

A publication of the
National Wildfire
Coordinating Group



NWCG Incident Position Standards for Felling Boss, Single Resource

PMS 350-107

JUNE 2024



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June 2024
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The *NWCG Incident Position Standards for Felling Boss, Single Resource* establishes national interagency standards for operating as a Felling Boss (FELB) 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 Felling Boss Position Page, <https://www.nwcg.gov/positions/felling-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 Felling 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 Incident Response Pocket Guide (IRPG)*, PMS 461, <https://www.nwcg.gov/publications/pms461>
- *NWCG Standards for Interagency Incident Business Management* (Yellow Book), PMS 902, <https://www.nwcg.gov/publications/pms902>
- Incident Command System (ICS) Forms, <https://www.nwcg.gov/ics-forms>
 - Assignment List (ICS 204)
 - Medical Plan (ICS 206 WF)
 - General Message (ICS 213)
 - Activity Log (ICS 214)
 - Incident Personnel Performance Rating (ICS 225)
- Standard (SF) and Optional (OF) Forms, <https://www.nwcg.gov/publications/pms902>
 - Crew Time Report (CTR), SF 261
 - Emergency Equipment Shift Ticket, OF 297
- National Interagency Fire Center (NIFC) File Transfer Protocol (FTP) Server, <https://ftp.wildfire.gov/>
- NWCG Hazard Tree and Tree Felling Subcommittee, <https://www.nwcg.gov/committees/hazard-tree-and-tree-felling-subcommittee>
- Wildland Fire Leadership Development Program, <https://www.nwcg.gov/wfldp>
- Wildland Fire Lessons Learned Center, <https://lessons.fs2c.usda.gov/>

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, 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.
- 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 (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: Supplemental supplies, travel bag, fireline pack.

How to accomplish task:

- Pack appropriate travel bag and fireline pack based on the resource order.
- Prepare supplemental supplies as needed, including:
 - Extra flagging
 - Extra batteries
 - Extra felling supplies
 - Trauma kit or first aid kit
 - Paperwork, including:
 - Emergency Equipment Shift Ticket, OF 297
 - Crew Time Report (CTR), SF 261
 - CA-1, Federal Employee's Notice of Traumatic Injury and Claim for Continuation of Pay/Compensation for yourself, trainee, or Administratively Determined (AD) faller
 - CA-16, Authorization for Examination and/or Treatment for yourself, trainee, or AD faller
 - General Message (ICS 213)
 - Activity Log (ICS 214)
 - Contractor evaluations or Incident Personnel Performance Rating (ICS 225)
 - Other agency-specific forms

Gather critical information pertinent to the assignment.

When to start task: Upon receipt of resource order.

Resources to complete task: Resource order.

How to accomplish task:

- Review the resource order, confirming the following:
 - Incident/project name
 - Incident/project order number
 - Office reference number (cost code)
 - Descriptive location/response area
 - Incident radio frequencies (if available)
 - Incident base/phone number
 - Request number
 - Reporting date/time and location
 - Special instructions

Travel to and check in at assignment.

When to start task: Upon receipt of resource order.



Resources to complete task: Resource order, 4x4 vehicle, phone/tablet, NIFC FTP site for georeferenced incident-specific maps, Incident Action Plan (IAP), Incident Qualifications Card, ***Interagency Standards for Fire and Fire Aviation Operations (Red Book).*

How to accomplish task:

- Prepare logistics, including:
 - Flight and lodging, if needed
 - One of the following 4x4 vehicles:
 - Agency-owned vehicle (AOV)
 - Rental authorized/National Emergency Rental Vehicle (NERV)
 - Appropriate maps and apps downloaded on device(s)
- Upon incident arrival, complete the check-in process as described in the IAP or provided by the Status/Check-In Recorder (SCKN). Be prepared with resource order and Incident Qualifications Card (Red Card).



Build the Team

***Participate in briefing to obtain objectives and intent from supervisor.**

When to start task: Start of operational period, when operational assignment changes, or when felling operations are needed.

Resources to complete task: IAP, phone/tablet, steno pad, *IRPG*, Assignment List (ICS 204), Medical Plan (ICS 206 WF), incident supervisor, other felling resources, resources working in the assigned area.

How to accomplish task:

- Meet with the incident supervisor (e.g., Task Force Leader [TFLD] or Division/Group Supervisor [DIVS]) to obtain assignment and briefing to identify:
 - Situation
 - Mission/execution
 - Communications
 - Service/support
 - Risk management
 - Questions or concerns
 - Assigned resources
 - Transition with outgoing/other FELB
- Review and validate the Medical Plan (ICS 206 WF).
- Obtain and review the IAP and Assignment List (ICS 204) for accuracy daily, if available.
 - Report any changes, as necessary.

***Familiarize yourself with assigned resources to establish a common operating picture.**

When to start task: After receiving briefing or when assigned new resources during a shift.

Resources to complete task: IAP.

How to accomplish task:

- Introduce yourself to assigned resources, including sharing your fireline and felling experience.
- Gather contact information for each resource.
- Evaluate assigned resources, including:
 - Days at incident (to better understand fatigue, crew swaps/extensions, and physical and mental fire readiness)
 - Prior experience with:
 - Falling timber
 - Fireline
 - Working together as a module
 - Proper equipment, including:
 - PPE
 - Felling equipment
 - Copy of contract, if applicable
 - Preparedness and self-sufficiency on incident
- Establish leader's intent on daily operational schedule, including signing time/shift tickets.
- Respond to questions from assigned resources.



Perform Felling Boss, Single Resource-Specific Duties

***Coordinate with assigned resources and travel to the work area.**

When to start task: When ready to brief for the day's mission or at end of operational/divisional briefing.

Resources to complete task: IAP, maps, 4x4 vehicle, supply unit.

How to accomplish task:

- Ensure assigned resources have received the following:
 - Operational briefing
 - Daily supplies
 - Working radio and correct frequencies
 - Travel route to pre-determined location
- Assist assigned resources with getting supplies, as needed, in compliance with contract.
- Travel to work area and confirm assigned resources arrived at the work area.

***Assess and manage the work area.**

When to start task: When en route and arriving at the work area.

Resources to complete task: IAP; *IRPG*; information from local resources and felling resources; Safety Officer, Field (SOFF); Resource Advisor (READ) or Resource Advisor, Fireline (REAF); Wildland Fire Lessons Learned Center website.

How to accomplish task:

- Confirm assignment with incident supervisor.
- Assess work area and assignment(s), including:
 - Location(s)
 - Workload/timeframes:
 - Evaluate span of control.
 - Determine feasibility of assignment in collaboration with assigned resources.
 - Provide recommendations, as appropriate to the assignment, up the chain of command.
 - Access/Egress
 - Timber type and forest conditions
 - Potential hazards, including but not limited to:
 - Environmental hazards
 - Proximity to other resources and the fireline
 - Fire behavior/intensity
 - Nearby roads/trails
 - Power lines
 - Division breaks
 - Burn severity and duration on timber stand
- Establish and communicate an emergency evacuation plan and ensure it is understood.
- Coordinate and communicate with adjoining resources and divisions.



- Secure the felling area as appropriate (e.g., clearing a portion of the fireline, placing road guards, or ensuring power lines are deenergized, if necessary).
- Continually evaluate risk management.

***Effectively lead and manage felling/bucking operations.**

When to start task: While engaged in felling operations.

Resources to complete task: Hazard Analysis in the *IRPG*, radio, maps, Medical Plan (ICS 206 WF), NWCG Hazard Tree and Tree Felling Subcommittee website.

How to accomplish task:

- Continually maintain control of the felling area.
- Maintain accountability for assigned resources at all times.
- Continually manage and mitigate risk during felling operations, including:
 - Hazards
 - Fatigue
 - Illness/injury
 - Environmental factors such as weather, terrain, and forest conditions
- Re-evaluate the medical and evacuation plans.
- Monitor operations for continued situational awareness including:
 - Fire behavior
 - Communications
 - Progress
 - Adherence to established objectives (avoiding mission creep)
- Provide ongoing status updates as necessary to supervisor including:
 - Unexpected impacts
 - Identified hazards
 - Unresolved conflicts
 - Injuries or accidents
- Continually coordinate and communicate with adjoining resources and road guards, including:
 - Work location and operation intent
 - Start and stop of felling operations
- Coordinate with READ, as appropriate.

***Debrief assigned resources and supervisor at the end of each shift.**

When to start task: When operational shift ends.

Resources to complete task: *IRPG*, IAP, notes taken throughout the day.

How to accomplish task:

- Debrief or conduct an After Action Review (AAR) with resources.
 - Respond to questions and concerns.
 - Share progress.
 - Share plan for briefing time and location for the next shift.
 - Discuss equipment maintenance and repairs.
 - Receive and give feedback.
- Contact the reporting supervisor at the end of the shift.
 - Provide progress report on the assignment.



- Share information to help establish priorities and plan for the next operational shift.
- Ask for updates and request feedback.

Document

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

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

Resources to complete task: *NWCG Standards for Interagency Incident Business Management*, PMS 902; Emergency Equipment Shift Ticket, OF 297; Crew Time Report (CTR), SF 261; General Message (ICS 213); Activity Log (ICS 214); Extensions/Crew Swap forms; contractor evaluations or Incident Personnel Performance Rating (ICS 225).

How to accomplish task:

- Complete documentation for administrative responsibilities in a timely manner:
 - Emergency Equipment Shift Ticket, OF 297
 - Crew Time Report (CTR), SF 261
 - General Message (ICS 213)
 - Activity Log (ICS 214)
 - Extensions/Crew Swap forms
 - Contractor evaluations or Incident Personnel Performance Rating (ICS 225)



Demobilize

Prepare for and implement demobilization.

When to start task: Upon completion of assignment or last workday is identified.

Resources to complete task: IAP, incident-specific demobilization process/checklist.

How to accomplish task:

- Follow the steps in the incident-specific demobilization process/checklist.
- Report travel status to your home unit, including estimated time of arrival (ETA) to the destination.

The *NWCG Incident Position Standards for Felling Boss, Single Resource* is developed and maintained by the Hazard Tree and Tree Felling Subcommittee (HTTFS), under the direction of the Risk Management Committee (RMC), an entity of the National Wildfire Coordinating Group (NWCG).

Previous editions: first.

This publication is available electronically at <https://www.nwcg.gov/publications/pms350-107>.

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