



NWCG Task Book for the Positions of:

**FINANCE/ADMINISTRATION
SECTION CHIEF TYPE 2
(FSC2)**

**FINANCE/ADMINISTRATION
SECTION CHIEF TYPE 1
(FSC1)**

PMS 311-46

JUNE 2009

Task Book Assigned To:

Trainee's Name: _____

Home Unit/Agency: _____

Home Unit Phone Number: _____

Task Book Initiated By:

Official's Name: _____

Home Unit Title: _____

Home Unit/Agency: _____

Home Unit Phone Number: _____

Home Unit Address: _____

Date Initiated: _____

**Verification/Certification of Completed Task Book
for the Position of:**

(position title)

Final Evaluator's Verification

*To be completed **ONLY** when you are recommending the trainee for certification.*

I verify that (trainee name) _____ has successfully performed as a trainee by demonstrating all tasks for the position listed above and should be considered for certification in this position. All tasks are documented with appropriate initials.

Final Evaluator's Signature: _____

Final Evaluator's Printed Name: _____

Home Unit Title: _____

Home Unit/Agency: _____

Home Unit Phone Number: _____ Date: _____

Agency Certification

I certify that (trainee name) _____ has met all requirements for qualification in the above position and that such qualification has been issued.

Certifying Official's Signature: _____

Certifying Official's Printed Name: _____

Title: _____

Home Unit/Agency: _____

Home Unit Phone Number: _____ Date: _____

Additional copies of this publication are available through:
NWCG, Publications Management System at <http://www.nwcg.gov/pms/taskbook/taskbook.htm>

NATIONAL WILDFIRE COORDINATING GROUP (NWCG) POSITION TASK BOOK

NWCG Position Task Books (PTBs) have been developed for designated National Interagency Incident Management System (NIIMS) positions. Each PTB lists the competencies, behaviors and tasks required for successful performance in specific positions. Trainees must be observed completing all tasks and show knowledge and competency in their performance during the completion of this PTB.

Trainees are evaluated during this process by qualified evaluators, and the trainee's performance is documented in the PTB for each task by the evaluator's initials and date of completion. An Evaluation Record will be completed by all evaluators documenting the trainee's progress after each evaluation opportunity.

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 while completing all tasks may occur on one or more training assignments and may involve more than one evaluator during any opportunity.

INCIDENT/EVENT CODING

Each task has a code associated with the type of training assignment where the task may be completed. The codes are: O = other, I = incident, W = wildfire, RX = prescribed fire, W/RX = wildfire OR prescribed fire and R = rare event. The codes are defined as:

- O = Task can be completed in any situation (classroom, simulation, daily job, incident, prescribed fire, etc.).
- I = Task must be performed on an incident managed under the Incident Command System (ICS). Examples include wildland fire, structural fire, oil spill, search and rescue, hazardous material, and an emergency or non-emergency (planned or unplanned) event.
- W = Task must be performed on a wildfire incident.
- RX = Task must be performed on a prescribed fire incident.
- W/RX = Task must be performed on a wildfire OR prescribed fire incident.
- R = Rare events such as accidents, injuries, vehicle or aircraft crashes occur infrequently and opportunities to evaluate performance in a real setting are limited. The evaluator should determine, through interview, if the trainee would be able to perform the task in a real situation.

While tasks can be performed in any situation, they must be evaluated on the specific type of incident/event for which they are coded. For example, tasks coded W must be evaluated on a wildfire; tasks coded RX must be evaluated on prescribed fire and so on. Performance of any task on other than the designated assignment is not valid for qualification.

Tasks within the PTB are numbered sequentially; however, the numbering does NOT indicate the order in which the tasks need to be performed or evaluated.

The bullets under each numbered task are examples or indicators of items or actions related to the task. The purpose of the bullets is to assist the evaluator in evaluating the trainee; the bullets are not all-inclusive. Evaluate and initial ONLY the numbered tasks. DO NOT evaluate and initial each individual bullet.

A more detailed description of this process and definitions of terms are included in the *Wildland Fire Qualification System Guide*, PMS 310-1. This document can be found at <http://www.nwcg.gov/pms/docs/docs.htm>.

RESPONSIBILITIES

The responsibilities of the Home Unit/Agency, Trainee, Coach, Training Specialist, Evaluator, Final Evaluator and Certifying Official are identified in the *Wildland Fire Qualification System Guide*, PMS 310-1. It is incumbent upon each of these individuals to ensure their responsibilities are met.

INSTRUCTIONS FOR THE POSITION TASK BOOK EVALUATION RECORD

Evaluation Record #

Each evaluator will need to complete an evaluation record. Each evaluation record should be numbered sequentially. Place this number at the top of the evaluation record page and also use it in the column labeled "Evaluation Record #" for each numbered task the trainee has satisfactorily performed.

Trainee Information

Print the trainee's name, position on the incident/event, home unit/agency, and the home unit/agency address and phone number.

Evaluator Information

Print the Evaluator's name, position on the incident/event, home unit/agency, and the home unit/agency address and phone number.

Incident/Event Information

Incident/Event Name: Print the incident/event name.

Reference: Enter the incident code and/or fire code.

Duration: Enter inclusive dates during which the trainee was evaluated.

Incident Kind: Enter the kind of incident (wildfire, prescribed fire, search and rescue, flood, hurricane, etc.).

Location: Enter the geographic area, agency, and state.

Management Type or Prescribed Fire Complexity Level: Circle the ICS organization level (Type 5, Type 4, Type 3, Type 2, Type 1, Area Command) or the prescribed fire complexity level (Low, Moderate, High).

Fire Behavior Prediction System (FBPS) Fuel Model Group: Circle the Fuel Model Group letter that corresponds to the predominant fuel type in which the incident/event occurred.

G = Grass Group (includes FBPS Fuel Models 1 – 3):

1 = short grass (1 foot); 2 = timber with grass understory; 3 = tall grass (1½ - 2 feet)

B = Brush Group (includes FBPS Fuel Models 4 – 6):

4 = Chaparral (6 feet); 5 = Brush (2 feet); 6 = dormant brush/hardwood slash;

7 = Southern rough

T = Timber Group (includes FBPS Fuel Models 8 – 10)

8 = closed timber litter; 9 = hardwood litter; 10 = timber (with litter understory)

S = Slash Group (includes FBPS Fuel Models 11 – 13)

11 = light logging slash; 12 = medium logging slash; 13 = heavy logging slash

Evaluator’s Recommendation

For 1 – 4, initial only one line as appropriate; this will allow for comparison with your initials in the Qualifications Record.

Record additional remarks/recommendations on an Individual Performance Evaluation, or by attaching an additional sheet to the evaluation record.

Evaluator’s Signature

Sign here to authenticate your recommendations.

Date

Document the date the Evaluation Record is being completed.

Evaluator’s Relevant Qualification (or agency certification)

List your qualification or certification relevant to the trainee position you supervised.

Note: Evaluators must be either qualified in the position being evaluated or supervise the trainee; Final Evaluators must be qualified in the trainee position they are evaluating.

FSC2 and FSC1

Competency: Assume position responsibilities.

Description: Successfully assume role of Finance/Administration Section Chief 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: Gather, update, and apply situational information relevant to the assignment.			
1. Obtain briefing from Agency Administrator and/or outgoing Incident Commander. <ul style="list-style-type: none"> • <i>Incident information (e.g., wildland fire decision support documentation; written Delegation of Authority).</i> • <i>Key contact list with phone and fax numbers.</i> 	I		
2. Obtain briefing from Incident Commander (one-on-one or in Incident Management Team (IMT) meeting). <ul style="list-style-type: none"> • <i>Incident Commander's priorities, goals, and objectives for IMT and the incident.</i> • <i>Initial instructions concerning the tasks expected of the Finance/Administration Section.</i> • <i>Expected timeframes for briefings, planning meetings, and team meetings.</i> 	I		
3. Collect information from outgoing Finance Section Chief or other personnel responsible for incident prior to arrival. <ul style="list-style-type: none"> • <i>Status of incident and assigned resources.</i> • <i>Status of existing Finance/Administration Section.</i> • <i>Status of agreements (e.g., land use, cost share, blanket purchase, water).</i> • <i>Other information relevant to Finance/Administration Section (e.g., ICP/base/camp locations, medical facilities, road closures).</i> 	I		
Behavior: Establish effective relationships with relevant personnel.			
4. Establish and maintain positive interpersonal and interagency working relationships.	I		

Evaluate the numbered tasks ONLY. DO NOT evaluate bullets; they are provided as examples/additional clarification.

FSC2 and FSC1

TASK	C O D E	EVAL. RECORD #	EVALUATOR: Initial & date upon completion of task
Behavior: Establish organization structure, reporting procedures, and chain of command of assigned resources.			
5. Plan and activate section. <ul style="list-style-type: none"> • <i>Identify units within the section to be activated and order resources required for section operation.</i> • <i>Identify work space requirements and determine locations.</i> • <i>Brief unit leaders on current and anticipated activity.</i> • <i>Provide initial operating instructions to section personnel.</i> 	I		

Evaluate the numbered tasks ONLY. DO NOT evaluate bullets; they are provided as examples/additional clarification.

FSC2 and FSC1

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.			
6. 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		
7. 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		
8. 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: Ensure the safety, welfare, and accountability of assigned personnel.			
9. Manage operational periods to achieve objectives. <ul style="list-style-type: none"> • <i>Evaluate need for extended operational periods.</i> • <i>Ensure adequate work/rest ratio.</i> 	I		

Evaluate the numbered tasks ONLY. DO NOT evaluate bullets; they are provided as examples/additional clarification.

FSC2 and FSC1

TASK	C O D E	EVAL. RECORD #	EVALUATOR: Initial & date upon completion of task
Behavior: Establish work assignments and performance expectations, monitor performance, and provide feedback.			
10. Ensure subordinates understand assignment for operational period.	I		
11. Continually evaluate performance. <ul style="list-style-type: none"> • <i>Communicate deficiencies immediately and take corrective action.</i> • <i>Provide training opportunities where available.</i> • <i>Complete personnel performance evaluations according to agency guidelines.</i> 	I		
Behavior: Emphasize teamwork.			
12. Establish cohesiveness among assigned resources.	I		
Behavior: Coordinate interdependent activities.			
13. Establish priorities and coordinate units within the section.	I		
14. Interact and coordinate with command staff, general staff and appropriate unit leaders. <ul style="list-style-type: none"> • <i>Receive and transmit current and accurate information (e.g., claims and potential claims, injury information, work/rest guidelines, pay issues, commissary, procurement, cost).</i> 	I		

Evaluate the numbered tasks ONLY. DO NOT evaluate bullets; they are provided as examples/additional clarification.

FSC2 and FSC1

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.			
15. Share pertinent Finance/Administration information that may affect the team's management of the incident. <ul style="list-style-type: none"> • <i>Cost constraints</i> • <i>Land use agreements</i> • <i>Cost share agreements</i> 	I		
16. Participate in the operational period briefing, emphasizing the needs of the Finance/Administration Section.	I		
17. Provide daily briefings to section personnel.	I		
18. Participate in close-out with agency administrative representative.	I		
19. Participate in agency administrator closeout/after action review (AAR).	I		
Behavior: Ensure documentation is complete and disposition is appropriate.			
20. Ensure reports and forms are complete, accurate and timely. <ul style="list-style-type: none"> • <i>Review periodically.</i> 	I		
21. Ensure financial documents are completed and submitted to payment center or agency representative. <ul style="list-style-type: none"> • <i>Pay documents</i> • <i>Injury reports</i> • <i>Procurement documents</i> • <i>Property damage reports</i> • <i>Commissary accountability</i> • <i>Claim documents</i> 	I		

Evaluate the numbered tasks ONLY. DO NOT evaluate bullets; they are provided as examples/additional clarification.

FSC2 and FSC1

TASK	C O D E	EVAL. RECORD #	EVALUATOR: Initial & date upon completion of task
22. Assemble components of final incident finance package and transfer to responsible agency or person.	I		
Behavior: Gather, produce and distribute information as required by established guidelines and ensure understanding by recipient.			
23. Update Incident Commander as soon as possible on current accomplishments and/or concerns.	I		
24. Provide financial summary information on current incident operations to hosting agency representative and command and general staff.	I		
Behavior: Communicate and ensure understanding of work expectations within the chain of command and across functional areas.			
25. Ensure Finance/Administration Section expectations are communicated to other functional areas during meetings and briefings.	I		
Behavior: Develop and implement plans and gain concurrence of affected agencies and/or the public.			
26. Participate in preparation of the Incident Action Plan (IAP) or relevant plan. <ul style="list-style-type: none"> • <i>Advise on current capabilities and limitations.</i> • <i>Determine additional/excess resources.</i> • <i>Discuss long range plans and identify potential or future requirements.</i> 	I		
27. Assist in development and implementation of Incident Demobilization Plan. <ul style="list-style-type: none"> • <i>Establish lead times.</i> • <i>Consider payment team needs.</i> • <i>Establish commissary cut-off.</i> • <i>Identify high-cost resources.</i> 	I		

Evaluate the numbered tasks ONLY. DO NOT evaluate bullets; they are provided as examples/additional clarification.

FSC2 and FSC1

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
Behavior: Gather, analyze, and validate information pertinent to the incident or event and make recommendations for setting priorities.			
28. Evaluate and monitor current situation to determine if present plan of action will meet incident objectives.	I		
Behavior: Transfer position duties while ensuring continuity of authority and knowledge and taking into account the increasing or decreasing incident complexity.			
29. Coordinate an efficient transfer of position duties when mobilizing/demobilizing. <ul style="list-style-type: none"> • <i>Consider transition early in the incident.</i> • <i>Inform subordinate staff and IC.</i> • <i>Document follow-up action needed and submit to supervisor.</i> 	I		

Evaluate the numbered tasks ONLY. DO NOT evaluate bullets; they are provided as examples/additional clarification.

Trainee Information

Printed Name:
 Trainee Position on Incident/Event:
 Home Unit/Agency:
 Home Unit /Agency Address and Phone Number:

Evaluator Information

Printed Name:
 Evaluator Position on Incident/Event:
 Home Unit/Agency:
 Home Unit /Agency Address and Phone Number:

Incident/Event Information

Incident/Event Name: _____ Reference (Incident Number/Fire Code): _____
 Duration: _____
 Incident Kind: Wildfire, Prescribed Fire, All Hazard, Other (specify): _____
 Location (include Geographic Area, Agency, and State): _____
 Management Type (circle one): Type 5, Type 4, Type 3, Type 2, Type 1, Area Command
OR Prescribed Fire Complexity Level (circle one): Low, Moderate, High
 FBPS Fuel Model Letter: G = Grass, B = Brush, T = Timber, S = Slash

Evaluator's Recommendation

(Initial only one line as appropriate)

- _____ 1) The tasks initialed and dated by me on the Qualification Record have been performed under my supervision in a satisfactory manner. The trainee has successfully performed all tasks in the PTB for the position. I have completed the Final Evaluator's Verification section and recommend the trainee be considered for agency certification.
- _____ 2) The tasks initialed and dated by me on the Qualification Record have been performed under my supervision in a satisfactory manner. However, opportunities were not available for all tasks (or all uncompleted tasks) to be performed and evaluated on this assignment. An additional assignment is needed to complete the evaluation.
- _____ 3) The trainee did not complete certain tasks in the PTB in a satisfactory manner and additional training, guidance, or experience is recommended.
- _____ 4) The individual is severely deficient in the performance of tasks in the PTB for the position and additional training, guidance, or experience is recommended prior to another training assignment.

Record additional remarks/recommendations on an Individual Performance Evaluation, or by attaching an additional sheet to the evaluation record.

Evaluator's Signature: _____ Date: _____

Evaluator's Relevant Qualification (or agency certification): _____

