

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  
COST UNIT LEADER (COST)**

United States  
Department of the Interior

National Association of  
State Foresters



**PMS 311-48**  
**NFES 2358**

**March 1999**

<b>TASK BOOK ASSIGNED TO:</b>
INDIVIDUAL'S NAME, DUTY STATION, AND PHONE NUMBER  <b>TASK BOOK INITIATED BY:</b>
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.*

**EVALUATOR**

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

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

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**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.

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FINAL EVALUATOR'S SIGNATURE AND DATE

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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.

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CERTIFYING OFFICIAL'S SIGNATURE AND DATE

---

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

Additional copies of this publication may be ordered from:

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

## 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 trainee'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 wildland or prescribed fire. Some positions require that specific tasks be performed on a wildland fire. Performance of these tasks on other kinds of incidents is NOT qualifying.** It is important that performance be critically evaluated and accurately recorded by each evaluator. All tasks must be evaluated before recommending certification. 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 and Prescribed Fire Qualification Guide 310-1. A brief list of responsibilities also appears below.

### **RESPONSIBILITIES:**

1. The **Home Unit** is responsible for:
  - Selecting trainees based on the needs of the home unit and higher levels.
  - Ensuring that the trainee meets the training and experience requirements included in the Wildland and Prescribed Fire Qualification Guide 310-1.
  - Initiating 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 **Trainee** 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 home unit personnel when the PTB is completed and providing a copy.
  - Keeping the original PTB in personal records.
3. The **Evaluator** is responsible for:
- Understanding the Wildland and Prescribed Fire Qualifications System.
  - 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 this 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 and if the trainee is recommended for certification.
5. The **Incident Training Specialist** is responsible for:
- Identifying incident evaluation opportunities.
  - Assuring that trainees have met prerequisites.
  - Identifying and assigning a qualified evaluator that can provide a positive experience for the trainee, and making an accurate and honest appraisal of the trainee's performance.
  - Providing PTBs to approved trainees on the incident when home unit 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.
  - Notifying trainee's home unit.

## QUALIFICATION RECORD

**POSITION: COST UNIT LEADER (COST)**

TASK	C O D E*	EVALUATION RECORD #	EVALUATOR: Initial & date upon completion of task
<p><b><u>GENERAL</u></b></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 essential 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> <p><b><u>Reference Material</u></b></p> <ul style="list-style-type: none"> <li>• NWCG Fireline Handbook, PMS 410-1.</li> <li>• Interagency Incident Business Management Handbook, PMS 902.</li> <li>• Agency specific guidelines; e.g., standard unit costs, incident component costs, cost share agreements.</li> <li>• Interagency Mobile Food Services and Shower Facilities Contracts, NFES 1276.</li> <li>• Interagency Contract Information for Airtanker, Helicopter, Large Transport, Smokejumper Aircraft, NFES 2277.</li> </ul> <p><b><u>Forms</u></b></p> <ul style="list-style-type: none"> <li>• ICS 213, General Message.</li> <li>• ICS 214, Unit Log.</li> <li>• ICS 228, Incident Cost Worksheet.</li> <li>• ICS 229, Incident Cost Summary.</li> <li>• Agency specific forms.</li> </ul>	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, prescribed fire, search & rescue, planned event, etc.)  
 W = task must be performed on a wildland fire 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.  
 RX = task must be performed on a prescribed fire incident

**QUALIFICATION RECORD**  
**Continuation Sheet**

**POSITION: COST UNIT LEADER (COST)**

TASK	C O D E*	EVALUATION RECORD #	EVALUATOR: Initial & date upon completion of task
<p><b><u>Supplies</u></b></p> <ul style="list-style-type: none"> <li>• Note pads, envelopes, folders, calculator, batteries, clipboard, paper clips, pencils, pens, staples, stapler, staple remover, Post-it™ notes, and tape.</li> </ul>			
<p>2. <u>Establish and maintain positive interpersonal and interagency working relationships.</u></p> <ul style="list-style-type: none"> <li>• Create a work environment that provides diversity and equal opportunity for all personnel assigned to the incident.</li> <li>• Address individual agency values and policies throughout the tenure of the incident.</li> </ul>	O		
<p>3. <u>Provide for the safety and welfare of assigned personnel.</u></p> <ul style="list-style-type: none"> <li>• Recognize potentially hazardous situations and inform subordinates.</li> <li>• Take precautions when hazards exist; i.e., Evacuation Plan.</li> <li>• Provide adequate rest periods to all unit personnel.</li> </ul>	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
<b><u>MOBILIZATION</u></b>			
4. <u>Obtain complete information from dispatch upon initial activation.</u> <ul style="list-style-type: none"> <li>• Incident name.</li> <li>• Incident order number.</li> <li>• Request number.</li> <li>• Reporting location.</li> <li>• Reporting time.</li> <li>• Transportation arrangements/travel routes.</li> <li>• Contact procedures during travel (telephone/radio).</li> </ul>	O		
5. <u>Gather information necessary to assess incident assignment and determine immediate needs and actions.</u> <ul style="list-style-type: none"> <li>• Incident Commander's/supervisor's name, location, contact.</li> <li>• Current resource commitments.</li> <li>• Current situation.</li> <li>• Expected duration of assignment.</li> </ul>	I		
<b><u>INCIDENT ACTIVITIES</u></b>			
6. <u>Arrive at incident and check in.</u>	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>7. <u>Obtain briefing from Finance/Administration Section Chief within first operational period.</u></p> <ul style="list-style-type: none"> <li>• Obtain a copy of the Incident Action Plan (IAP).</li> <li>• Obtain names, contact number, and positions/functions of cooperating/assisting agencies.</li> <li>• Obtain local administrative guidelines; e.g., cost reporting procedures, copy of Wildland Fire Situation Analysis (WFSA), cost share agreements, standard component costs, availability of incident agency personnel, incident finance package requirements, other special teams or personnel (Comptroller).</li> <li>• Identify need for cost apportionment and cost share.</li> <li>• Identify resources assigned and ordered for the incident and the unit.</li> </ul>	I		
<p>8. <u>Organize work area.</u></p> <ul style="list-style-type: none"> <li>• Acquire table(s), seating, lighting, and heating.</li> <li>• Order additional forms and supplies.</li> <li>• Acquire communications equipment: radio, telephones, facsimile and copy machine location.</li> <li>• Establish filing system.</li> <li>• Establish area to receive cost information.</li> </ul>	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"> <li>• Determine requirements and order personnel/supplies based on incident size and complexity.</li> <li>• Develop and implement unit operating plan. Include:               <ul style="list-style-type: none"> <li>- Unit timeframes and schedule.</li> <li>- Record keeping system.</li> <li>- Job performance expectations:                   <ul style="list-style-type: none"> <li>• Document incident costs according to direction, timeframes, and regulations; i.e., Incident Status Summary, ICS 209.</li> <li>• Establish and maintain records.</li> </ul> </li> </ul> </li> <li>• Incident agency specific policy and operating procedures.</li> <li>• Establish, monitor, and adjust performance expectations of subordinates.</li> <li>• Communicate deficiencies immediately and take corrective action.</li> <li>• Reinforce acceptable performance.</li> <li>• Identify training needs and coordinate opportunities for cross training unit personnel.</li> <li>• Provide daily or operational period briefings to unit personnel.</li> <li>• Maintain Unit Log, ICS 214.</li> </ul>	I		
<p>10. <u>Interact and coordinate with finance/administration unit leaders to obtain and calculate incident costs, provide cost analysis, and recommend cost savings.</u></p>	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
11. <u>Interact and coordinate with other section/unit personnel to obtain and calculate incident costs, provide cost analysis, and recommend cost savings.</u>  <ul style="list-style-type: none"> <li>• Verify incident resources with planning section.</li> <li>• Obtain aviation cost information from operations section.</li> </ul>	I		
12. <u>Interact and coordinate with incident agency to obtain off-incident support costs and develop cost share and/or cost apportionment agreements.</u>	I		
13. <u>Coordinate with Finance/Administration Section Chief.</u>  <ul style="list-style-type: none"> <li>• Provide daily/operational period briefing on problems and recommendations for solutions.</li> <li>• Provide costs analysis and costs saving recommendations.</li> </ul>	I		
14. <u>Ensure cost information is current and accurate at time of demobilization.</u>  <ul style="list-style-type: none"> <li>• Distribute cost records according to established guidelines.</li> </ul>	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
15. <u>Cost unit close out.</u> <ul style="list-style-type: none"> <li>• Finalize cost documentation.</li> <li>• Coordinate completion of incident finance package with Finance/Administration Section Chief.</li> <li>• Brief replacement Cost Unit Leader and/or close out with incident agency representative.</li> </ul>	I		
16. <u>Unit demobilization and check out.</u> <ul style="list-style-type: none"> <li>• Obtain release priorities from Finance/Administration Section Chief.</li> <li>• Identify excess cost unit resources.</li> <li>• Brief subordinate staff on demobilization procedures and responsibilities.</li> <li>• Complete performance evaluations and taskbooks for trainees.</li> <li>• Follow incident and agency demobilization procedures.</li> </ul>	I		

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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, 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.**

### 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 (on incidents) or office title, and agency.

**Evaluator's home unit address and 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 for each task performed satisfactorily.

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

**Incident Kind:** Enter kind of incident, e.g., wildland fire, prescribed fire, search and rescue, flood, 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, i.e., several initial attack fires in similar fuel types.

**Management Level or Prescribed Fire Complexity Level:** Indicates ICS organization level, i.e., Type 5, Type 4, Type 3, Type 2, Type 1, Area Command or prescribed fire complexity level (low, moderate, high).

**NFFL Fuel Model:** For wildland fire and prescribed fire experience, enter number (1-13) of the fuel model(s) in which the incident occurred and under which the trainee was evaluated.

<b>Grass Group</b>	1. Short Grass (1 foot)	<b>Timber Group</b>	8. Closed Timber Litter
	2. Timber (grass & understory)		9. Hardwood Litter
	3. Tall Grass (2-1/2 feet)		10. Timber (litter understory)
<b>Brush Group</b>	4. Chaparral (6 feet)	<b>Slash Group</b>	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**

<b>#1</b>	Evaluator's name: Incident/office title & agency:				
Evaluator's home unit address & phone:					
Name and Location of Incident or Simulation (agency & area)	Incident Kind (wildland fire, search & rescue, etc.)	Number & Type of Resources Pertinent to Trainee's Position	Duration (inclusive dates in trainee status)	Management Level or Prescribed Fire Complexity Level	NFFL Fuel Model(s)
			to		
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. _____ The individual has successfully performed all tasks for the position and should be considered for certification. _____ The individual was not able to complete certain tasks (comments below) or additional guidance is required. _____ Not all tasks were evaluated on this assignment and an additional assignment is needed to complete the evaluation. _____ 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. Recommendations: _____ Date: _____ Evaluator's initials: _____ Evaluator's relevant red card (or agency certification) rating: _____					

<b>#2</b>	Evaluator's name: Incident/office title & agency:				
Evaluator's home unit address & phone:					
Name and Location of Incident or Simulation (agency & area)	Incident Kind (wildland fire, search & rescue, etc.)	Number & Type of Resources Pertinent to Trainee's Position	Duration (inclusive dates in trainee status)	Management Level or Prescribed Fire Complexity Level	NFFL Fuel Model(s)
			to		
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. _____ The individual has successfully performed all tasks for the position and should be considered for certification. _____ The individual was not able to complete certain tasks (comments below) or additional guidance is required. _____ Not all tasks were evaluated on this assignment and an additional assignment is needed to complete the evaluation. _____ 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. Recommendations: _____ Date: _____ Evaluator's initials: _____ Evaluator's relevant red card (or agency certification) rating: _____					

## Evaluation Record (Continuation Sheet)

\_\_\_\_\_ **TRAINEE NAME** \_\_\_\_\_ **TRAINEE POSITION** \_\_\_\_\_

<b>#3</b>	Evaluator's name: Incident/office title & agency:				
Evaluator's home unit address & phone:					
Name and Location of Incident or Simulation (agency & area)	Incident Kind (wildland fire, search & rescue, etc.)	Number & Type of Resources Pertinent to Trainee's Position	Duration (inclusive dates in trainee status)	Management Level or Prescribed Fire Complexity Level	NFFL Fuel Model(s)
			to		
<p>The tasks initialed &amp; 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. 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 &amp; knowledge and skills needed) prior to additional assignment(s) as a trainee.</p> <p>Recommendations: _____</p> <p>Date: _____ Evaluator's initials: _____ Evaluator's relevant red card (or agency certification) rating: _____</p>					

<b>#4</b>	Evaluator's name: Incident/office title & agency:				
Evaluator's home unit address & phone:					
Name and Location of Incident or Simulation (agency & area)	Incident Kind (wildland fire, search & rescue, etc.)	Number & Type of Resources Pertinent to Trainee's Position	Duration (inclusive dates in trainee status)	Management Level or Prescribed Fire Complexity Level	NFFL Fuel Model(s)
			to		
<p>The tasks initialed &amp; 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. 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 &amp; knowledge and skills needed) prior to additional assignment(s) as a trainee.</p> <p>Recommendations: _____</p> <p>Date: _____ Evaluator's initials: _____ Evaluator's relevant red card (or agency certification) rating: _____</p>					