

POSITION TASK BOOK FOR THE POSITION OF

**ALL-HAZARD
COST UNIT LEADER**

Version: June 15, 2009

POSITION TASK BOOK ASSIGNED TO:

INDIVIDUAL'S NAME, DUTY STATION, AND PHONE NUMBER

POSITION TASK BOOK INITIATED BY:

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

LOCATION AND DATE THAT POSITION TASK BOOK WAS INITIATED

EVALUATOR

DO NOT COMPLETE THIS UNLESS YOU ARE RECOMMENDING THE TRAINEE FOR CERTIFICATION

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

FINAL EVALUATOR'S VERIFICATION

I verify that all tasks have been performed and are documented with appropriate initials. I also verify that _____ has performed as a trainee and should therefore be considered for certification in this position.

FINAL EVALUATOR'S SIGNATURE AND DATE

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

AGENCY HEAD RECOMMENDATION FOR CERTIFICATION

I certify that _____ has met all requirements for qualification in this position and I recommend that they be certified for the position.

OFFICIAL'S SIGNATURE AND DATE

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

HISTORICAL RECOGNITION

Historical recognition is a process that provides a means by which incident management personnel who have either:

- Documentation of previous ICS training, education, and experience in an ICS position(s); or
- Documentation of previous extensive on-the-job incident response experience,

may receive credit for that previous experience, training, or qualification(s) and be considered as meeting the minimum requirements of this guide in the categories of:

- Education;
- Training; and
- Experience,

for an ICS position(s) until they have successfully completed the actual minimum requirements for that position. Historical Recognition does not apply to the categories of Physical/Medical Fitness, Currency, or certification. The minimum requirements within those categories must be met regardless of any historical recognition process.

HISTORICAL RECOGNITION PROCESS

If an Authority Having Jurisdiction (AHJ) does not form a Qualifications Committee to assist with the management of the overall qualifications process, AHJ's should give strong consideration to at least forming a committee for the purposes of reviewing and processing applications for Historical Recognition. Because of the time commitment involved and the potential for perceptions of favoritism and unequal treatment during the process, other ICS qualifications processes currently used by federal and state agencies that included a historical recognition provision used review committees to accomplish that process.

The AHJ should develop a process to provide for the following:

- Developing a method to provide for historical recognition when there is sufficient documentation available to substantiate the experience;
- Developing a standardized method for any individual to submit documentation of the experience and training for review by the AHJ or the appropriate review committee established by the AHJ;
- Developing a method to determine if the previous experience or training is appropriate for the position, keeping in mind the required criteria for the position and the competencies necessary for safe and successful performance;
- Providing for Historical Recognition only when the individual has most recently performed the position within the last five years;
- Requiring the individual meet all minimum requirements in this guide for a position if the individual seeks an ICS position other than the position they were historically recognized for;
- Encouraging all individuals who are historically recognized into a position to complete the minimum requirements for the positions within five years of being historically recognized.

INCIDENT MANAGEMENT SYSTEM POSITION TASK BOOK

Position Task Books (PTB) were developed for designated positions as described under the National Interagency Incident Management System (NIIMS) and have been incorporated into the National Incident Management System (NIMS). The position task book is used by the authority having jurisdiction to certify that the person to whom the task book belongs meets the standards recommended by the DHS Incident Management Systems Integration Division (IMSID).

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 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. 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 that require an action (contain an action verb) must be demonstrated before that task can be signed off.

A brief list of responsibilities also appears below.

RESPONSIBILITIES:

1. The **Agency Management** is responsible for:
 - Selecting trainees based on the needs of their organization or area Incident Management Teams.
 - Providing opportunities for evaluation and/or making the trainee available for evaluation.

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 the local agency head when the PTB is completed, and obtaining their signature recommending certification.
 - 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. Dating and initialing completion of the task shall document satisfactory performance. Unsatisfactory performance shall be documented in the Evaluation Record.
 - Completing the Evaluation Record found at the end of each PTB.
4. The **Final Evaluator** is responsible for signing the verification statement inside the front cover of the PTB when all tasks have been initialed.
5. The **Agency Head** or designee is responsible for:
- Issuing the PTB to document task performance.
 - Explaining to the trainee the purpose and processes of the PTB, as well as the trainee's responsibilities.
 - Tracking progress of the trainee.
 - 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.
 - Documenting the assignment.
 - Conducting progress reviews.
 - Conducting a closeout interview with the trainee and evaluator and assuring that documentation is proper and complete.

Competency: Assume position responsibilities.

Description: Successfully assume role of Cost Unit Leader and initiate position activities at the appropriate time according to the following behaviors.

TASK	C O D E	EVAL. RECORD #	EVALUATOR: Initial & date upon completion of task
Behavior: Ensure readiness for assignment.			
1. Obtain and assemble information and materials needed for kit.	O		
2. Coordinate with Finance/Administration Section Chief and other functional areas to obtain resources. <ul style="list-style-type: none"> • <i>Order materials and supplies using procedures established by the section chief.</i> • <i>Maintain quantities of forms, supplies, and materials at a level to prevent shortage of any basic needed items.</i> • <i>Acquire equipment (e.g., radio, telephones, faxes, computers).</i> • <i>Ensure appropriate number of personnel to support unit (e.g., night operational period, increase/reduce staffing).</i> • <i>Ensure adequate signage for work locations.</i> 	I		
Behavior: Ensure availability, qualifications, and capabilities of resources to complete assignment.			
3. Organize work area to facilitate unit operations. <ul style="list-style-type: none"> • <i>Establish filing system.</i> • <i>Establish area to receive documents.</i> 	I		

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 I = task must be performed on an 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.

TASK	C O D E	EVAL. RECORD #	EVALUATOR: Initial & date upon completion of task
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Behavior: Gather, update, and apply situational information relevant to the assignment.

<p>4. Obtain initial briefing from Finance Section Chief or supervisor.</p> <ul style="list-style-type: none"> • <i>Names, contact number, and positions/functions of host unit administrative personnel and cooperating/assisting agencies.</i> • <i>Local administrative guidelines.</i> • <i>Resources assigned and ordered for the incident and the unit.</i> • <i>Logistical information (e.g., eating, sleeping, shower hours).</i> • <i>Expectations and section operating procedures.</i> • <i>Copy of Incident Action Plan (IAP) or other relevant plan.</i> • <i>Unit specific information.</i> 	I		
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Behavior: Establish effective relationships with relevant personnel.

<p>5. Establish and maintain positive interpersonal and interagency working relationships.</p>	I		
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Behavior: Understand and comply with ICS concepts and principles.

<p>6. Apply the ICS.</p> <ul style="list-style-type: none"> • <i>Follow chain of command.</i> • <i>Maintain appropriate span of control.</i> • <i>Use appropriate ICS forms.</i> • <i>Use appropriate ICS terminology.</i> 	I		
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Competency: Lead assigned personnel.

Description: Influence, guide, and direct assigned personnel to accomplish objectives and desired outcomes in a rapidly changing, high-risk environment.

TASK	C O D E	EVAL. RECORD #	EVALUATOR: Initial & date upon completion of task
Behavior: Model leadership values and principles.			
7. Exhibit principles of duty. <ul style="list-style-type: none"> • <i>Be proficient in your job, both technically and as a leader.</i> • <i>Make sound and timely decisions.</i> • <i>Ensure tasks are understood, supervised and accomplished.</i> • <i>Develop your subordinates for the future.</i> 	I		
8. Exhibit principles of respect. <ul style="list-style-type: none"> • <i>Know your subordinates and look out for their well-being.</i> • <i>Keep your subordinates informed.</i> • <i>Build the team.</i> • <i>Employ your subordinates in accordance with their capabilities.</i> 	I		
9. Exhibit principles of integrity. <ul style="list-style-type: none"> • <i>Know yourself and seek improvement.</i> • <i>Seek responsibility and accept responsibility for your actions.</i> • <i>Set the example.</i> 	I		
Behavior: Emphasize teamwork.			
10. Establish cohesiveness among assigned resources. <ul style="list-style-type: none"> • <i>Provide for open communication.</i> • <i>Seek commitment.</i> • <i>Set expectations for accountability.</i> • <i>Focus on the team result.</i> 	I		

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TASK	C O D E	EVAL. RECORD #	EVALUATOR: Initial & date upon completion of task
Behavior: Coordinate interdependent activities.			
11. Coordinate with other units and sections for completion of work assignments. <ul style="list-style-type: none"> • <i>Assist other sections to meet priorities and time frames.</i> • <i>Receive and transmit needed information.</i> 	I		

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Competency: Communicate effectively.

Description: Use suitable communication techniques to share relevant information with appropriate personnel on a timely basis to accomplish objectives in a rapidly changing, high-risk environment.

TASK	C O D E	EVAL. RECORD #	EVALUATOR: Initial & date upon completion of task
Behavior: Ensure relevant information is exchanged during briefings and debriefings.			
12. Provide input for the ICS 209, Incident Status Summary.	I		
13. Provide daily cost estimates to appropriate agency personnel.	I		
14. Attend incident operational briefings and meetings as directed. <ul style="list-style-type: none"> • <i>Provide information as requested.</i> • <i>Keep supervisor informed of issues and potential problems.</i> 	I		
15. Participate in functional area briefings and After Action Reviews (AARs).	I		
Behavior: Ensure documentation is complete and disposition is appropriate.			
16. Document incident costs according to direction, timeframes, and regulations.	I		
17. Finalize cost documentation. <ul style="list-style-type: none"> • <i>Coordinate completion of incident finance package with Finance Section Chief.</i> 	I		
18. Submit completed original documents at appropriate time (e.g., each operational period, final package). <ul style="list-style-type: none"> • <i>ICS 213, General Message</i> • <i>ICS 214, Unit Log</i> 	I		
19. Compile unit documentation for final incident package.	I		

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TASK	C O D E	EVAL. RECORD #	EVALUATOR: Initial & date upon completion of task
Behavior: Gather, produce and distribute information as required by established guidelines and ensure understanding by recipient.			
20. Prepare information for preplanning/strategy meeting. <ul style="list-style-type: none"> • <i>Display information appropriate for next operational period.</i> 	I		
21. Prepare input to final narrative and transition plan as requested.	I		

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Competency: Ensure completion of assigned actions to meet identified objectives.

Description: Identify, analyze, and apply relevant situational information and evaluate actions to complete assignments safely and meet identified objectives. Complete actions within established timeframe.

TASK	C O D E	EVAL. RECORD #	EVALUATOR: Initial & date upon completion of task
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Behavior: Administer and/or apply agency policy, contracts and agreements.

22. Assist with the development of cost share agreements.	I		
23. Track costs in accordance with established cost share agreements.	I		

Behavior: Gather, analyze, and validate information pertinent to the incident or event and make recommendations for setting priorities.

24. Verify incident resources with Planning Section.	I		
25. Provide appropriate information for cost containment effort.	I		
26. Ensure resources are entered and tracked in the applicable cost reporting program. <ul style="list-style-type: none"> • <i>Validate rates within the applicable cost reporting program for accuracy by geographic area.</i> • <i>Provide projections as necessary.</i> • <i>Obtain aviation cost information from Operations Section.</i> • <i>Obtain costs for national contracts (e.g., showers, caterers).</i> • <i>Obtain other miscellaneous costs (e.g., Buying Team purchases, cache items, mobilization costs, rental vehicles).</i> 	I		

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TASK	C O D E	EVAL. RECORD #	EVALUATOR: Initial & date upon completion of task
Behavior: Utilize information to produce outputs.			
27. Ensure cost packages are completed and distributed in accordance with agency policy.	I		
28. Ensure accruals are reported in accordance with agency policy.	I		
Behavior: Follow established procedures and/or safety procedures relevant to given assignment.			
29. Ensure established guidelines are followed. <ul style="list-style-type: none"> • <i>Work/rest</i> • <i>Agency safety standards and procedures</i> 	I		
Behavior: Transfer position duties while ensuring continuity of authority and knowledge and taking into account the increasing or decreasing incident complexity.			
30. Coordinate an efficient transfer of position duties when mobilizing/demobilizing (e.g., incoming Incident Management Team (IMT), host agency). <ul style="list-style-type: none"> • <i>Document follow-up action needed and submit to supervisor.</i> 	I		
31. Ensure financial documentation packages are submitted to processing agency.	I		
Behavior: Plan for demobilization and ensure demobilization procedures are followed.			
32. Demobilize and check out. <ul style="list-style-type: none"> • <i>Receive demobilization instructions from incident supervisor.</i> • <i>If required, complete ICS 221, Demobilization Checkout and submit completed form to the appropriate person.</i> 	I		

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INSTRUCTIONS FOR COMPLETING THE EVALUATION RECORD

There are four separate blocks allowing evaluations to be made. These evaluations may be made on incidents, simulations 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.

COMPLETE THESE ITEMS AT THE START OF THE EVALUATION PERIOD:

Evaluator's name, incident/office title, and agency: List the name of the Evaluator, his/her incident position or office title, and agency.

Evaluator's home unit address and phone: Self-explanatory

#: The number next to the evaluator's name in the upper left corner of the evaluation record identifies a particular incident or group of incidents. This number should be placed in the column labeled "Evaluation Record #" on the PTB for each task performed satisfactorily. This number will enable reviewers of the completed PTB to ascertain the qualifications of the different evaluators prior to making the appropriate sign-off on the PTB.

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

Incident Kind: Enter kind of incident; e.g., hazmat, wildland fire, structural fire, search and rescue, flood, tornado, etc.

COMPLETE THESE ITEMS AT THE END OF THE EVALUATION PERIOD:

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 Trainee was evaluated. This block may indicate a span of time covering several small and similar incidents if the Trainee has been evaluated on that basis; e.g., several initial attack wildfires in similar fuel types.

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 PTB.

Evaluator's relevant certification: 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:				
Name and Location of Incident or Situation (agency & area)	Incident Kind (hazmat, tornado, flood, structural fire, wildfire, search & rescue, etc.)	Number & Type of Resources Pertinent to Trainee's Position	Duration (inclusive dates in trainee status)	
			to	
<p>The tasks initialed & dated by me have been performed under my supervision 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 needs further training (both required & knowledge and skills needed) prior to additional assignment(s) as a Trainee.</p> <p>Recommendations: _____</p> <p>_____</p> <p>Date: _____ Evaluator's initials: _____</p> <p>Evaluator's relevant agency certification or rating: _____</p>				

#2	Evaluator's name: Incident/office title & agency:			
Evaluator's home unit address & phone:				
Name and Location of Incident or Situation (agency & area)	Incident Kind (hazmat, tornado, flood, structural fire, wildfire, search & rescue, etc.)	Number & Type of Resources Pertinent to Trainee's Position	Duration (inclusive dates in trainee status)	
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Evaluation Record
(Continuation Sheet)

TRAINEE NAME		TRAINEE POSITION	
#3	Evaluator's name: Incident/office title & agency:		
Evaluator's home unit address & phone:			
Name and Location of Incident or Situation (agency & area)	Incident Kind (hazmat, tornado, flood, structural fire, wildfire, search & rescue, etc.)	Number & Type of Resources Pertinent to Trainee's Position	Duration (inclusive dates in trainee status)
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#4	Evaluator's name: Incident/office title & agency:		
Evaluator's home unit address & phone:			
Name and Location of Incident or Situation (agency & area)	Incident Kind (hazmat, tornado, flood, structural fire, wildfire, search & rescue, etc.)	Number & Type of Resources Pertinent to Trainee's Position	Duration (inclusive dates in trainee status)
			to
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