

A Publication of the
National Wildfire
Coordinating Group

NATIONAL INTERAGENCY INCIDENT MANAGEMENT SYSTEM

Sponsored by
United States
Department of Agriculture

TASK BOOK FOR THE POSITION OF

United States
Department of the Interior

COST UNIT LEADER (COST)

National Association of
State Foresters



PMS 311-48
NFES 2358

August 1993

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| TASK BOOK ASSIGNED TO: |
| INDIVIDUAL'S NAME, DUTY STATION, AND PHONE NUMBER |
| TASK BOOK INITIATED BY: |
| OFFICIAL'S NAME, TITLE, DUTY STATION, AND PHONE NUMBER |
| LOCATION AND DATE THAT TASK BOOK WAS INITIATED |

The material contained in this book accurately defines the performance expected of the position for which it was developed. This task book is approved for use as a position qualification document in accordance with the instructions contained herein.

**VERIFICATION / CERTIFICATION OF COMPLETED TASK BOOK
FOR THE POSITION OF**

FINAL EVALUATOR'S VERIFICATION

I verify that all tasks have been performed and are complete with signatures. I also verify that

has performed as a trainee and should therefore be considered for certification in this position.

EVALUATOR'S SIGNATURE AND DATE

EVALUATOR'S PRINTED NAME, TITLE, DUTY STATION, AND PHONE NUMBER

AGENCY CERTIFICATION :

I certify that _____
has met all requirements for qualification in this position and that such qualification has been issued.

CERTIFYING OFFICIAL'S SIGNATURE AND DATE

CERTIFYING OFFICIAL'S NAME, TITLE, DUTY STATION, AND PHONE NUMBER

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National Interagency Fire Center, ATTN: Supply
3833 S. Development Avenue
Boise, Idaho 83705-5354

Order NFES # 2358

NATIONAL WILDFIRE COORDINATING GROUP POSITION TASK BOOK

Position Task Books (PTB) have been developed for designated positions within the National Interagency Incident Management System. Each PTB lists the performance requirements (tasks) for the specific position in a format that allows a trainee to be evaluated against written guidelines. Successful performance of all tasks, as observed and recorded by an evaluator, will result in a recommendation to the agency that the trainee be certified in that position.

Evaluation and confirmation of the individual's performance of all the tasks may involve more than one evaluator and can occur on incidents, in classroom simulation, and in other work situations. Designated PTBs require position performance during which the majority of required tasks are demonstrated on a single incident. Some positions also required that specific tasks be performed on a wildland fire—performance of these tasks on other types of incidents are NOT qualifying. It is important that performance be critically evaluated and accurately recorded by each evaluator. All tasks must be evaluated. All bullet statements within a task which require an action (contain an action verb) must be demonstrated before that task can be signed off.

A more detailed description of this process, definitions of terms, and responsibilities are included in the Wildland Fire Qualification Subsystem Guide 310-1. A brief list of responsibilities also appears below.

RESPONSIBILITIES:

1. The **Local Office** is responsible for:
 - Selecting trainees based on the needs of the local office and the geographic area.
 - Ensuring that the trainee meets the training and experience requirements included in the Wildland Fire Qualification Subsystem Guide 310-1.
 - Issuing PTBs to document task performance.
 - Explaining to the trainee the purpose and processes of the PTB as well as the trainee's responsibilities.
 - Providing opportunities for evaluation and/or making the trainee available for evaluation.
 - Providing an evaluator for local assignments.
 - Tracking progress of the trainee.
 - Confirming PTB completion.
 - Determining certification per local policy.
 - Issuing proof of certification.

2. The **individual** is responsible for:
 - Reviewing and understanding instructions in the PTB.
 - Identifying desired objectives/goals.

- Providing background information to an evaluator.
 - Satisfactorily demonstrating completion of all tasks for an assigned position within three years.
 - Assuring the Evaluation Record is complete.
 - Notifying local office personnel when the PTB is completed and providing a copy.
 - Keeping the original PTB in personal records.
3. The **Evaluator** is responsible for:
- Being qualified and proficient in the position being evaluated.
 - Meeting with the trainee and determining past experience, current qualifications, and desired objectives/goals.
 - Reviewing tasks with the trainee.
 - Explaining to the trainee the evaluation procedures that will be utilized and which objectives may be attained.
 - Identifying tasks to be performed during the evaluation period.
 - Accurately evaluating and recording demonstrated performance of tasks. Satisfactory performance shall be documented by dating and initialing completion of the task. Unsatisfactory performance shall be documented in the Evaluation Record.
 - Completing the Evaluation Record found at the end of each PTB.
 - Signing the verification statement inside the front cover of the PTB when all tasks have been initialed.
4. The **Training Specialist** is responsible for:
- Identifying incident evaluation opportunities.
 - Identifying and assigning an evaluator that can provide a positive experience for the trainee, and make an accurate and honest appraisal of the trainee's performance.
 - Providing PTBs to approved trainees on the incident when local agency was unable to provide them.
 - Documenting the assignment.
 - Conducting progress reviews.
 - Conducting a close-out interview with the trainee and evaluator and assuring that documentation is proper and complete.

QUALIFICATION RECORD

POSITION: COST UNIT LEADER (COST)

| TASK | C O D E* | EVALUATION RECORD # | EVALUATOR: Initial & date upon completion of task |
|---|-------------------|------------------------|--|
| <p><u>GENERAL</u></p> <p>1. <u>Obtain and assemble information and materials needed for kit.</u> Kit will be assembled and prepared prior to receiving an assignment. Kit will contain critical items needed for the assignment and items needed for functioning during the first 48 hours. Kit will be easily transportable and within agency weight limitation (per National Mobilization Guide). The basic information and materials needed are:</p> <ul style="list-style-type: none"> • NWCG Fireline Handbook 410-1. • Forms. • Flashlight. • Calculator. • ICS Form 213, General Message. • ICS Form 214, Unit Log. | O | | |

*Code: O = task can be completed in any situation (classroom, simulation, prescribed fire, daily job, etc.)
 I = task must be performed on an incident (flood, fire, search & rescue, etc.)
 W = task must be performed on a wildfire incident
 /R = Rare event—the evaluation assignment may not provide opportunities to demonstrate performance. The evaluator may be able to determine skills/knowledge through interview or the home office may need to arrange for another assignment or a simulation.

QUALIFICATION RECORD
Continuation Sheet

POSITION: COST UNIT LEADER (COST)

| TASK | C O D E* | EVALUATION RECORD # | EVALUATOR: Initial & date upon completion of task |
|---|-------------------|------------------------|--|
| <p>2. <u>Establish and maintain positive interpersonal and interagency working relationships.</u></p> <ul style="list-style-type: none"> • Through briefings, discuss EEO, civil rights, sexual discrimination and other sensitive issues, with assigned personnel. • Recognize cultural language difficulties as it impacts work output and expectations. • Provide equal assignment opportunities based on individual skill level. • Monitor and evaluate progress based on expected work standards not race, color or creed. • Individual agency values and policies are addressed throughout the tenure of the incident. • Differences in agency values and policies that affect the operation are arbitrated in a manner that fosters continuous positive working relationships. • Integrate cultural resource considerations into all management activities. | O | | |

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QUALIFICATION RECORD
Continuation Sheet

POSITION: COST UNIT LEADER (COST)

| TASK | C O D E* | EVALUATION RECORD # | EVALUATOR: Initial & date upon completion of task |
|--|-------------------|------------------------|--|
| <p>3. <u>Provide for the safety and welfare of assigned personnel during the entire period of supervision.</u></p> <ul style="list-style-type: none"> • Recognizes potentially hazardous situations. • Informs subordinates of hazards. • Ensures that special precautions are taken when extraordinary hazards exist. • Ensures adequate rest is provided to all unit personnel. | I | | |
| <p><u>MOBILIZATION</u></p> <p>4. <u>Obtain complete information from dispatch upon initial activation.</u></p> <ul style="list-style-type: none"> • Incident name. • Incident order number. • Request number. • Reporting location. • Reporting time. • Transportation arrangements/travel routes. • Contact procedures during travel (telephone/radio). | I | | |
| <p>5. <u>Gather information necessary to assess incident assignment and determine immediate needs and actions.</u></p> <ul style="list-style-type: none"> • Incident Commander's/Supervisor's name, location, contact. • Current resource commitments. • Current situation. • Expected duration of assignment. | I | | |

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QUALIFICATION RECORD
Continuation Sheet

POSITION: COST UNIT LEADER (COST)

| TASK | C O D E* | EVALUATION RECORD # | EVALUATOR: Initial & date upon completion of task |
|--|-------------------|------------------------|--|
| <u>INCIDENT ACTIVITIES</u> | | | |
| 6. <u>Arrive at incident and check in.</u> Arrives properly equipped at incident assigned location within acceptable time limits. Checks in according to agency guidelines. | O | | |
| 7. <u>Obtain briefing from Finance Section Chief within first operational period.</u> Get a copy of the Incident Action Plan. <ul style="list-style-type: none"> • Obtain names, contact number and positions/functions of cooperating/assisting agencies. • Obtain local administrative guidelines: cost share agreements and cost restrictions/concerns. • Identify resources assigned to the incident. | O | | |
| 8. <u>Organizes work area.</u> Consider key items. <ul style="list-style-type: none"> • Acquire table(s); seating; additional supplies not in kit. • Acquire communications equipment: radio, telephones, data communication equipment and operator. • Establish filing system: card holders or racks organized by operational period and section. | I | | |

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QUALIFICATION RECORD
Continuation Sheet

POSITION: COST UNIT LEADER (COST)

| TASK | C O D E* | EVALUATION RECORD # | EVALUATOR: Initial & date upon completion of task |
|---|-------------------|------------------------|--|
| <p>9. <u>Manage and supervise the cost unit.</u></p> <ul style="list-style-type: none"> • Determine and order personnel/supply requirements based on size and complexity of incident. • Establish unit timeframes and schedules. • Brief staff on policy and operating procedures. • Maintain ICS Form 214 (Unit Log). • Establish record keeping system. • Communicate job performance requirements to subordinates. • Evaluate performance of subordinates as required by agency policy. | O | | |
| <p>10. <u>Interact and coordinate with appropriate Unit Leader and operations personnel.</u></p> <ul style="list-style-type: none"> • Receive and transmit needed information. | I | | |
| <p>11. <u>Establish procedures for collecting cost date.</u></p> <ul style="list-style-type: none"> • Personnel. • Medical cost. • Aircraft. • Claims. • Transportation. • Equipment. • Supplies. • National contracts. • Rehabilitation. • Blanket purchase agreements. • Additional applicable items. | O | | |

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QUALIFICATION RECORD
Continuation Sheet

POSITION: COST UNIT LEADER (COST)

| TASK | C O D E* | EVALUATION RECORD # | EVALUATOR: Initial & date upon completion of task |
|--|-------------------|------------------------|--|
| 12. <u>Prepare daily or operational period incident cost summaries.</u> | O | | |
| 13. <u>Submit costs to Finance Section Chief.</u> | O | | |
| 14. <u>Develop cost savings recommendations for Finance Section Chief.</u> | O | | |
| 15. <u>Brief Finance Section Chief on problems and provide recommendations for solutions.</u> | O | | |
| 16. <u>Identify training needs.</u> <ul style="list-style-type: none"> • Provide opportunities for training. • Continuously evaluate performance. • Communicate deficiencies immediately. • Take corrective action. | O | | |
| <u>DEMOBILIZATION</u> | | | |
| 17. <u>Identify excess cost unit resources.</u> | O | | |
| 18. <u>Brief replacement Cost Unit Leader.</u> | O | | |
| 19. <u>Coordinate with Finance Section Chief in preparation and completion of final finance packages.</u> <ul style="list-style-type: none"> • Final incident package. • Payment package. | O | | |

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QUALIFICATION RECORD
Continuation Sheet

POSITION: COST UNIT LEADER (COST)

| TASK | C O D E* | EVALUATION RECORD # | EVALUATOR: Initial & date upon completion of task |
|---|-------------------|------------------------|--|
| 20. <u>Demobilization and check-out.</u> <ul style="list-style-type: none"> • Receive demobilization instructions from work supervisor. • Subordinate staff are briefed on demobilization procedures and responsibilities. • Ensure that incident and agency demobilization procedures are followed. • If required, ICS Form 221 (Demobilization Check-Out) is completed and turned in to the appropriate person. | O | | |

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INSTRUCTIONS for EVALUATION RECORD

There are four separate blocks allowing evaluations to be made. These evaluations may be made on incidents, by simulation in classroom, or in daily duties, depending on what the position task book indicates. This should be sufficient for qualification in the position if the individual is adequately prepared. If additional blocks are needed, a page can be copied from a blank task book and attached.

Evaluator's name, incident/office title & agency: List the name of the evaluator, his/her incident position (on incidents) or office title, and agency.

Evaluator's home unit address & phone: self explanatory

#: The number in the upper left corner of the experience block identifies a particular experience or group of experiences. This number should be placed in the column labeled "Evaluation Record #" on the Qualification Record in order to indicate the circumstances under which a particular task was performed.

Location of Incident/Simulation: Identify the location where the tasks were performed by agency and office.

Incident Type: Enter type of incident, e.g., wildfire, search and rescue, flood, etc.

Number and Type of Resources: Enter the number of resources and types assigned to the incident pertinent to the trainee's task book position.

Duration: Enter inclusive dates during which the individual was evaluated. This block may indicate a span of time covering several small and similar incidents if the individual has been evaluated on that basis, i.e., several initial attack fires in similar fuel types.

Mgt. Level: Indicate ICS organization level, i.e., Type 4, Type 3, Type 2, Type 1 or Area Command.

NFFL Fuel Model: For wildfire experience, enter number (1-13) of the fuel model in which the incident occurred and under which the individual was evaluated.

- | | |
|---------------------------------|--------------------------------|
| 1. Short Grass (1 foot) | 8. Closed Timber Litter |
| 2. Timber (grass & understory) | 9. Hardwood Litter |
| 3. Tall grass (2 1/2 feet) | 10. Timber (litter understory) |
| 4. Chaparral (6 feet) | 11. Light Logging Slash |
| 5. Brush (2 feet) | 12. Medium Logging Slash |
| 6. Dormant brush-Hardwood Slash | 13. Heavy Logging Slash |
| 7. Southern Rough | |

Recommendation: Check as appropriate and/or make comments regarding the future needs for development of this trainee.

Date: List the date the record is being completed.

Evaluator's initials: Initial here to authenticate your recommendations and to allow for comparison with initials in the Qualifications Record.

Evaluator's relevant red card rating: List your certification relevant to the trainee position you supervised.

Evaluation Record

| TRAINEE NAME | | TRAINEE POSITION | | | |
|--|---|---|--|--|-----------------------|
| #1 | Evaluator's name, incident/office title & agency: | | | | |
| Evaluator's home unit address & phone: | | | | | |
| Location of Incident or Simulation (agency & area) | Incident Type (wildfire, search & rescue, etc.) | Number & Type of Resources Pertinent to Trainee's Position | Duration (inclusive dates in trainee status) | Mgt. Level (Area Command, Type 1, 2, 3, or 4) | NFFL Fuel Model |
| | | | to | | |
| <p>The tasks initialed & dated by me have been performed under my supervision and in a satisfactory manner by the above named trainee. I recommend the following for further development of this trainee:</p> <p>_____ The individual has successfully performed all tasks for the position and should be considered for certification.</p> <p>_____ The individual was not able to complete certain tasks (comments below) or additional guidance is required.</p> <p>_____ Not all tasks were evaluated on this assignment and an additional assignment is needed to complete the evaluation.</p> <p>_____ The individual is severely deficient in the performance of tasks for the position and must complete all training (both mandatory & suggested) prior to further assignment as a trainee.</p> <p>Recommendations: _____</p> <p>_____</p> <p>Date: _____ Evaluator's initials: _____ Evaluator's relevant red card (or agency certification) rating: _____</p> | | | | | |

| | | | | | |
|--|---|---|--|--|-----------------------|
| #2 | Evaluator's name, incident/office title & agency: | | | | |
| Evaluator's home unit address & phone: | | | | | |
| Location of Incident or Simulation (agency & area) | Incident Type (wildfire, search & rescue, etc.) | Number & Type of Resources Pertinent to Trainee's Position | Duration (inclusive dates in trainee status) | Mgt. Level (Area Command, Type 1, 2, 3, or 4) | NFFL Fuel Model |
| | | | to | | |
| <p>The tasks initialed & dated by me have been performed under my supervision and in a satisfactory manner by the above named trainee. I recommend the following for further development of this trainee:</p> <p>_____ The individual has successfully performed all tasks for the position and should be considered for certification.</p> <p>_____ The individual was not able to complete certain tasks (comments below) or additional guidance is required.</p> <p>_____ Not all tasks were evaluated on this assignment and an additional assignment is needed to complete the evaluation.</p> <p>_____ The individual is severely deficient in the performance of tasks for the position and must complete all training (both mandatory & suggested) prior to further assignment as a trainee.</p> <p>Recommendations: _____</p> <p>_____</p> <p>Date: _____ Evaluator's initials: _____ Evaluator's relevant red card (or agency certification) rating: _____</p> | | | | | |

**Evaluation Record
(Continuation Sheet)**

| TRAINEE NAME | | TRAINEE POSITION | | | |
|--|---|---|--|--|-----------------------|
| #3 | Evaluator's name, incident/office title & agency: | | | | |
| Evaluator's home unit address & phone: | | | | | |
| Location of Incident or Simulation (agency & area) | Incident Type (wildfire, search & rescue, etc.) | Number & Type of Resources Pertinent to Trainee's Position | Duration (inclusive dates in trainee status) | Mgt. Level (Area Command, Type 1, 2, 3, or 4) | NFFL Fuel Model |
| | | | to | | |
| <p>The tasks initialed & dated by me have been performed under my supervision and in a satisfactory manner by the above named trainee. I recommend the following for further development of this trainee:</p> <p>_____ The individual has successfully performed all tasks for the position and should be considered for certification.</p> <p>_____ The individual was not able to complete certain tasks (comments below) or additional guidance is required.</p> <p>_____ Not all tasks were evaluated on this assignment and an additional assignment is needed to complete the evaluation.</p> <p>_____ The individual is severely deficient in the performance of tasks for the position and must complete all training (both mandatory & suggested) prior to further assignment as a trainee.</p> <p>Recommendations: _____</p> <p>_____</p> <p>Date: _____ Evaluator's initials: _____ Evaluator's relevant red card (or agency certification) rating: _____</p> | | | | | |

| #4 | Evaluator's name, incident/office title & agency: | | | | |
|--|---|---|--|--|-----------------------|
| Evaluator's home unit address & phone: | | | | | |
| Location of Incident or Simulation (agency & area) | Incident Type (wildfire, search & rescue, etc.) | Number & Type of Resources Pertinent to Trainee's Position | Duration (inclusive dates in trainee status) | Mgt. Level (Area Command, Type 1, 2, 3, or 4) | NFFL Fuel Model |
| | | | to | | |
| <p>The tasks initialed & dated by me have been performed under my supervision and in a satisfactory manner by the above named trainee. I recommend the following for further development of this trainee:</p> <p>_____ The individual has successfully performed all tasks for the position and should be considered for certification.</p> <p>_____ The individual was not able to complete certain tasks (comments below) or additional guidance is required.</p> <p>_____ Not all tasks were evaluated on this assignment and an additional assignment is needed to complete the evaluation.</p> <p>_____ The individual is severely deficient in the performance of tasks for the position and must complete all training (both mandatory & suggested) prior to further assignment as a trainee.</p> <p>Recommendations: _____</p> <p>_____</p> <p>Date: _____ Evaluator's initials: _____ Evaluator's relevant red card (or agency certification) rating: _____</p> | | | | | |