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NWCG Incident Position Standards for Resource Advisor, Fireline

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The *NWCG Incident Position Standards for Resource Advisor, Fireline* establishes national interagency standards for operating as a Resource Advisor, Fireline (REAF) 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 Resource Advisor, Fireline Position Page, <https://www.nwcg.gov/positions/resource-advisor-fireline>, 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 Resource Advisor, Fireline.

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 Position Task Book for Resource Advisor, Fireline (REAF), PMS 311-112, <https://www.nwcg.gov/publications/position-taskbooks/pms311-112>
- Resource Advisor Guide, PMS 313, <https://www.nwcg.gov/publications/pms313>
- NWCG Incident Response Pocket Guide (IRPG), PMS 461, <https://www.nwcg.gov/publications/pms461>
- 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>
- NWCG Standards for Geospatial Operations, PMS 936, <https://www.nwcg.gov/publications/pms936>
- 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 Organization Chart (ICS 207)
 - General Message (ICS 213)
 - Activity Log (ICS 214)
 - Demobilization Check-Out (ICS 221)
 - 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
- Job Aids, <https://www.nwcg.gov/training/job-aids>
 - PSM-001, How to Correctly Fill Out the Crew Time Report (CTR), SF 261, J-001
 - Packing List for Wildland Fire Fireline Personnel, J-101
 - Packing List for Wildland Fire Support Staff, J-102
- National Core Best Management Practices (BMP) Technical Guide, <https://www.fs.usda.gov/naturalresources/watershed/bmp.shtml#TechGuideV1>
- National Interagency Fire Center (NIFC) Open Data Site, <https://data-nifc.opendata.arcgis.com/>
- NIFC Standards, <https://www.nifc.gov/standards>
- NWCG After Action Reviews (AARs), <https://www.nwcg.gov/wfldp/toolbox/aars>
- NWCG Resource Advisor Subcommittee (READSC), <https://www.nwcg.gov/committee/resource-advisor-subcommittee>
- SAFECOM, <https://www.safecom.gov/>
- SAFENET, <https://safenet.nifc.gov/>
- U.S. General Services Administration (GSA) Travel Page, <https://www.gsa.gov/travel>
- Wildland Fire Decision Support System (WFDSS), <https://wfdss.firenet.gov/help/Content/Home.htm>

Agency-Specific References

- ***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 1, Follower (Provide Action)

Followers have several responsibilities: to become competent in basic job skills, take initiative, learn from others, ask questions, and develop communication skills. For additional information, review the Level 1 description, expected behaviors and knowledge, suggested development goals, and self-study opportunities <https://www.nwcg.gov/committees/leadership-committee/leadership-levels>.

Description

- Leadership development starts the first day of the job.
- Followers function as a team member.
- Part of being a leader is exercising good followership and understanding human dynamics.
- Followership begins the journey of becoming a student of fire.

Behaviors

- Performs entry-level incident management tasks, contributing to team mission accomplishment and performance.
- Takes responsibility for personal actions and decisions, demonstrating the core value of integrity.
- Takes initiative to ensure the mission is accomplished and team performance is improved.
- Practices the five communication responsibilities to develop skill and ensure individual contribution to risk management.
- Interacts with team members, in a positive and constructive manner, to build team cohesion.
- Acts with humility and learns from others to improve technical and leadership skills.
- Asks questions to increase individual knowledge and improve the safety of self and team members.

Knowledge

- Knowledge of the wildland fire leadership values, principles, and traits to inform expectations of their behaviors as a team member.
- Knowledge of leadership concepts including courage, compassion, authenticity, humility, and empathy to inform expectations of their behavior as a team member.
- Knowledge of the risk management process to understand their role in accident prevention and decision-making.
- Knowledge of the decision-making process to inform their role in an effective decision process.
- Knowledge of the impacts of cumulative and traumatic stress to assist in ensuring resilience and mental and emotional health.
- Knowledge of the elements of human factors and barriers to situational awareness to understand how human elements can contribute to team performance and fireline safety.
- Knowledge of the value differences of thought and perspective bring to team performance to ensure respectful interactions with team members and to contribute to a positive team culture/command climate.

Prepare and Mobilize

Ensure individual readiness.

When to start task: Prior to assignment.

Resources to complete task: *IRPG*; NIFC Open Data Site; NIFC standards; Activity Log (ICS 214); Crew Time Report (CTR), SF 261; Incident Personnel Performance Rating (ICS 225 or ICS 225 WF); *Packing List for Wildland Fire Fireline Personnel*, J-101; *Packing List for Wildland Fire Support Staff*, J-102; *Resource Advisor Guide*, PMS 313; *A Preparedness Guide for Wildland Firefighters and Their Families*, PMS 600; agency directives; ***Interagency Standards for Fire and Fire Aviation Operations* (Red Book); ***National Interagency Standards for Resource Mobilization*.

How to accomplish task:

- Ensure your supervisor's support for the assignment.
- Build a kit:
 - Incident Qualifications Card (Red Card)
 - *NWCG Position Task Book for Resource Advisor, Fireline (REAF)*, PMS 311-112
 - *Resource Advisor Guide*, PMS 313
 - *IRPG*
 - Activity Log (ICS 214)
 - Agency directives
 - Crew Time Report (CTR), SF 261
 - Incident Personnel Performance Rating (ICS 225 or ICS 225 WF)
 - Agency-specific forms (e.g., Injury and Workers' Compensation)
 - Handheld radio and extra batteries
 - Cell phone and charger
 - Portable data exchange device (e.g., thumb drive, external hard drive)
 - Mobile data collection device
 - Flagging
 - Laptop with charger
 - Camera
 - Compass and signal mirror
 - Battery pack
 - Credit card with a sufficient credit limit
 - Pocket notepad
 - Assorted pens, pencils, highlighters, and permanent markers
 - Agency-specific travel policies
- Be packed and ready for 14–21 days (red bag).
- Request/ensure current access to a NIFC Open Data Site account and any additional local programs or database information.
- Ensure your fireline gear is acceptable and in working condition (e.g., fire shelter, hard hat, Nomex, hand tool).
- Ensure familiarity with your radio (with current programming).
- Stay up to date on resource advisor guidance and updated laws, regulations, and policies.
 - Participate in local resource advisor trainings.
 - Communicate with local and regional resource advisor leadership to update training needs, qualifications, and Incident Qualifications Card (Red Card) status.

- Assess whether there have been any changes in local and national resource standards (e.g., retardant avoidance area standards).
- Know how to use NIFC-approved data collection methods.
- Confirm resource availability with the dispatching unit.
- Prepare to be absent from home/family. Refer to *A Preparedness Guide for Wildland Firefighters and Their Families*, PMS 600.

Gather critical information pertinent to the assignment.

When to start task: Upon receipt of resource order.

Resources to complete task: Resource order; Incident Action Plan (IAP); agency-specific standard operating procedures (SOPs); maps relevant to the incident; local specialists; ***National Interagency Standards for Resource Mobilization*.

How to accomplish task:

- Acquire the resource order.
 - Verify the resource order is complete and accurate.
 - Incident/project name
 - Incident/project order number
 - Office reference number
 - Financial codes
 - Descriptive location
 - Legal location (township, range, section, latitude, longitude)
 - Incident radio frequency (if available)
 - Incident base/phone number
 - Request number
 - Reporting date/time and location
 - Navigation/reporting instructions (ensure a point of contact is identified)
 - List of equipment needed to fully perform all assigned duties (e.g., laptop, mobile device)
 - Travel mode (e.g., air, rental car/agency-owned vehicle [AOV]/privately owned vehicle [POV])
 - Accept the resource order.
 - Confirm your acceptance of the incoming assignment with your supervisor.
 - Accept the assignment with your home dispatch.
 - Communicate and/or coordinate the travel itinerary with dispatch.
 - Print a hardcopy or save the digital resource order.
 - Communicate with the incident point of contact upon their receipt of the resource order.
 - Acquire travel documentation forms.
 - Travel log (if applicable)
 - Accident forms
 - Develop situational awareness.
 - Get the IAP, if available.
 - Gather fire and weather information.
 - Contact the Resource Advisor Coordinator (REAC)/Lead Resource Advisor (Lead READ) or Agency Administrator (AA) for incident and resource specifics.
 - Set up your mobile device with the appropriate geospatial data for the unit (if possible).
 - Investigate possible sources of local information prior to arrival.

- Be aware of the special management areas and sensitive resources in and around the fire area.
- Review the relevant agency-specific SOPs and wildland fire procedures, policies, and regulations related to the position.

Travel to and check in at assignment.

When to start task: After accepting an assignment.

Resources to complete task: IAP; Incident Qualifications Card (Red Card); area-specific mobilization guide (if applicable); resource order; GSA per diem rates; *NWCG Standards for Interagency Incident Business Management*, PMS 902; ***Interagency Standards for Fire and Fire Aviation Operations* (Red Book); ***National Interagency Standards for Resource Mobilization*.

How to accomplish task:

- Communicate your travel arrangements with dispatch and/or the incident point of contact (e.g., estimated time of arrival [ETA], mode of transportation).
- Follow agency-specific air and ground travel guidelines.
 - Air travel considerations
 - Comply with airline regulations.
 - ❖ Refer to Chapter 10 of the ***National Interagency Standards for Resource Mobilization*.
 - Ground travel considerations
 - Follow time limitations/driver duty day limitations.
 - Ensure your mode of transportation is on the resource order, if applicable.
 - Reference the GSA Travel Page for per diem and lodging rates.
 - Check with the local Dispatch Center Manager if the rate exceeds per diem allowances.
- Model professionalism.
 - Wear attire that reflects positively on the agency you represent.
 - Refer to the local dress code policy.
 - Consistently demonstrate a positive attitude.
- Check in at the incident.
 - Connect with the incident supervisor.
 - The incident supervisor is usually an AA, Agency Representative (AREP), or REAC/Lead READ.
 - Resource advisors may also have an operational supervisor who oversees work on the fireline (e.g., Division/Group Supervisor [DIVS], Task Force Leader [TFLD]).

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

When to start task: When check-in is complete and the incident supervisor has been located.

Resources to complete task: IRPG; incident geospatial data; IAP; Crew Time Report (CTR), SF 261; NWCG Position Task Book for Resource Advisor, Fireline (REAF), PMS 311-112; Resource Advisor Guide, PMS 313; host unit specialist; host unit resource advisor guide, if available; **Interagency Standards for Fire and Fire Aviation Operations (Red Book).

How to accomplish task:

- Obtain an initial briefing from the incident supervisor. Components may include:
 - Organizational structure (operational and resource advisor team) and contact information.
 - Position expectations and standards.
 - Communications plan.
 - Current situation (e.g., Incident Management Team [IMT], incident, weather, fire behavior).
 - IAP and digital mapping products.
 - Resources of concern and resource protection measures (RPMs).
 - Host unit resource advisor guide.
 - Spatial data related to resource values of concern, jurisdictional/management boundaries, and digital mapping products.
 - Safety concerns and protocols.
 - Medical Plan (ICS 206).
 - Work location and daily schedule.
 - Discussion of time reporting and tracking expectations (i.e., Crew Time Report [CTR], SF 261).
 - Contact information of local resource specialists.
 - Data collection standards and damage assessment levels (appropriate records and damage assessment forms).
 - Standards for protection of sensitive data.
 - Documentation expectations.
 - Logistical information (e.g., sleeping arrangements, camp layout).
- Ask about the following to get fully oriented to the environment (if not included in the briefing):
 - Shift start/end times
 - Specific duties/assignment
 - Meeting/briefing times and requirements
 - Location of plans and guides (e.g., host unit resource advisor guide, report templates, repair plan)
 - Priorities of at-risk resources as indicated by the host unit specialist
- Ensure access and equipment for mission readiness.
 - Set up your mobile device, computer, and internet access (as applicable).
 - Get your radio cloned to the incident frequencies.
 - Obtain necessary personal protective equipment (PPE) and supplies as needed (e.g., line tools, fire shelter, multichannel radio).
 - Request any necessary equipment and supplies to complete your work assignments (e.g., data recording devices, flagging tape).
- Adhere to protocols for protecting sensitive information.



Build the Team

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

When to start task: At the beginning of the assignment and throughout the duration of the assignment.

Resources to complete task: IAP; Assignment List (ICS 204); Incident Radio Communications Plan (ICS 205); Medical Plan (ICS 206); Incident Organization Chart (ICS 207).

How to accomplish task:

- Establish contact with operational supervisors (e.g., DIVS, TFLD).
- Confirm the accountability process with operational supervisors.
- Confirm radio frequencies relevant to the operational assignment.
- Understand reporting procedures for medical emergencies, accidents, and additional resource needs. If the reporting procedures are not clear, confirm them with operational supervisors.

***Establish a common operating picture with supervisors and fireline personnel.**

When to start task: Throughout the incident.

Resources to complete task: IAP; Incident Organization Chart (ICS 207); *Resource Advisor Guide*, PMS 313; Look Up, Down, and Around section of the *IRPG*.

How to accomplish task:

- Identify your roles and responsibilities on the incident.
- Interact frequently with other fireline personnel within your operational work group or associated with your work assignment.
- Interact frequently with other resource advisors (e.g., READ, REAF, and Archaeologist [ARCH] personnel) to share knowledge.

Model collaborative values, provide positive influence, and emphasize teamwork.

When to start task: Throughout the incident.

Resources to complete task: *Resource Advisor Guide*, PMS 313.

How to accomplish task:

- Establish and maintain personal and professional relationships.
- Model professionalism and timeliness at all times.
- Build a collaborative environment.
 - Be approachable, and create a respectful, trustworthy line of communication with operational resources and host unit subject matter experts (SMEs).
 - Promote including every team member.



Perform Resource Advisor, Fireline-Specific Duties

***Share subject matter expertise to create a shared value of resources.**

When to start task: Throughout the incident.

Resources to complete task: Land and resource management plans; local plans; resource map; host unit resource advisor guide; resource references; host unit SMEs; *Resource Advisor Guide*, PMS 313; specialized information from the AA and/or host unit.

How to accomplish task:

- Provide learning opportunities through on-the-job experiences (e.g., cross-training, shadowing, mentoring).
- Contribute to a learning culture (e.g., providing and receiving feedback, providing a small resource presentation in a briefing).
- Explain the “why” behind a resource value.

***Gather incident-specific resource information.**

When to start task: When assigned to an incident.

Resources to complete task: IAP; NIFC standards; land management plans; resource-specific plans; host unit resource advisor guide; WFDSS; *Interagency Standards for Fire and Fire Aviation Operations* (Red Book).

How to accomplish task:

- Speak with the incident supervisor and contact local specialists, other resource advisors, and operational resources.
- Identify resource-specific law, regulation, and policy requirements for resource protection during wildland incidents.
- Consult resource-specific references to gather relevant resource information (e.g., management/recovery plans, species guides, host unit resource advisor guide).
- Validate resource information on the fireline.
- Identify undocumented or new resources, resource conditions, or impacts.
- Work to create a resource advisor map with incident data and natural resource data.
- Update incident and resource data (e.g., offline maps) daily.

***Design resource protection measures (RPMs).**

When to start task: When resources need protection.

Resources to complete task: IAP; NIFC standards; land management plans; resource-specific plans; host unit resource advisor guide; local resource plans; WFDSS; *Resource Advisor Guide*, PMS 313; National Core BMP Technical Guide; host unit SMEs.

How to accomplish task:

- Ensure designed RPMs are consistent with resource law, regulation, policy, and local practices (e.g., Endangered Species Act [ESA], Wilderness Act, land management plans).



- Design incident-specific measures that are timely, feasible, and effective.
 - Understand laws, regulations, and policies for resource protection during wildland incidents.
 - Identify site-specific resource values of concern.
 - Identify any previously effective RPMs and modify them for the current incident when applicable.
 - Advise on RPMs for the avoidance, protection, mitigation, and/or stabilization of impacts to resources of concern.
 - Advise on priorities for resource protection.
 - Identify overlapping resources, coordinate the RPMs, and address possible impacts that RPMs may have on other resources.
- Use subject matter expertise to design effective measures.
- Inform the incident supervisor if supplies or specialized knowledge are needed to aid in the implementation of resource protection.
- Validate or test measures (e.g., with incident supervisors, local experts), if possible; adaptively manage the RPMs.

***Communicate resources of concern and resource protection measures (RPMs) to incident personnel.**

When to start task: When resources need protection.

Resources to complete task: IAP; Assignment List (ICS 204); IRPG; RPMs; *Resource Advisor Guide*, PMS 313.

How to accomplish task:

- Maintain the confidentiality of sensitive resource data by managing how data is disseminated and how site location/avoidance is communicated to incident personnel.
- Communicate resource values of concern to fireline personnel and advise on RPMs to minimize or avoid impact to the resources.
- Communicate resource-specific law, regulation, and policy requirements for resource protection during wildland incidents. Assist, counsel, and coordinate with fireline personnel to meet incident objectives related to resource protection, suppression repair, and Minimum Impact Strategy Tactics (MIST).
- Communicate resources of concern and RPMs to the incident supervisor.
- Contribute to the resource message and special instructions in the IAP as requested by the incident supervisor.

***Document resource data.**

When to start task: When a resource (new, old, or changing) that needs documentation is encountered.

Resources to complete task: IAP; Assignment List (ICS 204); NIFC standards; Activity Log (ICS 214); RPMs; *Resource Advisor Guide*, PMS 313; map/digital resources.

How to accomplish task:

- Maintain the confidentiality of sensitive resource data by managing how data is disseminated and how site location/avoidance is communicated to incident personnel.
- Understand resource-specific documentation requirements as specified by laws, regulations, and policies.



- Record and update resource data in the incident geospatial database, Activity Log (ICS 214), and Incident Resource Advisor Report (IRAR).
- Document resource data using designated methods (e.g., assessments, host unit server) so that it can be transferred to the debriefing unit.
- Ensure resource data is legible and thorough.
- Contribute pertinent information (e.g., RPMs) to the IRAR.
- Complete the Activity Log (ICS 214) daily.
- Record the type and severity of fire impacts to resources.
 - Record impacts from both suppression and the fire itself.
 - Record actions taken to minimize or mitigate impacts.
 - Provide photographs of resources pre- and post-impact as applicable.

***Conduct resource protection measure (RPM) compliance checks.**

When to start task: Throughout the incident.

Resources to complete task: RPMs; geospatial data; maps.

How to accomplish task:

- Build a collaborative environment that promotes compliance.
- Ensure RPMs are effective and implemented as designed.
- Continuously verify in the field that the RPMs are still effective.
- Incorporate changing compliance standards or RPMs into compliance checks.
- Communicate the compliance status with the incident supervisor and operational supervisors (e.g., problems and/or successes).
- Identify when/if RPMs are impacting other resources and adjust.

***Develop suppression repair specifications.**

When to start task: After a resource has been impacted by suppression activities.

Resources to complete task: *Resource Advisor Guide*, PMS 313; local land and resource management plans; host unit resource advisor guide; resource references; previous suppression repair plans (e.g., from the AA and/or host unit).

How to accomplish task:

- Use subject matter expertise to develop repair specifications that are feasible, timely, effective, and tailored to conditions.
 - Understand laws, regulations, and policies for resource protection during repair.
 - Ensure the proposed repair does not result in avoidable resource damage.
 - Identify previously effective repair specifications and modify them for the current incident when applicable.
 - Consider fire and environmental conditions in the specifications (e.g., wetting rain probability, soil type, fire progression, equipment availability).
- Collaborate with the host unit and incident supervisor on local specifications and the desired end state.
- Contribute to the incident suppression repair plan as requested by incident supervisors.
- Refer to incident data and collaborate with the host unit to establish repair priorities.

- Obtain approval from the incident supervisor for repair specifications.
- Collaborate on what impacts constitute suppression repair and what impacts may be addressed in other post-fire activities.

***Advise on strategy and tactics for suppression repair.**

When to start task: After a suppression report plan has been completed.

Resources to complete task: IAP; suppression repair plan; geospatial data.

How to accomplish task:

- Share subject matter expertise as related to effective and appropriate suppression repair.
- Collaborate with the IMT and consult with resource advisors or the local/regional specialist as necessary.
- Communicate special repairs to fireline personnel.
- Communicate the desired end state to guide the repair strategy.
- Prioritize suppression repair needs and advise on their prioritization.
- Adaptively manage repair specifications based on changing conditions.
- Communicate repair progress daily with the incident supervisor.
- Communicate the strategy (e.g., repair considerations, repair priorities) through transitions.
- Advise operational supervisors on equipment and supplies required for effective repair.

***Conduct compliance checks on suppression repair.**

When to start task: After suppression repairs have been implemented.

Resources to complete task: IAP; suppression repair plan; geospatial data; photograph log; *Resource Advisor Guide*, PMS 313.

How to accomplish task:

- Inspect repair measures to ensure they are compliant with the desired end state and/or the incident suppression repair plan.
- Identify when/if repair specifications are impacting other resources and adjust accordingly.
- Build a collaborative environment that promotes the desired end state.
- Resolve inconsistencies with the suppression repair plan when necessary.

***Document suppression repair.**

When to start task: After suppression repair has begun and been inspected.

Resources to complete task: Suppression repair plan; geospatial data/maps; NIFC standards; *Resource Advisor Guide*, PMS 313.

How to accomplish task:

- Update all documentation to reflect the current repair status.
 - Geospatial data
 - IRAR/transition plan
 - Suppression repair map
- Identify and document incident- and resource-specific law, regulation, and policy requirements for repair.



Perform Resource Advisor, Fireline-Specific Duties

- Document resource data using designated methods (e.g., assessments, host unit server) so that it can be transferred to the debriefing unit.
- Ensure resource data is legible and thorough.
- Provide the repair status during transition and advise on continuity when transferring to the host unit.



Communicate and Coordinate

***Establish communications and exchange necessary information.**

When to start task: Throughout the incident.

Resources to complete task: IAP; Incident Radio Communications Plan (ICS 205); Briefing Checklist section of the *IRPG*; *Resource Advisor Guide*, PMS 313.

How to accomplish task:

- Adhere to standards for protection of sensitive data.
- Demonstrate effective communication by providing timely, professional, and concise information.
 - Engage in active listening.
 - Facilitate an open discussion.
 - Allow all voices to be heard.
 - Provide and receive constructive feedback.
- Promote and practice consistent resource messaging throughout the duration and scope of the incident.
 - Align recommendations with other resource advisors.
 - Contribute to the resource advisor message and special instructions for the IAP as directed by the incident supervisor.
- Anticipate resource advising needs (e.g., specialized skills, equipment, information for resource protection, and staffing).
- Meet with the incident supervisor for daily assignments.
 - Ensure daily duties and assignments are clear.
 - Share findings, discuss challenges, discuss successes, find solutions to problems, and discuss needs.
 - Get a common operating picture for the incident.
 - Ensure your understanding of check-in/check-out processes.
- Attend meetings with the IMT/AAs as requested to communicate resource concerns.
- Attend all relevant operational briefings.
 - Coordinate the assignment and needs with operational supervisors.
 - Brief and advise fireline personnel on resource concerns.
 - Ensure proper communication with operational supervisors and operational contacts.
 - Validate the accountability process.
 - Provide the resource advisor message as requested.
- Attend all resource advisor meetings.
 - Coordinate the assignment and needs.
 - Share successes and failures.
 - Solicit assistance and input from relevant SMEs.
 - Share resource concerns.
 - Share safety concerns and issues associated with communication.
- Communicate regularly with the host unit (e.g., resource concerns, RPMs, repair status) as you are able.



- Establish communication and exchange necessary information as requested to:
 - Host unit SMEs.
 - Other IMT staff.
 - Burned Area Emergency Response (BAER)/Emergency Stabilization and Rehabilitation (ESR) or post-fire teams.
 - Local agencies.
- Follow incident guidelines for the public and the media.

***Communicate effectively using multichannel radios.**

When to start task: When traveling to and from the assignment and working on the fireline.

Resources to complete task: Assignment List (ICS 204); Incident Radio Communications Plan (ICS 205); radio programming guide; repeater map.

How to accomplish task:

- Prepare and program radios for the assignment.
- Get your radio cloned to incident frequencies and update them as needed.
- Change your location to improve reception/transmission as required.
- Follow incident radio protocols and all check-in and check-out procedures.
- Exercise radio discipline and communicate procedures using clear, concise language and appropriate ICS terminology.

Participate in briefings and/or After Action Reviews (AARs).

When to start task: Throughout the incident.

Resources to complete task: *IRPG*; NWCG AARs web page.

How to accomplish task:

- Participate in shift briefings.
- Participate in AARs as directed by the incident supervisor.
 - Identify successes and opportunities to improve.
 - Demonstrate clear dialogue and open communication.
 - Engage in active listening.
 - Provide and receive constructive feedback.
 - Provide context and perception based on your individual experience/perspective.
- Apply lessons learned in AARs to future work.

Manage Risk

*Manage risk on the fireline.

When to start task: Throughout the incident.

Resources to complete task: *IRPG*; IAP; field data collection device; Medical Plan and Medical Incident Report (ICS 206 WF); accident/incident report forms; ***Interagency Standards for Fire and Fire Aviation Operations* (Red Book).

How to accomplish task:

- Ensure personal accountability for location, health, safety, and welfare.
 - Maintain situational awareness by monitoring relevant radio channels, attending operational briefings, and reviewing the IAP at the beginning of each shift.
 - Monitor for signs and symptoms of physical and mental fatigue, illness, or injury. Mitigate appropriately.
- Establish and maintain communication during each shift (e.g., radio calls when moving in and out of the division).
- Receive and share safety concerns with the incident supervisor and operational supervisors.
- Conduct resource advising in accordance with incident safety protocols; 10 Standard Firefighting Orders; 18 Watch Out Situations; and Lookouts, Communications, Escape Routes, and Safety Zones (LCES) principles (e.g., know established trigger points and develop internal trigger points).
- Operate safely around heavy equipment and aircraft.
- Know how to properly refuse risk (refer to the process in the *IRPG*).
- Ensure agency work/rest guidelines and driving standards are followed throughout the incident.
- Plan for medical emergencies. Ensure you are prepared to execute the Medical Plan and Medical Incident Report (ICS 206 WF).
- Submit accident/incident reports with pertinent forms (i.e., SAFECOM, SAFENET, agency-specific forms) through the established chain of command as needed.
- Utilize Safety Officers (SOFs) to assist with the Risk Management Process and provide input on the safety of operations.

Document

***Manage administrative tasks and documentation and ensure timely completion.**

When to start task: Throughout the incident.

Resources to complete task: General Message (ICS 213); Activity Log (ICS 214); Incident Personnel Performance Rating (ICS 225 or ICS 225 WF); Crew Time Report (CTR), SF 261; GPS-enabled phone or tablet.

How to accomplish task:

- Keep a daily diary of communications, interactions, and events.
 - Record the decision-making process for challenging situations.
- Complete, authorize, and ensure the timeliness of the following and route them as required:
 - General Message (ICS 213)
 - Activity Log (ICS 214)
 - Crew Time Report (CTR), SF 261
 - Incident Personnel Performance Rating (ICS 225 or ICS 225 WF)
- Produce an IRAR including the following, as appropriate:
 - Documentation of current and anticipated effects to valued resources resulting from the fire, suppression actions, and suppression repair
 - Documentation of RPMs taken and the success or failure of those protection measures, if known
 - Recommendations for resource protection, mitigation, stabilization, repair, and/or restoration
 - Monitoring forms
 - Documentation of newly identified resources
 - Documentation of damaged resources and repair status
 - Recommendations for repair and restoration treatments
 - Photograph log
 - Narrative description of the resource advisor response relative to the incident objectives
- Distribute documentation to the appropriate personnel while maintaining the appropriate level of confidentiality.
- Provide administrative support to resource advisors as needed.

Demobilize

Prepare for and implement demobilization.

When to start task: Prior to departure from the incident.

Resources to complete task: Crew Time Report (CTR), SF 261; Incident Time Report, OF 288; Demobilization Check-Out (ICS 221).

How to accomplish task:

- Plan for travel and coordinate with the incident to travel back to your home unit.
- Coordinate an efficient transfer of position duties with the incoming IMT, host agency, new REAC/Lead READ, REAF personnel, READ personnel, ARCH personnel, and/or host unit SMEs.
- Ensure contact information is up to date and available to the incident supervisor.
- Follow the incident-specific demobilization process.
 - Return equipment and supplies to the appropriate unit.
 - Verify time.
 - Verify travel.

Depart from incident.

When to start task: Completed demobilization process and released from the incident.

Resources to complete task: Incident Time Report, OF 288; Demobilization Check-Out (ICS 221); ***Interagency Standards for Fire and Fire Aviation Operations* (Red Book).

How to accomplish task:

- Model professionalism for both internal and external customers.
 - Wear attire that reflects positively on the agency you represent.
 - Refer to the local dress code policy.
 - Consistently demonstrate a positive attitude.
- Adhere to agency work/rest guidelines during travel.
- Check in with the home dispatch center and supervisor upon arrival.

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