A publication of the
National Wildfire
Coordinating Group

NWCG Incident Position Standards for Safety Officer, Field

NWCG Incident Position Standards for Safety Officer, Field

The *NWCG Incident Position Standards for Safety Officer, Field* establishes national interagency standards for operating as a Safety Officer, Field (SOFF) on wildland fires. These standards are meant to ensure safe, efficient, and effective operations in support of interagency goals and objectives and should serve as a guide to promote effective and consistent on-incident training. By definition, NWCG standards encompass guidelines, procedures, processes, best practices, specifications, techniques, and methods.

The Safety Officer, Field Position Page, https://www.nwcg.gov/positions/safety-officer-field, in the NWCG position catalog, includes the Incident Position Description (IPD) and Position Qualification Requirements, as well as links to standards and references needed to perform the duties of a Safety Officer, Field.

Tasks that are identified by a (*) are those tasks included for evaluation in the Position Task Book (PTB). Tasks not identified for evaluation in the PTB still represent standards for successful performance in the position and should be included in a comprehensive training assignment.

Where references are identified by a (**), refer to your home unit, agency, or organization for specific guidance and policy documentation. For example:

****Interagency Standards for Fire and Fire Aviation Operations (Red Book)*

The National Wildfire Coordinating Group (NWCG) provides national leadership to enable interoperable wildland fire operations among federal, state, Tribal, territorial, and local partners. NWCG operations standards are interagency by design; they are developed with the intent of universal adoption by the member agencies. However, the decision to adopt and utilize them is made independently by the individual member agencies and communicated through their respective directives systems.

Table of Contents

General References

- *10 Standard Firefighting Orders,* PMS 110, https://www.nwcg.gov/publications/pms110
- *18 Watch Out Situations,* PMS 118, https://www.nwcg.gov/publications/pms118
- *NWCG Position Task Book for Safety Officer, Field (SOFF)*, PMS 311-81, https://www.nwcg.gov/position-taskbooks/safety-officer-field
- *NWCG Incident Response Pocket Guide (IRPG)*, PMS 461, https://www.nwcg.gov/publications/pms461
- *Leading in the Wildland Fire Service*, PMS 494-2, https://www.nwcg.gov/publications/pms494-2
- *NWCG Standards for Interagency Incident Business Management*, PMS 902, https://www.nwcg.gov/publications/pms902
- Incident Command System (ICS) Forms, https://www.nwcg.gov/ics-forms
  - Organization Assignment List (ICS 203)
  - Division/Group Assignment List (ICS 204 WF)
  - Incident Radio Communications Plan (ICS 205)
  - Medical Plan (ICS 206 or ICS 206 WF)
  - Safety Message/Plan (ICS 208)
  - Activity Log (ICS 214)
  - Incident Acton Plan Safety Analysis (ICS 215A)
  - Air Operations Summary (ICS 220)
  - Demobilization Check-Out (ICS 221)
  - Incident Personnel Performance Rating (ICS 225)
- Standard (SF) and Optional (OF) Forms, https://www.nwcg.gov/publications/pms902
  - Crew Time Report (CTR), SF 261
- PSM-001, How to Correctly Fill Out the Crew Time Report (CTR), SF 261, https://wildlandfirelearningportal.net/login/index.php
- ArcGIS Online (AGOL), https://nifc.maps.arcgis.com/home/index.html
- Current versions of the Safety Officer Inspection Worksheets - Ground Support, Incident Base, and Kitchen/Serving Area, https://www.nwcg.gov/committee/risk-management-committee
- Guidance for Prevention and Management of Infectious Disease During Wildland Fire Operations, https://www.nwcg.gov/partners/fire-management-board/guidance-for-prevention-and-management-of-infectious-disease-during-wildland-fire-operations
- Incident Within an Incident (IWI) Plan, https://www.nwcg.gov/committee/risk-management-committee
- Medical Unit Toolbox, https://www.nwcg.gov/committee/incident-medical-unit-subcommittee
- Operational Risk Assessment Worksheet, https://www.nwcg.gov/committee/risk-management-committee
- Rapid Lesson Sharing (RLS), https://lessons.wildfire.gov/submit-a-lesson
- Risk Management Assistance (RMA) Dashboard, https://experience.arcgis.com/experience/f9d7f7f920494c3db43a23a8dffe4664
- SAFECOM, https://www.safecom.gov/
- SAFENET, https://safenet.nifc.gov/sindex.cfm
- Wildland Fire Leadership Level 3 Behaviors, https://www.nwcg.gov/committees/leadership-committee/leadership-levels

Agency-Specific References

- **Incident Strategic Alignment Process (ISAP), https://storymaps.arcgis.com/stories/7e0b757bc6a4480cad008218d6448212
- ***Interagency Standards for Fire and Fire Aviation Operations* (Red Book), https://www.nifc.gov/standards/guides/red-book
- ***National Interagency Standards for Resource Mobilization*, https://www.nifc.gov/nicc/logistics/reference-documents
- ***Operational Risk Management (ORM) Guide*, https://www.fs.usda.gov/sites/default/files/2020-04/master_revised_orm_guide_02262020.pdf

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

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

Description

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

Behaviors

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

Knowledge

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

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

Prepare and Mobilize

Ensure individual readiness.

When to start task: Prior to assignment.

Resources to complete task: ***Interagency Standards for Fire and Fire Aviation Operations* (Red Book).

How to accomplish task:

- Build a SOFF kit. The kit will contain critical items needed to function during the first 48 hours. The kit will be easily transportable and within agency weight limitations. Include in your kit, or be able to access, the following:
  - Incident Qualifications Card (Red Card)
  - *NWCG Position Task Book for Safety Officer, Field (SOFF),* PMS 311-81
  - *NWCG Incident Response Pocket Guide* (*IRPG*), PMS 461
  - ***National Interagency Standards for Resource Mobilization*
  - *NWCG Standards for Interagency Incident Business Management*, PMS 902
  - ***Interagency Standards for Fire and Fire Aviation Operations* (Red Book)
  - Radio Frequency Guide
  - Agency directives
  - Documentation Forms:
    - Activity Log (ICS 214)
    - Incident Personnel Performance Rating (ICS 225 WF)
    - Travel log
    - Agency-specific forms (e.g., Injury and Workers' Compensation)
    - Accident forms
  - Miscellaneous Items:
    - Belt weather kit or digital weather meter
    - Handheld radio with extra batteries; cloning cable
    - Compass and signal mirror
    - Global Positioning System (GPS) unit
    - Cell phone with chargers
    - Phone list
    - Credit card
    - Pocket calendar
    - Pocket notepad
    - Assorted pens, pencils, highlighters
    - Maps and/or atlas
    - Flagging
    - Calculator
    - Flashlight with extra batteries
    - Alarm clock
    - Camera
    - Binoculars
    - Watch
    - Fiber tape

Gather critical information pertinent to the assignment.

When to start task: Upon receipt of resource order.

Resources to complete task: Resource order; familiarity with fire intelligence products on the internet, including the Risk Management Assistance (RMA) Dashboard.

How to accomplish task:

- Acquire resource order.
  - ○ Contents:
    - ▪ Incident/project name
    - ▪ Incident/project order number
    - ▪ Office reference number (cost code)
    - ▪ Descriptive location/response area
    - ▪ Legal location (township, range, section)
    - ▪ Incident radio frequency (if available)
    - ▪ Incident base/phone number
    - ▪ Request number
    - ▪ Reporting date/time and location
    - ▪ Special instructions
  - ○ Coordinate with dispatch to fulfill resource order:
    - ▪ Estimated Time of Departure (ETD)
    - ▪ Destination – Estimated Time of Arrival (ETA) and place
    - ▪ Location for rest overnight (RON) if unable to make end destination within that operational shift

Travel to and check in at assignment.

When to start task: Upon receipt of resource order.

Resources to complete task: *NWCG Standards for Interagency Incident Business Management*, PMS 902; **Interagency Standards for Fire and Fire Aviation Operations* (Red Book).

How to accomplish task:

- Before travel, prepare for travel expectations.
  - ○ Wear appropriate attire.
    - ▪ Wear attire that reflects positively on the agency you represent.
    - ▪ Consider normal daily working uniform.
  - ○ Model professionalism and a professional attitude.
- Upon incident arrival, complete the check-in process as described in the Incident Action Plan (IAP) or provided by the Status/Check-In Recorder (SCKN). Be prepared with resource orders, red cards, and agency-specific agreement sheet.

Obtain briefing from previous shift/assignment position, as necessary.

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

Resources to complete task: Operational briefing, division/group briefing, IAP, risk assessments, any documentation your predecessor can provide relative to ongoing issues.

How to accomplish task:

- Request a briefing from supervisor.
- Review the IAP for the objectives and leader's intent.
    - Incident Objectives (ICS 202)
    - Organization Assignment List (ICS 203)
    - Division/Group Assignment List (ICS 204 WF)

Build the Team

*Interact with all incident personnel to build trust and develop positive interpersonal relationships.

When to start task: Throughout the incident.

Resources to complete task: Operational Leadership, DUTY, RESPECT, and INTEGRITY sections of the *IRPG;* Wildland Fire Leadership Level 3 Behaviors.

How to accomplish task:

- Listen to what others say and ask questions.
- Assess and recognize resource strengths and characteristics to get to know your audience.
- Communicate openly and effectively.
- Acknowledge the expertise of others and share your expertise when appropriate.
- Be approachable by adapting your communication (verbal and body language) to the target audience, personnel, or situation.
- Find common ground.
- Determine which battles to fight.
- Exhibit self-awareness.
- Practice emotional intelligence skills (e.g., ability to identify and understand your own emotions and recognize emotions in others and feel empathy, social skills, self-regulation, motivation, unafraid to make difficult decisions).
- Demonstrate humility and vulnerability.

Perform Safety Officer, Field-Specific Duties

Identify Risks

*Obtain computer analytics and modeling of the incident.

When to start task: Upon arrival at the incident.

Resources to complete task: RMA Dashboard; video instructions for accessing the RMA Dashboard (if necessary), https://www.youtube.com/watch?v=2mCdR4r9oQs; maps; IAP.

How to accomplish task:

- Evaluate layers on the RMA Dashboard for the incident.
  - Estimated Ground Evacuation Time Layer
  - Snag Hazard Layer
  - Potential Control Locations Layer
  - Suppression Difficulty Index Layer
- Locate weather forecast and fire behavior modeling for the incident area in the IAP.
- Obtain incident maps (electronic or print).
  - Public evacuations
  - Road and trail closures
  - Temporary Flight Restrictions (TFRs)
- Check for incident fuels advisories and safety alerts.
- Provide explanation and interpretation of the data referenced to operations personnel/Incident Management Team (IMT) Safety Officer.

*Attend briefings and review the operational plan to understand overall tactics and strategy.

When to start task: When check-in is complete.

Resources to complete task: Briefing Checklist in the *IRPG*.

How to accomplish task:

- Determine if recent/ongoing learning reviews, investigations, or SAFENET/SAFECOMs have been initiated for the incident.

*Compare analytic and briefing information to incident reality (ground truth).

When to start task: After initial briefing at the incident.

Resources to complete task: Vehicle, maps, analytical data (electronic preferred), Briefing Checklist in the *IRPG*.

How to accomplish task:

- Walk and drive the assigned area to identify hazards and observe work practices, resources, and fire behavior.
- Consult assigned resources, local experts, etc.

- Scout safety zones and escape routes, ensuring they are valid and locations are known and marked.
- Identify closures.
- Compare analytical data to observations.
- Build situational awareness.

*Work with operational resources to verify location and description of values at risk.

When to start task: During field evaluation.

Resources to complete task: List of values at risk provided at initial briefing, field maps on Geographic Information System (GIS) applications (e.g., ArcGIS Online [AGOL]), **ISAP.

How to accomplish task:

- Meet with Operational resources in your assigned division/group.
- Walk and drive the assigned area to view values at risk.
- Scout/ground truth the assigned area to observe fire behavior relative to values at risk.
- Validate your perceptions with other assigned resources.

*Monitor incident operations to identify risks and hazards.

When to start task: Throughout the incident.

Resources to complete task: *10 Standard Firefighting Orders*, PMS 110; *18 Watch Out Situations*, PMS 118; *IRPG*; Personal Protective Equipment (PPE); equipment checklists; contract equipment checklist (for non-government equipment).

How to accomplish task:

- Verify Lookouts, Communications, Escape Routes, and Safety Zones (LCES) are established.
  - Ensure lookout locations are appropriate.
  - Check and test communications.
  - Time escape routes.
  - Ensure existing escape routes are marked.
  - Distinguish safety zones versus deployment zones.
- Scout incident operations to identify risks and hazards to include, but not limited to:
  - Topography.
  - Environmental (poison oak, bees, snakes, heat).
  - Chainsaw operations.
  - Heavy equipment.
  - Burnouts.
  - Gridding.
  - Mop up.
  - Fire behavior.
  - Changing weather.
  - Aviation operations.
  - Day versus night operations.
- Monitor equipment and resources assigned to your division/group:
  - Safe usage

- o Proximity to adjoining resources
- o Span of control
- o Resources act within their scope (overextended or underutilized)

*Monitor overall health and well-being of incident personnel.

When to start task: Throughout the incident.

Resources to complete task: Section unit leaders; current versions of the Safety Officer Inspection Worksheets – Ground Support, Incident Base, and Kitchen/Serving Area; Guidance for Prevention and Management of Infectious Disease During Wildland Fire Operations.

How to accomplish task:

- Ensure work/rest guidelines are followed on operational period lengths.
- Ensure sleeping locations provide for adequate rest.
- Identify prolonged smoke exposure and recommend crew rotations.
- Identify resources that may need medical services and facilitate access.
  - o Fatigue
  - o Smoke exposure
  - o Illness
  - o Injury
  - o Stress
- Monitor and assess logistics including food, potable water, security, supplies, and sanitation services.
  - o Does the supply and quality of food meet the demand?
  - o Is food kept at safe temperatures?
  - o Is food and trash kept away from animals?
  - o Does the supply of water meet the demand?
  - o Are security measures adequate?
  - o Are sanitation facilities adequate and maintained to support resources?
  - o Is signage adequate and are roadways safe (grading and dust abatement, switchbacks, traffic patterns, and turnouts)?

*Monitor high-risk activities and common denominator mechanisms of injury.

When to start task: Upon assignment to an area of responsibility and throughout the incident.

Resources to complete task: Analytic tools (e.g., RMA Dashboard), weather, Operational Risk Assessment Worksheet, *IRPG*, DIVS, IMT Safety Officer, **ISAP.

How to accomplish task:

- Perform site visits to areas that pose the highest risk to personnel.
- Identify potential for common injury causes:
  - o Hit by (gravity hazards)
  - o Potential for rapid fire growth
  - o Ground transportation
    - ▪ Monitor utility terrain vehicle (UTV) operations specifically relating to rollover and fire potential.

- Monitor incident roads and driving conditions to provide for safe use by personnel.
- Coordinate with aviation operations.
- Mitigate the lack of medical infrastructure capacity and resiliency.
- Account for human factors.

*Serve as a consultant for the Division/Group Supervisors (DIVS).

When to start task: Upon assignment to an area of responsibility and throughout the incident.

Resources to complete task: Mentor, qualified trainer, or known qualified personnel.

How to accomplish task:

- Listen actively.
- Offer alternative viewpoints for consideration.
- Manage conflict as appropriate.

Assess Risks

*Evaluate the likelihood (probability) of identified hazards impacting incident personnel and the public.

When to start task: Upon identification of a hazard within the work area.

Resources to complete task: Risk Management Process section in the *IRPG*, personnel assigned to the division/group, Operational Risk Assessment Worksheet, **ISAP, ***ORM Guide*.

How to accomplish task:

- Analyze the hazard.
    - Proximity of hazard to people
    - Duration of work near hazard
    - Stability of hazard
    - Cascading impact of hazard
    - Sphere of influence – footprint of hazard impact/range of potential damage
- Consider mitigation options in collaboration with subject matter experts (SMEs) and other personnel.

*Evaluate the severity of the potential consequences/risks to incident personnel and the public.

When to start task: Upon identification of a hazard within the work area.

Resources to complete task: Risk Management Process section in the *IRPG*, personnel assigned to the division/group, Operational Risk Assessment Worksheet, **ISAP.

How to accomplish task:

- Use previous experience to analyze the hazard for severity of consequences (if it happens, how bad will it be).
    - Level of potential damage (minor vs. catastrophic)
    - Scope of damage (limited vs. widespread)
    - Duration of damage (short-term vs. permanent)
- Ask "What if" questions.
- Consider mitigation options in collaboration with SMEs and other personnel.

*Prioritize hazards.

When to start task: Upon assignment to an area of responsibility and throughout the incident.

Resources to complete task: Risk Management Process section in the *IRPG*.

How to accomplish task:

- Based on severity and probability ratings, consider the following:
    - How often is the negative outcome likely to occur?
    - How severe is that outcome likely to be?
    - How robust are the opportunities to change the frequency and/or severity?
    - Are there unintended outcomes of the mitigations?
    - Is exposure worth the benefit based on the values in play?

- o How fast does the decision need to be made (time decision wedge)?
- o Is making the decision within your scope of influence? Does anyone else need to be included?
- Communicate priorities to necessary personnel (DIVS, safety, Incident Command Post [ICP], operations).

*Gauge the level of responder risk.

When to start task: Throughout the incident.

Resources to complete task: How to Properly Refuse Risk section in the *IRPG*.

How to accomplish task:

- When on the fireline, gather input from people assigned to the task.
- Determine if the value of completing the activity is commensurate with the risk to responders.
- Make judgment calls based on observations.
- Document any known or proposed strategies and tactics that are deemed unsafe and suggest alternative actions.
- Relay your observations up the chain of command.
- If deemed unsafe, facilitate discussions around assignment turndowns.
  - o Document the rationale for a turndown (Activity Log [ICS 214]; SAFENET; SAFECOM).

*Evaluate strategies and tactics to determine if they are still commensurate with the risk involved.

When to start task: Throughout the incident, particularly as activities slow down.

Resources to complete task: None.

How to accomplish task:

- Gather input from people assigned to the task and relay up the chain of command.
- Monitor for mission creep, normalization of risk, or complacency.
- Determine what has changed (weather, equipment, resources) to create new opportunities or limit the task.
  - o Is there a safer way to do it?
  - o Are we just doing it to stay busy or because we don't know what else to do next?
- Consider whether the action should be continued, altered, or discontinued.
- If deemed unsafe, facilitate discussions around assignment turndowns.
  - o Document the rationale for a turndown (Activity Log [ICS 214]; SAFENET; SAFECOM).

*Regularly report observed field information back to the Incident Management Team (IMT) Safety Officer/Incident Commander (IC) so they can complete their initial and ongoing risk assessments.

When to start task: Upon assignment to an area of responsibility and throughout the incident.

Resources to complete task: Radio or phone (if not in person), Field Safety Officer Expectations document (will vary by IMT).

How to accomplish task:

- Provide feedback on needed messaging, potential issues, and current situation status.
- Be the eyes and ears in the field and paint the picture.
- Share concerns that the IC needs to know (e.g., medical).
- Be prepared to discuss any hazards and risk mitigations that are working/not working and any recommendations to increase the safety and well-being of responders or the public.

Mitigate Risks

*Recommend mitigations to influence severity/probability of hazards.

When to start task: After hazards and resulting risks have been identified and assessed.

Resources to complete task: Incident Action Plan Safety Analysis (ICS 215A), Operational Risk Assessment Worksheet, agency-specific risk assessment forms.

How to accomplish task:

- Weigh values at risk against responders' risk; ensure they are balanced.
    - Does the remaining risk make sense compared to what is being protected?
- Describe how a mitigation would impact severity/probability of hazards or explain why hazards cannot be effectively mitigated.
- Suggest mitigations to the IMT Safety Officer/DIVS.

*Evaluate the effectiveness of mitigations and adjust accordingly.

When to start task: After mitigations have been implemented and throughout the incident.

Resources to complete task: None.

How to accomplish task:

- Actively solicit feedback from people doing the work and participate in After Action Reviews (AARs).
- Consider the unintended consequences of mitigations.
- Adjust recommendations based on changing information and evolving situational awareness.
- Develop and implement contingency plans.

*Assist Division/Group Supervisor (DIVS) with safety-related needs.

When to start task: Upon assignment to an area of responsibility and throughout the incident.

Resources to complete task: None.

How to accomplish task:

- Confer regularly with DIVS and the Base/Camp Manager (BCMG) in your assigned area on safety-related concerns such as:
    - Are there health and safety concerns (e.g., food or sanitation)?
    - Are there medical improvements that can be made?
    - Are there LCES improvements that can be made?
    - Are additional closures, modifications, and evacuations needed?
- Verify resource accountability (e.g., medics and tenders).
- Anticipate possible pushback, avoid complacency, and continually communicate the safety-oriented perspective.

*Monitor and engage with the public as needed.

When to start task: Upon engagement with a member of the public.

Resources to complete task: Maps for evacuation levels, closure orders/maps.

How to accomplish task:

- Be aware and engage with the public appropriately based on the situation, such as:
    - Intrusions (air or ground).
    - Road/trail closures.
    - Evacuations.
    - Landowners and residents.
    - Recreational users (campers, hikers, boaters, etc.).
    - Nonrecreational users (squatters).
- Coordinate with DIVS to determine when additional support is needed, such as:
    - Law enforcement.
    - Medical.
    - Public Information Officer (PIO).
    - Additional road closures/barriers.

*Coordinate with medical resources.

When to start task: Once medical assets are assigned to the incident area and throughout the incident.

Resources to complete task: Medical Plan (ICS 206 WF), Incident Radio Communications Plan (ICS 205), Division/Group Assignment List (ICS 204 WF), IAP, Medical Unit Record of Issues (refer to the Medical Unit Toolbox).

How to accomplish task:

- Discuss injury and illness trends for the assigned area.
- Evaluate and recommend adjustments based on the following questions:
    - Are medical personnel located in the right place?
    - Are medical personnel aware of potential mechanisms of injury?
- Review high-risk operations for expected mechanisms of injury.
- Review communications, assigned geography, maps for ingress and egress, equipment, evacuation times, and capabilities and qualifications.

*Present safety message at division/group breakout briefing.

When to start task: At the daily shift briefing.

Resources to complete task: IAP.

How to accomplish task:

- Coordinate with DIVS to determine who will say what.
- Deliver a short and relevant safety message.
    - Use the AAR from the previous shift.
    - Consider high-risk or tactical safety challenges, crew dynamic, fatigue, smoke exposure.
    - Recognize good performance, when applicable.
- Apply general safety information to the audience.

*Stop and correct unsafe acts or conditions.

When to start task: Upon observing an unsafe (or potentially unsafe) act or condition.

Resources to complete task: Activity Log (ICS 214).

How to accomplish task:

- Immediately terminate a dangerous situation.
- Use a diplomatic approach for less imminent situations.
- Explain why the situation is unsafe and provide more acceptable alternative actions.
- Document appropriately in the Activity Log (ICS 214) and include in the AAR.
    - If needed, confer with DIVS/IMT Safety Officer about filing a SAFECOM or SAFENET.

*Evaluate adequacy of resources to manage an Incident Within an Incident (IWI).

When to start task: At the onset of an incident or when command is established and throughout the incident.

Resources to complete task: Medical Plan (ICS 206 or ICS 206 WF), Estimated Ground Evacuation Time Layer in RMA Dashboard, Air Operations Summary (ICS 220).

How to accomplish task:

- Consider these questions to evaluate resource needs:
    - If someone is injured, can we get them to a higher level of care in a reasonable amount of time (the golden hour)?
    - If in a remote or rugged area, how difficult is it to get injured personnel to medical transportation?
    - Is ground evacuation time reasonable or are air resources necessary?
    - Are these resources assigned to your division/group or are they shared?
    - Is there a potential for night extraction? If so, are you prepared?
- If resources are inadequate, recommend ordering additional resources:
    - Specialized aircraft
    - Line qualified medical personnel
    - Off-road-capable equipment
    - Rapid Extraction Module Support (REMS) or Reach and Treat (RAT) teams
    - Ambulance
    - Other

*Review and validate the process for an Incident Within an Incident (IWI).

When to start task: When an established plan is in place (usually by day 2 or 3 of the incident), upon inheriting a plan that needs validation, or when a significant change in resources or field operational leadership has occurred.

Resources to complete task: IWI Plan, Medical Plan (ICS 206 or ICS 206 WF), IAP.

How to accomplish task:

- Coordinate with the DIVS (there may be several) and IMT Safety Officer in your assigned area to conduct an IWI drill, simulation, or discussion.
    - Conduct the drill, simulation, or discussion early in the assignment and when operational tempo allows.
    - If an IWI has recently happened, use the AAR in place of your drill, simulation, or discussion.

- Revalidate the plan (e.g., evacuation times, communications, and coordinates) in the Medical Plan (ICS 206 WF).
- Conduct an AAR and adjust the IWI plan accordingly.

*Support the Incident Within an Incident (IWI) response.

When to start task: When an IWI occurs in your area of responsibility.

Resources to complete task: Medical Plan (ICS 206 or ICS 206 WF), IAP, IWI Plan, Activity Log (ICS 214).

How to accomplish task:

- Go to the scene of the IWI to evaluate and assist as needed.
  - o Monitor on-scene safety.
  - o Maintain situational awareness for the responders.
  - o Secure the scene as directed.
  - o Coordinate crowd control.
  - o Assess the pace and tempo.
  - o Secure personal items to get back to the patient(s).
  - o Identify things that could be missed.
- Consider investigation needs following an event.
  - o Gather Activity Logs (ICS 214) and witness statements.
  - o Secure PPE and equipment (e.g., helmets, Nomex pants, shelters, chainsaws) for research.
  - o Take photographs if needed, including damage to larger equipment (e.g., UTVs, heavy equipment, trailers, trucks, engines, etc.) if it must be moved prior to the investigation team's arrival.
- Lead or participate in IWI AARs.

Communicate and Coordinate

*Attend, participate in, and/or conduct briefings.

When to start task: Throughout the assignment.

Resources to complete task: IAP, *IRPG*, Field Safety Officer Expectations document (will vary by IMT).

How to accomplish task:

- Briefings may include:
    - Pre-ops briefing (attend/participate in).
    - Operational period briefing (attend).
    - Division/group breakouts: prepare and present safety topics (participate in/conduct).
    - Safety breakouts (participate in).
    - Tailgate safety briefings (participate in/conduct).
    - End of shift AARs for division/group (participate in).
    - Functional AARs for field and IMT safeties (participate in).
    - Transition or shift change briefing (participate in/conduct).

*Provide and receive Incident Command Post (ICP) feedback and updates.

When to start task: Throughout the assignment.

Resources to complete task: Field Safety Officer Expectations document (will vary by IMT), Safety Message/Plan (ICS 208), Incident Action Plan Safety Analysis (ICS 215A), Operational Risk Assessment Worksheet.

How to accomplish task:

- Provide safety input for the Safety Message/Plan (ICS 208) or operational shift briefings.
- Communicate knowledge of site-specific hazards for the safety/risk analysis (ICS 215A).
- Communicate changes and recommendations from the field to the IMT Safety Officer such as:
    - Conditions (environment, weather, and hazards).
    - Injury and illness trends.
    - Tactics and resources.
    - Medical resources.
    - Logistics.
    - Health and well-being needs.

*Actively engage with field resources.

When to start task: Throughout the assignment.

Resources to complete task: None.

How to accomplish task:

- Coordinate with counterparts (DIVS and adjoining safeties).
- Develop a common understanding of the tactics and strategies as well as the resulting hazards

and risks.
- Discuss the accuracy of the incident risk assessment and the validity of the mitigations with ongoing field operations.
- Discuss risk management with personnel in the assigned area.
- Share relevant information with appropriate personnel in a timely manner.
  - Ensure a process is in place to communicate significant changes in the weather/environment to incident personnel.

*Manage conflict and facilitate difficult conversations regarding safety.

When to start task: When safety-related conflict arises.

Resources to complete task: Mentor, qualified trainer, or known qualified personnel.

How to accomplish task:

- Engage at the lowest level as soon as conflict develops.
- Access additional support as necessary (DIVS and higher-level chain of command).

Document

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

When to start task: Throughout the assignment.

Resources to complete task: Risk assessment; Activity Log (ICS 214); PSM-001, How to Correctly Fill Out the Crew Time Report (CTR), SF 261; Crew Time Report (CTR), SF 261; Incident Personnel Performance Rating (ICS 225 WF); RLS; SAFENET; SAFECOM.

How to accomplish task:

- Submit administrative documents.
- Document incidents of a serious nature, such as:
    - Vehicle and equipment accidents or significant damage.
    - Air operations hazards/unsafe conditions.
    - Resource qualifications.
    - Contractor deficiencies.
    - Deficiencies in food and potable water supplies.
- Assist with appropriate accident, incident, and other safety reports, such as:
    - RLS.
    - Facilitated Learning Analysis (FLA).
    - SAFECOMs.
    - SAFENETs.
- Prepare narrative or special reports, as needed.

Demobilize

*Coordinate an efficient transfer of duties and outline any issues or unresolved items.

When to start task: Upon completion of the assignment.

Resources to complete task: Demobilization Check-Out (ICS 221).

How to accomplish task:

- Share critical safety information with the incoming SOFF, DIVS, or IMT Safety Officer, such as:
  - Hazard assessment.
  - Corresponding mitigations (in place and pending) and their effectiveness.
  - Unmitigated hazards.
  - Status of ongoing safety reports, learning reviews, or investigations such as RLS, FLA, SAFECOMs, and SAFENETs.
- Complete Demobilization Check-Out (ICS 221).