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NWCG Incident Position Standards for Engine Boss, Single Resource

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The *NWCG Incident Position Standards for Engine Boss, Single Resource* establishes national interagency standards for operating as an Engine Boss, Single Resource (ENGB) 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 Engine Boss, Single Resource Position Page, <https://www.nwcg.gov/positions/engine-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 an Engine Boss, Single Resource.

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 Standards for Mitigation in the Wildland Urban Interface*, PMS 052, <https://www.nwcg.gov/publications/pms052>
- *NWCG Wildland Urban Interface Mitigation Field Guide*, PMS 053, <https://www.nwcg.gov/publications/pms053>
- *NWCG Passenger/Crew and Cargo Manifest*, PMS 245, <https://www.nwcg.gov/publications/pms245>
- *NWCG Guide for Wildland Fire Modules*, PMS 431, <https://www.nwcg.gov/publications/pms431>
- *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>
- *Smoke and Roadway Safety Guide*, PMS 477, <https://www.nwcg.gov/publications/pms477>
- *A Preparedness Guide for Wildland Firefighters and Their Families*, PMS 600, <https://www.nwcg.gov/publications/pms600>
- *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>
 - Assignment List (ICS 204)
 - Incident Radio Communications Plan (ICS 205)
 - Medical Plan (ICS 206)
 - Medical Plan and Medical Incident Report (ICS 206 WF)
 - Incident Check-In List (ICS 211)
 - General Message (ICS 213)
 - Activity Log (ICS 214)
 - Air Operations Summary (ICS 220)
 - Crew Performance Rating (ICS 224 WF)
 - Incident Personnel Performance Rating (ICS 225 or 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
 - Property Loss or Damage Report – Fire Suppression, OF 289
 - Emergency Equipment Shift Ticket, OF 297
- Job Aids, <https://www.nwcg.gov/training/job-aids>
 - *Packing List for Wildland Fire Fireline Personnel*, J-101
- Geographic Area Coordination Center (GACC), <https://gacc.nifc.gov/>
- Incident Management Situation Report (IMSR), <https://www.nifc.gov/nicc/incident-information/imsr>
- National Interagency Coordination Center (NICC), <https://www.nifc.gov/nicc>
- National Interagency Fire Center (NIFC) Standards, <https://www.nifc.gov/standards>
- National Weather Service, <https://www.weather.gov/>
- NWCG 6 Minutes for Safety, <https://www.nwcg.gov/committee/6-minutes-for-safety>
- SAFECOM, <https://www.cisa.gov/safecom>
- SAFENET, <https://safenet.nifc.gov/sindex.cfm>
- U.S. General Services Administration (GSA) Travel Page, <https://www.gsa.gov/travel>

- Wildland Fire Lessons Learned Center, <https://lessons.wildfire.gov>
- WildWeb, <http://www.wildcad.net/WildCADWeb.asp>

Agency-Specific References

- ***Bureau of Land Management (BLM) Fire Engine Maintenance Procedure and Record (FEMPR)*, <https://dl.icdst.org/pdfs/files1/f747bd79bf49d3154572ce68d4b6bb5c.pdf>
- ***Interagency Standards for Fire and Fire Aviation Operations (Red Book)*,
<https://www.nifc.gov/standards/guides/red-book>
- ***National Interagency Standards for Resource Mobilization*,
<https://www.nifc.gov/nicc/logistics/reference-documents>

*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, expected behaviors and knowledge, suggested development goals, and self-study opportunities

<https://www.nwcg.gov/committees/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 a positive team environment.
- Applies knowledge of leadership traits to lead small teams.
- Promote team cohesion for new and existing team members 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 (ICS and agency).
- Identify the sources of power which enable leadership influence.

Prepare and Mobilize

*Ensure individual readiness.

When to start task: Prior to assignment.

Resources to complete task: General Message (ICS 213); Activity Log (ICS 214); Crew Time Report (CTR), SF 261; Emergency Equipment Shift Ticket, OF 297; Property Loss or Damage Report – Fire Suppression, OF 289; *IRPG; A Preparedness Guide for Wildland Firefighters and Their Families*, PMS 600; personal protective equipment (PPE); personal gear; incident qualification applications (e.g., Incident Qualifications and Certification System [IQCS], Incident Qualification System [IQS]); crew phone numbers; radio equipment and programming accessories; Office of Workers’ Compensation Programs (OWCP) injury documentation; agency-specific forms; agency-specific contracts and agreements; agency-specific trainings; agency-specific driver training; Normal Unit Stocking (NUS)/inventory checklists; *Packing List for Wildland Fire Fireline Personnel*, J-101; NIFC Standards website; ****Interagency Standards for Fire and Fire Aviation Operations** (Red Book); ****National Interagency Standards for Resource Mobilization**.

How to accomplish task:

- Ensure mandatory annual training is completed.
- Assemble an ENGB kit:
 - ICS forms
 - OF forms
 - SF forms
 - Agency-specific forms
 - Contracts and agreements
 - OWCP injury documentation
 - Incident Qualifications Card (Red Card)
 - Radio equipment and programming accessories (e.g., cloning cable)
- Verify your data/status is current in resource ordering applications (e.g., Interagency Resource Ordering Capability [IROC]).
- Inspect your PPE.
- Pack a personal gear bag for 14–21 days and adhere to weight limitations in the ****National Interagency Standards for Resource Mobilization**.
- Obtain assignment details from the supervisor or dispatch.
- Ensure purchasing authority per agency policy.

*Travel to and check in at assignment.

When to start task: Upon receipt of resource order or Initial Attack (IA) dispatch.

Resources to complete task: Engine and associated equipment; resource order; *IRPG*; travel maps; *NWCG Standards for Interagency Incident Business Management*, PMS 902; IMSR; local dispatch plan; *NWCG Guide for Wildland Fire Modules*, PMS 431; Incident Qualifications Cards (Red Cards); agency-specific crew manifest; Incident Check-In List (ICS 211); Incident Action Plan (IAP); incident information applications (e.g., InciWeb); WildWeb; GSA per diem rates; ****National Interagency Standards for Resource Mobilization**; ****Interagency Standards for Fire and Fire Aviation Operations** (Red Book).

How to accomplish task:

- Gather critical information pertinent to travel.
- Prior to mobilization, obtain the resource order from dispatch and verify its accuracy:
 - Confirm manifest accuracy.
 - Confirm equipment accuracy.
 - Review the special instructions.
- Ensure the engine pre-trip inspection is performed.
- Establish travel plans and ensure they follow agency policy.
- Ensure travel maps are available.
- Follow protocol for maintaining resource status with the home unit.
- Manage travel logistics, including:
 - Driving standards.
 - Lodging.
 - Food.
 - Fuel.
 - Bathroom breaks.
 - Roadside emergency.
 - Traffic.
 - Weather.
- Inform the home unit/receiving dispatch of your arrival at the incident.
- Obtain the assignment and IAP.
- Upon arriving at the incident, complete the crew check-in process as described in the IAP or provided by the Status/Check-In Recorder (SCKN). Be prepared with:
 - Resource orders.
 - Incident Qualifications Cards (Red Cards).
 - Agency-specific agreement sheet.

***Gather critical information pertinent to the assignment.**

When to start task: Once assignment is received.

Resources to complete task: IAP; maps; resource order; IA dispatch.

How to accomplish task:

- Access and review the IA dispatch or resource order information, if applicable.
- Gain situational awareness about the assignment.
 - Review radio communications and the location of the assignment.
 - Review relevant documents pertinent to the assignment.
 - Obtain a briefing, the objectives, and leader's intent from the supervisor (e.g., Incident Commander [IC], Operations Section Chief [OSC], or Division/Group Supervisor [DIVS]).



Build the Team

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

When to start task: Prior to assignment.

Resources to complete task: Annual engine records; *Water Handling Equipment Guide*, PMS 447-1; *A Preparedness Guide for Wildland Firefighters and Their Families*, PMS 600; Aquatic Invasive Species section of the *IRPG*; crew phone numbers; engine and associated equipment; General Message (ICS 213); IAP; incident qualification applications (e.g., IQCS, IQS); line gear; NUS/inventory checklists; personal gear; PPE; PTBs; NIFC Standards website; ***National Interagency Standards for Resource Mobilization*; ***BLM FEMPR*.

How to accomplish task:

- Ensure crew members are qualified, prepared, and available for mobilization.
 - Ensure crew members are qualified.
 - Review qualifications.
 - Operational training is completed (e.g., crew standard operating procedures [SOPs], tactics, medical emergencies).
 - Each crew member has their Incident Qualifications Card (Red Card).
 - Check for PTBs and assess training opportunities for crew members.
 - Ensure crew members are prepared.
 - Check that personal gear bags, line gear, and PPE are accounted for, loaded on the engine, and adhere to weight limitations set in the ***National Interagency Standards for Resource Mobilization*.
 - Ensure crew members are mentally and physically fit for the assignment.
 - Gather personal and emergency contact information.
 - Ensure crew members are available for the duration of the assignment.
- Ensure engine and equipment readiness.
 - Ensure the engine and equipment are fire ready at all times.
 - Ensure engine inspections are completed.
 - Ensure NUS levels or the equivalent.
 - Update annual engine records (e.g., ***BLM FEMPR*).
- Prepare the engine and equipment to complete the assignment(s).
 - Ensure the engine is equipped for a tactical assignment.
 - Ensure the delivery and handling of the fire suppressant agent (e.g., water, foam, gel) meets tactical objectives.
 - Ensure the engine and pump are fueled.
 - Ensure the water resupply is identified (e.g., tender location, approved drafting sites).
 - Ensure the water supply adheres to local/incident guidelines to prevent aquatic invasive species (AIS) transfers and is approved for use.

Ensure the Incident Action Plan (IAP) or relevant plan lists correct personnel status.

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

Resources to complete task: Assignment List (ICS 204); IAP or relevant plan.

How to accomplish task:

- Obtain and review the IAP and Assignment List (ICS 204) for accuracy daily, if available.
 - Report any changes, as necessary.
- Validate the following in the IAP:
 - Overhead name
 - Last workday
 - Crew name
 - Number of personnel
- To correct errors, follow the chain of command.

***Obtain briefing, objectives, and intent from supervisor.**

When to start task: Following check-in at the incident and throughout the assignment.

Resources to complete task: Briefing Checklist section of the *IRPG*; IAP; Medical Plan (ICS 206).

How to accomplish task:

- Meet with your assigned supervisor to obtain leader's intent and the following information about the assignment:
 - Situation
 - Mission/execution
 - Communications
 - Service/support
 - Risk management
 - Questions or concerns
 - Assigned resources
 - Transition with outgoing/other resources
- Review and validate the Medical Plan (ICS 206).

***Brief assigned personnel on situation, mission/execution, communications, service/support, and risk management.**

When to start task: Prior to starting an assignment.

Resources to complete task: Assignment List (ICS 204); Briefing Checklist, Communication Responsibilities, and How to Properly Refuse Risk sections of the *IRPG*; Incident Radio Communications Plan (ICS 205); IAP; incident maps.

How to accomplish task:

- Brief assigned personnel on the following:
 - Situation
 - Mission/execution
 - Communications
 - Service/support
 - Risk management
- Distribute relevant documentation (e.g., plans and maps).
- Respond to questions or concerns as needed.
- Ensure information from the incident briefing is understood and delivered to the crew so that the engine and crew are prepared for a tactical assignment.
- Ensure assigned personnel understand the assignment and accept the risks.
- Brief the crew on updates as needed.

Perform Engine Boss, Single Resource-Specific Duties

***Develop, implement, and adjust 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: Common Denominators of Fire Behavior on Tragedy Fires, Leader's Intent, and Risk Management Process sections of the *IRPG*; IAP; operational briefing.

How to accomplish task:

- Scout the area assigned.
- Develop a plan.
- Brief the crew on the mission and establish leader's intent.
- Reevaluate the mission and adjust as needed to complete the work safely and in a timely manner.
- Communicate completions and any issues to your supervisor.

***Scout line in critical areas and patrol fireline.**

When to start task: Upon briefing from supervisor.

Resources to complete task: IAP; Risk Management Process section of the *IRPG*.

How to accomplish task:

- Assess the work area to meet assigned objectives, including:
 - Location(s).
 - Workload/timeframes.
 - Evaluate the span of control.
 - Determine the feasibility of the assignment in collaboration with assigned resources.
 - Provide recommendations, as appropriate to the assignment, up the chain of command.
 - Access/egress.
 - Potential hazards.
- Develop a plan that will allow for the safety of personnel and equipment while best meeting the objectives.
 - Identify critical holding points (i.e., underslung line, wind pressure side, high concentrations of fuel on burn side).
 - Deploy crew members in a manner that allows for quick detections of spot fires and/or slopovers.
 - Coordinate and communicate issues with adjoining forces.
 - Manage crew members for smoke exposure and rotate them where possible.
 - Make the best use of technology to mitigate hazards.
- Communicate the plan with your supervisor.
- Brief assigned resources on the mission and establish leader's intent.

***Ensure proper water delivery system design and implementation.**

When to start task: Upon receipt of an assignment requiring water delivery.

Resources to complete task: Engine and associated equipment; *IRPG*; Assignment List (ICS 204); *Water Handling Equipment Guide*, PMS 447-1; friction loss calculators.

How to accomplish task:

- Effectively utilize water delivery methods, such as:
 - Simple hose lay construction and troubleshooting.
 - Progressive hose lay construction and troubleshooting.
 - Parallel, stage, and series pumping.
- Demonstrate a working knowledge of effective water and chemicals application, such as:
 - Applying the principles of wildland fire hydraulics.
 - Applying the principles of efficient water and/or chemical use, critical application rate, and water conservation.
 - Ensuring the water and chemical supply are adequate for the assignment.
 - Producing different consistencies of foam from the nozzle in a timely manner for different fire situations.
- Demonstrate a working knowledge of water delivery systems, along with their uses, capabilities, and limitations, such as:
 - Fittings, nozzles, and thread types.
 - Hose types and sizes.
 - Hose pack types and uses.
 - Pump valves.
 - Live reel.
 - Backflow prevention.
 - Cavitation prevention.
 - Drafting.
 - Portable pumps.

***Supervise, direct, and lead direct attack operations.**

When to start task: When briefed by supervisor.

Resources to complete task: Engine and associated equipment; IAP; Strategy – Direct Attack and Wildland Urban Interface (WUI) Firefighting sections of the *IRPG*; Assignment List (ICS 204); *NWCG Standards for Interagency Incident Business Management*, PMS 902; *Water Handling Equipment Guide*, PMS 447-1; ***Interagency Standards for Fire and Fire Aviation Operations* (Red Book).

How to accomplish task:

- Report to the assignment location.
- Protect the origin areas of the fire and the general scene for investigation, if applicable.
- Lead, supervise, and direct engine operations, such as:
 - Mobile attack.
 - Establish an anchor point, and configure the engine and crew to safely perform suppression actions utilizing pump and roll tactics.
 - Conduct mobile attack suppression efforts in coordination with adjoining resources.
 - Ensure adequate water delivery based on fire behavior and fuel type.
 - Ensure the engine is configured for rapid engine protection measures.



- Maintain a reserve of water for drafting and engine protection per the ***Interagency Standards for Fire and Fire Aviation Operations* (Red Book) and/or agency policy.
- Stationary attack.
 - Safely implement simple and/or progressive hose lays, factoring in proper engine placement (egress and ingress), anchor point, and crew configuration while maintaining adequate water delivery based on fire behavior.
 - Coordinate with adjoining resources to ensure a continuous supply of water is delivered.
 - Ensure the engine is configured for rapid engine protection measures.
 - Maintain a reserve of water for drafting and engine protection per the ***Interagency Standards for Fire and Fire Aviation Operations* (Red Book) and/or agency policy.
- WUI operations.
 - Conduct structure triage activities per local unit, *IRPG*, or Incident Management Team (IMT) guidelines.
 - Implement structure preparation actions, such as setting up defensive water delivery systems and reducing the fuel load around structures.
 - Prepare for and/or conduct defensive suppression actions while adhering to guidelines in the *IRPG*.
- Handline construction.
 - Configure personnel and tools to construct handlines as appropriate.
- Chainsaw operations.
 - Utilize qualified fallers to meet incident objectives within the scope of qualifications.
 - Assign qualified personnel for fuel reduction prior to and after fire activity.
 - Assign qualified personnel for hazard tree mitigation.
- Mop up.
 - Secure the fireline utilizing appropriate water handling equipment and tool configuration to meet the incident objectives and parameters.

***Supervise, direct, and lead indirect attack operations.**

When to start task: When briefed by supervisor.

Resources to complete task: Engine and associated equipment; IAP; Strategy – *Indirect Attack* and Wildland Urban Interface (WUI) Firefighting sections of the *IRPG*; Assignment List (ICS 204); *NWCG Standards for Interagency Incident Business Management*, PMS 902; *Water Handling Equipment Guide*, PMS 447-1; ***Interagency Standards for Fire and Fire Aviation Operations* (Red Book).

How to accomplish task:

- Report to the assignment location.
- Lead, direct, and supervise engine operations, such as:
 - Firing operations (e.g., backfiring).
 - Handline construction.
 - Configure personnel and tools to construct handlines as appropriate.
 - Stationary attack.
 - Safely implement simple and/or progressive hose lays, factoring in proper engine placement, anchor point, and crew configuration while maintaining adequate water delivery based on fire behavior.



- Coordinate with adjoining resources to ensure a continuous supply of water is delivered.
- Ensure the engine is configured for rapid engine protection measures.
- Maintain a reserve of water for drafting and engine protection per the ***Interagency Standards for Fire and Fire Aviation Operations* (Red Book) and/or agency policy.
- Structure protection.
 - Structure triage
 - ❖ Determine if the structure is defensible or non-defensible.
 - Prepare (prep)
 - ❖ Implement rapid mitigation measures.
 - ❖ Create and implement a defensive plan, such as equipment, water delivery, escape route, and firing operations.
 - Patrol
 - ❖ Patrol during and after firing operations.
- Chainsaw operations.
 - Utilize qualified fallers to meet incident objectives within the scope of qualifications.
 - Assign qualified personnel for fuel reduction prior to and after fire activity.
 - Assign qualified personnel for hazard tree mitigation.

***Supervise and participate in firing operations.**

When to start task: When briefed by supervisor.

Resources to complete task: Engine and associated equipment; IAP; Strategy – *Direct Attack and Wildland Urban Interface (WUI) Firefighting* sections of the *IRPG*; Assignment List (ICS 204); *Water Handling Equipment Guide*, PMS 447-1; ***Interagency Standards for Fire and Fire Aviation Operations* (Red Book).

How to accomplish task:

- Configure the necessary personnel and equipment to conduct coordinated firing and/or holding operations.
- Monitor the progress of firing and holding operations to ensure objectives are being met; operations are within span of control; and critical information regarding operations is being communicated with personnel, adjoining resources, and supervisors.

***Ensure proper refurbishing and resupply of vehicles, equipment, and supplies.**

When to start task: Upon completion of a tactical assignment.

Resources to complete task: Engine and associated equipment; General Message (ICS 213); IAP; Property Loss or Damage Report – Fire Suppression, OF 289; NUS/inventory checklists.

How to accomplish task:

- Follow incident resupply guidelines.
- Ensure resupply is completed and Supply numbers (S numbers) are obtained per incident guidelines, if needed.
- Maintain engine and equipment readiness.



Communicate and Coordinate

***Ensure personnel can effectively use multichannel radios.**

When to start task: When radio use is necessary to communicate 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 line supervisor (IC, DIVS, OSC); radio programming guides; other resources assigned to the fire; radios.

How to accomplish task:

- Obtain and verify the frequencies being utilized for the incident/project.
 - Receive, review, and implement the communications plan.
 - Clone or manually program the radio frequencies into the appropriate channels and ensure the frequencies and channels are correct.
 - Perform a radio check with all the radios to ensure positive communication and identify any mistakes.

***Ensure effective communication with adjacent resources and supervisors within the established chain of command.**

When to start task: Throughout the assignment.

Resources to complete task: Assignment List (ICS 204); IAP; incident maps; Incident Radio Communications Plan (ICS 205); *IRPG*; multichannel radios; Air Operations Summary (ICS 220).

How to accomplish task:

- Ensure the constant flow of information up and down the chain of command, including status updates, additional needs, and hazards.
- Assist the responsible land management agency with the protection of natural, cultural, and other resources through the established chain of command.
- Request, direct, and provide feedback to aerial resources through the established chain of command.
- Communicate effectively using multichannel radios.

***Participate in operational briefings.**

When to start task: Throughout the assignment.

Resources to complete task: IAP; Briefing Checklist section of the *IRPG*; Crew Time Report (CTR), SF 261; Emergency Equipment Shift Ticket, OF 297; maps; NICC and GACC websites; National Weather Service; NWCG 6 Minutes for Safety; WildWeb.

How to accomplish task:

- Obtain the IAP and updated maps for the shift.
- Receive the daily operations briefing.
- Utilize the Briefing Checklist in the *IRPG* to ensure you obtain all pertinent information.
- Attend the division/group breakout briefing, if needed.
- Ensure leader's intent (i.e., task, purpose, and end state [TPE]) and objectives are understood.
- Confirm drop points, staging areas, safety zones, escape routes, lookouts, trigger points, and other pertinent information.

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

When to start task: Upon completion of an assignment or a shift or under special circumstances, such as an Incident Within an Incident (IWI) or near miss.

Resources to complete task: Briefing Checklist section of the *IRPG*; Activity Log (ICS 214); IAP; General Message (ICS 213); agency-specific Critical Incident Stress Management (CISM) protocol.

How to accomplish task:

- Conduct AARs and assess strategies and tactics utilized to meet the assigned goals and objectives.
- Provide updates on successes, challenges, and needs for the next shift.
- Provide intelligence and a briefing to incoming resources.
- Evaluate the need for CISM and report up the chain of command.

Manage Risk

*Apply the Risk Management Process.

When to start task: Throughout the assignment.

Resources to complete task: Engine and associated equipment; IAP; Risk Management Process section of the *IRPG*; Medical Plan (ICS 206); risk management worksheets; *NWCG Standards for Mitigation in the Wildland Urban Interface*, PMS 052; *NWCG Wildland Urban Interface Mitigation Field Guide*, PMS 053; *Smoke and Roadway Safety Guide*, PMS 477; NWCG 6 Minutes for Safety; SAFECOM; SAFENET; ***Interagency Standards for Fire and Fire Aviation Operations* (Red Book).

How to accomplish task:

- Apply the Risk Management Process as stated in the *IRPG* to:
 - Mitigate personnel risk.
 - Identify hazards.
 - Assess hazards.
 - Develop controls and make risk decisions.
 - Implement controls.
 - Supervise and evaluate.
 - Mitigate vehicle and equipment risk.
 - Maintain a reserve of water for drafting and engine protection per the ***Interagency Standards for Fire and Fire Aviation Operations* (Red Book) and/or agency policy.
 - Confirm the travel plan to the work location.
 - Ensure the tactical assignment is within the capabilities of the engine, engine crew, and within the scope of practice.
 - Maintain egress and ingress.
 - Ensure vehicles are parked in a safe area in anticipation of expected fire behavior.
 - Develop and communicate contingency plans/alternatives in case of engine/equipment breakdown or failure.
- Demonstrate the ability to refuse an assignment utilizing the How to Properly Refuse Risk guidelines in the *IRPG*.

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

When to start task: Throughout the assignment.

Resources to complete task: IAP; Emergency Medical Care section of the *IRPG*; Medical Plan (ICS 206); NWCG 6 Minutes for Safety; ***Interagency Standards for Fire and Fire Aviation Operations* (Red Book).

How to accomplish task:

- Maintain accountability of crew members.
- Provide crew members with food, water, and adequate rest periods that adhere to work/rest ratio guidelines.
- Continuously monitor the mental and physical health of crew members.
- Ensure crew members have access to medical care.
- Follow agency-specific guidelines for reporting accidents and injuries.



*Develop and communicate contingency plans and trigger points.

When to start task: When a rapidly evolving situation demands high levels of planning and communication and/or fire behavior dictates a change in tactics or attack.

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

How to accomplish task:

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

*Plan for and manage medical emergencies.

When to start task: Throughout the assignment.

Resources to complete task: IAP; Planning for Medical Emergencies section of the *IRPG*; risk management worksheets; Wildland Fire Lessons Learned Center; Medical Plan and Medical Incident Report (ICS 206 WF); NWCG 6 Minutes for Safety; SAFECOM; SAFENET; ***Interagency Standards for Fire and Fire Aviation Operations* (Red Book).

How to accomplish task:

- Anticipate, develop, and communicate contingency plans for medical emergencies.
- Continuously update resources on hazards pertinent to the assignment, work area, and environment.
- Communicate essential elements of an effective IWI plan.
- Ensure all resources know the process for responding to medical incidents and can complete a Medical Incident Report (MIR).
- In the event of a medical emergency:
 - Always clear the appropriate channel for emergency traffic to report an IWI.
 - Initiate medical care.
 - Develop and communicate the extraction plan and establish contingencies and trigger points.
 - Constantly evaluate the situation and make adjustments as needed.

Document

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

When to start task: When directed by the incident requirements for documentation.

Resources to complete task: Crew Time Report (CTR), SF 261; Emergency Equipment Shift Ticket, OF 297; General Message (ICS 213); Crew Performance Rating (ICS 224 WF); Incident Experience record in incident qualification applications (e.g., IQCS, IQS); MIR; Activity Log (ICS 214); Incident Personnel Performance Rating (ICS 225 or ICS 225 WF); *NWCG Passenger/Crew and Cargo Manifest*, PMS 245; *NWCG Standards for Interagency Incident Business Management*, PMS 902; agency-specific forms; other documents as assigned; SAFECOM; SAFENET; PTBs.

How to accomplish task:

- Obtain, complete, and submit required documentation based on agency, form, and/or incident-specific instructions.
- Review and complete PTBs as needed.

Demobilize

*Prepare for and implement demobilization.

When to start task: Upon completion of assignment, tour of duty, or as directed.

Resources to complete task: Agency-specific forms; engine and associated equipment; IAP; General Message (ICS 213); Activity Log (ICS 214); Incident Time Report, OF 288; Property Loss or Damage Report – Fire Suppression, OF 289; resource orders; *NWCG Standards for Interagency Incident Business Management*, PMS 902; incident-specific check-out forms; ***Interagency Standards for Fire and Fire Aviation Operations* (Red Book).

How to accomplish task:

- Complete the demobilization check-out process before being released from the incident.
 - Follow the steps in the incident-specific demobilization process/checklist.
 - Assess logistical needs for your return to the home unit.
 - If reassigned, obtain a new resource order at check-out.
- Coordinate travel plans and return to the home unit, ensuring compliance with agency standards.
 - Plan your travel route and provide your estimated time of arrival (ETA) to the home unit.
 - Follow agency-specific guidelines for returning to the home unit.
 - Ensure the engine pre-trip inspection is performed.
 - Ensure drivers are rested and fit for duty per agency-specific standards.
 - Follow the protocol for maintaining resource status with the home unit.
 - Manage travel logistics, including:
 - Driving standards.
 - Lodging.
 - Food.
 - Fuel.
 - Bathroom breaks.
 - Roadside emergency.
 - Traffic.
 - Weather.

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