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NWCG Standard Operating Procedures

PMS 900

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NWCG Standard Operating Procedures

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The *NWCG Standard Operating Procedures* establishes the standards for general, consistent, and uniform processes for conducting business with the National Wildfire Coordinating Group.

- The information contained within this publication is applicable to the NWCG organization which includes its Executive Board, employees, committees, and their subgroups.
- These operating procedures are intended to result in predictable and consistent organizational behavior. They provide the foundation for repeatable business practices shared by all NWCG groups, thus eliminating the inefficiencies of developing separate processes for each group.
- This publication incorporates language from multiple webpages and other standards documents. In the event of conflicting information among these sources, the PMS 900 shall be considered the authoritative source for NWCG operating procedures, except where it explicitly defers to other PMS publications.

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 use them is made independently by the individual member agencies and communicated through their respective directives systems.

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Chapter 1 – NWCG Overview

NWCG Mission

The National Wildfire Coordinating Group (NWCG) provides national leadership to enable interoperable wildland fire operations among federal, state, local, Tribal, and territorial partners.

Mission Priorities

- Establish national interagency wildland fire operations standards, recognizing that the decision to adopt these standards is determined independently by NWCG member agencies and communicated through their respective directives systems.
- Establish wildland fire position standards, qualifications requirements, and performance support capabilities (e.g., training courses, job aids) that enable implementation of NWCG standards.
- Support the National Cohesive Wildland Fire Management Strategy goals: to restore and maintain resilient landscapes, create fire adapted communities, and respond to wildfires safely and effectively.
- Establish information technology capability business requirements for wildland fire.
- Ensure that all NWCG activities contribute to safe, effective, and coordinated national interagency wildland fire operations.

NWCG Standards Overview

NWCG standards establish common practices and requirements that enable efficient and coordinated national interagency wildland fire operations. These standards include guidelines, procedures, processes, best practices, specifications, techniques, methods, and products such as incident positions, training courses, publications, performance support materials, job aids, glossary terms, and data standards. NWCG standards are interagency by design; however, the decision to adopt and use them is made independently by the individual member agencies and communicated through their respective directives systems.

Incident Position Standards are a component of NWCG standards that enable consistent performance by personnel mobilized by position under National Incident Management System, Incident Command System (NIMS-ICS) principles. These standards define position duties and responsibilities, as well as qualification requirements for training, experience, physical fitness, and currency.

NWCG History

NWCG was established in 1976 through a Memorandum of Understanding between the U.S. Department of Agriculture and the U.S. Department of the Interior. The memorandum defined the purpose of NWCG as follows:

“To establish an operational group designed to coordinate programs of the participating agencies so as to avoid wasteful duplication and to provide a means of constructively working together. Its goal is to provide more effective execution of each agency’s fire management program. The group provides a formalized system to agree upon standards of training, equipment, aircraft, suppression priorities, and other operational areas. Agreed upon policies, standards, and procedures are implemented directly through regular agency channels.”

Twelve “working teams” and several sub-teams, comprised of member agency leaders and experts in various fields, were established in functional areas such as fire equipment, fire weather, incident operations, training, and incident business. These teams led the initial effort to achieve a broad national standardization in key areas of wildland fire management.

NWCG Member Agencies

Primary Members

- U.S. Forest Service, U.S. Department of Agriculture (USFS, USDA) — 1976
- *Bureau of Indian Affairs, U.S. Department of the Interior (BIA, DOI) — 1976*
- *Bureau of Land Management, U.S. Department of the Interior (BLM, DOI) — 1976*
- *National Park Service, U.S. Department of the Interior (NPS, DOI) — 1976*
- *U.S. Fish & Wildlife Service, U.S. Department of the Interior (FWS, DOI) — 1976*
- National Association of State Foresters (NASF) — 1976
- U.S. Fire Administration, U.S. Department of Homeland Security (USFA, DHS) — 1999
- Intertribal Timber Council (ITC) — 2001
- International Association of Fire Chiefs (IAFC) — 2014
- U.S. Department of War (DOW) — 2022
- U.S. Wildland Fire Service, U.S. Department of the Interior (USWFS, DOI) — 2026¹

Associate Members

- National Weather Service, U.S. Department of Commerce (NWS, DOC) — 2021
- *Office of Wildland Fire, U.S. Department of the Interior (OWF, DOI) — 2022*
- National Aeronautics and Space Administration (NASA) — 2024
- Incident Management Teams Association (IMTA) — 2025

Additional information about NWCG is available at: <https://www.nwcg.gov/about-us>.

¹USWFS comprised formerly of BIA, BLM, NPS, FWS, and OWF members.

Chapter 2 – NWCG Organizational Structure

The NWCG organization consists of an executive board, staff, and a hierarchy of committees and subgroups. The organizational structure is designed to establish consistency, maintain span of control, reduce duplication, improve coordination, enhance communication, leverage technical expertise, and support effective decision-making.

The NWCG Executive Board (EB) and groups perform NWCG roles as a collateral duty. NWCG Staff are the only full-time employees of the organization and are focused on supporting the NWCG organization in an agency neutral capacity.

Executive Board Membership

The EB is a permanent body composed of appointed representatives from each member entity. It provides leadership, strategic direction, and managerial oversight of NWCG operations. EB members work in a collective, collaborative, and consensus-seeking manner to achieve the NWCG mission.

More information on the EB including a roster of EB members, the NWCG Charter, and EB Standard Operating Procedures is available at: <https://www.nwcg.gov/executive-board>.

Membership

NWCG has three membership types:

1. Primary
2. Associate
3. Liaison (ad hoc)

Primary Membership

Primary members participate in consensus decision-making as voting members. Primary membership may be considered based on the following conditions:

- Federal agency that has a significant workforce of wildland and/or wildland urban interface responders, or significant fire response or land management responsibilities.
- Nationally or internationally recognized association representing federal, state, local, Tribal, or non-governmental responders that are otherwise not represented by a primary member of NWCG.
- Provide funding contributions (annual fixed cost, agreed percentage, or in-kind); attending at least 75 percent of NWCG EB meetings in person; and ensuring representation on at least 75 percent of committees and subcommittees.

Associate Membership

Associate members do not participate in consensus decision-making voting but do participate in EB level discussions. Associate membership may be considered based on the following conditions:

- Federal agency that has expertise, interests, or resources critical to the NWCG mission.
- Nationally or internationally recognized association representing federal, state, local, Tribal, or non-governmental responders that are otherwise not represented by a current primary or associate member of NWCG.

- Private, nonprofit, or educational organization with no perceived conflict of interest that is determined to have expertise, interests, or resources significant to the NWCG mission by the EB, and otherwise not represented by a current primary or associate member of NWCG.

Liaison Membership

Liaison members are from other agencies or organizations that participate in committee or subgroup-level discussions but who are not voting members. They do not attend EB meetings nor participate in EB-level discussions unless specifically requested; however, they support collaboration and facilitate information exchange between their agency and the committees to which they are assigned.

Leadership

The EB Chair is designated by a rotation schedule and serves a two-year term that begins in January on even years. Responsibilities of the EB Chair include directing NWCG actions, negotiating consensus, resolving differences, maintaining open communication, scheduling meetings, disseminating information, approving meeting agendas and final notes, and coordinating representation for NWCG at meetings and events.

The EB Vice Chair is designated by a rotation schedule and serves a two-year term that begins in January on even years. In addition to regular member responsibilities, they assume the duties of the Chair in the Chair's absence or at the Chair's request. At the conclusion of their term, the Vice Chair transitions into the role of the Chair.

The Chair and Vice Chair rotation and EB member-specific responsibilities can be found in the NWCG EB Standard Operating Procedures at: <https://www.nwcg.gov/executive-board>.

NWCG Staff

The NWCG Staff, formerly known as the Program Management Unit (PMU), is a permanent group responsible for managing, coordinating, and supporting NWCG operations. Staff are accountable to the NWCG Program Manager to provide national leadership and advance organizational priorities by supporting NWCG groups, which form the foundation of NWCG's work. While NWCG Staff may be hosted by a specific agency, they work on behalf of the NWCG mission (not the hosting agency) and are provided interagency funding.

More information on the NWCG Staff is available at: <https://www.nwcg.gov/executive-board/nwcg-staff>.

NWCG Staff Functional Areas

Management

The NWCG Program Manager serves as the administrator for the NWCG Staff in support of the EB, supervises the workload of the NWCG Staff, oversees business operations, formulates strategies to achieve the mission, keeps the EB informed, disseminates information, and works in partnership with the EB Chair. They assess project priorities to ensure alignment with the needs of wildland fire agencies to support NWCG's mission of advancing critical improvements to foster effective and interoperable interagency wildland fire operations.

The NWCG Qualifications Branch Manager (formerly NWCG Deputy Program Manager) provides leadership and supervision over the standards development functional areas, leads the formulation and execution of the budget, aids in the management of business operations, coordinates all program

activities, and performs the duties of the Program Manager when they are not available or as requested. They develop and implement strategies to achieve the NWCG priorities.

The NWCG Incident Performance Branch Manager (formerly NWCG Training Program Manager) provides leadership for the NWCG Training Program functional areas, including training development, project management, audio/visual media, instructional systems design, training evaluation, and maintenance planning. The position directly supervises training development, project management, training evaluation, and maintenance planning functions and provides work direction for audio/visual media and instructional systems design activities. They ensure adherence to NWCG standards for training and qualification, develop short- and long-term strategies to maintain the NWCG course curriculum, and perform the duties of the Program Manager when they are not available or as requested.

Administration

The NWCG Executive Secretary provides administrative support for the EB and the NWCG organization. They collaborate with the Program Manager and Qualifications Branch Manager to develop EB meeting agendas, coordinate meeting scheduling and invitations, manage meeting logistics, record meeting notes with decisions and action items, and distribute official NWCG information.

The NWCG Administrative Assistant provides a range of administrative and support duties to assist NWCG Staff. They provide administrative and operational support, including assistance with purchasing, travel, charge cards, payroll, procurement, fleet, budget tracking, onboarding, and information technology, in coordination with multiple agency procedures.

Coordination

Three NWCG Coordinators, one for each branch of committees, serve as the EB liaisons to the management committees and subcommittees. They work with the NWCG Staff to provide leadership, coordination, and support that enables the committees and subcommittees to achieve their objectives, develop standards, and meet member expectations. They assist the committees and subcommittees with strategic development, issue resolution, tasking interpretation, correspondence review, publication management, workload management, and incident position stewardship.

Coordinators evaluate the readiness of presentations and proposals, guide committees through NWCG processes, ensure coordination within and across committee branches, and mentor committee and subcommittee Chairs.

Training Program

The NWCG Training Team consists of a Supervisory Training Specialist and multiple Training Specialists, who manage multiple individual projects with the NWCG committees, subcommittees, and subject matter experts (SME) to develop or maintain training courses, Incident Position Descriptions, Incident Position Standards, Position Task Books, job aids, etc. They leverage operational experience to ensure training courses are accurate and based on the standards for each incident position, coordinate with internal and external stakeholders, and work to maintain the national NWCG course curriculum.

Additionally, the Incident Performance and Training Modernization (IPTM) Project Manager is responsible for overseeing the development and implementation of modernized performance-based training and qualification standards for wildland fire incident positions and managing the overall IPTM effort. They ensure the creation of a performance support package for each incident position, which includes the Incident Position Description, Incident Position Standards, Next Generation Position Task Book, and any related training materials. They collaborate with various NWCG committees,

subcommittees, staff, and other stakeholders to prioritize the development and maintenance of the program.

Audio/Visual Media²

The NWCG Media Team at NWCG is comprised of a Supervisory Audio/Visual Specialist and multiple Audio/Visual Production Specialists, who produce, distribute, and manage educational multimedia content related to wildland fire management. They use their expertise to transform concepts and written material into compelling multimedia presentations and training, notably the Wildland Fire Safety Training Annual Refresher (WFSTAR), and they support the overall communication of the NWCG mission. They ensure all media used in NWCG products is accurate, relevant, and properly represents the people, agencies, and landscapes involved in wildland fire operations. In addition, they ensure all copyright, accessibility standards, and other legal requirements are maintained for all images, video, and audio media files used by NWCG.

Instructional Systems Design²

The Instructional Systems Design Team at NWCG consists of a Supervisory Instructional Systems Specialist and multiple Instructional Systems Specialists (or Instructional Designers), who develop, update, and evaluate training materials. They specialize in creating effective and engaging learning experiences by analyzing training needs, designing curriculum, developing learning materials, combining learning materials, and evaluating learning outcomes tailored to specific learners. They collaborate with subject matter experts to ensure developed training meets the highest standards for professional training by determining criteria to evaluate test courses, incorporating the most appropriate mix of training formats, ensuring accuracy, and evaluating training effectiveness.

Publication Management

The NWCG Publication Team is comprised of a Publications Manager and several Project Managers (Writer/Editors), who oversee the creation, review, and lifecycle of all NWCG products, such as position standards, forms, and training materials. They work with Coordinators and committees to ensure publications are accurate, current, and high-quality and meet the needs of the wildland fire community. This group manages publication project timelines, reviews all content for adherence to NWCG product standards, ensures federal accessibility requirements are met, and implements the publications management system.

Web Management

The NWCG Web Team at consists of a Web Manager and Web Assistant. They oversee the strategy, development, and maintenance of the robust NWCG website. They also ensure wildland fire standards and resources are accessible to wildland fire agencies and partners. In addition, they provide web design technical guidance to NWCG committees, subcommittees, and staff to improve the user experience, ensure all web publications meet federal accessibility requirements, and oversee that web content adheres to NWCG data and style standards.

² While the Audio/Visual Media and Instructional Systems Design teams now reside in a separate organizational group, NWCG continues to work closely with both teams in support of the functions described in NWCG Standard Operating Procedures, PMS 900.

Chapter 3 – Organizational Groups

NWCG organizational groups are established by the EB to accomplish the NWCG mission. These groups provide leadership for and represent the major functional areas of wildland fire management, broadly representing NWCG member agencies. The organizational structure follows an Incident Command System (ICS)-like framework to enhance organizational understanding.

All NWCG groups operate under the NWCG Master Committee Charter, available at: <https://www.nwcg.gov/nwcg-committees#subcommittees>. This page also describes the various organizational group types.

Group Types

Management Committee

Management Committees serve as oversight bodies for subcommittees under the direction of the EB. They ensure agency alignment in decisions, facilitate communication with agency representatives, and promote coordination across functional areas to support an integrated approach to standards development. For more information, see: [Agency Vetting and Alignment](#).

Management Committee representatives should hold positions of appropriate stature within their agencies and possess the authority and expertise to represent agency perspectives effectively. Representatives must be capable of operating at a high leadership level, serving as subject matter experts, and maintaining a broad understanding of the scope of their assigned subcommittees.

The EB approves Management Committee mission statements. Committees coordinate their actions and workloads with their assigned NWCG Coordinator. Individuals serving on a management committee should not serve on a subcommittee unless approved by the EB.

Subcommittee

Subcommittees are established by Management Committees with EB approval and report to their respective Management Committee. They coordinate their actions and workloads with the assigned NWCG Coordinator. A member of the management committee serves as a liaison to each assigned subcommittee.

The primary focus of subcommittees is standards development. Individuals serving on a subcommittee should not serve on a management committee unless approved by the EB.

Board

Boards are long-standing bodies of subject matter experts which are formed to define, maintain, and integrate functional business requirements for processing and evaluation of specific NWCG system needs within broader response frameworks. Boards are established with special approval by the EB and may report directly to a management committee or subcommittee.

Unit

Units are established by and report to a committee or subcommittee. Establishment of units below the subcommittee level does not require EB approval. Units may have a defined expiration date tied to completion of a specific task and are reviewed annually.

Units do not maintain NWCG webpages, rosters, or meeting notes. However, they must follow all NWCG guidelines and identify a primary contact on the parent subcommittee's webpage.

Task Team

Task Teams are temporary groups of subject matter experts established by a committee or subcommittee to complete a defined task within a specified timeframe. Task Teams do not maintain formal rosters, publish meeting notes, or appear on the NWCG website.

Course Steering Unit

Course Steering Units (CSUs) are long-standing groups responsible for the oversight and maintenance of national level courses or courses delivered by a single cadre. CSUs report to a committee or subcommittee and must adhere to the CSU Standard Operating Guidelines available at: <https://www.nwcg.gov/nwcg-committees#subcommittees>.

CSUs do not maintain NWCG webpages, rosters, or meeting notes but must follow all NWCG guidelines and identify a primary contact on their parent committee or subcommittee webpage.

Establishing Groups

NWCG recognizes that the wildland fire environment is complex, dynamic, and continually evolving. When new management committees or subcommittees are proposed, consensus from the EB is required. The EB will consider existing workloads and whether the issue could be effectively addressed by a temporary task team under an existing group before making permanent additions to the organizational structure. The request to establish a new management committee or subcommittee can be proposed by the field, a management committee, a member agency, or the EB.

The standard organizational structure allows up to four subcommittees per management committee, with EB approval required to establish a fifth. NWCG does not limit the number of units that may be established. However, the Management Committee and NWCG Coordinator must approve each unit, and annual review is required to ensure continued necessity of the unit to achieve the NWCG mission. CSUs have separate criteria and approvals for establishment. For more information, see: [Establishing Course Steering Units](#).

The NWCG Program Manager, in communication with the EB, approves all management committee and subcommittee names for standardization and web functionality, with management committee mnemonics standardized to three letters and subcommittees to four letters.

The criteria for establishing a new group are:

- Proposed mission and objectives are necessary to accomplish the NWCG mission and are not already covered by an existing group.
- Scope, complexity, and relative autonomy of the proposed mission and objectives indicate the need for a long-term group and cannot be effectively addressed by a temporary task group.
- Existing workload and resources required for a permanent group are supported by the EB.
- Group meets the organizational definition of a management committee or subcommittee.

No subcommittee, unit, or task team should be placed directly under the supervision of the EB without significant discussion on the impact to the whole NWCG organization, ability to coordinate the group, and commitment by the EB for close supervision. In very rare cases when approved, charters, liaisons, and clear expectations must be drafted and approved by all parties.

Establishing Course Steering Units

CSUs are established by an agreement between the management committee responsible for a course and the NWCG Training Program. Lifecycle management and maintenance responsibilities for the course are transferred from the NWCG Training Program to the CSU.

For additional information and CSU expectations, see: [NWCG Training Course Maintenance](#).

CSUs are established for courses that involve high-level, technically complex, or rapidly changing content. These courses require elevated oversight of the delivery, distribution of course materials, and continuous evolution of the curriculum.

Decommissioning Groups

Organizational groups whose mission and objectives are no longer necessary to accomplish the NWCG mission may be decommissioned. Decommissioning of management committees and subcommittees require EB approval. However, units and course steering committees may be decommissioned as deemed by the subcommittee or management committee due to their task or workload being completed, during annual review, or as needed.

Group Membership Roles

NWCG accomplishes its mission using a system of management committees and subgroups. Members of these groups represent their respective member agency or organization and provide expertise critical to the NWCG mission. They perform the vital function of participating, engaging, collaborating, and communicating with other members to develop NWCG interagency standards. Information and definitions of group membership roles are available at: <https://www.nwcg.gov/committee-roles-and-membership-information>. Groups may have other individuals involved in their work that do not meet the requirements of the following roles, who do not participate in voting, and are not tracked on the group's roster.

Primary Member

Primary members are employees or representatives of a primary NWCG member agency or organization. Their role in the group is to represent and vote on behalf of their agency or organization's stance on an issue, not personal views. The agency may confer primary membership to non-member individuals with expertise or resources critical to decision-making, but they may not be a contractor or non-governmental organization representative. Consensus must be reached by primary members for a decision to move forward. A primary member agency's EB representative may confer primary membership to non-member individuals with expertise, interests, or resources critical to a group's decision-making.

Associate Member

Associate members are employees or representatives of an associate NWCG member agency or organization. They participate in discussions but are not engaged in consensus decisions. EB representatives may confer associate membership to non-member individuals with expertise, interests, or resources critical to a group's decision-making.

Alternate Member

An alternate member performs the duties of a primary or associate member in their absence (proxy) but shall not perform the Chair or Vice Chair duties.

Administrative Support

The administrative support role provides administrative and technical support to an established group, such as scheduling meetings, drafting agendas, recording meeting notes, and organizing files. While the EB has an appointed secretary, each established group is responsible for arranging its own administrative support.

Chair

The Chair is responsible for leading the group to accomplish its mission and objectives. They manage the activities of the group, distribute workload within the group, and represent the group to other entities including the EB.

Vice Chair

The Vice Chair is the primary leadership assistant to the Chair and serves as the Chair in their absence.

Liaison

Liaison members are employees or representatives of non-NWCG member agencies or other organizations that facilitate working relationships and information exchange between their agency and the group they are assigned (two-way communication). They participate in discussions but are not engaged in consensus decisions. Examples include the U.S. Geological Survey (USGS); U.S. Bureau of Reclamation; Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF); General Services Administration (GSA); and Federal Aviation Administration (FAA).

Management Committee Liaison

A management committee liaison is a representative from a management committee to a subcommittee and are responsible for understanding tasks being accomplished, standards maintenance progress, proposals being prepared, funded project status, and workload planning for their subcommittees—ensuring work is directly tied to the NWCG mission and not agency-specific in nature. For additional information, see: [Intra-Committee Coordination](#).

Advisor

Advisors may be employees or non-employees of an NWCG member agency. They serve as subject matter experts in functional areas or provide specialized systems knowledge to support the group in addressing questions related to standards development (one-way communication). Advisors may participate in discussions relevant to their expertise; however, they do not take part in consensus decision-making. They are not included on the official roster but should be documented in the group's Standard Operating Procedures (SOPs).

NWCG Coordinator

An NWCG Coordinator is assigned to each management committee and subcommittee. They facilitate a close working relationship and coordinate information exchanges between groups, NWCG Staff functional areas, outside entities, and the EB.

For information on member responsibilities and expectations, see: [Group Member Responsibilities](#) and [Accountability Expectations](#).

Leadership & Rotations

Management committee and subcommittee leadership consists of one Chair and one Vice Chair position. These positions should be rotated through the group's primary members; however, an associate member may hold either position with EB approval. The use of a permanent Chair position that is tied to a specific agency position description will be evaluated by the EB, and if approved, the group must have a Vice Chair rotation established. An individual should not be the Chair of more than one group, but if extenuating circumstances exist, the approval is at the discretion of the EB.

All subcommittee Chair rotations will be reviewed and approved by the management committee. Management committee Chair rotations will not require EB approval, unless there is an issue identified by the group or NWCG Coordinator. All committee and subcommittee rotations will be published on their respective webpages for transparency.

Each management committee and subcommittee will have a Chair/Vice Chair rotation established (by agency) among the primary agency representatives along with fully developed SOPs which follow the NWCG template. For additional information on SOPs, see: [Group Standard Operating Procedures](#).

Membership Management

NWCG committee and subcommittee members are appointed through agency-specific command channels with full recognition of the collateral duty nature of NWCG work and associated workload impacts. Each member will be given a letter of expectation from their member agency. The membership of groups below the subcommittee level are determined by the subcommittee and not the EB.

Individual membership to NWCG groups is based upon several factors, including qualifications, experience, location, and position. All membership is subject to EB oversight.

Each EB agency representative shall identify and directly assign all management committee representatives. The management committee's agency representative should identify subcommittee representatives to their agency EB representative, who will review and provide official agency approval. The NWCG Coordinators will assist in notifying the appropriate EB agency members of changes or vacancies and of any concerns about whether any representative needs relief, rotation, or removal. The EB agency representative is responsible for addressing performance or conduct issues with representatives should they arise.

Membership in committees and subcommittees is limited to one representative from each NWCG primary member agency and one representative from each associate member agency to ensure clarity, communication, and chain of command. Exceptions may occur with EB approval based on geographic representation (such as dispatch and training groups), functional representation (such as NIMS), or for organizations representing multiple sub-agencies (such as NASF).

Both primary and associate member agencies may have one alternate member identified. When a primary member agency has multiple members in a single group, those members will have a single voice and only one vote in decision-making discussions.

Advisor Members will not be identified on the roster but are welcome to participate in meetings, task teams, and other work as deemed appropriate by the committee or subcommittee. The Liaison Member role may be used to acknowledge the expertise and participation of non-NWCG member agencies and organizations in committee meetings and work.

NWCG committees and subcommittees are expected to strictly maintain that consensus voting only occurs between each of the primary agency representatives and is limited to one vote per primary agency, as outlined in the current master committee charter.

Membership representation by all member agencies or organizations for every group is not required. Agency coordination may enable a single member to represent multiple agencies in a group. All roles will be closely monitored to ensure compliance with the intent and purpose of the definition.

A master roster of all NWCG members, which can be filtered by agency, is available at: <https://www.nwcg.gov/nwcg-master-roster>.

Group Member Responsibilities

The EB members are collectively committed to the success of each NWCG group representative and have established the following common responsibilities:

- Actively attend and participate in all group meetings, calls, and other assigned NWCG duties.
- Focus on accomplishing group objectives while supporting the broader NWCG mission.
- Effectively and efficiently accomplish the group's mission and associated tasks assigned by the EB.
- Communicate with the agency's NWCG EB representative as necessary, brief them regarding issues of a complex or controversial nature, and actively seek their input and guidance.
- Ensure that proposed NWCG standards developed by the group are reviewed by the appropriate personnel in your agency.
- Provide a consolidated position for your agency during your group's standards development process and for seeking consensus for approval.

Group Chair Responsibilities

A checklist of Chair duties is available at: <https://www.nwcg.gov/committees/nwcg-committee-toolkit>, and includes the following:

- Ensure regular meetings are scheduled and invitations have been sent to all members, liaisons, support staff, and the NWCG Coordinator.
- Develop an agenda for each meeting and distribute to members, liaisons, support staff, NWCG Coordinator, and outside presenters.
- Ensure quorum is met at the meeting (if there is no quorum, then all voting actions are delayed or will need to occur by email).
- Obtain edits and group approval for prior meeting notes (can occur via email).
- Verify the group's website is accurate and communicate updates to the NWCG Coordinator.
- Review the group roster, communicate memberships changes or transitions to the members and the NWCG Coordinator, and submit changes through the online Roster Update Form, <https://www.nwcg.gov/nwcg-roster-update-request>, or the NWCG Coordinator.
- Provide any committee correspondence to the NWCG Coordinator for review and posting to website.
- Provide 508-accessible versions of approved committee meeting notes to the NWCG Coordinator for posting to the website in a timely manner.
- Determine, approve, and prioritize any project funding request submissions annually and submit them to the NWCG Coordinator by the established deadline.

- Provide timely updates on the status of approved projects receiving funding to the NWCG Coordinator, manage the allotted budget, ensure completion of the required work, and communicate any issues.
- Respond to requests for information, reviews, and approvals related to training courses, positions, publications, and website updates in a timely manner.
- Track all official taskings from the EB, working with the NWCG Coordinator for any required briefings or decisions, communicate the progress with the NWCG Coordinator, and provide an official response memo once completed.

Group Coordination

All NWCG groups should coordinate and collaborate across functional areas to ensure an integrated approach to standards development. Formal chains of command are only necessary when a decision must be elevated. The NWCG Coordinator for the groups must be included in all coordination to facilitate the inclusion of all stakeholders, inform NWCG-wide workload discussions, and assist effective navigation of NWCG processes. The concurrence of all groups involved must be clear and documented prior to presenting proposals to the EB for approval.

The assigned NWCG Coordinator is responsible for coordinating the development, reviewing the final drafts, and coordinating with other functional areas for all NWCG products. It is the responsibility of the group members to initiate the drafts and for the coordinator to manage NWCG alignment, review, and routing. These products include correspondence, tasking memos, meeting notes, website changes, publications, training, and other items that have the NWCG logo. Additionally, they work closely with each other to ensure constant coordination among the committee branches. This approach ensures effective coordination among all groups, external entities, NWCG Staff, and the EB.

NWCG Coordinators will attend as many management committee and subcommittee meetings as possible to provide NWCG updates, help answer process questions, and ensure all necessary information about tasks, standards revisions, and funded projects are communicated to all other affected groups and NWCG Staff. NWCG Coordinators will inform the Chair if they cannot attend a meeting.

Intra-Committee Coordination

Management committees must understand tasks underway, the status of standards maintenance, proposal preparation, funded project progress, and workload planning for their subcommittees—ensuring all work directly aligns with the NWCG mission rather than agency-specific needs. This communication can occur in various ways but must ensure efficient transfer of information. Examples include subcommittee Chairs attending meetings, management committee Liaisons attending subcommittee meetings, or holding dedicated coordination meetings for all management committee members and subcommittee Chairs. For information on taskings and workload management, see: [Workload Management](#).

EB Coordination

If a topic arises that the committee Chair and NWCG Coordinator agree should be elevated to the EB, the NWCG Coordinator will request agenda time and work with the committee Chair to prepare required materials. Topics typically brought to the EB include:

- Politically sensitive topics
- Safety related topics
- New or significant changes to standards, such as publications

- Topics for correspondence to be issued by the EB (memos, taskings, or letters)
- Topics at the request of the EB
- Topics a management committee cannot reach consensus on or requiring EB direction

For additional information on EB meetings, see: [Executive Board Meetings](#).

Elevation of Issues

When a group cannot reach consensus among primary members, the issue may be tabled, assigned to another group for further work, or elevated through the chain of command (subcommittee to management committee to EB) for resolution. Groups must make all reasonable attempts to achieve a resolution at the lowest level before elevating the issue.

Stewardship & Stakeholders

A steward is an NWCG group responsible for managing a specific incident position, training course, publication, performance support material, glossary term, data standard, or other standards. The management committee level retains official stewardship of NWCG products. The work to maintain these standards should be delegated to the appropriate subcommittee or unit based on expertise, yet all final approval decisions will be made by the management committee with stewardship. For additional information on the approval process, see: [Approvals and Decision Process](#).

A Stakeholder is an NWCG group that has a critical stake in a key component of a standard stewarded by another group.

Steward responsibilities include ensuring consistency between related standards, communicating with other stewards, and engaging all key stakeholders in decisions. The steward should seek consensus with the stakeholders but may make decisions as necessary.

The assigned group with stewardship and applicable key stakeholders for most NWCG standards can be found in the following and on the management committee webpages:

- NWCG Position Catalog: <https://www.nwcg.gov/positions/position-catalog>
- NWCG Incident Position Standards Catalog: <https://www.nwcg.gov/nwcg-incident-position-standards-catalog>
- NWCG Position Task Books Catalog: <https://www.nwcg.gov/training/nwcg-position-task-books-catalog>
- NWCG Publications Catalog: <https://www.nwcg.gov/nwcg-publication-catalog>
- NWCG Job Aids Catalog: <https://www.nwcg.gov/training/job-aids>
- NWCG Training Catalog: <https://www.nwcg.gov/training/training-catalog-and-index>
- NWCG Glossary Terms: <https://www.nwcg.gov/publications/pms205/nwcg-glossary-of-wildland-fire-pms-205>
- NWCG Data Standards: <https://www.nwcg.gov/publications/pms910/nwcg-data-standards-pms-910>

Group Standard Operating Procedures

Each management committee and subcommittee will establish SOPs to direct business, outline how the group accomplishes its objectives, and ensure continuity as membership evolves. These SOPs should not contradict the NWCG Charter, the NWCG EB SOPs, the NWCG Master Committee Charter, or this publication. The NWCG template for developing SOPs, which must be used unless an exemption is approved, is available at: <https://www.nwcg.gov/communications-templates>.

All subcommittee SOPs will be reviewed and approved by the management committee. The management committee SOPs will not require EB approval, unless there is an issue identified by the group or NWCG Coordinator. All committee and subcommittee SOPs will be published on their respective webpages for transparency. A checklist for the responsibilities of NWCG group Chairs is available at: <https://www.nwcg.gov/committees/nwcg-committee-toolkit>.

Communication Standards

Communication guidance is provided to ensure NWCG communications are consistent and standardized, available at: <https://www.nwcg.gov/communications-guidance>. This guidance applies to all products of the NWCG organization. It contains information on the various formats as well as recommended distribution methods. If NWCG receives documents not in the appropriate template, they will be returned to the committee for rework.

Additionally, NWCG has created sample documents to assist groups and staff in communications to provide consistency in the layout and structure of the information being presented that is available at: <https://www.nwcg.gov/communications-templates>. The NWCG Coordinator will provide the most current version of the NWCG Style Guide and will assist with obtaining the appropriate NWCG staffing reviews for accessibility requirements. For additional information on NWCG product requirements, including the NWCG Style Guide and Branding Guide, see: [NWCG Branding](#).

All formal correspondence (such as published memos, letters, etc.) originating from a subcommittee level shall be approved by the management committee. For the purposes of this publication, meetings, chats, texts, phone calls, and other informal communications do not qualify as formal correspondence. The approval of subcommittee formal correspondence may be as simple as an email, a report-out at a meeting, or a full formal review for topics that are politically sensitive. Groups below the subcommittee level, such as units, will not create or send formal correspondence. For formal correspondence established by the management committee, the NWCG Coordinator will determine if EB review and approval is required.

Surveys & Collecting Information

The Paperwork Reduction Act of 1995, available at: <https://www.ecfr.gov/current/title-5/chapter-III/subchapter-B/part-1320>, and its implementing regulations at 5 CFR 1320, available at: <https://www.ecfr.gov/current/title-5/chapter-III/subchapter-B/part-1320>, govern federal agencies' collection of information from the public. Under the Act, agencies must obtain approval from the Office of Management and Budget (OMB) before requesting identical information from ten or more external individuals within a 12-month period. "External individuals" includes members of the public, businesses, and state, local, and nonprofit government employees. The Act also requires public comment periods and the publication of a notice in the Federal Register for new information collections, such as surveys, forms, and focus groups.

The Paperwork Reduction Act (PRA) does not apply to general public comments, voluntary submissions (e.g., information submitted through a website "Contact Us" feature), or information collected from federal employees in the course of their official duties.

Groups developing a form or survey should first consider whether a non-federal employee can serve as the sponsor. If the sponsor is not a federal employee, the group should coordinate through their NWCG Coordinator to contact the NWCG Publications Manager, who will confirm whether the tool requires PRA clearance. If the tool is intended for publication on the NWCG website, it will also undergo the standard NWCG product review process.

If the sponsor is a federal employee, they must work with their agency's Privacy Officer to obtain an official determination on whether PRA clearance is required. When PRA clearance is required, the process typically takes a minimum of nine months, although some tools may qualify for a streamlined review process that can be completed in approximately two to three months.

Chapter 4 – General Meeting Management

Meeting Purpose

The primary purpose of NWCG meetings is to enable the groups to make decisions and direct actions that support the NWCG mission. Groups should ensure that meetings are purpose-driven, sensible, justifiable, efficient, effective, and directly tied to the NWCG mission.

Schedule & Logistics

Meeting frequency should be determined based on purpose and need. The assigned NWCG Coordinator shall maintain calendar invitations for all committee and subcommittee meetings using the shared calendar (blm_fa_nwcg_committees@blm.gov) to ensure continuity during Chair rotations and staffing changes.

Hosting In-Person Meetings

The selection of any in-person meeting locations should be based on the following criteria with a remote option provided for members unable to attend in person, when practicable:

- Participation – Achieving maximum member participation.
- Convenience – Easy access to airports, hotels, meeting rooms, etc.
- Cost – Most reasonable based on total travel costs.
- Purpose – Considerations such as distributing workload, conducting site visits pertinent to the meeting, and coordination with other stakeholder entities.

These considerations should be applied with discretion while adhering to cost constraints and member agency policies. The group's NWCG Coordinator can provide guidance when preparing for a meeting.

The hosting agency or organization is responsible for arranging meeting facilities, while the Chair is responsible for coordinating logistics and confirming attendees. NWCG is unable to provide funding for meeting rooms, travel, guest speakers, or salary costs for groups hosting meetings (except for the NASF travel grant in the next section).

The cost of all facilities, travel expenses, salary, and/or incidentals for representatives and group members will be borne by their respective agencies. NWCG may, under extraordinary circumstances such as a federal government shutdown, institute a temporary pause on travel.

National Association of State Foresters (NASF) Representative Travel

Travel costs (airfare, lodging, and per diem) for NWCG committee/subcommittee meetings or official training program workshops may be reimbursed by the NASF through a federal grant with the U.S. Forest Service. This may only occur if the attendee is serving as an NASF representative to the group or has been selected for an NWCG-sponsored position or training development workshops and funding is available.

Information and guidance on this program is available at: <https://www.nwcg.gov/committees/travel-reimbursement-for-nwcg-state-member-representatives>.

Attendees

Primary members should attend all meetings. Members unable to attend will fully brief an alternate representative who has decision-making authority.

Associate and liaison members should attend and may designate an alternate to represent their agency or organization.

The Chair will determine whether to invite participants outside the official group membership or to restrict attendance. Depending on specific agenda topics, the Chair may restrict attendance to primary members for part of a meeting in an executive session. The assigned NWCG Coordinator must be invited to all topics of a meeting, including any executive sessions.

Agendas

Each meeting should have an agenda distributed in advance to allow adequate preparation for discussions and decisions. Agenda items should originate from the group's members or NWCG Coordinator and be coordinated by the group's Chair. The Chair will make the final decision to include or exclude agenda topics based on time constraints and business relevance and may elect to add informational items to the agenda without prior notice.

Presentations

Presentations made to a group should be clear, concise, and relevant. Following the presentation, clarification and discussion should occur, after which group members will deliberate and make decisions. The presenter may be asked to remain at the meeting to respond to subject matter questions and issues during the discussion.

Presenters should provide electronic copies of presentation and supplemental materials to the meeting Chair, Administrative Support, or other designated person seven days prior to the meeting to allow sufficient time for distribution and review prior to the meeting. When informational materials cannot be distributed in advance, copies may be distributed during the meeting at the discretion of the Chair. The presenter is responsible for distributing both printed (if applicable) and electronic materials to all attendees, including remote participants. Each group may determine any additional requirements for presentations for their meetings, ensuring those requirements are captured in their SOPs and communicated to any guest speakers.

Decision-Making

Decision-making by NWCG groups is by consensus of the primary members. All members shall contribute to the consensus-seeking effort. Consensus decision-making does not require unanimous or unqualified agreement. However, to achieve consensus, all decision-making members must be willing to support the decision and vote on behalf of their agency or organization's stance on the topic. Member agencies or organizations may document dissenting positions even when consensus is achieved. When consensus cannot be achieved, the issue may be tabled for future consideration, assigned to another group for further work, or moved up the command chain for resolution.

To make a decision, a quorum of at least two-thirds of the primary members is required. If a primary member is absent and no alternate is present, the member forfeits their vote on the consensus decision if quorum is met.

Action Items

Meetings should result in clearly defined action items when work must be completed outside the meeting. During a meeting, certain efforts may be identified that require completion outside of the meeting. These efforts are “action items” and must be documented to clearly describe the work, the responsible person(s), and the target completion date. Members responsible for an action item should ensure due diligence to assigned activities and make every effort to comply with the due dates for completion. The Chair will ensure that assigned activities are addressed in a timely manner.

Meeting Notes

The meeting notes serve as a permanent record of each meeting, and all documented decisions are considered final. Meeting notes should not be verbatim transcripts but must accurately reflect the business conducted. Committees are highly encouraged to assign a note taker to ensure consistency.

NWCG groups will ensure that meeting notes are taken during each meeting, and include:

- Date, time, and location
- Names of attendees
- Main topics of discussion
- Decisions made
- Action items assigned

The approved meeting notes will be emailed to the respective coordinator for review, approval, and posting to the NWCG website in the original document format (Word or Excel) within one month of the meeting. Templates that meet accessibility requirements are available at:

<https://www.nwcg.gov/committee-roles-and-membership-information>. Members should share any meeting notes to keep their respective agencies and organizations informed of NWCG decisions.

Meeting notes, agendas, and attached documentation are considered records. Federal records management procedures will be followed for appropriate creation, maintenance, and disposition of electronic and hardcopy meeting records. For more information, see <https://www.archives.gov/records-mgmt>.

Committee Connections Calls

The Connections Call is a quarterly meeting between Management Committee Chairs, the EB, and NWCG Staff that is conducted virtually for approximately two hours. In addition, the Management Committee Vice Chairs, Subcommittee Chairs, and Subcommittee Vice Chairs are invited to this meeting to listen. The purpose of these meetings is to provide connections and share information among the management committees, EB, and NWCG Staff. Topics often include a leader’s intent update from the EB, updates from NWCG functional areas on priority efforts, and report-outs by each management committee.

These meetings and their calendar invitations are generally scheduled a year in advance by the NWCG Executive Secretary. Although the format may vary, calls are generally scheduled for the first Thursday afternoon of February, May, August, and November:

- February: The Annual Meeting serves in lieu of this call, for more information, see: [Annual Meeting](#).
- May: The agenda typically includes updates from NWCG Staff and each management

committee.

- August: Coordinators will typically solicit a short, written update from each management committee. These will be compiled by the Executive Secretary and shared in email form.
- November: After updates from the NWCG Staff and each management committee, there will be virtual breakouts with the NWCG Coordinators.

Each management committee shall prepare a brief update (2 to 3 minutes) for their committee and subgroup business that may be relevant to the other groups. Only the Management Committee Chair should deliver updates unless otherwise arranged. If a Management Committee Chair is unable to attend a scheduled Connections Call meeting, they should provide an alternate to be available to capture information and provide an update for their group. Generally, this alternate is the Vice Chair or another primary member, but as a last resort, they should provide their update to the assigned NWCG Coordinator in advance of the meeting.

Meeting notes for the Connections Calls are available at: <https://www.nwcg.gov/committees/committee-connections>.

Annual Meeting

NWCG hosts an annual meeting each year, focused on engagement with committees, staff, and the EB. For odd-numbered years, the annual meeting will be hosted in person, and in even-numbered years it will be hosted virtually unless otherwise decided by the EB and staff. Such an approach balances fiscal commitments and staff time associated with planning an in-person meeting.

The annual meeting occurs during the third week of February (to coincide with the scheduled monthly EB meeting). These meetings are often multiple days in length and are typically held in Boise, ID. The purpose of the annual meeting is to facilitate coordination between the EB and Management Committee Chairs, support strategic alignment, and address organizational priorities. The attendees may vary based on the venue and agenda, but normally the Management Committee Chairs and Vice Chairs, the Subcommittee Chairs and Vice Chairs, the EB members, and NWCG Staff are expected to attend.

Chapter 5 – Executive Board Meetings

The following standards are specific to NWCG EB meetings, additional information is available at: <https://www.nwcg.gov/executive-board>.

Meeting Purpose

The purpose of EB meetings is to enable decision-making and direction-setting in support of the NWCG mission.

Meeting Schedule

EB monthly meetings are scheduled for the third Tuesday of each month and are typically held in Boise, Idaho. Meeting dates/locations may be changed by consensus of the EB but are generally scheduled one year in advance.

Meetings may be held in person or virtually. When a meeting is held in person, the EB will provide a virtual option for members that cannot attend in person. If an in-person meeting is planned away from Boise, additional time will be required for the Executive Secretary and facilitator to make the arrangements. Active participation is required to ensure effective meetings. For members participating remotely, participants are expected to turn on cameras.

At the beginning of the meeting, the facilitator will announce if there are enough members present for a quorum. All decisions will be recorded in the meeting notes. The facilitator will lead the consensus process.

Attendees

Primary EB representatives should attend all scheduled meetings, with at least two-thirds attending in person, with exceptions made for emergencies, exigent circumstances, or uncontrollable agency constraints. Associate EB representatives should attend all scheduled meetings as requested but may do so virtually or in person. Liaison members of NWCG will not attend EB meetings unless specifically requested. The NWCG Program Manager, Qualifications Branch Manager, Coordinators, Executive Secretary, and other senior NWCG Staff will attend scheduled meetings.

Those unable to attend a meeting will arrange for another member to serve as their proxy or identify an alternate to represent their agency or organization. The alternate must be fully briefed and must have the authority to make decisions on the primary member's behalf. Alternates and guests will be announced to the Chair, Executive Secretary, NWCG Program Manager, and facilitator prior to the meeting.

Meeting Preparation

Members will review materials in advance and complete necessary agency coordination. They will also participate in active dialogue and constructive debate. For more complex issues, additional time may be needed before reaching a decision.

At the completion of the discussion, the facilitator will assist the group in determining if a decision can be reached or if more time is needed to gather additional information or conduct additional briefings through their chain of command. If a decision is deferred, a deadline should be set by the Chair for revisiting the decision topic and captured in the meeting notes.

Agenda Topics

Issues requiring discussion or decision may be brought to the EB by the Chair, Vice Chair, Primary Agency Member, NWCG Program Manager, or NWCG Staff with concurrence of the NWCG Program Manager or NWCG group (through their respective NWCG Coordinator).

The agenda sponsor is responsible for compiling and submitting all supporting materials in accordance with the meeting preparation schedule and for sending them to the Executive Secretary (ES) for distribution. The near-final draft of all EB meeting handouts is due the Wednesday prior to the new month (to allow nine days for staff review and preparation before being distributed with the agenda and binder).

The NWCG Staff begin the preparation of the agenda on the first Monday of the month, and the ES will send the list of draft agenda topics for review to the EB on the first Tuesday of the month (which is due back by close of business on the first Friday of the month). By close of business on the second Tuesday of the month, the final agenda and all associated handouts (binder) are distributed to members, along with the calendar invites to the listed guests. This ensures that members have all the meeting information and documentation seven days prior to the scheduled meeting.

Figure 1: The monthly NWCG EB Meeting Planning Calendar used by NWCG Staff.

Week	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
0/5			Staff: Submit next month's EB binder documents for NWCG Staff review by COB.		
1	EB Agenda Development Mtg (11:30-12:00) ES: Send PM initial draft agenda by COB.	ES: Send draft agenda and request topics from the EB by COB.			Staff: Final binder documents approved by PM due to ES by COB. EB: Additional topic requests due COB.
2	Project Prioritization Mtg (13:00-14:00) ES: Send final draft agenda and binder for final NWCG Staff review and PM approval COB.	PM: Approval of final agenda and binder due 12:00. ES: Send final NWCG EB agenda, binder, and calendar invites by COB.			
3	Agenda/Lightning Round Review Mtg (11:30-12:00)	EB Monthly Mtg (09:00-16:00)			ES: Send draft EB notes to NWCG Staff for review.
4	EB AAR Mtg (11:30-12:30)	Staff: Review of draft EB notes due by 12:00. ES: Final draft EB notes sent to PM by COB.	PM: Approval of final EB notes due by 12:00. ES: Send final draft EB notes to EB for review by COB.		EB: Review of EB notes due by 12:00. ES: Finalize EB notes and forward to Web for posting by COB.

Presentations

Issues requiring decision should be documented and presented via briefing or presentation. All presenters must provide appropriate reference and background material (memos, past memos, summary of changes, new publications, etc.) to the NWCG Coordinator at least nine days prior to a meeting. The meeting materials will be reviewed by the NWCG Staff and routed through the ES. Requests to establish new publications shall have the full publication included in the EB meeting binder. Changes to existing standards should include a summary of changes and a template is available at:

<https://www.nwcg.gov/communications-templates>.

EB members should continue to be briefed by agency/organization committee members as new publications are in development for agency or organization vetting. Final review of new publications by the EB should focus solely on "fatal flaws" and glaring errors that would prevent an agency or organization from implementing the publication.

Decision-Making

Decision-making by NWCG groups is by consensus of the primary membership. Decisions shall be based on consensus of those members present. A quorum of two-thirds of the primary members is required to carry a decision.

The consensus process fosters a cooperative dynamic. The EB considers only one proposal at a time and collaborates to make the best possible decision for the group. While consensus decision-making does not require unanimous agreement, it does demand participation from all primary members. EB members who disagree with the proposal should express their concerns, and the group will not adopt any decision until they resolve all issues. If concerns persist after discussion, members can acknowledge their unresolved issues but still consent to the proposal, allowing it to be adopted.

Thus, reaching a consensus does not mean everyone must fully agree; it requires that each member is willing to support the decision. Throughout the decision-making process, each member takes responsibility for sharing their opinions for group consideration and deliberation, and for proposing alternative solutions when disagreements arise. Instead of abstaining, participants can express a neutral stance while remaining engaged and prepared to support the final decision.

The NWCG Coordinators are responsible for communicating the results of the meeting to the appropriate groups or stakeholders, and for follow up reporting at subsequent meetings regarding the status of any tasking assignments. However, in situations where the decision is controversial or is modified after a decision is made, the EB may be asked to meet with the committee or their specific agency representatives.

Decision Implementation

Typically, NWCG decisions are implemented by each member agency or organization to be effective; therefore, time should be allowed during the decision-making for due deliberation by the agencies or organizations up through the appropriate chain of command. When practicable, topics should be introduced as informational items one month prior to decision. However, issues requiring more urgent decisions, such as security, safety, and health issues will be expedited by the EB.

A decision is considered final when agreed upon at the meeting. Once approved, the meeting notes officially document the decision. Failure by a primary member to respond with edits by the meeting notes review deadline will imply agreement with and endorsement of the notes. Once a decision has been made, all members agree to actively support the decision.

In some cases, member agencies or organizations may find it necessary to adapt implementation of the decision to fit within their respective rules and regulations while still meeting the intent of the decision. On rare occasions a decision may need to be revisited based on significant new information or direction. The primary members will determine if revisiting a decision is valid prior to reconsideration.

Reconsideration of a prior decision must be coordinated with the EB Chair. If a primary member determines that agreement is unattainable, the issue may be tabled until the next meeting or until a more acceptable decision can be attained. All proposed taskings to NWCG committees will receive prior EB approval (e.g., serious accident investigation, external groups, agencies, program reviews).

Meeting Notes & Action Items

The meeting notes serve as a permanent record of each meeting, and all documented decisions are considered final. These should reflect the business conducted during the meeting and be complete, accurate, and coherent.

The ES will capture and compile the meeting notes, which include all agenda topics, a summary of pertinent discussion, final decisions, and action items identified.

The draft meeting notes are sent to the NWCG Staff for review on the third Friday of the month (the Friday following the scheduled monthly meeting) with reviews due by close of business on the fourth Tuesday of the month. The NWCG Program Manager and Qualifications Branch Manager provide final reviews of the draft notes by the fourth Wednesday of the month.

The final draft notes are sent to the EB members for review on the fourth Wednesday of the month and are due the following Friday. On the fourth Friday of the month, the final EB meeting notes are finalized and posted to the website.

The final meeting notes for the EB are available at: <https://www.nwcg.gov/executive-board/meeting-notes> and are archived after 5 years.

Executive Sessions

Members may request an executive session through the EB Chair, NWCG Program Manager, or both. Additional time will be added to the agenda for an executive session if requested or a separate meeting may be scheduled as appropriate. If a separate session is required, the ES will coordinate scheduling. These sessions are typically for controversial, sensitive, or time-sensitive topics, but can be scheduled for ongoing work that requires longer discussion. An ad hoc executive session may be added to the day of the meeting with an EB consensus.

Participation in the executive session may be based on the topic, as determined by the Chair, Program Manager, or both. Subject matter experts and invited guests may be included in executive sessions upon request by the Chair, Program Manager, or both. Information or handouts necessary to prepare for the executive session will be sent to the members prior to the discussion.

Conversations during executive sessions will remain confidential. No official notes will be taken for executive sessions, but any decisions or action items will be captured. If decisions are made during these sessions, they will be documented in the current month or the following month's regular meeting notes (depending on timing). If a decision needs to be shared in a timelier manner, a memo may be written to document said decisions.

Chapter 6 – Workload Management

Strategic Planning

Through strategic planning, the EB sets the overall vision for the organization, identifies key strategies to achieve the vision, and establishes measures to monitor progress. The EB then prioritizes the strategies based on the impact, probability of success, and cost effectiveness. These priorities form the basis of the Annual Work Plans for the EB, NWCG Staff, and committees. The NWCG priorities are communicated each January through the Annual Letter available at: <https://www.nwcg.gov/executive-board/correspondence>.

Workload Planning

Much of NWCG’s work is carried out by NWCG groups. Each group’s objectives must align with NWCG and member agency objectives.

Groups must maintain work plans defining direction, priorities, and resource requirements. These plans include tactical plans to accomplish the core business of the NWCG groups, budget proposals, and assigned EB taskings.

This planning includes the core business of maintaining and updating standards, products, and other stewardship responsibilities. Groups should review their products list annually to identify need revisions, new products, and maintenance schedules. The maintenance schedule is used to inform, plan, and support the group’s work for the next year, establish timelines, and identify resources needed to complete the product.

Annual Work Plans

Each management committee will develop an Annual Work Plan covering the next fiscal year plus two out-years (three years in total). Plans should clearly describe direction, goals, objectives, and projected funding needs. The Annual Work Plan should be a comprehensive “roll up” incorporating planned work of any subcommittees or other groups. The plan will provide measurable outputs for all projects proposed for the three-year period, goals linked to the NWCG mission and group objectives, specific product revisions, and timelines.

Work plans must be submitted to the assigned NWCG Coordinator by June of the prior fiscal year for EB approval.

An Annual Work Plan template is available at: <https://www.nwcg.gov/committees/nwcg-committee-toolkit>.

Budget & Funding Requests

NWCG funding is provided by federal agencies through wildland fire management budget allocations. Contribution percentages are based on the *Interagency Agreement for National Wildfire Coordinating Group Shared Funding Agreement*, available at: <https://www.nwcg.gov/executive-board/partners-agreements>. The U.S. Fire Administration and Department of War separately and independently determine their annual contributions and program emphasis.

NWCG groups and staff routinely conduct new and ongoing work to accomplish the NWCG mission supported by project funding. NWCG funding is requested and allocated according to the direction provided in the NWCG Annual Funding Guidance, available at: <https://www.nwcg.gov/budget-guidance>.

The NWCG Annual Funding Guidance provides a framework to fund appropriate projects to meet NWCG goals in a cost-effective manner. Only projects that are within the scope and meet the goals of NWCG are recommended to the EB for funding. The NWCG budget process is reviewed and updated as needed based on guidance from the EB, user feedback, and lessons learned.

Funding requests must directly support NWCG objectives and committee Annual Work Plans. NWCG project funding does not cover salaries, travel, meetings, training delivery, subject matter expertise labor, awards, or IT application projects unless an EB-approved exception applies (e.g., NASF travel grant) and should be interagency and national in scope.

Because the federal budget planning cycle is two years ahead of the current fiscal year, the cap for NWCG spending for any fiscal year is initially established as an estimate two years earlier with adjustments to this estimate that may occur during the following year. Submitted projects may be approved but not funded due to insufficient funds available to NWCG. The NWCG Managers and Coordinators monitor approved project expenditures on a quarterly basis. Funds that are not obligated or spent by May-June of the current fiscal year may be reallocated to another project based on determinations made by the EB. Funds are limited to a single fiscal year (October 1 — September 30) and do not carry over. The budget timeline can be found in the NWCG Annual Funding Guidance.

Taskings

During discussions, collaboration efforts, in response to emerging issues, or in response to top-down mandates, the EB may periodically identify the need for one or more groups to perform timely actions not included in their approved Annual Work Plan.

The EB may assign work not already included in a group's Annual Work Plan through a formal tasking memorandum. The NWCG Coordinator will draft taskings in partnership with the assigned groups and route them for EB approval and issuance.

The coordinator must track the progress of each tasking and provide updates at monthly EB meetings. Once a tasking is completed to the satisfaction of the EB, it will be formally closed through a decision documented in the EB meeting notes.

Work Requests Outside of NWCG

The NWCG Charter states, "Entities desiring to assign work to NWCG committees and subgroups must first coordinate through the NWCG Executive Board." No organization or person outside of NWCG (i.e., National Multi-Agency Coordination Group, Fire Management Board, Wildland Fire Information & Technology Program Board, Wildland Fire Leadership Council, or other non-NWCG organization/person) may assign work of any type to a NWCG group. Outside entities must route requests for NWCG work to the EB.

NWCG groups must consult with their coordinator when approached with outside requests to determine if EB approval is required. General collaboration, communication, and answering basic inquiries is allowed, but cannot bypass NWCG workload management. The intent is to ensure that NWCG processes and workload management can be governed by the EB appropriately.

Information Technology

NWCG and its groups represent the needs and requirements of the interagency wildland fire community. Establishing data standards and defining the interagency community's business needs and requirements are important roles that NWCG groups accomplish. As currently chartered, NWCG does not fund nor implement information technology applications. This is the role of the hosting agencies.

Questions regarding information technology projects should be directed to the appropriate agency Wildfire Information and Technology (WFIT) Board Representative; a roster is available at: <https://www.wildfire.gov/wfit>.

Additional information on the coordination of WFIT support to NWCG business needs is available at: <https://www.nwcg.gov/tools-technology/wildland-fire-information-and-technology-wfit-support-to-nwcg-business-needs>.

Project Prioritization

The NWCG Staff meets monthly to prioritize internal project workloads for incident position, training, and publication projects that have been approved by the EB. The prioritization criteria, roles and responsibilities, current priorities, and completed priorities is available at:

<https://www.nwcg.gov/executive-board/nwcg-project-priorities>.

The purpose is to provide a transparent snapshot of the program of work and the status of projects. It is not intended to be an all-encompassing list of all work assignments, as the NWCG Staff spreads daily work assignments across multiple priorities as the entire program of work moves forward.

Accountability Expectations

Groups are expected to:

- Perform actions necessary to accomplish items in their Annual Work Plans
- Provide timely response to issued taskings
- Maintain communication with the NWCG Coordinator and management committee about concerns and issues
- Maintain communication with the NWCG Coordinator and management committee about the status of work activities, accomplishments, and successes
- Maintain communication with other groups as appropriate or directed
- Ensure alignment with the NWCG mission and group objectives
- Ensure website information accuracy

Member Expectations

All group members are expected to fulfill their roles and responsibilities in a professional manner. This includes participation in meetings, support of decisions, completion of assignments, and fulfillment of responsibilities. Performance issues that cannot be resolved by the group Chair will be elevated to the management committee and NWCG Coordinator for resolution.

NWCG Annual Awards

The EB recognizes individuals and groups that demonstrate exceptional contributions to the NWCG mission. As such, annually, the EB will select an NWCG member/group/staff to be recognized based on one of the three award categories below. The EB does reserve the option to select more than one nominee.

1. Creativity and Innovation
 - a. Demonstrates innovation, initiative, and adaptability, such as embracing change; overcoming barriers; or proactively assuming responsibilities beyond the standard.

- b. Demonstrates effective communication, such as collaborations between NWCG committees/subgroups or with other member agency groups to accomplish projects.
2. Achieving Results
 - a. Demonstrates accountability, such as exceeding performance expectations on a tasking or NWCG project.
 - b. Demonstrates effective problem solving and decision-making, such as transforming a decision into a specific plan of action and executing that plan.
 3. Outstanding Support for the NWCG Mission
 - a. Dedicates a significant amount of time in service to NWCG.
 - b. Demonstrates outstanding leadership qualities, such as professional conduct, developing relationships, or effectively managing change.

The process and timeline for nominating an NWCG member, committee, staff include:

- During the December EB meeting, the EB and NWCG Staff will identify and discuss potential nominees. All suggestions for nominations should be relayed to either an EB member or NWCG Coordinator prior to the December meeting.
- Based on those discussions, the EB will vote and select a nominee for recognition.
- The EB Chair will present the awards at the NWCG Annual Meeting in February.

All awards are non-monetary recognitions of accomplishment funded through NASF and IAFC, as funding allows.

Chapter 7 – Standards Development

NWCG creates intergovernmental standards of interoperability for use by its member organizations. These standards are provided in various formats and media collectively known as products. NWCG does not create policy. The decisions to adopt standards are made independently by the NWCG member agencies or organizations and communicated through their respective directives systems. For additional information, see: [NWCG Standards Overview](#).

Authority

NWCG is chartered by the federal Fire Executive Council (FEC), the NASF, and the ITC to provide national leadership to develop, maintain, and communicate interagency standards, guidelines, qualifications, training, and other capabilities that enable interoperable operations among federal and non-federal entities.

Authority for NWCG groups to create interagency standards, guidelines, qualifications, and training is delegated from the NWCG EB to its committees. Standards created through this authority are considered established best practices provided by NWCG to its members.

Stewardship

NWCG groups are assigned stewardship for one or more standards, such as a specific incident position, training course, publication, performance support material, glossary term, data standard, or other standard. Stewardship responsibilities include the development, collaborative review, and maintenance of those standards. For additional information, see: [Organizational Groups, Stewardship and Stakeholders](#).

Development

Each NWCG standard is developed and revised over time to respond to a need within that specific wildland fire business area. The development process may include research, data collection, and review of business needs. It may also include developing and evaluating alternatives, drafting proposals, coordinating with NWCG functional areas, conducting internal and external reviews, agency vetting and alignment, EB approval, and communication to the field. For additional information on agency vetting and alignment, see: [Agency Vetting and Alignment](#).

Approvals & Decision Process

The EB is responsible for approving all NWCG standards. The EB may choose to delegate this responsibility to a management committee for specific standards. For additional information, see: [Organizational Groups, Stewardship and Stakeholders](#).

Significant Change Determination

The decision process for NWCG standards requires determining whether a change is significant or not. The approval level for insignificant changes, changes that do not meet the requirements of a significant change listed below, lies with the management committee holding stewardship of the product. For additional information on NWCG standards, see: [NWCG Standards Overview](#).

A significant change to a standard includes:

- Any change to an existing standard or the development of a new standard that is deemed politically sensitive, has safety ramifications, or requires budgetary resources beyond planned maintenance.
- Training Courses:
 - Development of a new course
 - Change to the name or number of a course
 - Change to the delivery modality or number of hours
 - Movement of a course from recommended³ to required, or required to recommended
 - Modification of course prerequisites
 - Replacement of a Federal Emergency Management Agency (FEMA) course with an NWCG course
 - Removal of existing courses
- Incident Position Qualifications:
 - Development of a new incident position
 - Change to the name of a position
 - Change to the location of a position within the hierarchy structure
 - Movement of a course from recommended to required, or required to recommended
 - Change to required experience
 - Change to the required physical fitness level
 - Change to currency requirements
 - Removal of existing incident positions
 - Revision of an existing Incident Position Description, Incident Position Standards, or Position Task Book that significantly affects the scope, function, or impact of the position (beyond minor or routine adjustments) and results in a measurable change to performance expectations, organizational structure, responsibilities, or evaluated tasks.
- Publications:
 - Development of a new publication
 - Removal of existing publications
 - Revision of an existing publication that substantially alters its scope, function, or impact (extending beyond minor or routine adjustments) and results in a measurable change to operating procedures, implications for member agencies, or effects on interagency incident responses.
- Glossary Terminology/Data Standards/Geospatial Data:
 - Follow the *NWCG Glossary of Wildland Fire*, PMS 205, and *User Guide for Development and Maintenance of NWCG Data Standards*, PMS 938, for specific procedures and approvals. For additional information, see: [NWCG Glossary Terms](#) and [NWCG Data Standards](#).

³ Recommended training refers to Other Training Which Supports Development of Knowledge and Skills, for additional information, see: [Other Training Which Supports Development of Knowledge and Skills](#).

- Job Aids, Performance Support Materials, and Other Products:
 - Changes to an existing job aid, performance support material, or other products that meaningfully alter its purpose or effect (beyond routine edits) and result in noticeable differences procedures, impacts to member agencies, or management of interagency incidents.

Process for Approving Significant Changes

1. Initiation

When a significant change to an NWCG standard is proposed, the responsible group (subcommittee, task group, or subject matter experts) must develop an NWCG Impact Assessment, available at: <https://www.nwcg.gov/committees/nwcg-committee-toolkit>. The group should complete as much information as possible before submitting the form to the management committee through the NWCG Coordinator or Chair.

2. Initial Management Committee Review

The management committee will review the submission, add any additional information to the Impact Assessment, and conduct an initial agency vetting to confirm that the proposed change is justified and aligns with agency objectives within 30 calendar days⁴.

- If the management committee does not concur, the request is not accepted and will not move forward.
- If the management committee approves, the request and Impact Assessment are forwarded to the NWCG Coordinator for NWCG Program Management review.

3. NWCG Program Management Review

The NWCG Coordinator, in coordination with the NWCG Program Manager or Qualifications Branch Manager, will assign the appropriate staff functional area(s) to review the request. These staff will complete the following within 30 calendar days⁴:

- Add any additional information to the Impact Assessment Form.
- Evaluate impacts on the overall NWCG system, including workload, staffing, and cost.
- If, after this review, the Program Manager does not concur, the request will not proceed.
- If approval is granted, the Impact Assessment is returned to the management committee through the NWCG Coordinator.

4. Qualifications Management Committee Review

For significant changes related to training or incident positions (only), in addition to the Impact Assessment Form, the management committee (with stewardship) will initiate a Request for Change (RFC) with the Qualifications Management Committee (QMC).

The QMC will assign the RFC to the appropriate subcommittee(s) based on the type of standard. Their review will be completed within 30 calendar days⁴:

- Shared NIMS Incident Positions: Reviewed by the NIMS Integration Subcommittee.

⁴ Listed deadlines may be different for IPTM projects that have contractually based deadlines that have been briefed in advance for each incident position project in the Detailed Steward Briefing to the steward committee and subject matter experts.

- Training Standards: Reviewed by the Training Delivery Subcommittee.
- Incident Position Qualifications: Reviewed by the Qualifications Systems Subcommittee.

Each designated subcommittee will review the RFC, update the Impact Assessment as needed, and provide its recommendation to the QMC. The QMC will then determine the overall impact on the NWCG training and qualifications systems within 30 calendar days⁴.

- If the QMC does not concur, the RFC is not accepted and does not proceed.
- If the QMC provides tentative approval, the final Impact Assessment is returned to the management committee.

5. Final Agency Vetting and Consensus

Once a request has been tentatively approved by QMC (for training or incident position changes) or by NWCG Program Management (for all other changes), the management committee will conduct final agency alignment and vetting to reach consensus among all NWCG member agencies within 60 calendar days⁴. For additional information on agency vetting and alignment, see: [Agency Vetting and Alignment](#).

- If consensus is reached, the change proceeds for implementation.
- If consensus cannot be reached, the NWCG Coordinator will determine whether the request meets the requirements to be elevated to the EB for final decision or is denied due to lack of consensus.

Agency Vetting & Alignment

Each NWCG member agency or organization will determine its own internal process for vetting significant change requests to ensure alignment with agency priorities. However, this vetting should extend beyond just the practitioners of a specific incident position or functional area and must confirm that all voting decisions are consistent with the agency’s senior leadership’s direction. Committee members should regularly communicate with their agency’s EB representative to understand and follow agency expectations for vetting and alignment.

Agency vetting determines whether an agency has the capability to support a proposed new standard or a change to an existing one—essentially, “can we do it?” This process occurs after subject matter experts evaluate and determine that the change is in the best interest of their functional area. Vetting is typically led by the proposing group’s agency representative and involves consultation with agency personnel who would implement or be affected by the decision, including counterparts on other NWCG groups.

Agency alignment ensures that an agency’s senior leadership supports the proposed change and that it aligns with the agency’s strategic direction—essentially, “should we do it?” This process is generally carried out by senior representatives or management personnel in coordination with the agency’s executive leadership. In addition to agency senior leadership, all NWCG committee representatives for an agency must align and vote consistently as significant changes move through the approval process—ensuring the proposed change is supported and aligns with the agency’s strategic direction.

Chapter 8 – Product Management

Products is an all-encompassing term for anything produced by or on behalf of an NWCG group. These products are composed of one or more standards and are provided in various formats and media. This may include, but is not limited to documents, presentations, videos, training materials, and web pages. Documents include useful resources, reports, correspondence, reference materials, posters, announcements, or other forms of delivering an agreed upon NWCG standard.

Many NWCG products are under the stewardship of specific groups. These groups work closely with their assigned NWCG Coordinator to work with the applicable NWCG functional area managers (publications, training, web, communications, etc.) to define the development, maintenance, and review cycle for each product.

All products will be identified as National Wildfire Coordinating Group products with the NWCG logo, and only NWCG approved group logos may accompany the NWCG logo.

Criteria

Published information is defined as any NWCG product that is made available outside the NWCG organization and generally distributed electronically through the NWCG website.

NWCG published information must meet the following minimum criteria:

- Must be generic (non-agency-specific) to all NWCG members and must meet NWCG objectives. It is the decision of NWCG whether a particular item is appropriate and technically accurate for NWCG sponsorship and distribution.
- Visuals products, such as slide presentations, photographs, and videos should portray a broad range of representative agencies in the wildland fire community, along with representing the nation's diverse workforce.
- Visuals from only one agency may not fully indicate the interagency scope of the information.
- Must be within the topic area of the designated NWCG stewardship group. The risk of producing mixed messages from NWCG exists. To mitigate such risk, a committee or other NWCG group should not produce or endorse information outside its business scope.
- Must not be available from another agency or private concern. NWCG does not replace the need for agency distribution of agency-specific information, nor is it in competition with private business.
- Must be technically accurate. This is accomplished through the appropriate reviews by the NWCG groups responsible and NWCG Staff.
- Must be produced within appropriate NWCG product and format standards. This includes electronic document accessibility requirements and formats that may be downloaded and printed by field audiences.
- Must comply with NWCG copyright guidelines. NWCG products are in the public domain and cannot infringe on any copyright ownership. For additional information on NWCG copyright guidelines, see: [Copyright](#).

Planning

Planning is necessary to develop NWCG products efficiently. The NWCG Coordinators will work with the committees and the applicable NWCG functional area managers (publications, training, web, communications, etc.) to develop and maintain a complete product inventory, which should include the revision cycle and production requirements for every NWCG product. Maintenance schedules will be developed based on this inventory and EB priorities.

Groups in conjunction with their NWCG Coordinator will determine what kind of product needs to be developed and work with the NWCG functional area managers to determine what format will be best for delivering the information to the users. All products will be prepared to be posted electronically on the NWCG website.

If a product, produced externally to NWCG, is brought to the attention of the group for possible use, they may choose to review the product to determine if the information meets NWCG objectives and mission. After review and approval by NWCG Staff, the group may choose to endorse the product as submitted or use the information to aid in development of a different product.

Committees should conduct an initial planning meeting with their NWCG Coordinator and applicable NWCG functional area managers before beginning to work on the product. The goal of this meeting is to set expectations and requirements to improve the transparency of the process and to minimize rejection of the final draft. The meeting should include discussion about:

- Articulating the desired final product
- Coordination with stakeholders
- Format of the product
- Specific formatting requirements
- Defining the responsibilities
- Outlining the process
- Approximate schedule
- Setting timelines/due dates
- Level of approval(s) required
- Specifications for the final product
- Distribution and communication methods

If the information contained in a product becomes outdated, the NWCG group with stewardship over the product should work with their NWCG Coordinator to remove it from the published view.

Product Standards

Every NWCG product produced electronically must comply with the accessibility requirements of Section 508 of the Rehabilitation Act (29 USC 794d, as amended by the Workforce Investment Act of 1998 P.L. 105-220, August 7, 1998). Additional information and resources related to the Rehabilitation Act are available at: www.section508.gov.

To assist in the development of NWCG products, NWCG has created templates that meet these standards in addition to the NWCG Guidelines for Creating Electronically Accessible Electronic Documents, which has guidance for creating a variety of electronic products. Additional information is

available at: <https://www.nwcg.gov/notices#accessibility>.

All NWCG products must conform to the NWCG Publication Style Guide, available at: <https://www.nwcg.gov/publications/publication-and-web-portal-management> “Publication and Web Portal Criteria.” While the United States Government Printing Office Style Manual is a helpful resource, adherence to it is not required by NWCG. For additional information, see: [Publication Management](#).

Every NWCG product is required to have:

- A title that is concise: The title should reflect exactly what the product (document, video, form, etc.) is about. If the product gives guidance in a particular subject area, the word “guide” should be part of the title.
- An assigned date: This date (usually a year; occasionally a month and year) identifies the product edition.
- An identified NWCG group responsible for development and maintenance: Included with this stewardship identification should be NWCG contact information for users who may have questions or want additional information about the product or its content.
- Information on where an authoritative copy may be obtained: For products available for download from a website, an appropriate NWCG website URL should be included. For products available for order from the Great Basin Cache, the National Fire Equipment System (NFES) order number should be included.
- A statement indicating that NWCG has approved the content information: A statement of intended use should also be included; this should include a disclaimer of responsibility for inappropriate use.
- A statement regarding the public domain, copyright, or proprietary nature of the content information: Copyrighted content and proprietary information must be identified as such within the product. For additional information, see: Copyright.
- Appropriate labels with the NWCG name and logo: No other logos should be used. A statement regarding the use and trademarked nature of the NWCG name and logo should be included.

NWCG Branding

NWCG branding is important for consistent and effective messaging using colors, logos, fonts, and tone to foster instant recognition of NWCG products and services. A positive and professional image is achieved by employing this strategy, which comprises several sub-components and ensures consistency across all platforms, regardless of the origin.

The use of standardized templates efficiently creates cohesion between products and platforms. Available NWCG templates will be used, and style guidelines will be followed for all publications, training materials, videos, and other products. Information and specifications on NWCG branding and the NWCG Style Guide is available at: <https://www.nwcg.gov/nwcg-branding-guidelines>.

Copyright

NWCG products are in the public domain. If copyrighted material is used within a product, written permission must be obtained for the use of such material. The owner of copyrighted material must understand that the information will be used within a public domain forum. For this reason, NWCG recommends that products do not use copyrighted materials unless necessary. Additional information, including the Copyright Compliance Letter, is available at: <https://www.nwcg.gov/notices>.

Copyrighted materials include images in the background (e.g., corporate logos, paintings, celebrities) or music on the radio. Works created by federal employees in their official capacity are in the public domain. However, photos created by non-federal employees in their official capacity require permission from the photographer/copyright owner. Additional information is available at: <https://www.nwcg.gov/media-tips>.

NWCG Logo Use

NWCG is a partnership of multiple agencies working collectively to advance efficient and effective wildland fire management. For decades, the NWCG logo has represented interagency teamwork and continues to signify quality, cooperation, and stability across the wildland fire community. The logo reflects the unified endorsement of all NWCG member agencies.

The NWCG logo may not be used except on NWCG authorized information. "National Wildfire Coordinating Group," "NWCG," and the NWCG logo are trademarks of NWCG. The logo may be used with permission in official capacities.

To preserve the integrity and credibility associated with the NWCG logo, the following standards of use apply:

- Use of the NWCG logo must be in support of the NWCG mission and portray a positive image of NWCG.
- The NWCG logo must be legible, recognizable, and annotated with the "TM" symbol outside the lower right portion of the logo.
- All NWCG products will display the NWCG logo.
- If an NWCG product is produced in cooperation and collaboration with another country, the logo and identification of the other country may also be used.
- The NWCG logo will be the dominant logo when appropriately used in conjunction with approved NWCG group logos.

Any use of the NWCG logo beyond what is outlined in this guidance must be authorized in writing from the NWCG Publications Manager or NWCG Program Manager.

NWCG Data Standards

The *NWCG Data Standards*, PMS 910, provides specifications that enable the common usage of data across wildland fire information systems. This publication and other applicable information on the data management strategy, geospatial operations, developing data standards, data standard maintenance, and assigned stewardship to NWCG groups additional information is available at: <https://www.nwcg.gov/committee/data-management-committee/publications>.

NWCG Glossary Terms

The *NWCG Glossary of Wildland Fire*, PMS 205, provides an extensive listing of approved terms and definitions used by the NWCG community, is available at: <https://www.nwcg.gov/publications/pms205/nwcg-glossary-of-wildland-fire-pms-205>.

It contains terms commonly used by NWCG in the areas of wildland fire and incident management and is not intended to list all terms used by NWCG groups and member agencies. NWCG has directed that all committee and subgroup product glossaries be contained within PMS 205 to maintain definition consistency and clarity among documents.

Information on understanding the glossary process, a listing of assigned stewardship to NWCG groups, the form to request a new or revised glossary term, and the form to provide feedback on glossary terms are also available within the PMS 205 website.

Foreign Language & Translation

The EB has determined that the following products, which are required for the Firefighter Type 2 position, will be the only NWCG materials available in a foreign language (Spanish) and are identified by the “ES” in their product number:

- *10 Standard Firefighting Orders*, PMS 110-ES
- *10 and 18 Poster*, PMS 110-18-ES
- *18 Watch Out Situations*, PMS 118-ES
- *NWCG Incident Response Pocket Guide (IRPG)*, PMS 461-ES
- L-180 ES, Human Factors in the Wildland Fire Service
- S-130 ES, Firefighter Training
- S-190 ES, Introduction to Wildland Fire Behavior

NWCG is unable to officially support the translation of any other NWCG products.

Requests for Foreign Translation Permission

NWCG does occasionally receive requests from individuals to independently translate products for use in other countries. The following is the official guidance for those requests:

Products produced by NWCG are in the public domain. Use of public domain information, including copying, is permitted. Use of NWCG information within another document or in a product not certified by NWCG is permitted if NWCG information is accurately credited to NWCG.

The NWCG logo and language indicating NWCG endorsement of the publication must be removed during the translation process. "National Wildfire Coordinating Group," "NWCG," and the NWCG logo are trademarks of NWCG.

Chapter 9 – Incident Position Management

NWCG incident positions enable consistent and uniform performance by personnel mobilized by position under NIMS and ICS principles. The position catalog provides comprehensive information for each with NWCG qualification standards and is available at: <https://www.nwcg.gov/positions/nwcg-positions>. Agency-specific incident positions and qualification standards are excluded.

Each NWCG incident position is assigned to one position steward at the management committee level, and the work to maintain that stewardship is typically delegated to a subcommittee. The assigned position steward is responsible for collaborating with key stakeholders associated with the position.

Incident Performance & Training Modernization (IPTM)

IPTM is designed to create a performance-based training system that includes comprehensive performance support packages for each NWCG incident position.

IPTM seeks to establish a robust foundation for interagency training and qualifications in wildland fire management. Through this collaborative effort, NWCG is refining systems and modernizing tools, all focused on developing a skilled, adaptable, and sustainable workforce to meet both current demands and future challenges.

The goals of IPTM are to:

- Develop a modern integrated performance-based training system to support a safe and effective wildland fire workforce.
- Move as much training as appropriate to on-the-job training through the support of Incident Position Standards and Next Generation Position Task Books.
- Ensure incident position-specific training is necessary, relevant, and efficient to update and maintain.
- Build performance support packages and qualifications from IPSs to better support trainees, evaluators, and qualified individuals.

More information on IPTM is available at: <https://www.nwcg.gov/training/iptm>, and the IPTM StoryMap is available at: <https://storymaps.arcgis.com/stories/1f46750e7dc94b208cfeeb51d7f7c26c>.

Performance Support Package

The performance support package forms the foundation for incident position training and qualifications. It includes the Incident Position Description (IPD), Incident Position Standards (IPS), Position Task Book (PTB), and essential training and support products (e.g., job aids and training courses). This package helps trainees, qualified personnel, and evaluators by facilitating ongoing development and providing flexible training tailored to incident responders.

Incident Position Descriptions

IPDs provide the single authoritative source for essential duties and responsibilities for each NWCG incident position. IPDs ensure alignment with operational standards, standardize nomenclature, prevent redundant duties across positions, and identify performance support needs (such as job aids and training courses).

System-wide nomenclature standardization across all IPDs is the shared responsibility of the position steward, the QMC, the NWCG Incident Performance Branch Manager, and the NWCG Publications Manager. Additional information is available at: <https://www.nwcg.gov/incident-position-descriptions>.

Incident Position Standards

IPs serve as the comprehensive “how to” guide for each position, describing how individuals perform their roles during an incident. These standards promote safe, efficient, and effective operations that align with the positional goals and objectives, while supporting consistent and successful on-the-job training.

Because IPs are developed in conjunction with the IPD and PTB, stewards must coordinate closely with their NWCG Coordinator, the Training Program, and the Publications Manager on revisions to ensure alignment.

The catalog of NWCG IPs is available at: <https://www.nwcg.gov/nwcg-incident-position-standards-catalog>.

Position Task Books

PTBs provide an observable, measurable, and standardized means to evaluate and document trainee proficiency. These PTBs are a key component of the qualification process for NWCG incident positions. The catalog of NWCG PTBs is available at: <https://www.nwcg.gov/training/nwcg-position-task-books-catalog>.

NWCG currently has two formats of PTBs in use: Classic PTBs and Next Generation PTBs (Next Gen PTBs). Next Gen PTBs increase trainee/evaluator communication, improve evaluator feedback, and enhance speed to competency. All new PTBs will be in the Next Generation format and be developed in conjunction with IPs. Additional information on Classic PTBs, Next Gen PTBs, and frequently asked questions are available at: <https://www.nwcg.gov/publications/positions/about-ptbs>.

Training Courses

NWCG training courses contain standardized curriculum developed by NWCG. They are designed to meet the training needs identified in the position qualification requirements set forth in PMS 310-1. For detailed information about NWCG training courses, see: [Training Development](#).

Training Requirements for Position Qualification

The position steward determines whether a course is required for position qualification. To make this determination, the steward is responsible for ensuring primary agency concurrence with respect to qualification and delivery impacts. Additionally, the steward will ensure agency vetting before conducting a consensus decision vote. The position steward must evaluate whether the knowledge, skills, and abilities defined in the IP can be developed through on-the-job training during a training assignment (guided by standards and the PTB) with support from a qualified trainer/evaluator. This approach reflects NWCG’s performance-based training system.

When formal training is necessary, all required training must clearly align to support competence in performing the IP duties and be approved. NWCG does not require completion of training prior to initiating a PTB, except in rare cases.

Other Training Which Supports Development of Knowledge and Skills

A course may be listed in the PMS 310-1 as “Other Training Which Supports Development of Knowledge and Skills.” NWCG member agencies may require additional training beyond the PMS 310-1. These are agency requirements outlined in specific policy or directives, not NWCG requirements.

NWCG does not maintain Other Training Which Supports Development of Knowledge and Skills courses that are not under an approved CSU; however, rare exceptions may be approved by the EB on a case-by-case basis.

Job Aids

NWCG Job Aids support position performance. They are intended to help trainees, qualified personnel, and evaluators by providing a quick reference for a task or responsibility. These products may be written documents, videos, or performance support modules.

Job aid numbers are assigned by the NWCG Publications Manager using an alphanumeric system, that consists of the letter “J” and three digits. Each combination designates a meaning unique to the specified functional area with a hyphen used to separate the letter and subsequent numbers (e.g., J-101, J-601).

Note that over the decades the following subject area classifications have changed, so some older job aids may have legacy numbers.

NWCG Job Aid product numbers by subject area:

- 000 to 099: Command
- 100 to 110: General
- 111 to 199: Planning
- 200 to 299: Operations
- 300 to 399: Safety
- 400 to 499: Logistics
- 500 to 599: Aviation
- 600 to 699: Dispatch
- 700 to 799: (Reserved)
- 800 to 899: (Reserved)
- 900 to 959: Finance

A full list of approved NWCG Job Aids is available at: <https://www.nwcg.gov/training/job-aids>.

Maintenance & Reviews

The NWCG Training Program determines the maintenance and review cycle for all NWCG incident positions and their performance support packages (including training courses) in coordination with the steward. For more information, see: [Maintenance & Evaluation Plans](#).

Standards for Position Qualifications

NWCG establishes minimum position qualification standards for training, experience, physical fitness, and currency for national mobilization to wildland fire incidents.

The *NWCG Standards for Wildland Fire Position Qualifications*, PMS 310-1 is available at: <https://www.nwcg.gov/publications/pms310-1/nwcg-standards-for-wildland-fire-position-qualifications-pms-310-1>. This publication outlines the criteria for NWCG position qualifications, including use of a performance-based system, required elements, currency requirements, certification and recertification, transition plan guidance, and the use of position task books.

The specific position qualification requirements are located on the individual position pages of the NWCG Position Catalog, which is available at: <https://www.nwcg.gov/positions/position-catalog>.

Criteria for NWCG Position Qualifications

The following criteria must be met for a position to be considered for inclusion in the PMS 310-1:

- The position supports the NWCG mission and is needed for mobilization.
- The position is interagency in scope.
- The proposed position has been submitted by an NWCG member agency, Geographic Area Coordinating Group, or NWCG committee.
- A demonstrated recurring need for standardized position qualification requirements has been identified.
- No other position exists that can accomplish these tasks.
- The position qualifications are not addressed or supported by industry standards and training.

Trainee Evaluation

Because NWCG uses a performance-based approach to training, a trainee's competency is ultimately assessed through the PTB, which serves as the authoritative evaluation rubric during training assignments. While some PTB task codes allow evaluation to occur outside of an incident, the PTB remains the definitive tool for evaluating whether a trainee has met required performance standards.

Requests for Change

For more information on RFC and routing, see: [Approvals and Decision Process](#).

Transition Plans

When significant qualification changes occur, stewards must develop a transition plan as part of the RFC package. These plans should outline the changes to the position's qualification pathway and how to implement the changes for the field, such as the use of historical recognition for current qualified responders, new requirements for current trainees, and any new position support package items. A transition plan template is available at: <https://www.nwcg.gov/communications-templates>.

Alternative Pathways to Qualification

NWCG recognizes three alternative pathways as formally recognized methods for attaining position qualifications outside of the *NWCG Standards for Wildland Fire Position Qualifications*, PMS 310-1.

These pathways include Recognition of Prior Learning, Position Endorsements, and Structural Fire Crosswalk. Additional information on alternative pathways to NWCG qualifications is available at: <https://www.nwcg.gov/positions/alternative-pathways-nwcg-qualification>.

Qualification Requirements for Non-NWCG Entities

NWCG's position is that only qualified personnel are authorized to perform wildland and prescribed fire duties on incidents, and that the consistent application of qualification requirements is essential to the safety and health of all fireline personnel.

NWCG Position Paper 143 outlines the requirements for non-NWCG entities wishing to certify NWCG qualifications and is available (under the listing of curriculum issue papers) at: <https://www.nwcg.gov/issue-papers>.

FEMA NIMS Training

FEMA's National Training Program for NIMS is a standardized training framework developed by FEMA to ensure that emergency responders across the U.S. can work together effectively during incidents. It is a common foundation for training and qualifications for emergency management and response personnel. Adequately trained and qualified emergency management and response personnel are critical to the national implementation of NIMS. The NIMS Training Program was mandated by the Post-Katrina Emergency Management Reform Act of 2006 to improve interoperability among agencies at all levels, standardize emergency response procedures nationwide, and ensure personnel are trained to operate within a common system during incidents.

The NIMS curriculum is managed under FEMA by the Emergency Management Institute (EMI). Additional information on NIMS courses for NWCG qualifications, their delivery, and frequently asked questions are available at: <https://www.nwcg.gov/training/fema-nims-training>.

NWCG maintains a number of position-specific courses that align with FEMA course objectives to maintain NIMS cross-functionality. As these courses are updated, maintaining alignment with FEMA course objectives should be considered.

Chapter 10 – Training Management

Training Management

Training & Performance Support

The NWCG Training System has evolved from its original 1977 guidelines into a modern, integrated, performance-based system. Its purpose is to develop a workforce of incident responders who have the knowledge, skills, and tools needed to perform their duties safely and effectively in an interagency operational environment.

Performance-Based Approach

Position qualification is primarily based on demonstrated performance in a trainee role. Trainees are evaluated in real-world incident settings by qualified evaluators, ensuring that competency is measured through actual job performance rather than classroom instruction alone.

Emphasis on Real-World Knowledge Acquisition

NWCG prioritizes knowledge and skill development gained during incident assignments. This approach aligns with adult learning principles and helps reduce time and cost burdens for both trainees and their home agencies. Emphasis is placed on skill acquisition through structured trainee assignments, where individuals are mentored and evaluated using established position standards.

Justification for Required Training

Formal training is used selectively. It is appropriate when:

- Specific knowledge or skills are required to mitigate significant safety risk, or
- Critical tasks are unlikely to be encountered during a trainee assignment due to their infrequency

Training Development

Training Course Development

Training course development follows a structured lifecycle that begins with a thorough analysis to define needs and requirements. It then progresses through the intentional design and development of course materials, followed by evaluation to ensure effectiveness and alignment with performance expectations. After certification, courses transition into a maintenance phase that emphasizes periodic review, updates, and continuous improvement to keep content current and responsive to field needs.

When more than one position requires the same training course, the course is developed to align with each position's IPS. The shared course serves as a common learning requirement for all applicable positions, ensuring consistency, reducing duplication, and supporting interoperability across the system.

Training Course Packages & Design Criteria

NWCG training development is part of the broader Incident Position Performance Lifecycle.

Performance support activities (including analysis, instructional design, course development, and maintenance) are carried out collaboratively by the NWCG Training Program and the position stewards. Most NWCG courses are designed as complete, standalone packages that can be delivered independently by qualified instructional cadre. Course materials, including instructor guides and supporting resources, provide sufficient information to deliver the course without additional guidance.

Some NWCG courses use Design Criteria as broad content guidelines. These courses do not provide explicit curriculum guidance, allowing agencies and cadres flexibility to develop course packages specific to geographic or organizational needs. Courses with Design Criteria can be found using the NWCG Training Course Catalog and Index, available at: <https://www.nwcg.gov/training/training-catalog-and-index>.

Test Courses

NWCG test courses are for newly developed or revised training courses delivered in a controlled, real-world environment to validate the curriculum before formal certification for interagency use. A test course is delivered by an identified cadre under a signed agreement with NWCG and is intended to evaluate whether the course functions as designed and is ready for certification.

Specifically, test courses are used to:

- Assess the effectiveness of course design, flow, timing, activities, and assessments
- Verify that the target audience aligns with the intended learners
- Collect structured feedback from cadre and students
- Identify gaps, inaccuracies, or needed improvements prior to certification

These courses follow a defined process that includes cadre agreement, pre-test course logistics, access to materials, and (in some cases) train-the-trainer sessions, followed by course delivery and post-delivery evaluation and feedback submissions. Test courses are typically hosted during a specific test window and may be required before NWCG grants full certification.

Field Review

When the evaluation of test courses does not produce statistically reliable results, NWCG may initiate a Field Review cycle. This review may occur before or shortly after certification. It provides an opportunity for a new or nearly certified course to be delivered in the field (without NWCG observation) to collect critical, real-world feedback, and verify the course meets its intended purpose. Cadres delivering courses during the Field Review are required to submit specific feedback to NWCG identifying gaps, inaccuracies, or issues that may prevent students from achieving competency in the course objectives.

Curriculum & Course Structure

Curriculum & Course Certification

Training courses are incorporated into the NWCG curriculum through a formal certification process. This process ensures that the appropriate steward committee has reviewed and recommended the curriculum for interagency use, as well as that QMC and the EB approve its adoption as an interagency training standard.

NWCG courses are developed for interagency use; however, individual member agencies independently determine whether to adopt and implement them through their own policy directives.

NWCG training courses are listed and described in the Training Catalog, available at: <https://www.nwcg.gov/training/training-catalog-and-index>. A history of the NWCG training curriculum is also available at: <https://www.nwcg.gov/training/quicklinks-training-schedules-and-related-links>.

Course Numbering System

The *NWCG Standards for Course Delivery*, PMS 901-1 is available at:

<https://www.nwcg.gov/publications/pms901-1/nwcg-standards-for-course-delivery-pms-901-1>. This publication establishes standards for all aspects of NWCG training course management and delivery.

NWCG courses numbers are assigned using an alphanumeric system that consists of a letter and three digits. Each combination designates a meaning unique to the specified curriculum, with a hyphen used to separate the letter and subsequent numbers (e.g., D-110, S-131).

The NWCG Training Program assigns each course an appropriate course number based on subject area, complexity level, recommended delivery level, and functional area. Assignments are informed by the information listed below, analysis from the project development team, the target audience, recommendations from the steward committee, and input from other NWCG entities that may be involved.

The letter designates the subject area:

- “D” Courses: Developed for dispatch curriculum.
- “FI” Courses: Developed for fire investigation curriculum.
- “G” Courses: Gap courses developed to bridge between structural and wildland fire.
- “L” Courses: Developed for leadership curriculum.
- “M” Courses: Developed for management curriculum.
- “P” Courses: Developed for fire prevention curriculum.
- “RT” Courses: Developed for refresher training curriculum.
- “RX” Courses: Developed for prescribed fire curriculum.
- “S” Courses: Wildland fire suppression and skills courses.
- “X” Courses: Miscellaneous skills courses.

The first digit of the course number establishes the complexity level and recommended delivery level:

- 100 and 200: Entry-level skills development courses intended to be delivered at the local level.
- 300: Mid-level management skills development courses intended to be delivered at the regional, state, or geographic area level; however, they may be delivered at the sub-geographic area level if all course delivery standards are met, including instructor requirements.
- 400: Mid-level management skills development courses intended to be delivered at the regional, state, or geographic area level.
- 500 and 600: Advanced management skills development courses intended to be delivered at the national level.

The second digit of the course number designates the functional area of the course:

- 000: Command and General Staff
- 010: Skills
- 020: Organization
- 030: Operations

- 040: Planning
- 050: Logistics
- 060: Finance
- 070: Air Operations
- 080: General
- 090: Fire Behavior

The third digit of the course number is assigned sequentially, or as appropriate to maintain continuity, as courses are certified.

Some NWCG products reference non-NWCG courses with other course numbers developed and maintained by other organizations. Examples include:

- “A”: Aviation curriculum through Interagency Aviation Training (IAT).
- “ICS”: Incident command curriculum through FEMA.
- “N”: Various wildland fire curriculum developed by an agency.

Note that FEMA also uses additional course codes, such as “IS,” “E/L,” and “O,” additional information is available at: <https://training.fema.gov/nims/>.

Course Naming System

The NWCG Training Program assigns each course an appropriate name based on the subject matter and complexity of the training materials to ensure systematic alignment. Assignments are based on analysis by the project development team, consistency across the curriculum, recommendations from the steward committee, and input from other NWCG entities that may be involved.

Training Course Delivery & Formats

Training delivery is the responsibility of NWCG member agencies, however member agencies delivering NWCG courses are required to provide course feedback, see section below. NWCG does not directly deliver courses, except for:

- Self-directed (online) training hosted in learning management systems (LMS)
- Select courses delivered by approved CSUs

Interagency standards for course delivery are established by NWCG and documented in *NWCG Standards for Course Delivery*, PMS 901-1.

NWCG courses are categorized by delivery method:

- Instructor-Led Training (ILT): Delivered by an instructor in a classroom or field environment. This may occur in person or virtually via video or audio conferencing.
- Self-Directed (Online) Training: Completed independently by the student, typically through an online LMS platform.
- Blended Training: Combines instructor-led and self-directed components.

Some courses include mandatory prerequisites, such as prior training, qualifications, or assessments that should be met prior to attending the course. These prerequisites ensure students possess the foundational knowledge needed to successfully engage with course content and participate in required activities.

Training Course Evaluation

All NWCG courses will include Level 1 and Level 2 evaluations in accordance with 5 CFR 410.202, using the Office of Personnel Management's (OPM) Training Evaluation Field Guide as a reference.

Course evaluation feedback should be submitted to NWCG through the NWCG Course Evaluation tool, available at: <https://www.nwcg.gov/course-evaluation>. For online training, evaluation feedback may also be submitted through the NWCG evaluation survey hosted within the applicable LMS.

At a minimum, NWCG courses must include:

- Level 1 (Reaction) evaluation, which measures the degree to which participants react favorably to the learning event.
- Level 2 (Learning) evaluation, which measures the degree to which participants (individually) acquire the intended knowledge, skills, and attitudes as a result of the training.

Level 2 evaluations may include, but are not limited to, written final exams, pre- and post-tests, skills assessments to demonstrate competency, scenario-based exercises (e.g., role playing), or performance simulations. A minimum score of 70 percent is required to pass.

Certification and Completion

Course Completion Certificates & Memorandum of Completion

A student who successfully completes an NWCG training course is issued an *NWCG Training Course Completion Certificate*, PMS 921-1, available at: <https://www.nwcg.gov/publications/pms921-1>.

For instructor-led or blended courses, the certificate is signed by the lead instructor or course coordinator and distributed to students. It contains fields that provide specific information about the course session, such as the lead instructor's name and host unit.

Online training courses use a modified version of the PMS 921-1 in which fields related to the lead instructor and host unit are removed, as this information is not relevant for courses delivered through an online LMS. Certificates for online courses delivered through the Wildland Fire Learning Portal include an alphanumeric code that can be used to validate course completion.

Certificates of completion are issued to students who participate in NWCG-sanctioned test courses and field review courses are valid for position qualification.

Blended courses include both online and instructor-led components. Completion of the online component is recorded on a Memorandum of Completion. This memorandum may be presented to the instructor of the in-person component as evidence of completion of the online portion only and does not indicate completion of the entire course.

Students that attend NWCG test courses or field reviews and meet all course requirements shall be issued an NWCG Course Certificate or Memorandum of Completion. For additional information on test courses and field reviews, see: [Test Courses](#) and [Field Review](#).

Training Lifecycle Management

Lifecycle Management Plan

The NWCG Incident Position Lifecycle Management Plan provides overarching framework to ensure that incident positions included in the *NWCG Standards for Wildland Fire Position Qualifications*, PMS 310-1, remain current, relevant, and effective throughout their lifecycle. The plan defines a systematic

process for NWCG Training Program and Stewards to manage each position's performance support package, including the IPD, IPS, PTB, job aids, and required NWCG training.

Within this framework, the plan establishes processes to evaluate effectiveness, identify gaps, and assess impacts of the performance support package components on responder performance. It also incorporates a structured maintenance cycle to ensure materials remain current, accurately reflect operating standards, and are updated on a predictable schedule aligned with committee Annual Work Plans. Continuous feedback from evaluations is used to improve future versions of all performance support package components.

NWCG Training Course Maintenance

The NWCG Training Program has oversight responsibility for all NWCG training curriculum. NWCG will only maintain training courses which are required for position qualification. For additional information, see: [Training Courses](#) and [Other Training Which Supports Development of Knowledge and Skills](#).

Courses are designated as being maintained either by:

- The NWCG Training Program, in collaboration with the course steward or,
- A Course Steering Unit, which functions under the oversight of a management committee.

The NWCG Training Course Catalog and Index, available at: <https://www.nwcg.gov/training/training-catalog-and-index>, lists all NWCG courses and their assigned course stewards.

For all NWCG training, the NWCG Training Program will complete the following common tasks:

- Maintain course information displayed in the NWCG Training Course Catalog
- Maintain the authoritative data elements for training courses defined in the Training Index Schema, stored in the Enterprise Data Governance (EDG) database and managed by the NWCG Data Management Committee
- Coordinate with LMS administrators to conduct technical troubleshooting of NWCG online training
- Administer LMS categories overseen by the NWCG Training Program
- Maintain the NWCG Curriculum History archives
- Maintain a record of Curriculum Issues Papers to track significant changes to the NWCG curriculum
- Maintain a Summary of Changes for course updates
- Route and record course certification documentation

NWCG Training Program Maintained Courses

For courses maintained by the NWCG Training Program, the program will coordinate and collaborate with course stewards to support the design, development, evaluation, and distribution of training materials. This includes:

- Ensuring course objectives align with relevant NWCG standards
- Determining assessment methods
- Determining delivery format

- Testing and evaluating materials prior to certification
- Ensuring delivery requirements facilitate member agencies' successful use of course materials

NWCG Staff coordinate with the assigned steward to ensure agency alignment, consensus support, and the integration of subject matter expertise into course materials.

The steward provides:

- Agency approved SMEs for development and revision efforts
- Consensus approval of materials
- Certification of the materials
- Agency evaluation feedback

The NWCG Training Program:

- Distributes course materials for use by NWCG member agencies without delivery oversight.
 - Online training courses are distributed through LMS platforms with self-enrollment; user accounts may be required.
- Collects, analyzes, summarizes, and reports feedback to the steward to support maintenance efforts.

Course Steering Unit Maintained Courses

CSUs, under the oversight of their respective management committee, are responsible for adhering to the NWCG Training Program Endorsement Lifecycle Management Plan. This includes:

- Conducting an annual review with a documented Summary of Changes and submitting them to the NWCG Training Program
- Recertification every three years at a minimum
- Maintaining a training design framework that includes course objectives, target audience, standards alignment, and appropriate proficiency level relative to the course level
- Conducting and documenting Level 2 assessments with summarized feedback to meet the requirements of 5 CFR 410.202; for additional information, see: [Training Course Evaluation](#)
- Ensuring alignment with preceding and subsequent courses within a series
- Archiving current course curriculum in accordance with NWCG Training Program records retention requirements; for additional information, see: [Records Management](#)

The CSU is responsible for the design, development, evaluation, and distribution of training course materials. This includes:

- Ensuring course objectives align with relevant NWCG standards
- Determining assessment methods
- Determining delivery format
- Testing and evaluating materials prior to distribution
- Ensuring delivery requirements facilitate member agencies' successful use of course materials
- Ensuring agency alignment, incorporation of subject matter expertise, and NWCG primary

member agency representation on the CSU

- Determining appropriate feedback mechanisms and ensuring feedback is analyzed and incorporated into course materials
- Managing course delivery, including:
 - Vetting and approving cadre, course sessions, or both
 - Managing any special delivery requirements (e.g., specialized equipment, hardware, or training instances of applications)
 - Managing the LMS used for delivery (if applicable); the NWCG Training Program manages the Course Catalog Page for general course information
- Coordinating with the NWCG Training Program to ensure completion of common tasks for all courses

NWCG Assistance for Course Steering Units

In some cases, the NWCG Training Program may coordinate with a CSU to assist with or assume certain responsibilities on a case-by-case basis. This may include:

- Expertise in instructional systems design
- Publication (writer/editor) assistance
- Online training materials (OLT), including technical assistance with creation, distribution, and management
- Support for distribution of instructor-led materials
- Media assistance
- Contract administration and budgeting assistance

To request support, a Project Intake Request should be submitted through the NWCG Coordinator, after which a project scoping call will be scheduled. This request is available at:

<https://www.nwcg.gov/training/quicklinks-training-schedules-and-related-links>.

Curriculum Change Management

Curriculum Issue Papers

The NWCG Training Program produces curriculum issue papers to communicate major changes to established training courses, including:

- Certification of newly created courses
- Changes to a course name or number
- Combining existing courses into a new course
- Separating portions of an existing course into two or more new courses
- Removal of courses

These papers are available at: <https://www.nwcg.gov/issue-papers>.

Revision Requests Outside of Maintenance Cycles

Training courses are maintained on their designated maintenance cycles. If there is an urgent need to revise a required training course, the steward will engage the NWCG Coordinator to submit a Project Intake Request to the NWCG Training Program. A project scoping call will follow to determine the level of effort and resources needed to complete the project. After internal review, a timeline will be provided to the NWCG Coordinator and the steward.

Training Standards & Compliance

Course Delivery Standards

The *NWCG Standards for Course Delivery*, PMS 901-1 establishes standards for NWCG training course management and delivery, and is available at: <https://www.nwcg.gov/publications/pms901-1/nwcg-standards-for-course-delivery-pms-901-1>. This publication outlines how member agencies and non-member entities may deliver NWCG training courses, including course delivery methods, instructor qualifications, course coordination and preparation activities, and course delivery with post-course activities.

Fidelity to Course Materials

NWCG courses are aligned with established practices, standards, and position requirements, so deviation from the certified course materials will weaken this connection. Instructors are encouraged to enhance course materials to reflect the conditions, resources, and policies of the local unit or area, but must adhere to the base course elements:

- Currency:
 - Use the most current, certified version of the course.
 - Previous versions may be used no more than six months after a new release.
- Length:
 - Adhere to recommended course and unit instructional hours.
- Course Objectives:
 - Achieve the established course and unit objectives.
 - Do not alter or omit established objectives.
- In-Course Exams, Quizzes, and Evaluations:
 - These elements may not be deleted, but if elements become invalid due to evolving practices, full credit should be given. Contact the NWCG Training Program if there is an overarching issue.
 - Elements may be added to reflect the conditions, resources, and policies of the local unit but cannot be used to determine successful course completion.
- Final Course Evaluation:
 - Standard passing score is 70 percent and is based on the final exam, unless otherwise stated.
 - Some courses may use course components (pre-course tests, unit tests, class participation, or final exams) to aggregate the passing score.

Training Requirements for Non-NWCG Entities

NWCG's position is that only qualified personnel are authorized to perform duties associated with wildland and prescribed fire incidents, regardless of NWCG membership. Consistent application of qualification requirements is essential to the safety and health of all fireline personnel.

NWCG Issue Paper 143 outlines the requirements for non-NWCG entities seeking to provide certification for NWCG training courses and is available at: <https://www.nwcg.gov/issue-papers>.

Media Production

NWCG provides guidance on best practices for field personnel capturing high-quality videos and photos, selecting images for projects, and developing content for web pages. NWCG strives to include accurate and relevant imagery in all products, with diverse representation of people, agencies, and landscapes.

Information on composition, resolution, file formats, audio, copyrighted material, embedding media assets in presentations, NWCG graphic requirements, and a link to the National Interagency Fire Center (NIFC) photo library are available at: <https://www.nwcg.gov/media-tips>. While videos produced by NWCG are posted across various sections of the website, they are all hosted at: <http://www.youtube.com/@nwcg-nationalwildfirecoord4589>.

NWCG committees seeking media production support should have their NWCG Coordinator contact the NWCG Incident Performance Branch Manager to arrange initial discussions and submit an NWCG Training Development Project Intake Form. NWCG cannot accommodate all media production requests but may be able to offer alternative solutions.

RT-130, Wildland Fire Safety Training Annual Refresher (WFSTAR)

The intent of WFSTAR is to focus line-going personnel on operational and decision-making issues related to fireline safety. This training is designed to help personnel recognize and mitigate risk, maintain safe and effective practices, and reduce accidents and near misses.

RT-130 is required for designated positions to maintain currency, for personnel assigned to positions with fireline duties, and for any personnel assigned to the fireline for non-suppression tasks. Additional information on WFSTAR, including the catalog, core components, target audience, course delivery, and frequently asked questions, is available at: <https://www.nwcg.gov/training-courses/rt-130>. Feedback on WFSTAR core component modules is available (bottom of the page) at: <https://www.nwcg.gov/training-courses/rt-130/core-component-modules>.

NWCG committees that wish to propose a new WFSTAR module should have their NWCG Coordinator contact the NWCG Incident Performance Branch Manager to arrange initial discussions and submit an NWCG Training Development Project Intake Form.

Chapter 11 – Publication Management

Publication Standards

Publications (both printed and electronic) must reflect the intergovernmental nature of NWCG. They are interagency products, not specific to any single member agency, and must represent all member agencies and their diverse workforce in a positive and professional manner.

Each publication’s purpose and content must directly support the mission of its steward committee. Products, including web portals, must be technically accurate, avoid duplicating resources already provided by another agency or private entity, and must not compete with private industry.

Publication Numbering System

NWCG Publication Management System (PMS) products are assigned by the NWCG Publications Manager using an alphanumeric system consisting of the letters “PMS” and three digits. Each combination designates a meaning unique to the specified functional area with a space (no hyphen) used to separate the letters and numbers (e.g., PMS 310-1, PMS 901).

PMS product numbers by subject area:

- 000 to 049: (Reserved)
- 000 to 050: Wildland Urban Interface
- 100 to 199: Foundational Principles
- 200 to 299: System Organization
- 300 to 399: Qualifications System
- 400 to 499: Operations, Equipment, and Environment
- 500 to 549: Aviation
- 550 to 599: Safety and Health
- 600 to 699: Firefighter Wellness
- 700 to 799: Public Information
- 800 to 899: Research and Development
- 900 to 999: Administration, Data, Training, and Finance
- 1000 to 1399: Reports to NWCG

Publication Requirements

In addition to the requirements for NWCG products, all publications must conform to the NWCG Publication Style Guide, which is available (under “Publication and Web Portal Criteria”) at:

<https://www.nwcg.gov/publications/publication-and-web-portal-management>.

Forms

Forms are official tools used for information collection. The Department of Homeland Security—FEMA, GSA, and NWCG all provide forms used by the wildland fire community:

- ICS forms are under the stewardship of FEMA; however, NWCG maintains stewardship over the wildland fire (denoted by “-WF”) versions of ICS forms. The ICS WF forms are supported only in PDF format.
- Forms may be submitted to GSA for the Optional Form (OF) or Standard Form (SF) designation when they are used by multiple federal agencies for common administrative functions or are required by federal regulations.

All NWCG forms must include, at minimum, a form number, date, and title. Electronic versions of forms are preferred and may be fillable or printable.

Additional information on forms is available (under “Forms”) at:

<https://www.nwcg.gov/publications/publication-and-web-portal-management>.

Publication Templates

The NWCG Publication template is available (under “NWCG Publication Template”) at:

<https://www.nwcg.gov/publications/publication-and-web-portal-management>.

Publication Development & Revision Requests

Prior to publication or web portal development, the committee steward, the NWCG Coordinator, NWCG Publications Manager, NWCG Web Manager, and any other pertinent stakeholders should meet. Early engagement helps address potential issues, technical considerations, and questions.

More information on this process is available (under “Publication and Web Portal Development” and “Revision Process”) at: <https://www.nwcg.gov/publications/publication-and-web-portal-management>.

Electronic Format Type

All NWCG publications must be prepared for electronic publication on the NWCG website.

To determine if an NWCG publication should be published as a PDF document or a web portal, steward committees should consult with the NWCG Coordinator, NWCG Publications Manager, and NWCG Web Manager during the initial meeting.

Publications that are used in legal settings (e.g., investigations, aviation, business standards), exceed 30 pages, or are frequently used offline should be published as PDF documents rather than web portals.

For additional information on publications intended for both electronic and printed availability, see: [Printed Publications](#).

Approvals

In addition to the NWCG standards development approval process, additional steps are recommended to ensure efficient publication:

- Review the product for accuracy, completeness, and applicability to all NWCG member agencies
- Ensure reviews are completed by relevant stakeholders
- Submit original source files through the NWCG Coordinator to the NWCG Publications Manager
- Ensure any required additional materials are included

The EB reviews and approves all new publications and any significant changes to existing publications. Significant changes require a Summary of Change briefing paper developed by the steward committee; a template is available at: <https://www.nwcg.gov/communications-templates>. If a publication is creating a new standard, consider if a transition plan is also warranted.

The NWCG Publications Manager, in conjunction with the assigned NWCG Coordinator, will ensure required EB reviews and approvals are completed and coordinate additional reviews as needed. All new or updated NWCG publications must include a completed approval sheet signed by the steward committee Chair.

Additional information on publication approvals is available at: <https://www.nwcg.gov/publications/publication-and-web-portal-management>, and for additional information on the approvals process, see: [Approvals and Decision Process](#).

Publication & Distribution

New and revised publications are released through an announcement email, which may include social media amplification. For additional information on the NWCG communications process, see: [Communications Management](#).

Printed Publications

The NFES was created to provide standards for fire supplies and equipment as well as an organized method for ordering and stocking those items. All printed NWCG publications are distributed through the Great Basin Cache and are assigned an NFES ordering number.

The Great Basin Cache is responsible for accepting new products, assigning NFES numbers, procuring and maintaining stock, managing revisions or removal of stock, providing ordering methods, issuing catalog listings, and managing distribution.

Printed products must:

- Be technical in nature and intended for specialized personnel (not the public)
- Have a minimum shelf life of one calendar year
- Be necessary for field use or reference

Additional planning considerations for printed products include:

- Keep content simple and aligned with the objective
- Design for 8.5 inches x 11 inches or 5.5 inches x 8.5 inches finished size
- Use black and white images and fonts

Information on ordering printed publications is available in the *NWCG NFES Catalog – Part 2: Publications*, PMS 449-2 at: <https://www.nwcg.gov/publications/pms449-2/nwcg-nfes-catalog-part-2-publications-pms-449-2>.

Maintenance & Reviews

The NWCG Publications Manager will work with committee stewards to maintain a complete publications inventory, maintenance schedule, and revision requirements. The Publications Maintenance and Review Schedule will be established in coordination with the stewards, aligned with EB priorities and workload capacity, to ensure stewards receive the support needed to maintain product quality.

Each year, the NWCG Publications Manager and assigned NWCG Coordinator will conduct a planning meeting with the committee steward(s) to review the schedule, confirm expectations, and coordinate work planning. This meeting is intended to increase process transparency, balance workloads, and reduce rejections of the final draft. The objectives of the meeting include:

- Ensuring coordination occurs among stewards, stakeholders, and relevant NWCG functional areas
- Confirming the continued need for the publication or determining whether it should be archived or consolidated
- Establishing deadlines, milestones, and deliverables
- Providing appropriate templates, file formats, and technical specifications
- Reviewing existing requirements and identifying new ones
- Defining distribution methods and communication needs

If a publication becomes significantly outdated, the steward should coordinate with their NWCG Coordinator and the NWCG Publications Manager to temporarily remove it from public access. NWCG products should not remain available if they are obsolete or unusable. If a publication is more than 10 years old since the last revision, the management committee must review it and either update it or justify its continued use.

Archiving publications is an option for historical purposes. Publications that do not have a maintenance plan must establish one in conjunction with the NWCG Publications Manager.

Chapter 12 – Communications Management

Communications guidance is available to help NWCG groups ensure consistent and standardized practices at: <https://www.nwcg.gov/communications-guidance>. The first step is to determine the necessity, content, and purpose of the message, which will determine the most appropriate format and distribution method.

Consider the following for each message:

- Audience: Identify the target audience for the information.
- Sensitivity: Define and adequately address concerns such as time, budget, or political constraints. Messages with budgetary and political impacts require additional engagement with the EB.
- Impacts: Identify potential impacts on other stakeholders and resolve conflicts beforehand.
- Future Access: Determine a stable location for long-term access to the information and direct the reader to that location.
- Lifespan: Ensure the content clearly defines the message’s lifespan or timeline; consider the need to rescind, update, expire, or archive messages/products.

Communications Products

NWCG communications originate from an NWCG source, including the EB, committees, and staff. NWCG does not distribute announcements about external events unless an NWCG entity is directly involved in support and delivery.

Templates are available to assist groups with communication and to provide consistency in layout and structure at: <https://www.nwcg.gov/communications-templates>.

Memoranda, Papers, or Letters

- Memoranda provide a decision, communicate guidance, make a general announcement, or request assistance. Memos may be issued by the EB or by management committees and will be posted on the correspondence webpage of the issuing group.
- Tasking Memoranda communicate formal direction to accomplish a specific, time-bound NWCG task. These direct efforts toward assignments that may not otherwise be completed within the required timeframe.
- Briefing Papers provide information or request a decision. They are commonly used by committees to brief the EB.
- Letters provide information, recognition, and acknowledgement to external entities through a formal letter sent directly to the recipient. These commonly reply to a request from an external party or express appreciation for service or support to NWCG.

Informal messages do not require a templated memo, paper, or letter. Examples include the release or revision of an NWCG product, announcing partner activities/information, or correcting minor errors.

Announcements

NWCG uses an email distribution service for wide distribution of announcements for new and updated standards. These emails direct the recipient to the NWCG website for further information. Individuals can sign up to receive announcements at the bottom of the NWCG home page at: www.nwcg.gov.

Alert System

The NWCG Alert System provides general or time-sensitive information from an NWCG management committee to the wildland fire community. There are three types of alerts, each with an associated color-coded, hash-marked border:

- Bulletin (green and white striped border): a general alert from an NWCG committee to the wildland fire community regarding the release of subject-specific information such as technical information, equipment updates, accident reports, etc.
- Advisory (yellow and grey striped border): a time-sensitive alert from an NWCG committee to the wildland fire community regarding procedural changes, equipment information or updates, potential safety hazards, etc.
- Warning (red and white striped border): a time-sensitive alert to the wildland fire community addressing wildland fire safety hazards that pose an imminent threat, or have potential to pose a threat, to life or property.

NWCG Alerts can be viewed at: <https://www.nwcg.gov/nwcg-alerts>. There are also non-NWCG wildland fire-related alert programs for Aviation, Predictive Services, SafetyGrams, and Cache Memos linked this page.

Social Media

NWCG maintains official social media sites for less formal communications. Social media is also used to notify users of formal communications by directing them to a permanent source for additional information. NWCG Staff will follow internal SOPs for the use of official social media.

The following are the official NWCG social media sites:

- X: [@NWCG](#)
- Facebook: [@NationalWildfireCoordinatingGroup](#)
- YouTube: [National Wildfire Coordinating Group](#)

Requests for Communication Products

NWCG Coordinators will work closely with groups proposing communications requests, affected parties, and the Publications Manager to discuss formal requests for communication products.

The NWCG Communications Workflow includes the following steps:

1. Identify the Need
 - a. Define the purpose of communication
 - b. Identify the target audience
 - c. Determine the key message
 - d. Assess how the audience will connect with the message
2. Develop the Plan
 - a. Determine the dissemination method(s)
 - b. Identify opportunities to use partners to amplify and broaden reach

3. Implement the Plan
 - a. Assign action items for each communication method
 - b. Identify potential contacts and partners to amplify the message
4. Assess Success
 - a. Evaluate whether the audience received the message
 - b. Follow up with clarifications if the message was not well understood
 - c. Reissue communications to reinforce key points

After discussing the Communications Workflow, groups should be able to answer the questions on the NWCG Communications Request Form regarding:

- Information for the individual or group requesting communication services
- The main goal of the message, priority level, and intended audience
- The key points of the message, how it will be disseminated, and associated partners
- Information on the timeline, requests for supporting materials, and follow up messaging

Distribution

EB memos, taskings, and letters are available (under “EB Correspondence”) at: <https://www.nwcg.gov/executive-board>, and are distributed through the ES’s official mailbox (BLM_FA_NWCG_Executive_Secretary@fire.doi.gov).

Committee memos, papers, and letters may be distributed after final approval and posting on the group’s correspondence webpage. Distribution may occur through the group Chair, the NWCG Coordinator, or the ES — depending on the audience.

NWCG Announcements (email distribution system and social media) will occur for new or significantly updated incident position qualifications, training courses, and publications. Requests for announcements for other NWCG work will be routed through the NWCG Coordinator.

All NWCG Alert System communications are automatically distributed through an announcement.

Requests to highlight NWCG activities and accomplishments through social media will be routed through the NWCG Coordinator.

For more robust messaging, agency external affairs will collaborate with the NWCG Coordinator, Publications Manager, and committee to develop a communications project Rollout Plan, which includes information on:

- Overview, background, timeline, and the specific date/time of the release
- Announcement email content language with links and image
- Social media content language with links and image
- Amplification and outreach email content language with website link, all social media links, and the email distribution list
- Details on all media products used in the messaging

NWCG groups with robust communication projects or events (e.g., Week of Remembrance, Suicide Prevention Awareness, etc.) should ensure preparation planning occurs several months before the launch of the event.

Information Sharing

Informal means of communication and group-to-group correspondence may be sent directly when appropriate.

Follow your agency or employer's requirements for communications or interview requests involving external organizations or media outlets. Coordination with the NWCG Coordinator is encouraged.

Any press release issued on behalf of NWCG by agency external affairs must be coordinated with NWCG Staff and must follow EB release protocols.

Collaborative Workspace

Groups are encouraged to use approved collaborative workspaces to facilitate communication and collaboration. NWCG organizational groups will use sites requested through their NWCG Coordinator. The NWCG Coordinator and Program Manager or Qualifications Branch Manager will have ownership access, along with group members identified by the Chair for continuity of operations.

Records Management

NWCG guidance for the management of documents, data, and the protection of government records is available at: <https://www.nwcg.gov/notices#records>. Individuals handling NWCG or incident records are responsible for managing them in accordance with applicable laws and regulations. The point of contact for records management is the ES, under the direction of the Program Manager.

The Schedule of Disposition for NWCG records has been approved by the National Archives and Records Administration (NARA) and provides guidance regarding the organization and disposition of records used to conduct NWCG business. NWCG has been assigned Record Group Allocation number 583 and is available at: http://www.archives.gov/records-mgmt/rcs/schedules/independent-agencies/rg-0583/n1-583-12-001_sf115.pdf.

Page Views

The total number of times a page is viewed during a selected timeframe, including multiple views by the same user.

Chapter 13 – Website Management

NWCG Website

The NWCG website, www.nwcg.gov, provides universal access to all public-facing NWCG content, including the NWCG mission, membership, organizational structure, operations standards, position standards, training courses, and publications inventory.

The NWCG website supports the NWCG mission by ensuring that standards and related materials are fully connected, easily accessible, and readily available for reference. All public-facing NWCG information should be published and accessed through the website. Feedback on website content can be submitted using the available site tools.

The website is not intended for collaboration on draft materials or content that is not yet ready for external release. For guidance on timelines, design standards, and requirements for web projects or updates, contact the NWCG Web Manager. Under rare circumstances, the NWCG serves as a host for non-NWCG materials, such as those of the Fire Management Board. If such a request is made, approval by the EB is necessary.

Web Services

Tier 1: NWCG Web Team

The NWCG Web Team handles front-end content management, site maintenance, and initial troubleshooting.

The NWCG Webmaster is responsible for building and maintaining content types, taxonomies, views, media types, and blocks using the Content Management System (CMS) user interface, ensuring adherence to U.S. Web Design System themes and templates. They manage content and analytics, create new content, and conduct quality assurance. The Webmaster identifies and troubleshoots issues, resolves configuration problems, and escalates complex issues to the development team. They can make configuration changes, generate redirects, and manage content. General application back-end development, EDG integration, and administrative support are escalated to Tier 2.

The NWCG Web Assistant provides content management support, ensures accessibility compliance, and edits block content (menus) and taxonomy terms. They escalate technical problems to the Web Manager. In the Web Manager's absence, issues may be escalated directly to Tier 2.

Tier 2: Forest Service FAM-IM

The Forest Service FAM-IM team provides comprehensive application administration and information architecture development support. This includes application updates and upgrades; module updates, testing, and installation; building complex views; and fixing issues with existing configurations. They escalate database and network infrastructure issues to Tier 3.

Tier 3: Amazon Web Services (AWS) Cloud/Foundation Team

The AWS Cloud/Foundation Team resolves network and database infrastructure issues specifically related to the Drupal database and Amazon network infrastructure.

Frequently Asked Questions

A collection of NWCG frequently asked questions is available at: <https://www.nwcg.gov/frequently-asked-questions>.

Web Feedback System

The NWCG website provides two feedback options for visitors: “Please Provide Feedback” and “Contact Us” forms. Submissions are typically routed to the NWCG Web Team, though some are automatically directed to the appropriate point of contact (POC), such as a committee Chair, NWCG Coordinator, Publications Manager, Training Program, or another designated contact.

Please Provide Feedback (available on NWCG Training, Position, and Publication webpages) process:

- Submissions are received by the NWCG Web Team.
- If the submitter selects “No response required”:
 - The Web Team marks the item as no action necessary
 - A copy is sent to the POC for awareness
 - The ticket is closed
- If the submitter requests a response:
 - The Web Team responds when the answer is known, documents the resolution, and closes the ticket.
 - If additional guidance is needed, the Web Team escalates the item to the appropriate NWCG Coordinator, POC, or Web Manager. The item remains pending until resolved.
 - The NWCG Coordinator or POC responds to the submitter, then sends the final resolution to the Web Team for system update and ticket closure.

Note: Feedback related to Publications is automatically sent to the NWCG Publications Manager, who resolves the issue and informs the Web Team to update the system.

Contact Us (available on all NWCG webpages) process:

- The submitter selects a topic such as Website, Training, Positions & Qualifications, Publications, etc.
- The submission is routed to the designated POC for that topic or to the NWCG Web Team for response or escalation.
- These submissions are not currently tracked in a formal resolution system.

Content Maintenance

Before submitting content for publication on the NWCG website, consider the following:

- Is this new content?
 - If yes, work with your NWCG Coordinator to ensure the content has been fully edited and approved by the Publications Manager and Media Team prior to requesting web posting.
- Is this existing content?
 - For minor updates that do not require editorial review, the NWCG Coordinator will review and submit the changes to the NWCG Web Team.
 - If a committee contacts the web team directly, the Web Manager will route the request back through the NWCG Coordinator.

Content Requirements

Text Submissions

Provide the NWCG Coordinator with a Word document that includes the current web content, with track changes enabled to clearly identify revisions. To enable track changes in Word: Navigate to the review tab and select track changes.

Image Submissions

The NWCG Coordinator will ensure that submitted photos are relevant, appropriate, and compliant with copyright requirements. For additional information, see: [Copyright](#).

Minimum image quality requirements:

- Submit original, unedited images in their native format
- Select high-quality, visually effective photos
- Minimum width:
 - Excellent: 2,500 pixels
 - Good: 1,500 pixels
 - Acceptable: 1,200 pixels at 180 dots per inch (dpi)

Video Submissions

Videos will be uploaded to the NWCG YouTube channel by the NWCG Media Team. After upload, the NWCG Web Team will embed the video on the appropriate webpage through coordination with the NWCG Coordinator. For additional information on specific media requirements, see: [Media Production](#).

Requests for Web Development

All requests for web development should be sent through the appropriate NWCG Coordinator or NWCG Program Manager/Qualifications Branch Manager. Prior to the web development request being submitted, the NWCG Coordinator (or Qualifications Branch Manager), NWCG Web Manager, and the individuals making the request should meet to discuss the need, all requirements, and ensure potential issues are alleviated.

Web Analytics

The NWCG Web Manager conducts ongoing analytics for the website and provides quarterly reports to NWCG Coordinators and Program Managers. These reports include the number of visitors and views of the website, which webpages have the greatest number of visitors and views, an inventory of all links and files maintained on the website, and the sources of our visitor traffic. This data helps NWCG understand user behavior and ensure that the content remains current and accessible.

Analytics Glossary

Bounce Rate: The percentage of users who leave the site after viewing only one page.

Initial Traffic Sources: Identifies how a user first arrived at the website. Although a session may include multiple referral sources, only one initial source is recorded per visit.

Returning Visitors: Users who have visited the site before the selected timeframe and come back again.

This measurement is based on cookies associated with a specific device and browser. A returning visitor who uses a different browser or device or who has cleared or declined cookies will appear as a new visitor.

Unique Visitors: The number of distinct individuals who visit the site during a selected timeframe.

Like returning visitor counts, this metric can be inflated by cookie differences across devices or browsers.

Visits: A single session consisting of a series of page requests from the same user, with no more than 30 minutes of inactivity between requests.

Page views include all views — regardless of how the user arrives at the page or how many times they reload it. Visits count only sessions that originate from an external source. For this reason, most NWCG webpages have more page views than visits.

Requests for Analytics

All requests for web analytics should be sent through the appropriate NWCG Coordinator or NWCG Program Manager/Qualifications Branch Manager.

The *NWCG Standard Operating Procedures* is developed and maintained by the National Wildfire Coordinating Group (NWCG).

Previous editions: 2014, 2013, 2012, 2010, 2009

While they may still contain current or useful information, previous editions are obsolete. The user of this information is responsible for confirming they have the most up-to-date version. NWCG is the sole source for the publication.

This publication is available electronically at <https://www.nwcg.gov/publications/pms900>.

Submit comments, questions, and recommendations to the NWCG Publications Manager using the NWCG Publication Review Form, <https://www.nwcg.gov/publications/publication-review-form>.

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