to complete task: *IRPG*, search under Risk Management on the Wildfire Lessons Learned Center website https://www.lessons.wildfire.gov/, NWCG Leadership Toolbox, Tactical Decision Games https://www.nwcg.gov/wfldp/toolbox/tactical-decision-games.

How to accomplish task:

- Refer to the Risk Management Process section of the *IRPG* to use as a checklist:
  - Identify hazards
  - Assess hazards
  - Develop controls and make risk decisions
  - Implement controls
  - Supervise and evaluate

*Ensure Lookouts, Communications, Escape Routes, and Safety Zones (LCES) are in place.

When to start task: Prior to engaging in assigned tasks.

Resources to complete task: *IRPG*.

How to accomplish task:
- Ensure your lookouts have the requisite experience and tools to be successful in this critical position.
- Must be established and known to all firefighters before operation begins.
- Trust your lookout; if they say go, it is time to go.

*Plan for medical emergencies. Ensure that assigned resources are prepared to execute the Medical Plan (ICS 206 WF). Ensure familiarity with medical responders, communication procedures, and transportation plan.

When to start task: Create a plan prior to beginning assigned tasks.

Resources to complete task: *NWCG Standards for Wildland Fire First Aid*, PMS 560, https://www.nwcg.gov/publications/pms560, *IRPG*, ICS 206 WF, IAP, 6 Minutes for Safety, Medical Incident Report, https://www.nwcg.gov/committee/6mfs/medical-incident-report.

How to accomplish task:

- Complete the information in the Medical Plan (ICS 206 WF) or locate it in the IAP.
- Before engaging, review the "Manage An IWI" section of the *NWCG Standards for Wildland Fire First Aid*, PMS 560, and the appropriate medical plan for the assigned project or incident.
- If the project or incident doesn't have a formal plan (such as on initial attack), brief the crew on communication frequencies, contacts, medical facilities, and protocols in case of a medical emergency.
- Ensure personnel have a basic understanding of the Medical Incident Report (MIR), where to find it, and how to utilize it.
- Obtain critical information needed to manage a medical emergency.
- Train personnel ahead of time and often to prepare for real medical emergencies keeping them current on procedure and protocols.
- Review the *NWCG Standards for Wildland Fire First Aid*, PMS 560, and the Medical Incident Report in the *IRPG* with your crew. Consider doing so regularly as part of training activities, daily briefings, or other meetings.

Manage a medical emergency based on procedures stated in the IAP, *IRPG*, Medical Incident Report, *NWCG Standards for Wildland Fire First Aid*, PMS 560, or other relevant guidelines.

When to start task: When a medical emergency occurs.

Resources to complete task: Medical Plan (ICS 206 WF) in IAP, *IRPG*, Medical Incident Report, Communication Plan (ICS 205) in IAP, *NWCG Standards for Wildland Fire First Aid*, PMS 560, https://www.nwcg.gov/publications/pms560.

How to accomplish task:

- Identify location of incident and notify closest medics/EMTs; facilitate getting medical care to injured party.
- Notify immediate supervisor; initiate IWI protocols per incident Medical Plan.
- Identify mechanism of injury/nature of illness and notify ICP/dispatch; report initial known information and identify IC of IWI. Do not broadcast the patient's name.
- Facilitate packaging and transport of patient, per treating medics/EMT's instructions and needs.
- Facilitate communication of information to dispatch/ICP/incoming medics as incident evolves.
- Ensure radio channels are cleared, either by dispatch or someone on scene, to be used for the IWI communications only.
- Manage resources on scene as appropriate.
- Ensure all incident paperwork and documentation is completed, recorded, and passed on to appropriate parties as necessary.

Document

*Complete all administrative tasks and documentation in an accurate and timely manner.

When to start task: When directed to complete, as outlined by the agency, or tasked by direct supervisor.

Resources to complete task:

- Activity Log (ICS 214), https://www.nwcg.gov/ics-forms
- Incident Personnel Performance Rating (ICS 225 WF), https://www.nwcg.gov/ics-forms
- Crew Time Report, SF 261, https://www.nwcg.gov/publications/pms902
- *NWCG Passenger/Crew and Cargo Manifest*, PMS 245, https://www.nwcg.gov/publications/pms245
- Travel log
- Agency-specific forms
- Accident forms
- Other documents as assigned

How to accomplish task:

- Follow forms completion steps as outlined by the agency, instructions provided with the form, and/or specific instructions as provided by the IMT for the assignment.

Demobilize

Prepare for and implement demobilization.

When to start task: Prior to demobilization.

Resources to complete task: IAP, *******Interagency Standards for Fire and Fire Aviation Operations* (*Red Book*), crew SOPs, and agency-specific SOPs.

How to accomplish task:

- Brief assigned resources on demobilization procedures and responsibilities. Ensure incident and agency demobilization procedures and work/rest driving standards are followed.
- Demobilization may be communicated through a variety of functions or personnel, including the IC, dispatch center, IAP, or other posted communications.
- Check with the planning unit.
- Attend operational period briefings.
- Determine the demobilization process.
- Keeping crew members informed (new assignment, travel plans).
- Submit Demobilization Check Out (ICS 221) to Demobilization Unit.
- Return equipment and supplies to appropriate unit.
- Resupply: restocking property and supplies lost, damaged, or consumed on an incident. Resupply can occur from the supply unit at the incident, local cache, or from other sources at the home unit.
- Ensure drivers are rested and vehicles are in proper working order.
- Providing/scheduling rest stops.

Depart from incident.

When to start task: Upon demobilization.

Resources to complete task: IAP, incident Demobilization Unit, agency-specific SOPs.

How to accomplish task:

- Upon demobilization, report status to home unit including reassignment or ETA to home unit.
- When outside of the home Geographic Area Coordinating Center (GACC), coordinate with the appropriate GACC.
- Upon returning to home unit check-in with dispatch, Duty Officer, or appropriate supervisor.