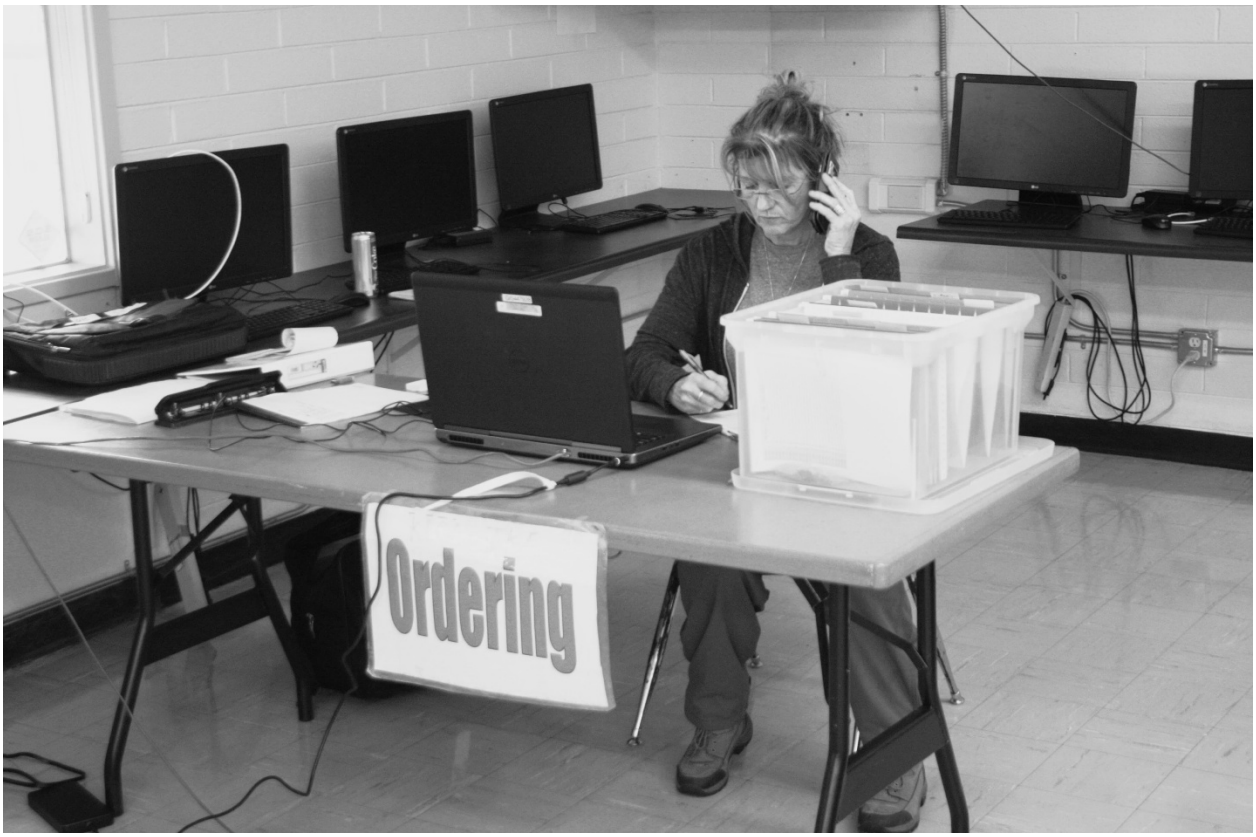
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NWCG Incident Position Standards for Ordering Manager

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The *NWCG Incident Position Standards for Ordering Manager* establishes national interagency standards for operating as an Ordering Manager (ORDM) 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 Ordering Manager Position Page, https://www.nwcg.gov/positions/ordering-manager, in the NWCG position catalog, includes the Incident Position Description (IPD) and Position Qualification Requirements, as well as links to standards and references needed to perform the duties of an Ordering Manager.

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.

Table of Contents

General References **1**
Agency-Specific References 1
***Leadership Level 2, New Leader (Convey Intent)** **2**
Description 2
Behaviors 2
Knowledge 2
Prepare and Mobilize **3**
*Ensure individual readiness. 3
Gather critical information pertinent to the assignment. 4
*Travel to and check in at assignment. 4
*Review Incident Action Plan (IAP) and obtain briefing, objectives, and intent from supervisor. 5
Build the Team **6**
Mentor subordinates and/or trainees. 6
Perform Ordering Manager-Specific Duties **7**
*Develop ordering standards and requirements for incident resources to follow. 7
*Process all order requests in a timely and accurate manner. 7
*Track resource requests in resource ordering application systems for overhead, equipment, crews, and supplies. 8
Coordinate with Supply Unit and/or incident procurement advisors. 9
Communicate and Coordinate **10**
*Ensure clear understanding of expectations and timely communication within and across Incident Command System (ICS) functional areas and chain of command. 10
*Coordinate with expanded dispatch, Center Manager (CM), and incident procurement personnel as appropriate. 11
Document **12**
*Complete all administrative tasks and documentation in an accurate and timely manner. 12
Demobilize **13**
*Reconcile incident supplies and equipment. 13
*Prepare for and implement demobilization. 13
Coordinate an efficient transfer of command. 14

General References

- *NWCG Standards for Electronic Documentation (eDoc)*, PMS 277, https://www.nwcg.gov/publications/pms277
- *NWCG Wildland Fire Position Qualification Flowchart*, PMS 308, https://www.nwcg.gov/publications/pms308
- *NWCG National Fire Equipment System (NFES) Catalog – Part 1: Fire Supplies and Equipment*, PMS 449-1, https://www.nwcg.gov/publications/pms449-1
- *NWCG NFES Catalog – Part 2: Publications*, PMS 449-2, https://www.nwcg.gov/publications/pms449-2
- *NWCG Incident Response Pocket Guide (IRPG)*, PMS 461, https://www.nwcg.gov/publications/pms461
- *Leading in the Wildland Fire Service*, PMS 494-2, https://www.nwcg.gov/publications/pms494-2
- *A Preparedness Guide for Wildland Firefighters and Their Families*, PMS 600, https://www.nwcg.gov/publications/pms600
- *NWCG Standards for Interagency Incident Business Management*, PMS 902, https://www.nwcg.gov/publications/pms902
- Incident Command System (ICS) Forms, https://www.nwcg.gov/ics-forms
  - 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
  - Property Loss or Damage Report – Fire Suppression, OF 289
  - Incident Replacement Requisition, OF 315
- Job Aids, https://www.nwcg.gov/training/job-aids
  - J-001, *How to Correctly Fill Out the Crew Time Report (CTR), SF 261 (PSM-001)*
  - J-004, *How to Correctly Fill Out the Emergency Equipment Shift Ticket, OF 297 (PSM-004)*
  - J-102, *Packing List for Wildland Fire Support Staff*
  - J-301, *Thinking Skills for Risk Management*

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 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 https://www.nwcg.gov/committee/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 positive team environment.
- Applies knowledge of leadership traits to lead small teams.
- Promote team cohesion for new and existing team members and create an environment for effective communication.
- Solicits questions, both up and down chain of command, in order to learn from others.
- Applies a risk management process to ensure safety of self and team members.

Knowledge

- Utilize leadership traits to identify developmental needs in self and others.
- Describe situational leadership to understand application of appropriate leadership styles.
- Understand how wildland fire leadership values, principles, and traits inform ethical decision making.
- Understand how task, purpose, and end state are used to deliver leader's intent.
- Apply self-assessment tools to identify improvement gaps.
- Practice self-care and team-care.
- Knowledge of basic format to conduct a post-incident debriefing.
- Knowledge of the components of an operational briefing to deliver a simple assignment briefing.
- Knowledge of human factors and environmental barriers to communication.
- Knowledge of organizational structures (ICS and agency).
- Identify the sources of power which enable leadership influence.

Prepare and Mobilize

*Ensure individual readiness.

When to start task: Prior to the assignment.

Resources to complete task: *NWCG NFES Catalog – Part 1: Fire Supplies and Equipment*, PMS 449-1; *NWCG NFES Catalog – Part 2: Publications*, PMS 449-2; *A Preparedness Guide for Wildland Firefighters and Their Families*, PMS 600; *NWCG Standards for Interagency Incident Business Management*, PMS 902; J-001, *How to Correctly Fill Out the Crew Time Report (CTR), SF 261 (PSM-001)*; J-102, *Packing List for Wildland Fire Support Staff*; J-004, *How to Correctly Fill Out the Emergency Equipment Shift Ticket*, *OF 297 (PSM-004)*; Incident Qualifications Card (Red Card); **Interagency Standards for Fire and Fire Aviation Operations* (Red Book); ***National Interagency Standards for Resource Mobilization*.

How to accomplish task:

- Assemble an ORDM kit.
  - Kit contents
    - Red Card
    - *NWCG Position Task Book for Ordering Manager (ORDM)*, PMS 311-43
    - *NWCG NFES Catalog – Part 1: Fire Supplies and Equipment*, PMS 449-1
    - *NWCG NFES Catalog – Part 2: Publications*, PMS 449-2
    - Geographic area catalogs (print or digital)
    - Applicable guides (e.g., equipment typing guide)
    - ***National Interagency Standards for Resource Mobilization*
  - Documentation forms (digital or physical copies)
    - General Message (ICS 213)
    - Activity Log (ICS 214)
    - Incident Personnel Performance Rating (ICS 225 or ICS 225 WF)
    - Crew Time Report (CTR), SF 261 and/or Incident Time Report, OF 288
    - Property Loss or Damage Report – Fire Suppression, OF 289
    - Incident Replacement Requisition, OF 315
    - Agency-specific forms (e.g., requisition forms)
  - Suggested items
    - General office supplies (e.g., assorted pens, pencils, felt tip markers, highlighters, thumb tacks, pads of paper, clipboard, painter's tape, envelopes, file system supplies, hole punch, calculator)
    - USB flash drive
    - Cell phone with charger
    - Laptop with charger
    - Credit card with sufficient credit limit for personal self-sufficiency
- Ensure you have valid access and login credentials for digital applications (e.g., FireNet, resource ordering applications [e.g., Interagency Resource Ordering Capability (IROC)]).
- Verify your personal data/status is current in resource ordering applications (e.g., IROC).
- Pack a personal gear bag for 14 to 21 days and adhere to the weight limitations in the ***National Interagency Standards for Resource Mobilization*.
- Prepare to be absent from home and family. Refer to *A Preparedness Guide for Wildland Firefighters and Their Families*, PMS 600 and J-102, *Packing List for Wildland Fire Support Staff* for preparation guidance.

Gather critical information pertinent to the assignment.

When to start task: Upon receipt of resource order.

Resources to complete task: Agency-specific guidelines and travel system; agency-specific geographic area guidelines (e.g., travel systems, standard operating procedures [SOPs], mobilization guides); current Incident Action Plan (IAP); National Weather Service (NWS) forecast; resource order.

How to accomplish task:

- Obtain and review the resource order for the following information and request updates from the incident supervisor, as needed:
    - Incident name
    - Incident order number
    - Request number
    - Incident phone number
    - Reporting time
    - Reporting location
    - Transportation arrangements/travel routes
    - Contact procedures during travel (telephone/radio)
    - Special needs
    - Authorization for use of equipment (e.g., laptops, Global Positioning System [GPS], cell phones, rental vehicle)
- Obtain and review a travel itinerary, including the following:
    - Mode of travel
    - Estimated time of departure (ETD) and location of departure
    - Estimated time of arrival (ETA) and location of destination
    - Location for remain overnight (RON) if you are unable to reach your end destination within that operational shift
- Gather all available information necessary to accurately assess the incident. Make appropriate decisions about immediate needs and actions, including the following:
    - Type of incident (e.g., wildfire, hurricane, flood, earthquake)
    - Logistics needs (e.g., sleeping arrangements, meals – incident provided vs. self-sufficient)
    - Current situation status
    - Expected duration of the incident
    - Terrain
    - Weather (current and expected)

*Travel to and check in at assignment.

When to start task: Upon receipt of resource order.

Resources to complete task: *NWCG Standards for Interagency Incident Business Management*, PMS 902 and/or agency-specific travel protocols; J-001, *How to Correctly Fill Out the Crew Time Report (CTR), SF 261 (PSM-001)*; resource order; ***National Interagency Standards for Resource Mobilization*.

How to accomplish task:

- Confirm your travel arrangements and ETA with dispatch.
- Follow agency-specific air and ground travel guidelines.
    - Air travel considerations:
        - Comply with weight limitations in the ***National Interagency Standards for Resource Mobilization*.
        - Check bags for hazardous materials.
    - Ground travel considerations:
        - Ensure your rental, National Emergency Rental Vehicle (NERV), agency-owned vehicle (AOV), or privately owned vehicle (POV) is on the resource order.
        - Follow time limitations/driver duty day limitations.
        - Refer to the agency's per diem and lodging rate policy.
- Arrive at the incident and check in per procedures specified by the incident.
    - Arrive properly equipped at the assigned location within acceptable time limits.
        - Notify dispatch of any time delays.
        - Notify the incident supervisor and/or dispatch upon arrival.
    - Locate the supervisor (e.g., Supply Unit Leader [SPUL] or incident supervisor).

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

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

Resources to complete task: IAP; resource ordering application (e.g., IROC) report.

How to accomplish task:

- Obtain and review the IAP and other relevant documents.
- Obtain an initial briefing from the SPUL or incident supervisor for the following:
    - On-site logistical details (e.g., shower hours, meal hours, sleeping location)
    - Unit location
    - Copies of resources ordered
    - Work schedule
    - Policies and operating procedures
        - Determine the agency ordering point of contact/authority for the incident.
        - Determine the ordering process.
    - Type of incident and expected duration
    - Personnel ordered for the function
    - Phone and radio information and contact procedures
    - Current incident status
    - Weather (current and expected)
    - Safety concerns
- Coordinate with the SPUL to obtain needed supplies and materials.

Build the Team

Mentor subordinates and/or trainees.

When to start task: Throughout the assignment.

Resources to complete task: *NWCG Position Task Book for Ordering Manager (ORDM)*, PMS 311-43; *Leading in the Wildland Fire Service*, PMS 494-2; IAP.

How to accomplish task:

- Provide guidance and feedback to develop trainee skills.
    - Identify and take advantage of teachable moments.
    - Give positive and constructive feedback.

Perform Ordering Manager-Specific Duties

*Develop ordering standards and requirements for incident resources to follow.

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

Resources to complete task: *NWCG Wildland Fire Position Qualification Flowchart*, PMS 308; geographic area SOPs; resource ordering applications (e.g., IROC).

How to accomplish task:

- Establish and implement ordering procedures based on direction from the SPUL and/or incident supervisor.
    - Meet face-to-face with other agency personnel (e.g., expanded/agency dispatch, incident procurement personnel) when developing these procedures, if possible.
    - Identify who has ordering authority (e.g., Division/Group Supervisor [DIVS], unit leaders).
    - Identify the source from which supplies will be ordered (e.g., expanded dispatch, fire cache).
    - Identify the type of tracking system being used.
    - Consolidate identical supply requests.
    - Use the resource ordering applications to document requests for placement and completion of orders.
    - Verify with the requester any additional information or supplemental items that may be required to complete an order.
    - Ensure the requester has checked with the Supply Unit for item(s) needed, as applicable.
    - Coordinate ordering timeframes with expanded dispatch or other ordering points of contact.
    - Establish the method for closing out and demobilizing incident resources.

*Process all order requests in a timely and accurate manner.

When to start task: Throughout the assignment.

Resources to complete task: *NWCG Standards for Electronic Documentation (eDoc)*, PMS 277; resource ordering applications (e.g., IROC).

How to accomplish task:

- Receive written requests for supplies and resources directly from incident personnel or through the incident communication system.
    - Ensure requests are documented via General Message (ICS 213) per *NWCG Standards for Electronic Documentation (eDoc)*, PMS 277.
    - Ensure each category (e.g., crews, overhead, equipment, supplies) is on a separate General Message (ICS 213).
    - Verify the request is legible and contains the following information:
        - Request date/time and date/time needed.
        - NFES number, if applicable.
        - Detailed description of the items. Be specific with model numbers, equipment attributes, size, etc.
        - Desired number of items.

    - Any special billing requirements.
    - Whom to notify when the item is delivered.
    - Delivery point(s).
    - Name and phone number of requesting party and agency.
    - Authorized approval.
- Evaluate and check General Message (ICS 213) for additional information needed to complete the requested resources, such as:
    - A signature from authorized personnel unless the SPUL authorizes the order to be placed without an authorized signature.
    - Equipment typing.
    - Equipment attributes (e.g., tracked vs. wheeled excavator).
    - Whether an overhead trainee is acceptable.
- If needed, communicate with the requester about any deficiencies with General Message (ICS 213).
- Notify the SPUL of requests for resources placed by unauthorized personnel.
    - Request a signature from authorized personnel unless the SPUL authorizes the order to be placed without an authorized signature.
- Process resource orders and track the status (e.g., delivery times, method of delivery, location).
    - Use appropriate procedures.
    - Observe established ordering times.
    - Provide updates to the requester as they become available.
    - Elevate issues to the SPUL.
- Place resource orders with the ordering points of contact (e.g., expanded dispatch, local units) through established ordering channels.
- Record the request number on the original General Message (ICS 213).

*Track resource requests in resource ordering application systems for overhead, equipment, crews, and supplies.

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

Resources to complete task: *NWCG Standards for Electronic Documentation (eDoc)*, PMS 277; Activity Log (ICS 214); geographic area SOPs; resource ordering applications (e.g., IROC).

How to accomplish task:

- Maintain a working filing system to input and reconcile orders per established procedures.
- Reconcile resource orders.
    - Work closely with the Receiving/Distribution Manager (RCDM), Ground Support Unit, Resource Unit, expanded dispatch, and incident procurement personnel for feedback on the arrivals of all items and personnel ordered.
    - Progressively document and confirm all new and existing resource orders, including delivery times, method of delivery, and location.
    - Provide information to the requester as it becomes available.
    - Communicate all problems or questions to the SPUL and document them in Activity Log (ICS 214).
- Maintain a log for tracking General Message (ICS 213) forms.
- Document all suspicious occurrences.
- Generate and give resource ordering application reports to all section leads or as requested by other Incident Management Team (IMT) personnel.

Coordinate with Supply Unit and/or incident procurement advisors.

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

Resources to complete task: Resource ordering applications (e.g., IROC).

How to accomplish task:

- Keep the RCDM and the order requesters informed about the orders placed and the pending delivery of supplies.
    - Give the RCDM a copy of General Message (ICS 213) that has the supply request.
    - Update the RCDM on the pending delivery of supplies.
    - Update the Planning Section and Logistics Section of overhead and crew arrivals for additional meals needed and sleeping arrangements.
- Collaborate with incident procurement advisors on the status and delivery of orders.

Communicate and Coordinate

*Ensure clear understanding of expectations and timely communication within and across Incident Command System (ICS) functional areas and chain of command.

When to start task: Throughout the assignment.

Resources to complete task: *IRPG*; J-301, *Thinking Skills for Risk Management*; IAP; resource ordering applications (e.g., IROC).

How to accomplish task:

- Follow established policies and procedures and the chain of command for the distribution and dissemination of information.
- Participate in functional briefings and/or After Action Reviews (AARs) as directed.
    - Initial briefing
    - Daily briefing(s)
        - New personnel
        - Special problems (e.g., injuries)
        - Changes in policy and operating procedures
        - Upcoming operational needs (e.g., burnout, remote camps)
        - Outstanding orders
        - Canceled orders
        - Schedule changes
        - Safety concerns (e.g., work/rest compliance, nutrition, work environment)
- Ensure clear dialogue and open communication.
    - Engage in active listening.
    - Facilitate an open discussion.
    - Avoid interrupting.
    - Allow all voices to be heard.
    - Provide and receive constructive criticism.
    - Recognize and mitigate cultural language and resource differences that impact work output and expectations.
    - Recognize conflict early and take appropriate action (e.g., seek the advice of the Logistics Section Chief [LSC], SPUL, or Human Resource Specialist [HRSP]).

*Coordinate with expanded dispatch, Center Manager (CM), and incident procurement personnel as appropriate.

When to start task: Throughout the assignment.

Resources to complete task: J-301, *Thinking Skills for Risk Management*; IMT and/or geographic area SOPs; resource ordering applications (e.g., IROC).

How to accomplish task:

- Interact and coordinate with appropriate personnel.
    - Maintain an accurate contact list for dispatch centers and procurement personnel.
    - Establish and maintain positive interpersonal and interagency working relationships.
    - Ensure clear dialogue and open communication.
- Collaborate daily.

Document

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

When to start task: Throughout the assignment.

Resources to complete task: *NWCG Standards for Electronic Documentation (eDoc)*, PMS 277; J-001, *How to Correctly Fill Out the Crew Time Report (CTR), SF 261 (PSM-001)*; geographic area document standards.

How to accomplish task:

- Review all documents for completeness, legibility, and accuracy.
- Track all documents throughout the ordering process and properly file them.
    - General Message (ICS 213)
    - General Message (ICS 213) tracking log
    - Activity Log (ICS 214)
    - PTBs

Demobilize

*Reconcile incident supplies and equipment.

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

Resources to complete task: IMT and/or geographic area SOPs; resource ordering applications (e.g., IROC).

How to accomplish task:

- Ongoing activities
  - Check and determine if unfilled orders are still needed.
  - Cancel items that are no longer needed.
  - Submit Incident Replacement Requisition, OF 315, as needed. Request S numbers for demobilizing resources so they can order replacement items from their home unit if restock items are not available at the incident.
- Final demobilization
  - Complete reconciliation of all resource orders.
  - Close out all resource orders and records with the appropriate unit (e.g., Demobilization Unit, local/expanded dispatch, incident procurement personnel).
  - Provide the SPUL or LSC and local/expanded dispatch with information on unreconciled orders or resources that have not been demobilized for inclusion in the transition plan.

*Prepare for and implement demobilization.

When to start task: At the end of the assignment.

Resources to complete task: Demobilization Check-Out (ICS 221); IAP; Incident Personnel Performance Rating (ICS 225 or ICS 225 WF).

How to accomplish task:

- Return all incident-assigned materials to the appropriate unit.
- Return your work area to its pre-incident condition.
- Demobilize and check out.
  - Submit all required information to the SPUL.
  - Receive demobilization instructions from the SPUL.
  - Debrief with the supervisor and receive a signed Incident Personnel Performance Rating (ICS 225 or ICS 225 WF).
  - Obtain Demobilization Check-Out (ICS 221) from the Planning Section.
  - Check out with each section indicated on Demobilization Check-Out (ICS 221).
  - Submit the completed Demobilization Check-Out (ICS 221) to the Demobilization Unit in the Planning Section.
- Upon demobilization, report your status to your home unit, including reassignment or ETA to the home unit.

Coordinate an efficient transfer of command.

When to start task: At the end of the assignment.

Resources to complete task: IAP; IMT transition plan.

How to accomplish task:

- Assist with the efficient transfer of position duties when mobilizing/demobilizing (e.g., incoming IMT, host agency).
    - Brief the replacement ORDM or Logistics Section personnel.
    - Document follow-up actions needed and submit them to the supervisor.
- Ensure continuity of operations, providing a shadow day if possible.
- Exchange critical safety information.

An entity of the National Wildfire Coordinating Group (NWCG), the Logistic and Equipment Management Committee (LMC) oversees the development and maintenance of the *NWCG Incident Position Standards for Ordering Manager*.

Previous editions: first.

This publication is available electronically at https://www.nwcg.gov/publications/pms350-43.

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