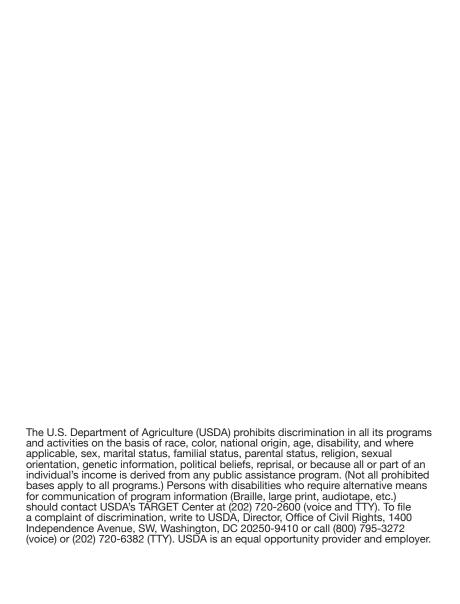


# 2015 Crew Management Handbook

Type 2, Type 2IA, and Camp Crew





# 2015

# **Southwest Fire Fighters (SWFF) Type 2, Type 2IA, and Camp Crew**

# **Crew Management Handbook**

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#### Chapter 10 · Overview

#### 10.1 Policy and Scope

This document is effective in March 2015, and will remain in effect until it is revised.

The purpose of this handbook is to provide direction for the management and administration of Southwest Fire Fighter (SWFF) fire crews and camp crews. A separate document, "Southwest Area Standards and Guidelines," covers more specific standards and guidelines for persons hired under the AD pay plan. This document also does not cover inmate Type 2 crews.

SWFF activities represent a cooperative effort between the USDI Bureau of Indian Affairs, USDI Bureau of Land Management, USDI Fish and Wildlife Service, USDI National Park Service, and USDA Forest Service. This plan sets the policy guidelines for SWFF management as agreed by these agencies. Updates to this handbook will be completed by April 1st of each year.

All SWFF crews and camp crews will be under the guidance of this handbook. This handbook requires that the crews and management will meet the requirements of the National Wildfire Coordination Group (NWCG) standards.

### 10.2 Authority

The authority, which establishes these standards, is covered by the Memorandum of Understanding of the Southwest Coordinating Group (SWCG). The Southwest Coordination Center (SWCC) and National Interagency Coordination Center (NICC) will manage SWFF Type 2, Type 2IA, and Camp Crew mobilization in accordance with the SWCC and NICC Mobilization Guides.

The Interagency Incident Business Management Handbook will provide uniform application of interagency policies and guidelines. Agencies will follow the directions set forth in this handbook in all incident business management functions except where specific

agency legal mandates, policies, rules, or regulations direct otherwise. The U.S. Forest Service (USFS) and the Department of Interior (DOI) Administratively Determined Pay Plan for emergency workers and other governing regulations will be adhered to.

### 10.3 Objectives

- A. To establish a system to ensure that the Southwest has trained and qualified fire and camp crews.
- B. To ensure the standardization of policies and guidelines for SWFF crews.
- C. To provide administrative and supervisory direction for the management of SWFF crews.
- D. To provide consistency and equity in management of the SWFF program.

## Chapter 20 · Organizational Responsibilities

#### 20.1 Administration

The current SWFF crew configuration is included in the Interagency Standards for Fire and Fire Aviation Operations Handbook (Red Book) and Wildland Fire and Aviation Program Management and Operations Guide (Blue Book). The Type 2 Crew Committee will annually review and update the SWFF Crew Management Handbook.

The following standards for national mobilization will be met and adhered to by each SWFF organization:

Minimum Standards	Type 2 with IA Capability	Type 2
Fireline Capability	Can be broken into squads, initial attack, fireline construction, firing to include burnout.	Initial attack, fireline construction, firing to include burnout
Crew Size	18-20	)
Leadership Qualifications	Crew Boss: CRWB 3 Squad Bosses: ICT5	Crew Boss: CRWB 3 Squad Bosses: FFT1
Lanquage Requirement	All senior leadership, including Squad Bosses and higher, must be able to read and interpret the language of the crew as well as English	
Experience	60 percent 1 season or more	20 percent 1 season or more
Full-time Organized Crew	No	
Communications	4 programmable radios	
Sawyers	3 agency qualified*	0

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Training	Basic firefighter training and/or Annual Firefighter Safety Refresher training before assignment	Basic firefighter training and/or Annual Firefighter Safety Refresher training before assignment	
Logistics	No purchasing authority**	No purchasing authority	
Maximum Weight	5,300 11	os.	
Dispatch Availability	Available nationally	Variable	
Production Factor	0.8		
Transportation	Transportation needed		
Tools and Equipment	Equipped unless tra	aveling by air.	
Personal Gear	Arrives with: crew first aid aid kit, headlamp, 1 qt. car sleeping bag	*	
Personal Protective Equipment (PPE)	Arrives with: hardhat, fire resistant shirt/pants, 8" leather boots, leather gloves, fire shelter, hearing/eye protection, 6 pairs of chaps	Arrives with: hardhat, fire resistant shirt/pants, 8" leather boots, leather gloves, fire shelter, hearing/eye protection	

<sup>\*</sup>IA crews will carry three purged chainsaws unless ordered otherwise. Minimum agency qualified sawyer composition – 2 Basic Faller (FAL3) and 1 Intermediate Faller (FAL2).

<sup>\*\*</sup>The ordering unit may request the crew to be self-sufficient.

#### 20.1.2 Home Unit

Home units have the responsibility for recruitment, hiring, training, and administrative matters relating to Southwest fire and camp crews. Home units are required to ensure that their crews meet the minimum standards found in this handbook. Home units may establish their own approved annual operating plan (AOP) to meet SWFF standards and guidelines. Home unit AOPs must meet or exceed the standards in this handbook.

Home units are responsible for maintaining records regarding the qualifications, performance, training and experience of each SWFF member under their jurisdiction. Bureau and tribal SWFF program managers should refer to the Tribal Shares document for a description of which documents are governed by inherent Federal function. Fire Management Programs managed by tribes under Compact or Coop Agreement must still comply with the PMS 310-1 Qualification Standard. Refer to BIA Blue Book Chapter 16 Tribal Contracts/Compacts for discussion of Inherent Federal Activities.

Home units will designate trainees for Squad Boss and Crew Boss positions. If designated by an agency, this information may be provided to the assigned Crew Representative.

Home units may establish SWFF crew associations. Home units may delegate certain responsibilities to these associations, so long as the delegations do not conflict with inherent Federal function.

Nepotism, or showing favoritism on the basis of family relationships, is prohibited. The policy on Nepotism is based directly on the nepotism law in 5 U.S.C. § 310. A public official may not appoint; employ; promote; advance; or advocate for the appointment, employment, promotion,

or advancement of a relative in or to any civilian position in the agency in which the public official serves, or over which he or she exercise jurisdiction or control. This restriction encompasses all of the Department of Interior. An individual appointed, employed, promoted, or advanced in violation of the nepotism law is not entitled to pay.

There will be no direct supervision of immediate family members (including mother, father, brother, sister, spouse, step brother/sister, adopted brother/sister or half-brother/sister) on any SWFF crews. Squad bosses cannot be related to the crew boss. Squad members cannot be related to their squad boss.

In rare cases, an exception to the nepotism policy may be exercised in a national emergency as defined in 5 C.F.R. 3110 § 230.402 (a)(1).

#### 20.1.3 Servicing Dispatch Centers

Servicing dispatch centers (SDCs) will be used within the Southwest Area for operating the Resource Ordering Status System (ROSS), mobilization, demobilization, and, at times, logistic support of crews. Servicing dispatch centers will notify SWCC of availability, commitment, and release of all crews within the zones.

SDCs and home units shall maintain in-house crew management systems that insure rotational call-up of crews within the zone.

#### 20.1.4 Southwest Coordination Center (SWCC)

SWCC is the Geographic Area Coordination Center (GACC) and the focal point of resource assignment to incidents. It will assist in the mobilization and demobilization of crews.

It is at the discretion of SWCC whether to assign an IARR to Type 2 crews. SWCC may designate and dispatch an IARR when four or more crews are assigned to an incident. The IARR works for SWCC. The IARR assists the crews and serves as an advisor on matters that relate to Type 2IA, Type 2 and Camp Crews. The IARR serves as a liaison between crews, the Incident Management Team (IMT), SWCC, the agency hosting the incident, and the home unit (see appendix C, IARR Information and the IARR Handbook).

#### 20.2 Crew Management

#### 20.2.1 Fire Suppression Crews

#### **A.** Fire Crew Composition

Refer to the table in Section 20.1 for crew composition of Type 2IA and Type 2 crews. Crew size, including the crew representative and any trainees, cannot exceed 20 persons. If the crew is going to exceed 20 personnel, the sending unit Fire Staff must provide justification to the SWCC. When total crew size drops below 16, the crew may, at the discretion of the Incident Management Team (IMT), be returned home. In no instance will a crew consisting of less than 18 persons be dispatched to an incident.

Persons hired under the Administrative Determined (AD) authority will be paid at the rate consistent with their position as defined in the minimum crew standards and documented on the resource order.

#### **B.** Crew Representative (CREP)

It is the discretion of the sponsoring agency on whether to assign a CREP to a Type 2 crew. The CREP is responsible for the administrative and logistical matters pertaining to his/her assigned crew. CREP assigned will remain with the crew(s) and not take other incident assignments.

#### C. Crew Boss, Single Resource (CRWB)

A qualified Crew Boss (CRWB) will accompany each SWFF crew. The Crew Boss is directly responsible for work effectiveness, safety, conduct, welfare, organization, briefings, and discipline of the crew at all times.

The Crew Boss will join the crew at the assembly point and accompany the crew to that same location on return. The Crew Boss will complete the Crew Boss Mobilization Checklist, Appendix E, Crew Boss Information section. A Crew Boss trainee may be assigned.

#### D. Firefighter Type 1 / Squad Boss (FFT1)

Each crew will have three Squad Boss qualified personnel (Type 2 crew) or three personnel qualified as FFT1 and ICT5 (Type 2IA crew). Squad Bosses/ICT5 serve as work leaders, working for the CRWB, and are responsible for the work effectiveness, safety, conduct, welfare, leadership and discipline of their assigned squad.

Squad Bosses will join the crew at the assembly point and accompany the crew to that same location on return. Each Squad Boss may take one trainee.

### E. Firefighter Type 2 / Crewmember (FFT2)

Each crewmember will join the crew at the assembly point and accompany the crew to that same location on return.

#### 20.2.2 Camp Crews

#### **A.** Camp Crew Composition

A camp crew is composed of one (1) Camp Crew Boss, one (1) Camp Crew Squad Boss, and eight (8) Camp Help.

#### **B.** Camp Crew Boss (CACB)

Each camp crew will have one CACB. The CACB must be previously qualified at the FFT2 level and will supervise the

Camp Crew Squad Boss. The Camp Crew Leader will report to the Logistics Section Chief/Facilities Unit Leader.

#### C. Camp Crew Squad Boss (THSP)

The Camp Crew Squad Boss work as work leaders, working with camp crew bosses, and are responsible for the work effectiveness, safety, conduct, welfare, and discipline of their assigned squads.

#### D. Camp Help (CAMP)

CAMP work as members of the camp crew and are used to support camp functions.

## Chapter 30 · Qualifications and Training

#### 30.1 Physical Requirements

Everyone involved in the SWFF program under 45 years old must complete a Health Screening Questionnaire (HSQ) prior to taking the Work Capacity Test. Everyone 45 years old and over must have a medical examination completed by a physician prior to taking the Work Capacity Test. If any boxes in the HSQ are checked "yes", a physician's approval is required prior to participating in the Work Capacity Test. Refer to specific agency (DOI, USFS, etc.) for their requirements.

Work capacity test requirements are:

#### A. Fireline and Prescribed Burning Crews

Candidates must meet the arduous fitness requirement. However, the Crew Representative (CREP) fitness standard is at the moderate fitness requirement.

Refer to specify agency (Red and Blue Book) guidelines on Work Capacity Test and retake policy.

# **B.** Camp Crew Boss, Camp Crew Squad Boss and Camp Help

Camp crew candidates must meet the moderate fitness requirement.

Fitness ratings for DOI crews can be found in the "Wildland Fire Qualification System Guide" (PMS 310-1). USDA crew fitness ratings are found in the Forest Service Fire & Aviation Qualification Guide (FSFAQG). The above fitness tests are minimum standards. Each home unit at their discretion and approval process can require fitness tests beyond the above minimum standards.

#### 30.2 Training Requirements

Bureau of Indian Affairs (BIA) agencies are mandated by agency policy to use the Incident Qualification and Certification System (IQCS) to generate "incident qualifications card" for personnel participating in incident mobilization. The Camp Crew Boss, Camp Crew Squad Boss and Camp Help positions do not exist in the Wildland Fire Qualifications Guide PMS 310-1, but these positions are identified in the Administratively Determined Pay Plan for Emergency Workers. In order to meet agency requirements, agencies sponsoring Camp Crews will reference the training table in 30.2.2 for training requirements.

# 30.2.1 Training Required for a Type 2 and Type 2IA crew

All crew personnel will meet the minimum training and qualification requirements found in the PMS 310-1.

# 30.2.2 Training Required for Camp Crews (to be implemented in 2016)

	Course	Camp Help	Camp Crew Squad Boss	Camp Crew Boss
I-100	Intro to the ICS	X	X	X
IS-700a	National Incident Management System	X	X	X
RT-130	Annual Refresher Training	X	X	X
L-180	Human Factors on the Fireline	X	X	X
S-130	Fire Fighter Training	X	X	X
S-131	Fire Fighter Type 1			X

S-190	Intro to Wildland Fire Behavior	X	X	X
S-133	Look up, Look Down, Look Around			X
L-280	Followership to Leadership			X

The Camp Crew Boss must have had at least one satisfactory performance assignment as a Camp Crew Squad Boss or prior experience as a Single Resource Crew Boss. The leader must show good leadership and communication skills (reading, writing and oral).

### 30.2.3 Training Required for Fallers

If the IMT desires and qualified personnel are available on the SWFF crew, the crew can be provided and use chainsaws on the incident. Fallers will be required to follow the training and certification requirements of the sponsoring agency.

#### Chapter 40 · Recruitment

### 40.1 SWFF Application

All applicants should understand that they are employed by the Federal government when in paid training or when on assignment. This means that all paid firefighters are subject to Federal laws and policies when working, including Equal Employment Opportunity law, and laws and policies regarding behavior in the workplace, drug-free workplace, and weapons at the workplace, etc.

Information on application forms is used to determine and certify qualifications of the individual firefighters. Applicants must certify that all the information is correct to the best of their knowledge and authorize the release of medical information to verify physical fitness and qualifications for firefighting and camp duties. If you put false information on the application, you could be released from the program.

#### 40.2 Enrollment

# 40.2.1 Candidates for SWFF enrollment must meet the following:

- A. Be 18 years of age or older.
- B. Minimum physical Fitness standards as established by agency policy.
- C. Minimum training requirements for the position before assignment.
- D. Agency security requirements.
- E. Have proper clothing and footgear.
- F. Complete recruitment package located in Appendix A.

#### 40.2.2 Recruitment

A. Home units will establish their own schedule for recruiting, training, and fitness testing.

#### 40.3 Equal Employment Opportunity (EEO)

The Civil Rights Act of 1964, Title VII EEO and as amended prohibits discrimination against people base on race, color, national origin, age, disability, gender identity, religion, reprisal, political beliefs, marital status, familial or parental status, sexual orientation, or all or part of an individual's income is derived from any public assistance program. It includes sexual misconduct, horseplay, inappropriate touching, racial jokes, bullying, harassment and any behavior that jeopardizes the safe and respectful environment each employee and citizen deserves. Any display of this kind of behavior is unacceptable.

EEO practices will be followed during all phases of crew management, including selection, hiring, training, use, and evaluation of crew personnel. There will be zero-tolerance policy for any form of harassment in the work place.

If an individual wishes to file an employment complaint, they must contact the agency's EEO Counselor within 45 days of the date of the alleged discriminatory act or event.

### 40.4 Employee Common Identifier (ECI)

The Employee Common Identifier (ECI) is a unique 10 Digit number generated for each casual employee in the Federal Personnel Payroll System (FPPS systems). To address Personal Identification Information (PII) concerns, the use of the ECI will replace the collection of Social Security Number (SSN) where applicable. ECIs will be the only identification number used in ISuite and/or e-ISuite. The Hiring Units will be responsible for obtaining Employee

Common Identifier (ECI) from the Casual Payment Center and relaying ECI information to the appropriate entities, placing on the appropriate documents, etc.

\*\* The procedures may vary by agency, check with the appropriate agency, the Department of Interior (DOI), and/or the Forest Service Incident Finance for the applicable procedures.

# 40.5 Transferring of IQCS Records

Administratively Determined employees who physically relocate and request a change in their agency/unit sponsorship will submit an official request to the new agency/unit to have his/her IQCS records transferred. The Fire Management Officer (FMO) at the new location will coordinate with the FMO from the prior sponsoring unit. The firefighter has to be in good standing. No suspension type disciplinary issues are imposed on the requesting fire fighter. When the request is approved, the IQCS record will be transferred from the previous sponsoring to the new location.

## **Chapter 50 · Responsibilities and Mobilization**

# 50.1 Servicing Dispatch Center (SDC) Responsibilities

The SDC will maintain a list of crews available and update their list daily. Home units shall keep the SDC informed of crews status. Are they unavailable and available local, regional, or nationally.

#### The SDC is responsible for:

- A. Maintaining a crew rotation list. Consider closest forces and time restrictions when appropriate.
- B. Contacting the designated unit for a crew.
- C. Operation of the Resource Order Status System (ROSS). SDC provides date and time needed, reporting location, and mobilization arrangements.
- D. Assisting with mobilization and demobilization of crews.
- E. The home unit may request assistance from SDC with obtaining meals, lodging and transportation for crews.

# 50.2 Home Unit Responsibilities

Home units will be responsible for administration, timekeeping, accident reports, record keeping, recruiting, training, IQCS input and maintenance, outfitting, assembling, and mobilization of crews. The home unit may be asked to assist with demobilization of crews by the servicing dispatch center (SDC).

#### Home units are responsible for:

- A. Maintaining emergency contact information for each crewmember in the event a crewmember is fatally injured, seriously injured, or hospitalized.
- B. Issuing government equipment, providing meals if necessary (including sack lunches), transportation, and crew supervision.
- C. Ensuring all personnel have incident qualifications card and

government or agency issued photo ID card that is acceptable by the Transportation Security Administration (TSA). TSA's Web site indicates the ID card must have name, date of birth, gender, expiration date, and a tamper-resistant feature in order to be allowed to go through the checkpoint and onto a flight.

# TSA Website http://www.tsa.gov/traveler-information/acceptable-ids

- D. All crew time reports (CTRs) must be initiated and the beginning time posted when the crew is assembled. Refer to the Interagency Incident Business Management Handbook for timekeeping regulations.
- E. If required overhead positions (Crew Representatives, Crew Bosses, etc.) are not available for the home unit crew(s), each home unit must coordinate with their SDC for available overhead personnel within their zone. If no overhead personnel are available within the zone, a request will be submitted to the SDC. Specify a reasonable date and time the overhead are needed.
- F. The home unit should ensure that a crew manifest is prepared and approved by the home duty officer, that a copy is left with the home unit, and that several copies are carried with the crew. The manifest must indicate crewmember names matching member's photo ID cards.
- G. The home unit should inspect the crew's physical condition (e.g., check for obvious indications that a person is not fit for fire line duty, such as injury or illness that would affect performance).
- H. The home unit should ensure that Crew Bosses provide a final pre-travel briefing to their crews prior to departure.
- I. The home unit should provide the Crew Boss and/or Crew Representative with copies of the resource order.
- J. The following items are government property and will be issued to each individual prior to every assignment. All

government property will be turned in to the home unit upon return, even if an item is damaged beyond repair. The following items will be worn by all firefighters and camp crewmembers when they depart from their home unit.

- 1. Hardhat
- 2. Fire shelter (fire line crews only)
- 3. Flame resistant shirt (2 each)
- 4. Flame resistant trousers (these are not to be cut to fit your size 2 each)
- 5. Individual first aid kit
- 6. Crew first aid kit
- 7. Personal pack
- 8. Canteen (fire line crews only)
- 9. Headlamp
- 10. Work gloves, all leather
- 11. Day pack (fire line crews only, standardized at home unit option)
- 12. Sleeping bags
- 13. Tent or other shelter (at government's option)

All personnel when on fire assignments shall wear flame resistant shirts and pants. Fire shelters will be provided to all fireline personel and will be carried at all times when on the fireline. Individuals may be billed and/or placed on probation or suspension if all government property is not returned to the home unit after each fire assignment.

- K. The home unit shall inspect buses and other transportation to ensure they are safe to operate. Bus drivers shall not exceed 15 hours in a duty day, of which only 10 hours of driving is allowed per US Department of Transportation, Federal Motor Carrier Safety Administration 395.5. The home unit must ask and check how long the driver drove in the duty day prior to reporting to pick up the crew. That counts against the 10 hours, and the driver must be instructed how many more hours she or he may drive. Refer to the Incident Business Management Handbook (Chapter 10) and the Southwest Area Mobilization Guide (Chapter 10) for more details on this policy.
- L. The home unit will communicate the crew's estimated time of departure (ETD) and an estimated time of arrival (ETA) to the crew's destination. Upon departure, relay the actual time of departure (ATD) to the SDC.
- M. The crew will be mobilized within 3 hours after the home unit accepts the request from the SDC. If more time is needed, contact the SDC immediately and work out the mobilization details.
- N. If available, a purchase card holder may accompany and assist with logistical support of a crew to within a day's travel of the destination. The charge code on the resource order will be used for such purchases. At times, SWCC may coordinate logistical support for crews en route to reporting location.

#### 50.3 Crewmember Responsibilities

A. The fire fighter is responsible for any prescription medication prescribed by a doctor and have enough for the duration of the assignment. They should notify the home unit that they are carrying prescription medication. The fire fighter should either carry or have on file a note from their doctor stating that the drug or their illness will not impair their ability to work on firelines.

- B. Individuals must disclose any and all existing ailments or injuries before being sent out on assignment. Dental work that is not directly a cause of working on the fireline will be paid by the fire fighter (fillings that have fallen out, abscess conditions, toothaches, etc.).
- C. Each person must have a current incident qualification card, a photo ID card, and a record on file of emergency contacts.
- D. All personel must not possess or be under the influence of alcohol or illegal drugs at any time during the entire assignment. This includes all time (travel, work, R&R, on-and off-shift) from the point of hire until returned to point of hire and employment has ended.
- E. Firefighters must be in good mental and physical condition; not sick, injured, or recovering from a recent injury or illness that will hinder fireline performance.
- F. Crew members should not carry expensive personal items (radio, camera, iPod, android, camcorder, jewelry, etc.).

  Management will not be responsible for lost, stolen, damaged, or destroyed personal items not essential to the job.
- G. Individuals accepting an assignment agree that, under ordinary circumstances, they will remain with the crew for the duration of the crew assignment. Examples of extraordinary circumstances include illness, injury, travel arrangement issues, family emergency or disciplinary actions. Demobilizations due to disciplinary actions equate to being terminated.
- H. The crew member will be responsible for his/her return travel costs if terminated, quitting, or requesting non-emergency release on the assignment. Disciplinary demobilization is the same as being terminated.
- I. If incarcerated, the individual will be responsible for their own travel home. The fire fighter will be taken off the clock as soon as the incident that led to the arrest or separation from the crew occurs. Supervisors will not be responsible for bail.

- J. All personnel should keep a fire pack with their personal gear ready to cut down on get-away times and reduce the chance of forgetting something.
- K. Fire fighters and Camp Crew members will be allowed two bags (one personal gear bag weighing no more than 45 pounds and one web gear bag of no more than 20 pounds). All gear and personal items will be carried inside the bags and not attached outside. No aluminum frames will be allowed.
- L. Each fire fighter and camp crew member should furnish the following personal items (pack for at least two weeks):
  - 1. Minimum 8-inch high, lace-up exterior leather boots with Vibram type lug melt-resistant soles.
  - 2. Coat, jacket (or sweatshirt), wool cap, and gloves.
  - 3. 14 pairs of cotton underclothes. Thermal underwear is recommended.
  - 4. 14 pairs of heavy wool or heavy cotton socks.
  - 5. Handkerchief, scarf, or bandana.
  - 6. Personal items toothbrush, toothpaste, shaving gear, feminine hygiene articles, and prescription medications sufficient for the duration of the assignment.
  - 7. Rain parka or poncho.
- M. Fire fighters should keep informed of the present and potential weather conditions where the incident assignment are occurring. Planning for the worst weather conditions is an individual responsibility.

#### Chapter 60 · Personnel

#### 60.1 Rules of Conduct

Every fire fighter is important to the overall effectiveness of their crew. Fire fighters will obey and follow the instructions issued by their supervisors. Organization and discipline will be maintained from the time a crew leaves their point of hire until they return. Unsatisfactory performance or conduct will not be tolerated. Disciplinary action for unsatisfactory performance or conduct en route to, from, or on the fire, or duty station is the responsibility of the Crew Boss and/or Crew Representative. Fire fighters should not have an expectation of privacy. Your bags can be searched by law enforcement or screened and niffed by K-9 Law Enforcement Officer Police dogs.

Crews are expected to complete work assignments given and maintain orderly conduct during the entire period of employment, from point of hire through the assignment and return to point of hire and release from employment.

#### Rules of Conduct - SWFF members will:

- A. Fire fire aggressively and safely. Follow safe working practices at all times; observe the "10 Standard Firefighting Orders" and "18 Watchouts Situations," and use safety equipment provided to them.
- B. Complete work assignments within given time frame.
- C. Conduct themselves in an orderly manner while on the fireline, in fire camp, on Rest & Recuperation (R&R), in travel status, and during ordered standby duty/staging.
- D. Report for duty at the place and time designated, ready to begin the assignment. This will include the possession of the proper tools, equipment and supplies needed for the assignment.
- E. Maintain assigned government equipment and tools

- in good, serviceable condition and, at the end of the assignment, return this equipment in good condition to the designated place or person.
- F. Carry out instructions from supervisors unless it is unsafe.
- G. Maintain clean, orderly living areas, including fire camps. garbage, tools, and equipment will be picked up and disposed of or stored properly at all times.
- H. Maintain compatible working relationships with fellow workers, other crews, and supervisors. An attitude of cooperation will be expected from all crew members.
- Socializing should be appropriate. Your focus should be on your assignment. Sexual and/or ethnic harassment will not be tolerated. Conduct of this nature will be considered grounds for immediate termination.
- J. Possession of firearms, intoxicating beverages, illegal substances, and any form of controlled substance not prescribed by a physician is prohibited. Possession or any evidence of usage constitutes grounds for immediate termination. This applies from the time of dispatch until returned to point of hire. Local jurisdictional ordinances and laws will be adhered to and determine protocols for unlawful citations and violations committed by fire personnel.
- K. The use of illegal drugs by Federal employees, on or off duty, cannot be tolerated. Employees who use illegal drugs, on or off duty, are less productive, have more on-the-job accidents, and a higher absenteeism rate than employees who do not use drugs and, thus, impair the Department's function to serve as an able custodian of the Nation's natural resources.

Drug usage could result in loss of life, injury, and damage or destruction of property. Emergency personnel must perform duties instantly and independently during times of crises with minimal supervision. For example, law enforcement officers and firefighters must be alert and ready to respond to emergency situations instantaneously.

All employees have the responsibility to see that these rules are followed and to take action to prevent violations. Violation of any of the above rules of conduct can result in the immediate removal of the individual(s) involved from the incident and camp. Violations by individual crew members may result in the entire crew being sent home. All violations will be reported to the home unit for possible disciplinary action.

#### 60.2 Closed Camp Policy

An officially "closed" fire camp is the exception rather than the rule. However, SWFF crews may be required to remain in camp while in off-shift status.

#### 60.3 Work Rest Guidelines

Work/Rest Guidelines shall be met on all incidents. The guideline are designed to ensure that for every two (2) hours work or travel, one (1) hour of time off should be provided within a 24-hour period. The Interagency Incident Business Management Handbook (IIBMH), Chapter 10 governs the Work/Rest Guidelines, Length of Assignment, and Days Off policy.

A. Rest and Recuperation (R\*R) while on an incident assignment should be rare and not the norm. R&R may be provided as determined necessary to manage fatigue by the Incident Commander and/or host unit. The

standard length of assignment is 14 days as governed by the IIBMH. In exceptional instances, SWFF crews may be extended upon approval documented on the Resource Extension Request Form. Prior to assignment extension, consideration of personnel health, readiness, and safety will be re-evaluated and not compromised.

- B. If R&R is approved, the IARR, Crew Boss, or Crew Representative will coordinate the terms with the appropriate Incident Management Team member and/or host unit Fire Staff Officer.
- C. The crew shall remain together with the Crew Boss and/ or Crew Representative while on R&R.
- D. Crew Boss and/or Crew Representative will inform the crew that they are still under employment status and will abide by standard of hire. No alcohol or controlled substance will be purchased and used while on R&R.

### 60.4 Accident Reporting

- A. All injuries or illnesses are to be reported to the Crew Boss or Camp Crew Boss immediately. Injuries and illnesses requiring medical treatment should be reported to the Compensation Injury Specialist as soon as possible. The crew member, Crew Boss, Camp Crew Boss, and/or Crew Representative must complete all appropriate accident reporting forms. As appropriate, for medical treatment, the Compensation Injury Specialist will complete authorization forms. DOI personnel claim's will be entered into the Safety Management Information System (SMIS) within 24 hours.
- B. The Federal Employees Compensation Act (FECA) provides for compensation for periods of disability and

medical care for fire fighters who sustain fire-related injuries or illnesses while in the performance of duties. The completed accident/incident reporting forms (CA-1, CA-2, CA-16, etc.) shall be forwarded to the home unit for processing and coordination with OWCP for follow-up treatment.

- C. Crew Boss and/or Crew Representative are responsible for completing these forms for the crew member prior to the crew's return to their home unit. BIA Crew Bosses or Crew Representatives is/are responsible for handcarrying the reports (CA-1, CA-2, OSHA Form 301 Injury and Illness Incident Reporting, etc.) back to the home unit.
- D. Decisions as to whether or not to retain personnel who have sustained injuries or illnesses will be based on the advice provided by the medical personnel providing treatment. The fire fighter may be put on light duty, at the discretion of the incident.
- E. In cases of death or serious injury requiring a period of hospitalization, the government has no authority to transport or to provide subsistence to the family members at the convalescence location. The IARR will serve as the liaison between the family, private organizations, and government agencies to assist the families of injured fire fighters. Many organizations, including the National Fallen Fire Fighters, Wildland Firefighter Foundations, Red Cross, and local churches, can assist with logistical needs of the families. Contact SWCC for assistance.
- F. Strongly recommend the sponsoring agency of the injured send an Agency Representative/Family Liaison to assist the firefighter who's hospitalized and to relief the IARR in dealing with the situation. The Agency Representative/Family Liaison shall provide oversight

and coordinate with OWCP, hospital/convalescence center, home unit, and the family of injured party. Additionally, facilitate getting the injured party back to home state and/or home unit. It's recommended the Agency Representative have an agency purchase card.

#### 60.5 Pay and Timekeeping

- A. Fire fighters will be paid in accordance with the Administratively Determined Pay Plan for Emergency Workers and/or which ever hiring authority (GS, Tribal, State, Fire Department, etc.) they were hired under.
- B. The Department of Interior (DOI) Casual Pay Center (CPC) is charged with processing payment to emergency workers. All DOI Casuals, whether working on DOI or Non-DOI (i.e. Forest Service) incidents, must have their OF-288(s) and other supporting documentation sent with them to the home unit. Travel is not processed on the OF-288 for DOI casuals. All travel is paid through the home unit, if applicable.
- C. The U.S. Treasury (31 CFR Part 208) has stated that paper checks will no longer be issued unless a valid waiver is in place for the individual. This means that anyone receiving funds from the federal government (with the exception of the IRS) will need to set up a direct deposit account. The DOI CPC website is http://www.nifc.gov/programs/cpc publications.html.
- D. Federal and state taxes will be withheld from firefighter's pay checks. Each casual employee shall present IRS Form W-4, if applicable at the time of initial hire. An IRS Form W-2 must be issued to the casual at the end of the year in which reported wages are earned. State taxes must be withheld for the state in which the casual is hired

- E. Social Security Act excludes emergency services from Medicare and Social Security withholdings for service performed by an individual serving on a temporary basis in case of fire, storm, snow, earthquake, flood, or other similar emergency (Social Security Act, Section 218 [42 U.S.C. 418] (c) (6)).
- F. The IIBMH Timekeeping/Recording Procedures will be utilized. All hours worked during the shift will be documented on the SF-261 Crew Time Report (CTR) and signed by the crew's immediate supervisor (Strike Team Leader, Task Force Leader, etc.) daily. Approved times on the CTR's will be transferred to the OF-288 Emergency Firefighter Time Report by the Personal Time Recorder in the Finance Section daily.
- G. Prior to departure from each incident, the e-ISuite OF-288s should be reviewed to ensure that time posted are correct. The employee's signature indicates agreement. Any disagreement must be settled before the fire fighter signs the OF-288.
- H. The closing time on the OF-288 is an estimate, and may be amended at the discretion of the government if travel takes longer or less time than estimated.

# 60.6 Commissary

In most cases, commissary is not provided and unavailable. SWFF crew personnel are expected to bring necessary personal items with them as a condition of hire and will not rely on commissary to fill these needs immediately.

If necessary personal items (work boots are busted, etc.) are needed to keep an employee productive, the Crewboss, Crew Representative, and/or IARR will contact the Incident Finance or negotiate with the local purchasing authority

for assistance. If the request is authorized, the commissary items will be purchased through payroll deductions posted to the employee's fire time report.

# 60.7 Performance Ratings

As a result of investigations following the 1994 South Canyon incident, it is federal policy that every crew will obtain a Performance Rating at the conclusion of their shifts when a supervisor changes or when the assignment is completed. If the crew boss requests a Performance Rating and the supervisor declines, the crew boss must notify SWCC immediately.

On return from assignment, it is the responsibility of the home unit to scan and e-mail or fax a copy of the ICS 224 Crew Performance Rating, to the SWCC crew coordinator. If a Performance Rating is missing, the responsible party is required to fax a report to SWCC explaining why the Performance Rating is missing, the time, and the date the missing Rating was reported to SWCC, and alternative sources of information on the crew's performance (2 or more statements by overhead with names, and phone numbers of overhead).

When it is learned that a negative incident has occurred or that a deficient evaluation will be written (or both), the home unit will be notified immediately by telephone by the Crew Boss, Crew Representative, or IARR. The home unit may determine if the evaluation changes the status of the crew (demobilize, etc.) and notify the Servicing Dispatch Center of any changes affecting the crew's availability.

The Southwest Coordinating Group's Operations Committee requires a report from the home unit faxed to SWCC if a negative incident occurs on an assignment within 72 hours of the return of the crew. At the option of the IARR, the Crew

Representative, the Crew Boss, or the home unit, a report may also be filed stating the circumstances of a positive incident.

Evaluations for a crew will be maintained by the home unit and be part of the crew's records. Evaluations will be reviewed and used for determining training effectiveness, crew performance, crew overhead performance, and crew member potentials.

The SWCC Crew Coordinator will periodically furnish a list of mobilized crews to the Type 2 Crew Committee "Chairman". If a crew receives a 'deficient' or 'needs to improve' rating on the Crew Performance Rating Form (ICS 224), the home unit is responsible for addressing the deficiency and preformance. The "Regional FMO" can follow up with the "Unit FMO" and get his/her assessment of the deficient rating. During the interaction, the FMO's will discuss recommendations that they will endorse. The written statement by the Rating Official and the sending agency/unit's report including the recommendations will be posted on the Southwest Coordinating Group (SWCG) secure website. The SWCG will review the posted documents.

# 60.8 Disciplinary Procedures

- A. If there was a problem during mobilization to an assignment, or returning from an assignment, but the crew returns with a satisfactory Performance Rating, the home unit is still required to file a report on the incident.
- B. Appendix B, Disciplinary Guidelines provide guidance from the Southwest Coordinating Group's Operations Group Committee on disciplinary actions. If the home unit has its own local crew guideline for disciplinary actions, these may be utilized as the guideline for

disciplinary action, so long as they meet or exceed the recommended penalties in the SWFF Handbook. Disciplinary Review Boards established by the home unit may establish standards which are more stringent than this handbook, but they must be in writing and available for distribution

- C. The IARR will work with the Crew Boss and/or Crew Representative to resolve any issue.
- D. Crew overhead personnel will complete their disciplinary reports prior to becoming available for another assigned dispatch.
- E. Violations resulting in termination will require the home unit to permanently block the individuals red card qualifications in IQCS.

#### 60.9 SAFENET

The home unit, Crew Boss, Crew Representative, and or IARR should ensure that fire fighters understand the proper use of SAFENET and are able to utilize this valuable tool if the fire fighter has a safety concern. Appendix H SAFENET Form is enclosed.

The home unit will be contacted by a National Interagency Fire Center Safety Officer concerning any SAFENET submission for follow-up. The website for SAFENET is http://safenet.nifc.gov/.

# Chapter 70 · Demobilization

Demobilization is reverse of mobilization. In order to provide safe, efficient, and effective support to wildland fire operations, the IIBMH provides policy on Incident Driving and Work/Rest, Length of Assignments, and Days Off. Night driving between the hours of 2200 hours and 0500 hours is not recommended. These policies will be adhered to by each SWFF organization.

#### A. Incident Management Team

The Incident Commander (IC) will determine demobilization priorities. He or she will work with the host incident expanded dispatch to make travel arrangements.

The IC will identify the need for assignment extension and will obtain the affected resource's concurrence. The resource must concur, and will acquire and document the home unit supervisor's approval. The Southwest Coordination Center must also concur.

If the potential exists for reassignment to another incident during the extension, the home unit supervisor, SWCC, and the affected resource will be advised and must concur prior to reassignment.

#### **B.** Coordination Centers

The Geographical Area Coordination Center (GACC) may be involved in demobilization. GACCs are responsible for establishing demobilization schedules and travel methods based on tentative release from the Incident Management Team.

#### C. Home Unit

Home units are responsible for insuring that a local representative is present to meet the crew upon their return.

The home unit will review the Crew Boss and/or Crew Representative reports and all crew performance evaluation forms, and fax or email electronic copies to the SWCC crew coordinator.

#### D. Crew Boss / Crew Representative

The CRWB/CREP, will accompany the crew to the demobilization staging area and remain with the crew until the crew completes the release process. The CREP cannot be given, or accept, other fireline assignments until relieved of their duties. A completed report will be provided to home unit.

#### The report will consist of:

- 1. Copies of ICS 214 Activity Log.
- 2. Special/specific documentation regarding significant performance or major offenses.
- 3. If applicable, original accident/incident reports (CA-1's, CA-2's, CA-16's, etc.), Crew Performance Ratings, and any other required forms.
- 4. Any other information the home unit may be able to use in management of crews.

#### A.1 Appendix A Recruitment Package for Administratively Determined (AD) Emergency Workers

#### **Instructions to Recruiting Agency**

- 1. Insure that the applicant understands this application. If there is any doubt, provide, or insure that an interpreter is provided.
- 2. Complete the agency portions of all forms.
- 3. Pull the SWFF application, signed Condition-of-Hire, medical forms, Naturalization Eligibility Verification (Form I-9), Incident Behavior Form, etc. See A.1 Forms.
- 4. Return the remaining portions of the recruitment package to the applicant.
- 5. Establish a permanent record file on the new SWFF member with the items retained.

#### **Instructions to Applicant**

- 1. This entire package must be completed and returned to the hiring agency official.
- 2. Read all instructions carefully and completely before beginning to fill in the application and information sheets.
- 3. If you do not understand any part of the application or the Condition-of-Hire, request assistance from the agency officials.
- 4. Your signature on the attached documents signifies understanding and acceptance. If you do not understand, or are unwilling to accept these conditions, do not sign or submit this application package.

#### A.1 Forms

Sponsoring units and/or agency can impose more stringent policy if needed.

- 1. Privacy Act Statement
- 2. Application form
- 3. Condition-of-Hire
- 4 General Information for SWFF Crew member
- 5. Medical Standards Program and Drug Testing
- 6. Immigration and Naturalization Employment Verification Form I-9
- 7. Incident Behavior Form PMS 935-1
- 8. W-4 Employee's Withholding Allowance Certificate

# A.2 Privacy Act

The Privacy Act of 1974, 5 U.S.C. § 552a, establishes a code of fair information practices that governs the collection, maintenance, use, and dissemination of information about individuals that is maintained in systems of records by federal agencies. A system of records is a group of records under the control of an agency from which information is retrieved by the name of the individual or by some identifier assigned to the individual.

The Privacy Act prohibits the disclosure of a record about an individual from a system of records absent the written consent of the individual, unless the disclosure is pursuant to one of twelve statutory exceptions. The Act also provides individuals with a means by which to seek access to and amendment of their records, and sets forth various agency record-keeping requirements.

# A.3 Southwest Firefighter and Camp Crewmember Application

PART A - TO BE COMPLETED BY APPLICANT (PLEASE PRINT)
1. SOCIAL SECURITY NUMBER  2. FIRST NAME   MIDDLE INITIAL  LAST NAME
3. MAILING ADDRESS   CITY   STATE   ZIP CODE
4. TELEPHONE (HOME) (ALTERNATE)   5. AGE   6. DATE OF BIRTH   7. WEIGHT
8. Have you ever been a member of a Southwest Fire Fighter Crew? YES NO If so, which crew?
9. How Long?
10. Have you ever had a Red Card REVOKED? YES NO
11. Total number of seasons of fire fighting experience: 12. Number of assignments last year:
13. Present occupation - if student, name of school, location, and
present grade
NOTE: A FALSE ANSWER TO ANY QUESTION IN THIS STATEMENT WILL BE GROUNDS FOR NOT APPROVING YOUR APPLICATION, OR DISMISSAL AFTER YOU HAVE BEEN HIRED AND REVOKING YOUR RED CARD INDEFINITELY.
I, the undersigned, certify that all of the statements made on this application are true, complete, and correct to the best of my knowledge and made in good faith. I understand that it will be used to determine my eligibility for the Southwest Fire Fighter program. This information is available to State and Federal wildland fire Agencies responsible for fire suppression upon request. I understand that withholding information will jeopardize my opportunities to participate in the Southwest Fire Fighter program.
I have read, or have been read, and understand, and signed, the Southwest Fire Fighter and Camp Crewmember Condition-of-Hire, attached.  Signature of Applicant: Date:
PART B - TO BE COMPLETED BY LOCAL AGENCY REPRESENTATIVE AFTER APPLICANT HAS SATISFACTORILY PASSED ALL REQUIREMENTS (DRUG TEST, MEDICAL CLEARANCE, PHYICAL FITNESS TEST, REFRESHER TRAINING, ETC.)
1. Is the applicant eligible to participate in the Southwest Fire Fighters program? YES NO If not, reason for disapproval:
2. Applicant's highest Red Card qualifications:  Camp Crewmember Camp Crew Leader Fire Fighter I Fire Fighter II  Crewboss Crew Representative Other:
3. Physical Fitness "Work Capacity Test" Rating:
Signature of Agency Representative: Date:
SWFF FORM 100 (2010)

#### A.4 Conditions of Hire

All applicants should understand that they are employed by the Federal government when in paid training or when on assignment. This means that all paid firefighters are subject to Federal laws and policies when working, including Equal Employment Opportunity law, and laws and policies regarding behavior in the workplace, drug-free workplace, weapons at the workplace, etc.

Since 1948, the SWFF organization has provided a valuable service in the suppression of wildfires nationwide. In 60+ years of firefighting, SWFF members have earned an outstanding reputation and the respect of all wildland fire management agencies throughout the United States.

You, as a member of the SWFF, are (or will become) a part of the proud SWFF tradition; a tradition that has weathered the test of time. You are the present and the future of SWFF tradition. Through Your efforts, SWFF will continue to serve a unique role in the wildland firefighting organization, and will continue to sustain an even better reputation in future years.

Upon signing this agreement, you, the undersigned, have agreed to abide by the conditions of hire as described in this agreement conditions of hire.

1. You have agreed to be hired by an agency of the Southwest Geographical Area as an emergency firefighter. The work is hard and sometimes must be performed under stressful situations and conditions. You may work more than 12 hours per day. Prompt compliance with your supervisor's instructions and orders are required at all times. You must be at least 18 years old and in good physical health. A physical examination may be required. Close living conditions in fire camps require personal cleanliness. Personal hygiene must meet standards set by your supervisor, particularly your hair, which must be maintained in such a way that a safety hat can be properly worn.

- 2. Disclosure of your Social Security Number (SSN) is mandatory.
- 3. Possession of firearms, intoxicating alcoholic beverages, marijuana, and all other forms of controlled substances not prescribed by a physician is prohibited for the duration of the assignment—both on shift and off shift. The 1988 Drug Free Work Place Act prohibits any use of marijuana.
- 4. You must disclose any and all existing ailments or injuries before being sent out on assignment, existing ailments or injuries will not be covered by OWCP. Dental work that is not directly a result of working on the fireline must be paid for by the firefighter (i.e. fillings that have fallen out, abscess conditions, toothaches, etc.).
- 5. If you are terminated, or you quit without good reason before your scheduled demobilization, your pay will stop at that time. The Incident Commander and/or home unit may decide whether the Government will provide return transportation or pay you for travel time back to where you were hired. You may be charged for the return transportation costs, and/or the costs of personal needs during the waiting time.
- 6. You will follow all safety practices and not jeopardize your own safety, or the safety of others.
- 7. You will not purposely damage government or personal property.
- 8. You will not verbally or physically intimidate or threaten, or physically abuse coworkers or supervisors.
- 9. You will not lie, cheat, or deliberately conceal the truth concerning employment or any of these conditions-of-hire terms.
- If you are injured or get sick, you will report to your work supervisor immediately and provide complete details of injuries, including witnesses.
- 11. Government property (such as hardhats, tools, blankets, etc.) issued to you must be returned. If they are lost, destroyed, or

- left in bad condition, the cost of these items may be deducted from your check.
- 12. If you are on active duty with the Armed Forces (Army, Navy, Air Force, Marine Corps, or Coast Guard) you cannot be employed or paid for firefighting. Do not apply for and accept assignment as a SWFF Firefighter.
- 13. You, as a SWFF crewperson, are hired for an incident assignment. You will be restricted to a fire camp or staging area at the discretion of the officer-in-charge. Your pay status will be determined by the officer-in-charge following Interagency Incident Business Management Handbook policies.
- 14. You will abide by all terms of the Work Rest Guidelines including Rest and Relaxation (if approved) which are negotiated by the Interagency Resource Representative or Crew Boss/Crew Representative in charge of your crew. These terms will be negotiated with the host unit and or Planning Section Chief, or Incident Commander on the incident.
- 15. There is no guarantee how long an assignment will last. Once you have accepted an assignment as a Southwest Firefighter, you will be required to remain until released.
- 16. You are required to bring your own personal items that will be contained in one bag, both to and from the incident, with a weight limitation of 45 pounds. No radio, "boom boxes," or other electronic gear weighing over one pound are allowed. Individuals exceeding the personal gear weight limitation will be required to leave excess weight items behind. The Government will not be responsible for these items. Personal items should last for the duration of the assignment.
- 17. You are required to read and always be aware of the "18 Situations That Shout Watch-out" and "The 10 Standard Firefighting Orders."

18. If you are hired to assist your hiring agency in prescribed burning and other projects, you are expected to remain on the crew for the duration of the assignment, just like you would when you are dispatched to an incident.

FAILURE TO ABIDE BY ANY OF THESE CONDITIONS-OF-HIRE TERMS MAY BE GROUNDS FOR IMMEDIATE DISCHARGE. IF YOU QUIT OR ARE TERMNATED, YOU MAY NOT BE ENTITLED TO RETURN TRANSPORTATION OR TRAVEL TIME BACK TO YOUR POINT OF HIRE, OR YOU MAY BE CHARGED FOR YOUR RETURN TRANSPORTATION COSTS.

I, the undersigned, have read, or been read and understand, the above conditions-of-hire, and I agree to abide by them throughout the duration of my employment by an agency of the United States Government.

Employee's Printed Name:	
Employee's Signature:	
Date:	

#### A.5 General Information for SWFF Crew Member

- 1. When you sign your time report, you are agreeing that it is correct. This includes commissary items charged. Do not sign the report until you agree.
- 2. Avoid bringing valuable personal property assignments, like expensive tents, iPods, iPhones, Androids, video camera, etc. If they are damaged or destroyed, they may not be replaced by the incident. The Government assumes no responsibility for loss of personal items not needed for firefighting. Report any damage to or loss of your personal property to your supervisor before you leave the incident base camp.

- 3. Whenever the officer-in-charge decides it is necessary, the Government will furnish your meals and lodging without cost (this is the normal procedure).
- 4. You will be paid at an hourly rate. The rate will not change regardless of total number of hours or conditions under which worked. The pay plan for emergency workers under which you are hired establishes these rates to reflect all these conditions.
- 5. The Government will provide necessary transportation from the place where you are hired to where you will work and return unless you are discharged for cause or quit without a good reason.
- 6. In most cases, commissary is unavailable. There's no guarantee commissary will be authorized or made available by the incident host. If made available, only items approved by the incident finance will be purchased and the cost of the items will be deducted from your pay check, OF-288 Emergency Firefighter Time Report.

# A.6 Medical Standards Program and Drug Testing

Refer to hiring agency policy on all pre-employment health questionnaire, screening, medical examination, consent forms, and drug testing requirements.

# Appendix B · Disciplinary Guidelines

# **Appendix B Disciplinary Guidelines**

Within 15 days, the home unit will send a letter to the affected individual(s) or crew which:

- 1. States the nature of the offense.
- 2. States the additional disciplinary action imposed, if any, beyond the initial action, and when such disciplinary action is to begin and end.
- 3. Suggests what the individual, or crew, should do to correct the offense, or prevent future termination, probation, or suspension.
- 4. States the name and address to which the individual(s), or crew, may appeal.
- 5. States that the affected parties must give written notice of their desire to appeal.
- 6. States that the written notice of appeal must be handdelivered or postmarked within thirty (30) days of receipt of the letter.
- 7. Sends copies of the letter:

In the case of an individual, to the:

- Individual
- Crew Boss
- Sponsoring agency

In the case of a crew, to the:

- Crew Boss (with instructions to inform the other crew members).
- Sponsoring agency
- Chairperson, Type Crew Subcommittee, Operations Group, Southwest Coordinating Group

Letters should be sent via Certified Mail, Return Receipt Requested.

# Appendix C · Interagency Resource Representative Information

The information will assist the Interagency Resource Representative (IARR) accompanying SWFF crews and southwest area (SWA) resources assigned out of the southwest geographical area. Additional information on duties of the IARR can be found in the IARR Handbook.

#### IARR tasks:

- 1. Serves as the Southwest Coordinating Group (SWCG) ambassador to the assigned Incident Management Teams (IMT), host unit fire staff and agency administrator, servicing dispatch centers, and the geographical area coordination centers (GACC).
- 2. Provide liaison services for the SWA personnel assigned to out of GACC incidents. Focuses on the well-being of all resources assigned from the southwest GACC.
- To assist the Crew Boss/Crew Representative (CRWB/ CREP) in providing for the health, personal welfare, safety of crews members, and insure performance issues are addressed.
- 4. To assist the IMT in meeting the needs of all southwest area resources.

#### Overview

The IARR does not work for the IMT. They work for the sending GACC – Southwest Coordination Center.

When IARR's are assigned, every effort will be made to assign them a trainee. When trainees are assigned, they will work for the IARR and have essentially the same duties as their trainer.

The IARR will be assigned by the Southwest Coordination Center manager or his/her designate to accompany multiple crews and other resources on an incident. The IARR is responsible for the welfare of assigned crews and other resources assigned to the incident. He/she serves as an administrative liaison and ambassador to the IMT and host unit. The IARR must be highly skilled in Interagency Incident Business Management principles in accident/incident investigation and reporting, human resources, crew timekeeping, mobilization and demobilization protocols, personnel management, wildland fire operations, and commissary. The IARR must be familiar with the sending agency's policies and procedures relating to crews.

#### Duties:

- 1. Upon receipt of an IARR resource order, contact SWCC for a briefing regarding the assignment.
- 2. Get copies of regional safety alerts and fuels/fire behavior advisories where the crews are assigned.
- 3. Obtain and maintain a list of resources assigned to the incident(s) for which you (IARR) are responsible.
- 4. Check in with the Planning Section (Status Check-in Recorder) and/or host unit.
- 5. Establish communication with the IMT (Command and General Staff) and ask if there are any issues and concerns, safety and logistical challenges, and review the medical plan and facility location (Burn Centers). Ask to be included in the Incident Organizational Chart. Let them know you are available.
- 6. Come to an agreement with the IMT regarding disciplinary action protocols. What's the team policy on disciplinary infractions and penalties? Are there cases where the team will insist that the entire crew be de-mobilized? IARRs are authorized to negotiate with the IMT concerning their policy for demob of individuals and the entire crew for certain disciplinary problems.
- 7. At the medical unit, get procedures for injuries and evacuation of injured. Be sure these are transmitted to CRWB and CREP.

- 8. Establish communication and have a face to face meeting with Expanded Dispatch.
- Locate the crew's and have a face to face meeting. Advise the CRWB/CREP of the IMT's expectation and rules of behavior.
- 10. Maintains systematic contact with the CRWB/CREP to insure there are no issues and concerns. Stay inform on the crews moral and physical wellbeing. Be alert for any signs of fatigue, camp crud, injuries, and number of crew members on each crew. Assist with any performance issues as needed.
- 11. Obtain a copy of passenger manifest from each CRWB/CREP.
- 12. Attend briefings and strategy sessions if possible. Keep current on plans for the incident. Keep track of crew assignments and locations, plus ensure safety protocols are being observed.
- 13. Insure that accurate information is transmitted to coordinator on duty at SWCC and FMO at home units in cases of accidents, injuries, disciplinary problems, or death in a timely manner.
- 14. In cases of death or serious injury, the IARR should consult the CRWB/CREP to ensure that the home unit's protocols are followed concerning notification to the home unit. The IARR shall notify the coordinator on duty at SWCC and provide a briefing and all other information necessary.
- 15. Provide assistance to CRWB/CREP on matters relating to accidents and injuries, personnel problems, emergency demobilizations of personnel, time keeping, human resources, and other administrative matters. Negotiate commissary purchase authorization with the Finance Section when needed.
- 16. Investigate and assist with disciplinary and unsatisfactory performance cases immediately. Unsatisfactory performance

- will be discussed with the person(s) involved. Make direct contact with the home unit to discuss the situation and appropriate actions. Insure that Crew Boss fulfill their responsibilities and authority in disciplinary and unsatisfactory performance cases.
- 17. Maintain daily contact with the SWCC IARR Coordinator or coordinator on duty (COD) to report the status of crews and other resources assigned to the incident. Relay any prudent information.
- 18. Stay current on accident/incident investigations involving SWA resources and provide follow-up contacts for individuals receiving medical aid. Make hospital visits to injured as needed.
- 19. The IARR is available to local agency and fire staff. He/she is flexible and adapts to their needs.
- 20. Provide assistance to the Demobilization Unit and Expanded Dispatch. Keep SWCC COD inform of demobilization plans.
- 21. Submit an IARR report to the SWCC Center Manager or his/her representative at the completion of the assignment. The report may include activity logs, summary of activities, significant observations, issues, recommendations, and any positive performances. If available, copies of negative and improvement needed crew performance evaluations.

# Kits for IARR, CREP, and CRWB

Recommended kit to include the following items, some of documents and forms are available online.

Item Description	Unit	Quantity
National Interagency Mobilization Guide	EA	1
Southwest Area Mobilization Guide	EA	1
SWFF Crew Management Handbook	EA	1
Interagency Standards for Fire and Fire Aviation Operations (Red Book)	EA	1
Wildland Fire and Aviation Program Management and Operations Guide (BIA Blue Book)	EA	1
Interagency Incident Business Management Handbook	EA	1
Wildland Fire Incident Management Field Guide	EA	1
Agency Provide Medical Care Authorization and Medical Report (USFS)	EA	5
Form, CA-1, Employee Notice of Injury & Claim for Continuation of Pay/Compensation	EA	5
Form, CA-2, Notice of Occupational Disease and Claim for Compensation	EA	5
Form, CA-2a, Notice of Recurrence	EA	5
Form, CA-16, Authorization for Examination and Treatment	EA	5
Form, Employee Claim for Loss or Damage to Personal Property	EA	5
Form, OF-288, Emergency Firefighter Time Report	EA	5

Form, SF-261, Crew Time Report	PD	1
Form, ICS-214, Activity Log	PG	1
Form, ICS-224, Crew Performance Rating	EA	5
Form, ICS-225, Incident Personnel Rating	EA	5
Form, PMS 505-2 SAFENET	EA	5
Passenger / Cargo Manifest (SWCC Website)	EA	5
Envelop, Mailing, 4 1/8" x 9"	EA	5
Pad, Ruled Tablet	PD	1
Pad, Writing, AD-777	PD	2
Pen, Black and Blue	EA	2
Pencil, Mechanical	EA	2
Road Atlas, North America	EA	1
Portfolio, Vinyl Cover	EA	1
SWCC IARR Business Card or a personal	EA	30
business card		
SWCC IARR Name Tag (Optional, no longer provided by SWCC)	EA	2

The IARR Kit not stocked at Fire Caches.

# Appendix D · Crew Representative (CREP) Information

The information contained will assist the CREP in the performance of his/her duties.

#### Overview of duties:

- 1. Serve as a liaison and assist the Crew Boss (CRWB) in logistical and administrative matters pertaining to the crew.
- 2. Assist the CRWB in providing for the crew members health, personal welfare, and safety.
- 3. To serve as a trainer. Be positive.
- 4. Report crew performance and recommendations to home unit upon completion of assignment

#### Information needed prior to departure

- 1. CREP Kit, Appendix C.
- 2. Crew capability, crew and cargo manifests with correct weights and names matching government furnish ID cards. Have additional manifests with no weights in case the mobilization centers/air center staging need to reweigh firefighters and gear.
- 3. A copy of the resource order and all mobilization information from dispatch. The resource order will have the reporting location and contact telephone numbers.
- 4. Travel arrangements and schedule. Is the crew driving, flying, staying overnight somewhere, etc.
- 5. If a CRWB is ordered from another agency, communicate the date, time, and location for rendezvous.

# **Departure Briefing**

The crew(s) shall be given a briefing at the assembly point to include the following:

1. Work Performance expectations on-shift and off-shift conduct, rules of behavior, chain of command, and safety.

- Mention EEO and sexual harassment policy, prohibited alcohol and illegal drugs use, etc.
- 2. Travel, logistics, and incident information including fire size and location if known. Relay any known hazardous fuels and weather alerts/advisory.
- 3. Remind crews that they are guests of the ordering unit. They should conduct themselves like a guest at all times and give the notion that they want to be invited back.

#### Responsibilities

CREP are responsible for assigned crew(s), not work assignments. Work assignments are handled by the CRWB. CREP need to live and work with crews on-shift and off-shift, from assembly point (or other designated point) until crew is demobilized and he/she (CREP) is released by the crew's sponsoring unit.

CREPs must demonstrate professional leadership, work ethics and attitude, personal appearance, and safety inclined at all times. They are required to wear personal protective equipment and radio while accompanying the crew on the fireline. It is desirable that their hard hats be plainly marked with the CREP title (label) or some other distinctive identification. CREPs are to follow the same rules and policy as the crews. No preferential treatment will be given.

- 1. CREP is responsible for the personal welfare and safety of the crew.
- 2. The CREP will utilize appropriate authority to correct and mitigate a hazardous situation impacting the crew.
- 3. CREP shall maintain communications with the IARR (if assigned) and CRWB.
- 4. Discuss any problems which are difficult to resolve with the IARR. Keep the IARR informed.
- 5. Arrange and coordinate subsistence arrangements for meals and lodging during mobilization and demobilization.

- 6. Assist the Crew Boss with discipline, internal grievances and management within the crew. Be firm and decisive in handling crew problems; set an example and show leadership, fairness, and concern for the crew. Be professional in settling disputes.
- 7. Responsibilities continue 24 hours a day until the crew is returned to the home unit.
- 8. Review crew roster, manifests, time sheets, and SWFF IQCS red cards for each crew member.
- 9. Inspect the CRWB and assist him/her check the crew for proper qualifications, personal protective equipment, personal gear weight, and fit for duty.
- At the incident or reporting location, check in with Status Check in and Finance with CRWB. Turn in Crew Time Report and Time Sheets/e-ISUITE.
- 11. Explain procedures and policies to those not familiar with the use of a SWFF crew.
- 12. Ensure the crew abides by the Work Rest Guidelines, be properly equipped for assignments and tasks, adhere to the Ten (10) Fire Orders and 18 Watch Out Situations, and maintain appropriate sanitary practices.
- 13. Be alert, evaluate and report unsafe fireline conditions to supervisor, CRWB, and mitigate the situation.
- 14. Provide appropriate care for the ill and injured personnel. Assist with accident/incident reporting and notify the home unit as needed. Serious injuries and hospitalization require automatic contact with the home unit Fire Staff.
- 15. Complete the documentation of disciplinary cases immediately. Timely completion of the initial paperwork will insure that the disciplinary process will proceed within the allotted time frames.
- 16. Ensure all Performance Evaluations and reports are turned in to the crew's sponsoring unit.

# Appendix E · Crew Boss (CRWB) Information

The information contained will assist the CRWB in the performance of his/her duties.

#### Information needed prior to departure

- 1. CRWB Kit found in Appendix C.
- 2. Crew typing and capability and a filled out crew and cargo manifest. The manifest must have correct weights and legal names of crew members matching their government (state, tribal, etc.) issued ID card. Have several manifests with no weights in case the mobilization centers and/or air center staging need to reweigh the firefighters. All tools and equipment must be inventoried
- 3. A copy of the resource order and any available information regarding the assignment. The resource order will have the reporting location including contacts (telephone numbers).
- 4. Travel arrangements and schedule. Includes ground transportation and if applicable, airline or contract jet information to the incident.
- 5. Meals and lodging information for the crew.
- 6 Crew Boss Mobilization Checklist

#### Overview of the duties

CRWB supervises, manages, and leads a twenty (20) person hand crew. In most cases, they will function without a CREP or an IARR. They must demonstrate strong leadership qualities, be an effective communicator, be a trainer, possess a positive attitude, be safety oriented, practice a healthy hygiene, and be knowledgeable of fire suppression tactics. They must ensure all personnel have appropriate

personal protective equipment and be fit for duty. They are an administrator and ensure applicable paper work and reporting is completed. CRWB will follow the same rules and regulations as the crew members. No preferential treatment will be given.

CRWB shall be acquainted with the SWFF Crew Management Handbook. Crew Bosses are responsible for the conduct, work, welfare, and safety of the crew during all phase of the assignment. This includes mobilization, staging and preposition, and demobilization.

#### Responsibilities

- 1. Report for duty with all appropriate personal gear and protective equipment at the home unit or reporting location. Get a briefing by dispatch and Officer in Charge.
- 2. Duties start when joining the crew at the assembly point and continue 24 hours a day until the crew is returned to the Home Unit.
- 3. Upon meeting the crew, complete the crew roster, crew and cargo manifests, ensure vehicles are inspected and inventory all tools and equipment.
- 4. Inspect the crew for proper qualifications, clothing, protective equipment, 2 way radio communications, and physical appearance should ensure person is fit for duty. Driver(s) must have valid driver's license.
- 5. Complete the travel and subsistence arrangements for the crew. Crew mobilization shall be orderly and conducted safely.
- 6. Remain with the crew until released by the home unit. This includes R&R if the crew is extended beyond the normal length of assignment or the Incident Commander and host unit Fire Staff deems necessary to address fatigue issues.
- 7. Look after crew's welfare and safety during all phases of the incident assignment. Maintain communications with

- supervisor and subordinates. Recognize, evaluate, and mitigate unsafe working conditions immediately. Report any unsafe situations and practices. File SAFENET if needed.
- 8. Compliance with the Work Rest Guideline is mandatory. Travel between 10 PM and 5 AM not recommended and discouraged per the SWCC Mobilization Guide.
- 9. Supervise squad leaders, ensure work assignments and instructions are clear and understood. Ensure trainee task books are being documented.
- 10. Be familiar with the Interagency Incident Business Management principles, timekeeping, driving and duty day limitations, commercial airline travel policy, proficiency in reading and writing in English, etc.
- 11. Ensure all injuries are promptly reported, injured are cared for and accident reports are prepared and entered in the SIMS program as required by DOI. Keep the home unit informed on accidents/incidents as needed. Any serious injuries and hospitalization and fatality will require contacting the home unit as soon as possible.
- 12. Settle internal grievances within the crew. Be firm, fair, and decisive in handling any disciplinary issues. A positive outcome from a negative situation is desirable. CRWB is a counselor at times.
- 13. Provide crew and individual discipline within agency policy and the SWFF Crew Management Handbook guideline. If assigned to an incident, need to work with supervisor and Human Resources. Resolve and report any EEO violations. Report any major disciplinary violations to the home unit. Examples of major violations, assault, illegal drug use and or intoxication, quitting, etc.
- 14. If available, communicate with the CREP and IARR any issues that are sensitive and difficult to resolve. Keep them informed of the crew's status, concerns, morale, and outlook. Coordinate with them on emergency demobilizations.

#### CREWBOSS MOBILIZATION CHECKLIST

Items to be review by the Crewboss:

- Verify all personnel have valid IQCS qualifications card (Red Card) and they are qualified for the position they are assigned.
- 2. Government identification card's inspected and meets Transportation Security Administration (TSA) standards.
- 3. Condition-of-hire is reviewed with the entire crew.
- 4. Crew manifest is completed with weights for personnel and gear shown separately. Make ten (10) copies to take with you. The names on the manifest must be identical to the names on the crew manifest. Also, have 10 copies of the manifests without weights in case the mobilization centers or air center staging wants to reweigh all personnel and gear.
- 5. Physical inspection of crew members conducted. Screen out individuals unfit for fireline duty.
- 6. Check for prescription medication. Be sure the crew member has either a prescription or the container shows the drug name, dose, doctor's name and pharmacy information.
- 7. Physical inspection of crew member's personal gear completed (boots, pants, shirts, jacket, fireline pack, etc.).
- 8. Transportation (GOV or Bus) inspected and inventoried.
- 9. Driver's license checked on all drivers.
- 10. OF-288 Fire Time Reports initiated top portion completed.
- 11. CRWB Checklist signed and turned in to official in charge.

Crew Boss Signature:
Crew Boss Printed Name:
Date:
Time:

Remarks:			 	

# Appendix F $\cdot$ Passenger and Cargo Manifest

8TANDARDFORM245(877) Previously by USDAPSM 5716 USDI MIT	9400518	PASSE	NGE	R AND CAI	RGO MAN	IIFEST	NO. OF IS	ASSENCE/O	PAGE OF
ORDERING UNIT		PROJECT	NAM	E			PROJECT NO.		
NAME OF CARRIER		MODE OF	TRAN	8 & ID NO.			PILOT OR	DRIVER	
CHIEF OF PARTY		REPORT	TO:				IF DELAY	ED CONTA	CT
DEPARTURE				NTERMEDIATE	8TOP8				DE 8TINATION
PLACE	ETD	ETA		PLACE		ETD	ETA		PLACE
PASSENGER AND/OF	CARGO	NAME	M/F	PA88ENGER WEIGHT	CARGO WEIGHT	DU	Y A 8 8 I GNN F APPLICAB	MENT	HOME UNIT
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CHIEF OF PARTY COPY									

# Appendix G · ICS 224 Crew Performance Rating Form

CREW PERFORMANCE RATING (instructions on back)							
1. Crew Name and Designator	2. Incident	Name and Numbe	г	3. Location of Incident			
4. Crew Home Unit and Address		signed to Incident		Periods (Shi	6. Number of Operational Periods (Shifts) No. of Shifts Constructing Hotline		
		. Evaluation Crite	ria <u> </u>				
Crew Type: (check one) HC/T1Other		igineHelitack_	-		i i	cable	
Agency Crew Contract Crew		mber	Superior —	Satisfactory	Needs	Not Applicable	
	Factors		, <u>\$</u>	- E	m p	io,	
	apply to all crews)		S	<i>S</i> 2	~ =	~	
LEADERSHIP (CREW OVERHEAD		Œ					
Communications (Inter- and Intra-crew)						_	
Coordination, Supervision, and Finance					-	+	
Risk Management and Decision Making						+	
Training and Mentoring Crew Conduct (Fireline / Camp or Off F	YYX			,		,	
Work and Tasks Completed as Assigned		lite of Work)	- /	- /	/	/	
TACTICS	(Quantity and Qua	mry of work)					
Safety Practices					Т	_	
Line Construction / Hotline Construction	n or Direct Attack		,	1	,	,	
Lookouts and Scouting	II OI DIECI AIIACE		- '	- /	/	-	
Fire Weather and Fire Behavior Observa	tions		_	_			
Chainsaw Operations and Felling Trees						_	
Spot Fire Attack	Operations		_	_	_	+	
Mop Up					_	_	
Spot Grid Organization					+	_	
Portable Pump and Hose Lay Setup and	Onorations				+	+	
SPECIALIZED OPERATIONS	Operations						
Initial Attack Organization					Т	_	
Firing and Holding Organization				_	+		
Wildland Urban Interface (WUI) Operat	tions					_	
Map, Compass, and GPS Navigation							
Incident Within an Incident							
AVIATION OPERATIONS						•	
Safe Operations Around Aviation Asset	s					Т	
Helispot Specifications and Construction	n						
Directing Aviation Assets and Drops by	Radio						
Longline and Sling Load Operations							
Coordination with Aerial Supervision as	nd Air Resources						
MISCELLANEOUS					_		
Physical Condition							
Other (specify)							
All Hazard Incident (specify incident ty		in Kemarks section)					
Remarks (use separate sheet if necess	ary and attach)						
8. Crew Supervisor (printed name)	Crew Supervisor	(signature)	□ This ratin with me.	g has been discu	issed D	ate	
9. Rated by (printed name)		Rated by (signat	ure)		D	ate	
Position on Incident		Home Unit Iden	tifier and Phon	e Number			
		Jan Miles					

ICS-224 (9/11) NFES 002718

#### Appendix H · SAFENET Form



#### SAFENET





The purpose of SAFENET is:

- (1) To provide reporting and documentation of unsafe situations or close calls.
- (2) To provide a means of sharing safety information throughout the fire community.
- (3) To provide long-term data that will result in identifying trends.

Submitting a SAFENET is not a substitute for on-the-spot corrections !

#### When filing a SAFENET:

You are encouraged to submit it to your supervisor for immediate corrective action. You have the option of submitting a SAFENET to any level of the organization (local FMO, Fire Safety Officer, Incident Commander, Agency Administrator) for corrective action. If you submit SAFENET directly to the national center, you are encouraged to provide a copy to your supervisor.

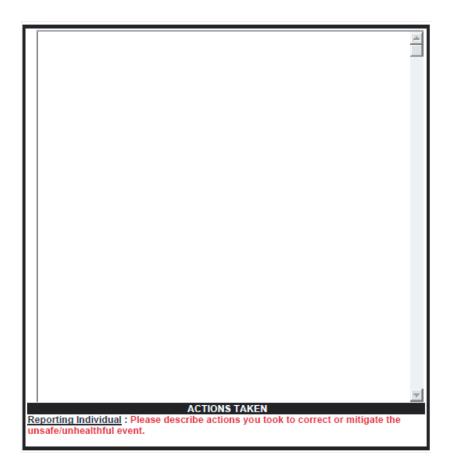
You have the right to report unsafe conditions anonymously, in accordance with 29 CFR 1960.

#### FIELDS MARKED WITH "\*" ARE REQUIRED REPORTED BY Name: (Optional) Phone: (Optional) Anonymous Date Reported: EMail: (Optional) 05/22/2009 \*Agency/Organization: -Select-Ŧ State Agency: -Select-• Required if Agency is "State" Other Agency: Required if Agency is "Other" Event Date : Local Time: (Format mm/dd/yyyy) (Format 03:00 PM) ▶Incident Name : Incident Number: State: -Select-┰ ▶Jurisdiction: Local Unit: -Select-Incident Type: Mncident Activity: Stage of Incident: Line Initial Attack Wildland Prescribed Extended Support Attack

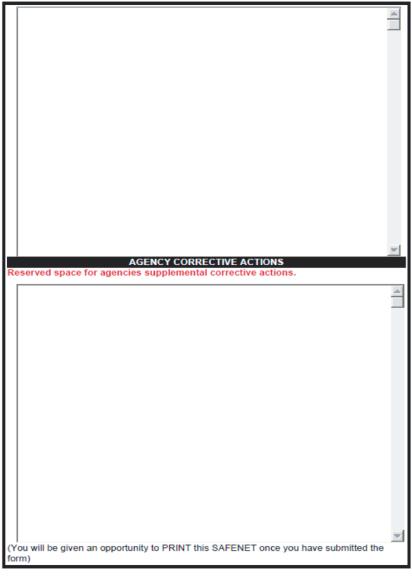
# SAFENET, page 2

All Hazard Training Fuel Treatment Work Capacity Tes	Transport to/from Readiness/Preparedness	Transfer of Command Mop Up Demobe Non-Incident Other
▶Position Title :	(Firefighter, division supervisor, facilities uni	t leader, etc.)
Task:	(Line construction, structure protection, cam	p activities, etc.)
Management Level :	O 1 O 2 O 3 O 4 O 5 (Type 5, 4, 3, 2, 1)	
Resources Involved :	(Crew, equipment, overhead, etc.) CONTRIBUTING FACTORS	
Contributing Factors		Equipment Other
►Human Factors :	Decision Making Leadership Riser Fatigue Performance Situational Required if Contributing Factors is "Human"	l Awareness
Other Factors :	Required if Contributing Factors is "Other"	
	NARRATIVE happened including the concern or potent errain, fire behavior, etc), and the resulting	

# SAFENET, page 3



# SAFENET, page 4



Revised 5/26/2009

#### Standard Firefighting Orders and 18 Watchout Situations

The original ten Standard Firefighting Orders were developed in 1957 by a task force commissioned by the USDA-Forest Service Chief Richard E. McArdle. The task force reviewed the records of 16 tragedy fires that occurred from 1937 to 1956. The Standard Firefighting Orders were based in part on the successful "General Orders" used by the United States Armed Forces. The Standard Firefighting Orders are organized in a deliberate and sequential way to be implemented systematically and applied to all fire situations.

Shortly after the Standard Firefighting Orders were incorporated into firefighter training, the 18 Situations That Shout Watch Out were developed. These 18 situations are more specific and cautionary than the Standard Fire Orders and described situations that expand the 10 points of the Fire Orders. If firefighters follow the Standard Firefighting Orders and are alerted to the 18 Watch Out Situations, much of the risk of firefighting can be reduced.

#### Standard Firefighting Orders

- Keep informed on fire weather conditions and forecasts.
- Know what your fire is doing at all times.
- Base all actions on current and expected behavior of the fire.
- Identify escape routes and safety zones and make them known.
- Post lookouts when there is possible danger.
   Be alert. Keep calm. Think clearly. Act
- decisively.

  7. Maintain prompt communications with your
- forces, your supervisor, and adjoining forces.
- Give clear instructions and insure they are understood.
- Maintain control of your forces at all times.
   Fight fire aggressively, having provided for

safety first.

#### **18 Watchouts Situations**

- 1. Fire not scouted and sized up.
- 2. In country not seen in daylight.
- Safety zones and escape routes not identified.
- Unfamiliar with weather and local factors influencing fire behavior.
- Uninformed on strategy, tactics, and hazards.
- 6. Instructions and assignments not clear.
- No communication link with crewmembers/supervisors.
- Constructing line without safe anchor point.
- 9. Building fireline downhill with fire below.
- Attempting frontal assault on fire.
- Unburned fuel between you and the fire.
- Cannot see main fire, not in contact with anyone who can.
- On a hillside where rolling material can ignite fuel below.
- 14. Weather is getting hotter and drier.
- 15. Wind increases and/or changes direction.
- Getting frequent spot fires across line.
- Terrain and fuels make escape to safety zones difficult.
- 18. Taking a nap near the fire line.