

A publication of the  
National Wildfire  
Coordinating Group



# NWCG Incident Position Standards for Resources Unit Leader

PMS 350-27

JANUARY 2025



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January 2025  
PMS 350-27

The *NWCG Incident Position Standards for Resources Unit Leader* establishes national interagency standards for operating as a Resources Unit Leader (RESL) 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 Resources Unit Leader Position Page, <https://www.nwcg.gov/positions/resources-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 Resources 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.

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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)
  - Incident Radio Communications Plan (ICS 205)
  - Medical Plan (ICS 206)
  - Incident Status Summary (ICS 209)
  - General Message (ICS 213)
  - Operational Planning Worksheet (ICS 215)
  - Incident Action Plan Safety Analysis (ICS 215A)
  - Air Operations Summary (ICS 220)
  - 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>
- **\*\*National Interagency Standards for Resource Mobilization**, <https://www.nifc.gov/nicc/logistics/reference-documents>

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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.

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- 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.



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## Prepare and Mobilize

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### **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); incident resource tracking system (e.g., Trello, T-card racks, Microsoft Planner); IAP; resource order; IMT SOPs.

**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:** Established check-in database/process; 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); Facilities Unit Leader (FACL); Incident Technology Support Specialist (ITSS).

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

- Establish a workspace (i.e., phones, supplies, computers).
- Ensure the check-in process has been set up.
- 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 Resources Unit Leader-Specific Duties

### **\*Gather and verify information on resource status.**

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

**Resources to complete task:** In-briefing package; transition plan; previous IAPs; resource orders; resource ordering application (e.g., IROC).

**How to accomplish task:**

- Brief with Operations and the current/transitioning RESL on current resources and needs.
- Inventory resources on-scene and establish and verify where they are assigned.
- Review existing and outstanding orders placed with dispatch.

### **\*Order and track incoming resources.**

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

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

**How to accomplish task:**

- Follow the process for placing orders to the incident ordering manager or dispatch.
- Monitor the resource ordering application (e.g., IROC) and/or incident resource tracking system for the order status.
- Visually display the status of ordered and/or incoming resources.

### **\*Maintain a resource status system to reflect the function, organization, status, and location of resources on the incident.**

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

**Resources to complete task:** IMT SOPs; IAPs; Operational Planning Worksheet (ICS 215); resource tracking application (e.g., e-ISuite); incident resource tracking system (e.g., Trello, T-card racks, Microsoft Planner); Assignment List (ICS 204); *NWCG Standards for Interagency Incident Business Management*, PMS 902; *\*\*National Interagency Standards for Resource Mobilization*.

**How to accomplish task:**

- Visually display the status of current on-scene resources.
- Maintain electronic databases.
- Coordinate with the PSC and Demobilization Unit Leader (DMOB) 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 resources in the electronic database.
- Obtain necessary forms and authorizations.
- Update the Assignment List (ICS 204) for operational resources.



**\*Prepare and manage the Incident Action Plan (IAP).**

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

**Resources to complete task:** Current IAP; Doc Box; Incident Objectives (ICS 202); Organization Assignment List (ICS 203); Assignment List (ICS 204); Incident Radio Communications Plan (ICS 205); Medical Plan (ICS 206); Air Operations Summary (ICS 220).

**How to accomplish task:**

- Prepare the IAP cover.
- Prepare and/or update the date on the Incident Objectives (ICS 202) after the PSC has worked on it originally with the Incident Commander (IC).
- Prepare the Organization Assignment List (ICS 203).
- Prepare the Assignment List (ICS 204).
- Compile additional components of the IAP in coordination with other units/sections (e.g., Incident Objectives [ICS 202], Incident Radio Communications Plan [ICS 205], Medical Plan [ICS 206]).
- Facilitate the printing and distribution of IAPs.
- Facilitate the electronic distribution of the IAP (i.e., email list, web location).
- Update and maintain a corrected version of the IAP.
- Ensure the original IAP and corrected IAPs are saved to the Doc Box.

**\*Provide current information on the status of resources to the Situation Unit Leader (SITL).**

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

**Resources to complete task:** Incident Status Summary (ICS 209); IMT SOPs; IAP; resource tracking application (e.g., e-ISuite); incident resource tracking system (e.g., Trello, T-card racks, Microsoft Planner).

**How to accomplish task:**

- Coordinate with the SITL on the organization/format and timeline of the resource count for the Incident Status Summary (ICS 209).
- Update the resource count for the Incident Status Summary (ICS 209) and submit it to the SITL.

**\*Assist with coordinating the demobilization of operational resources.**

**When to start task:** Prior to demobilization.

**Resources to complete task:** IAP; resource tracking application (e.g., e-ISuite); incident resource tracking system (e.g., Trello, T-card racks, Microsoft Planner); *NWCG Standards for Interagency Incident Business Management*, PMS 902; *\*\*National Interagency Standards for Resource Mobilization*.

**How to accomplish task:**

- Identify excess resources in coordination with Operations.
- Coordinate with the DMOB for the release of resources.
- Provide glidepath, length of assignment, and/or last workday information to the Command and General Staff (C&G) as requested for demobilization planning.



## Communicate and Coordinate

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

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

**Resources to complete task:** IAP; incident planning schedule; IMT and/or incident protocols; Incident Status Summary (ICS 209).

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

- Participate in meetings as directed to gather and exchange relevant information and maintain situational awareness.
  - Informal pre-operational meeting
    - Identify any movement of resources between divisions.
    - Confirm if there are newly checked in resources or emergency and/or unplanned demobilizations that need to be added to the corrected IAP.
  - Operational period briefing
    - Ensure the IAP is disseminated prior to the operational period briefing.
    - Confirm if unassigned resources need to be added to the corrected IAP.
    - Determine IAP printing needs.
  - Planning Section meeting
    - Share information with the PSC and others in the section as applicable.
  - Strategy/Tactics meeting
    - Discuss the accuracy of line safeties for the next shift with the Safety Officer (SOF).
    - Collaborate with Logistics Section Unit Leaders on meal counts, medical personnel, resource counts for dispersed camps, and medical resource accuracy.
    - Coordinate with Operations for changes to the next shift's plan.
  - Planning meeting
    - Confirm if Agency Administrators (AAs) or Resource Advisors (READs) have changed.
    - Receive information from other sections to enhance situational awareness.
- Make updates to work products based on meetings.

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

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

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

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

- Establish and maintain positive interpersonal and interagency relationships.
- Communicate and coordinate with other sections to establish common goals to meet incident objectives.



**\*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:** Throughout the entirety of fire season.

**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.
  - Receiving 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.

**\*Monitor length of assignment for operational resources.**

**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:**

- Perform quality control of the resource tracking database for operational resources that may be exceeding length of assignment policy without documentation, including resources without a first workday assigned.
- Communicate length of assignment issues for operational resources to Operations and the DMOB.
- Facilitate the completion of crew swap and extension documentation.

**\*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); incident resource tracking system (e.g., Trello, T-card racks, Microsoft Planner).

**How to accomplish task:**

- Provide input for the transition document.
- Generate a resource status list for the incoming resources.
- Exchange information with the incoming RESL or other appropriate personnel.

### **\*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.

*NWCG Incident Position Standards for Resources Unit Leader* is developed and maintained by the Incident Planning Subcommittee (IPS), under the direction of the Incident and Position Standards Committee (IPSC), an entity of the National Wildfire Coordinating Group (NWCG).

Previous editions: first.

This publication is available electronically at <https://www.nwcg.gov/publications/pms350-27>.

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