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# NWCG Incident Position Standards for Demobilization Unit Leader

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The *NWCG Incident Position Standards for Demobilization Unit Leader* establishes national interagency standards for operating as a Demobilization Unit Leader (DMOB) 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 Demobilization Unit Leader Position Page, <https://www.nwcg.gov/positions/demobilization-unit-leader>, 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 Demobilization Unit Leader.

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)*

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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.

# Table of Contents

|   |           |
|---|-----------|
| <b>General References</b> .....   | <b>1</b>  |
| Agency-Specific References .....  | 1         |
| <b>*Leadership Level 3, Leader of People (Develop Intent)</b> .....   | <b>2</b>  |
| Description .....   | 2         |
| Behaviors .....   | 2         |
| Knowledge.....  | 2         |
| <b>Prepare and Mobilize</b> .....   | <b>4</b>  |
| Ensure individual readiness.....  | 4         |
| Gather critical information pertinent to the assignment. ....   | 4         |
| Travel to and check in at assignment. ....  | 4         |
| <b>Build the Team</b> .....   | <b>5</b>  |
| *Assemble and validate the readiness of personnel and equipment.....  | 5         |
| <b>Supervise and Direct Work Assignments</b> .....  | <b>6</b>  |
| *Ensure incident objectives and performance standards are met. ....   | 6         |
| *Monitor performance and provide immediate and consistent feedback to assigned personnel. ....                | 6         |
| <b>Perform Demobilization Unit Leader-Specific Duties</b> .....   | <b>7</b>  |
| *Prepare the Demobilization Plan. ....  | 7         |
| *Implement the Demobilization Plan.....   | 7         |
| <b>Communicate and Coordinate</b> .....   | <b>9</b>  |
| *Attend incident briefings and meetings.....  | 9         |
| *Maintain continuity of operations with other sections, units, and dispatch. ....                             | 9         |
| *Conduct and/or participate in After Action Reviews (AARs).....   | 9         |
| <b>Manage Risk</b> .....  | <b>10</b> |
| *Maintain physical and mental safety of self and assigned resources. ....                                     | 10        |
| *Adhere to established guidelines for work/rest, personal protective equipment (PPE), and communication. .... | 10        |
| *Ensure assigned resources do not exceed length of assignment policy.....                                     | 11        |
| *Monitor for signs and symptoms of fatigue, illness, or injury. Mitigate as appropriate. ....                 | 11        |
| <b>Document</b> .....   | <b>12</b> |
| *File required documents as appropriate for each operational period. ....                                     | 12        |
| <b>Demobilize</b> .....   | <b>13</b> |
| *Prepare for transition. ....   | 13        |
| *Plan for demobilization. ....  | 13        |

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## General References

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- *NWCG Standards for Electronic Documentation (eDoc)*, PMS 277, <https://www.nwcg.gov/publications/pms277>
- *NWCG Position Task Book for Status/Check-In Recorder (SCKN)*, PMS 311-32, <https://www.nwcg.gov/publications/position-taskbooks/pms311-32>
- *NWCG Incident Position Standards for Status/Check-In Recorder*, PMS 350-32, <https://www.nwcg.gov/publications/pms350-32>
- *NWCG Incident Response Pocket Guide (IRPG)*, PMS 461, <https://www.nwcg.gov/publications/pms461>
- *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)
  - Assignment List (ICS 204)
  - General Message (ICS 213)
  - Incident Action Plan Safety Analysis (ICS 215A)
  - 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
- InciWeb, <https://inciweb.nwcg.gov/>

## Agency-Specific References

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

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## \*Leadership Level 3, Leader of People (Develop Intent)

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Leaders of people have increasing challenges. They accept responsibility, not only for their own actions, but for those of their team. Leaders of people act to develop credibility as leaders: placing the team ahead of themselves, demonstrating trustworthiness, mastering essential technical skills, and instilling the values of the organization in their teams. For additional information, review the Level 3 description, expected behaviors and knowledge, suggested development goals, and self-study opportunities <https://www.nwcg.gov/committees/leadership-committee/leadership-levels>.

### Description

- Lead a large group or unit of people.
- Quickly assemble and lead a cohesive team to accomplish mission objectives.
- Provide an inclusive environment that fosters the development of others, facilitates cooperation and teamwork, and supports constructive resolutions of conflict.
- Continue to build personal leadership skills, and lead by example.

### Behaviors

- Demonstrates expertise in job skills to provide guidance and training to team members.
- Develops credibility and reputation to increase one's personal sphere of influence.
- Uses experience and training to develop novel solutions to tactical problems.
- Directly mentors new leaders to develop counseling skills and ensure the organization has a leadership pipeline.
- Demonstrates an appropriate response and aftercare of a traumatic event involving a team member.
- Utilizes a risk-refusal process to ensure team safety while considering options for mission accomplishment.
- Conducts an effective briefing to ensure mission accomplishment and unity of action.
- Practices effective debriefing facilitation techniques to improve team performance and increase team cohesion.
- Demonstrates direct statements, active listening, and message confirmation, and allows effective feedback.
- Effectively demonstrates the five communication responsibilities and adapts to the unique needs of people and situations.
- Demonstrates risk management and recognition-primed decision-making.
- Demonstrates the appropriate leadership styles to accomplish the mission and build the team.
- Identifies and manages acute and chronic fatigue to improve health and performance.
- Exercises appropriate sources of influence to ensure mission accomplishment and maintain team cohesion.
- Applies an appropriate leadership style (directing, delegating, or participatory) for a given team and situation to develop team members and increase team cohesion.

### Knowledge

- Describe how core values, principles, and traits guide tactical and ethical decisions.
- Understand a leader's role in influencing decisions up and down the chain of command and knowing when to lead up.

- Understand application of various leadership styles to ensure high team performance and cohesion.
- Describe the traits and principles which guide a leader's role to ensure team performance and a positive work environment when responding to harassment, substance abuse, conflict resolution, and hazing.
- Identify the consequences and understand the positive use of position power and authority.
- Describe human stress reactions to understand the impact of stress on team performance and individual decision-making.
- Define the leader's role in each phase of teambuilding to enhance cohesion, effectiveness, and trust.
- Establish or validate crew standards (standard operating procedures [SOP] or standard operation guide [SOG]) to ensure a common operating picture.
- Ensure a positive and healthy work environment, and promote team cohesion by dealing with conflict, harassment, and substance abuse.
- Understand various techniques for counseling and mentoring subordinates to ensure trust and open communication within the team.
- Define techniques for rapid teambuilding.
- Define characteristics of high-performing teams.
- Understand how to use the situation awareness cycle and how to evaluate whether a leader's perception matches the reality of the situation.
- Recognize and exercise the ability to control operational tempo.
- Analyze barriers to communication to establish and maintain open lines of communication.
- Develop and communicate leader's intent.
- Understand the error chain (i.e., Swiss Cheese Model) to promote a safety-conscious team.
- Understand how to integrate contingency planning into operations and anticipate upstream or systematic errors.
- Evaluate and update one's leadership individual development plan using peer feedback and self-assessment.
- Explain how building a positive command climate relates to team cohesion.
- Understand the importance of command and control.



## Prepare and Mobilize

### **Ensure individual readiness.**

**When to start task:** Prior to accepting an assignment.

**Resources to complete task:** Resource order; resource ordering application (e.g., Interagency Resource Ordering Capability [IROC]); *IRPG*; *\*\*Interagency Standards for Fire and Fire Aviation Operations* (Red Book).

#### **How to accomplish task:**

- Build a kit.
- Pack red bag/personal bag for a 21-day deployment.
- Obtain approval from the home unit.
- Ensure your status and availability are updated in the resource ordering application (e.g., IROC).
- Ensure access to web-based programs and applications.

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

**When to start task:** Upon receipt of resource order.

**Resources to complete task:** Resource order; resource ordering application (e.g., IROC); InciWeb; Incident Action Plan (IAP); dispatch center; Incident Management Team (IMT) members; Planning Section Chief (PSC).

#### **How to accomplish task:**

- Obtain the resource order.
- Request access to the resource ordering application (e.g., IROC) from the host unit.
- Obtain a list of current resources.
- Verify the Incident Command Post (ICP) location.
- Receive a briefing from the PSC and inquire about obtaining a current IAP.
- Review the IAP.

### **Travel to and check in at assignment.**

**When to start task:** Upon receipt of resource order.

**Resources to complete task:** Established check-in process; resource tracking application (e.g., e-ISuite).

#### **How to accomplish task:**

- Make travel arrangements.
  - Coordinate travel specifics with dispatch.
- Execute travel and adhere to agency travel policy related to the mode of transportation.
- Check in upon arrival at the incident.



## Build the Team

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### **\*Assemble and validate the readiness of personnel and equipment.**

**When to start task:** Upon arrival at the incident.

**Resources to complete task:** Resource ordering application (e.g., IROC); incident resource tracking system (e.g., Trello, T-card racks, Microsoft Planner); resource tracking application (e.g., e-ISuite).

#### **How to accomplish task:**

- Establish a workspace (i.e., phones, supplies, computers).
- Establish contact with the dispatch center or expanded dispatch supervisor.
- Ensure access to web-based programs and applications.
- Complete a review of staffing requirements and ensure there are adequate personnel to meet needs.





## Supervise and Direct Work Assignments

### **\*Ensure incident objectives and performance standards are met.**

**When to start task:** Throughout daily operations.

**Resources to complete task:** IAP; Crew Time Report (CTR), SF 261; *NWCG Incident Position Standards for Status/Check-In Recorder*, PMS 350-32; *NWCG Position Task Book for Status/Check-In Recorder (SCKN)*, PMS 311-32; resource tracking application (e.g., e-ISuite); incident resource tracking system (e.g., Trello, T-card racks, Microsoft Planner); **\*\*Interagency Standards for Fire and Fire Aviation Operations** (Red Book).

#### **How to accomplish task:**

- Set work schedules, priorities, and duties for subordinates.
- Ensure check-ins are performed correctly.
- Mentor and assist with the check-in and demobilization processes.
- Ensure subordinates are regularly updating electronic databases.
- Ensure subordinates are communicating new check-ins or resource extensions as they come in or provide a report.
- Ensure subordinates are following timekeeping procedures and work/rest guidelines.

### **\*Monitor performance and provide immediate and consistent feedback to assigned personnel.**

**When to start task:** Throughout daily operations.

**Resources to complete task:** IMT SOPs; Incident Personnel Performance Rating (ICS 225 or ICS 225 WF).

#### **How to accomplish task:**

- Regularly check in with assigned personnel.
- Discuss and review performance evaluations using the Incident Personnel Performance Rating (ICS 225 or ICS 225 WF).



## Perform Demobilization Unit Leader-Specific Duties

### **\*Prepare the Demobilization Plan.**

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

**Resources to complete task:** Demobilization Plan; Demobilization Check-Out (ICS 221); dispatch contact list; IAP; IMT contact list; IMT; resource order; SOPs.

#### **How to accomplish task:**

- Develop or follow procedures for resource demobilization (i.e., Demobilization Check-Out [ICS 221] or electronic database).
- Create and complete a Demobilization Plan that may include the following sections:
  - General Information that includes the purpose of the plan.
  - Demobilization Guidelines that may include timeframes and guidelines for notifying expanded dispatch, communicating performance ratings, assignments not exceeding 14 days, and vehicle inspections.
  - Demobilization Responsibilities that include demobilization-related position responsibilities for DMOB, Incident Commander (IC), Safety Officer (SOF), PSC, Logistics Section Chief (LSC), Finance/Administration Section Chief (FSC), Operations Section Chief (OSC), and dispatch and/or expanded dispatch.
  - Release Procedures that may include a resource information list, the release process and responsibilities, and an emergency release process.
  - Travel Information that may include resource contact information, air travel/flyer information, and travel notes.
  - Release Priorities that include priorities for release.
  - Signatures from various positions associated with the demobilization process, including the IC, section chiefs, DMOB, and expanded dispatch.
  - Directory that includes point-of-contact information.
  - Extension Procedures that cover guidelines for extensions.
- Disseminate the Demobilization Plan to the Command and General Staff (C&G), dispatch center, or expanded dispatch supervisor for review, edits, and signatures.

### **\*Implement the Demobilization Plan.**

**When to start task:** Throughout daily operations.

**Resources to complete task:** Organization Assignment List (ICS 203); Assignment List (ICS 204); General Message (ICS 213); Demobilization Plan; tentative demobilization list; dispatch; logistics; supplies; glidepaths; tracking database.

#### **How to accomplish task:**

- Obtain information to create the demobilization schedule (i.e., General Message [ICS 213]).
- Communicate and coordinate with sections and units as needed to establish timeframes.
- Create and disseminate the demobilization documents (i.e., instructions, tentative schedule) for the IAP.
- Submit tentative and actual releases (if required) as well as flight requests to dispatch.
- Monitor the demobilization process and progress.



- Communicate with dispatch regarding the availability of resources for reassignment, as needed.
- Facilitate resource assignment extensions and crew swaps.
- Process emergency demobilizations in a timely manner.
- Provide resource glidepath, length of assignment, and last workday information to C&G for demobilization planning.
- Arrange ground and air travel in coordination with expanded dispatch and/or the Ground Support Unit.
- Develop incident-specific demobilization instructions, as applicable, to communicate to resources (e.g., signage, IAP insert).
- Support resources and management with the demobilization process.
- Maintain the resource tracking system with current demobilization data.
- Coordinate with the PSC and Resources Unit Leader (RESL) to determine who will monitor operational and non-operational resources to:
  - Manage the lengths of assignments in accordance with policy and procedure.
  - Facilitate resource assignment extensions, crew swaps, and reassignments.
  - Track in the electronic database.



## Communicate and Coordinate

### **\*Attend incident briefings and meetings.**

**When to start task:** Throughout the incident.

**Resources to complete task:** Incident/IMT planning schedule and protocols.

**How to accomplish task:**

- Participate in meetings as directed.
  - Operational period briefing
  - Tactics meeting
  - Planning meeting
  - Planning Section meeting
- Ensure relevant information is exchanged.

### **\*Maintain continuity of operations with other sections, units, and dispatch.**

**When to start task:** Throughout the incident.

**Resources to complete task:** IMT SOPs; Incident Objectives (ICS 202); General Message (ICS 213).

**How to accomplish task:**

- Establish contact with expanded dispatch or the dispatch center.
- Establish and maintain positive interpersonal and interagency relationships.
- Establish a common operating picture.
- Communicate and coordinate with other sections and units, maintain situational awareness, and adjust actions based on the information received.

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

**When to start task:** Throughout the incident.

**Resources to complete task:** *IRPG*.

**How to accomplish task:**

- Prepare input for AARs.
- Attend and engage in AARs.
- Lead the unit AAR, if necessary.

## Manage Risk

### **\*Maintain physical and mental safety of self and assigned resources.**

**When to start task:** Start of fire season or upon receipt of resource order.

**Resources to complete task:** Firefighter Stress Management, Risk Management Process, and Planning for Medical Emergencies sections of the *IRPG*; agency-specific wellness guides; *NWCG Standards for Interagency Incident Business Management*, PMS 902.

#### **How to accomplish task:**

- Maintain health by ensuring:
  - Adequate sleep.
  - Proper nutrition.
  - Physical activity.
  - Stress management.
- Review the resource orders of reassigned resources to ensure they meet length of assignment policy.
- Pack items that support self-care and adequate sleep, such as:
  - Sleeping bag.
  - Tent.
  - Food for at least 24 hours.
  - Prescribed medications.
- Maintain safety for self and assigned resources by:
  - Traveling to the incident in a safe manner (e.g., follow work/rest travel ratios and drive at safe speeds).
  - Setting up a safe workspace (e.g., reducing tripping hazards).
  - Communicating the locations of fire exits, fire extinguishers, and other safety equipment.
  - Monitoring the lengths of assignments.
  - Maintaining work/rest ratios in accordance with *NWCG Standards for Interagency Incident Business Management*, PMS 902.
  - Providing opportunities for rest and stress management as needed.


### **\*Adhere to established guidelines for work/rest, personal protective equipment (PPE), and communication.**

**When to start task:** Upon receipt of resource order.

**Resources to complete task:** Home unit and team-specific SOPs; IAP; kit; PPE; **\*\*Interagency Standards for Fire and Fire Aviation Operations** (Red Book).

#### **How to accomplish task:**

- Stay current with agency policies and assignment requirements by:
  - Reviewing the **\*\*Interagency Standards for Fire and Fire Aviation Operations** (Red Book) and home unit and team-specific SOPs.
  - Reviewing updates from the home unit.
- Follow established guidelines.
- Ensure compliance with all safety practices and procedures for yourself and assigned personnel by:

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- Reviewing incident and department safety-related policies and procedures.
  - Implementing safety measures in the IAP.
  - Notifying the SOF with any concerns or questions.
  - Mitigating any hazards safely.

**\*Ensure assigned resources do not exceed length of assignment policy.**

**When to start task:** Upon transfer of command.

**Resources to complete task:** Resource tracking application (e.g., e-ISuite); *NWCG Standards for Interagency Incident Business Management*, PMS 902.

**How to accomplish task:**

- Monitor the resource tracking database for length of assignment issues.
- Communicate with the applicable section chiefs, RESL, and SCKN if length of assignment issues are identified.
- Provide accurate three-day tentative release lists.

**\*Monitor for signs and symptoms of fatigue, illness, or injury. Mitigate as appropriate.**

**When to start task:** Upon receipt of resource order.

**Resources to complete task:** Incident Action Plan Safety Analysis (ICS 215A); PPE; incident-specific safety plans; briefings related to safety information.

**How to accomplish task:**

- Ensure adequate rest prior to mobilization.
- During mobilization, follow work/rest and driving protocols.
- Comply with incident-specific safety practices and procedures.
- Check in with assigned personnel throughout the incident.
- Monitor for signs of illness or fatigue in others and yourself and notify the appropriate supervisor as needed.



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## Document

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**\*File required documents as appropriate for each operational period.**

**When to start task:** Throughout the incident.

**Resources to complete task:** *NWCG Standards for Electronic Documentation (eDoc)*, PMS 277; Doc Box.

**How to accomplish task:**

- Communicate with the Documentation Unit Leader (DOCL) to obtain Doc Box protocol/preferences.
- Ensure all required unit documentation is in the Doc Box.



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## Demobilize

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### **\*Prepare for transition.**

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

**Resources to complete task:** Resource tracking application (e.g., e-ISuite); Demobilization Plan.

**How to accomplish task:**

- Provide input for the transition document.
- Exchange information with the incoming DMOB or other appropriate personnel.
- Email the final demobilization report to expanded dispatch.

### **\*Plan for demobilization.**

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

**Resources to complete task:** IAP.

**How to accomplish task:**

- Return equipment and supplies to the appropriate unit.
- Complete the demobilization check-out process for yourself and your unit before being released from the incident.
- Report your travel status to your home unit and incident supervisor.



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