



NWCG Task Book for the Positions of:
COMPENSATION/CLAIMS UNIT LEADER
(COMP)

PROCUREMENT UNIT LEADER
(PROC)

TIME UNIT LEADER
(TIME)

PMS 311-47

MAY 2008

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, WF = wildland fire, W = wildfire, RX = prescribed fire, WFU = wildland fire use, 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.
- WF = Task must be performed on a wildland fire incident (the term *wildland fire* includes wildfire/W, prescribed fire/RX, or wildland fire use/WFU).
- W = Task must be performed on a wildfire incident.
- RX = Task must be performed on a prescribed fire incident.
- WFU = Task must be performed on a wildland fire use 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 WFU must be evaluated on wildland fire use, 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, wildland fire use, 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.

Common Tasks for COMP, PROC, and TIME

This task book contains the tasks for the Finance/Administration Section Unit Leaders: Compensation (COMP), Procurement (PROC), and Time (TIME). The common tasks for all positions are listed first. The tasks specific to each position are listed following the common tasks.

Common Tasks	pages 6 – 13	(Tasks 1 – 30)
COMP Specific Tasks	page 14	(Tasks 31 – 35)
PROC Specific Tasks	pages 15 – 16	(Tasks 36 – 44)
TIME Specific Tasks	pages 17 – 18	(Tasks 45 – 50)

Competency: Assume position responsibilities.

Description: Successfully assume role of Unit Leader within the Finance/Administration Section 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
<p>Behavior: Ensure availability, qualifications, and capabilities of resources to complete assignment.</p> <p>1. Coordinate with Finance/Administration Section Chief and other functional areas to obtain resources.</p> <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 (e.g., check-in/demobilization/resource).</i> 	I		
<p>2. Organize work area to facilitate unit operations.</p> <ul style="list-style-type: none"> • <i>Establish filing system.</i> • <i>Establish area to receive documents.</i> • <i>Establish message center (e.g., bulletin board).</i> 	I		

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

Common Tasks for COMP, PROC, and TIME

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.			
3. Obtain initial briefing from Finance Section Chief or supervisor. <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		
Behavior: Establish effective relationships with relevant personnel.			
4. Establish and maintain positive interpersonal and interagency working relationships.	I		
Behavior: Establish organization structure, reporting procedures, and chain of command of assigned resources.			
5. Organize assigned personnel to meet the needs of the unit.	I		
Behavior: Understand and comply with ICS concepts and principles.			
6. Coordinate with functional areas within the ICS structure.	I		

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

Common Tasks for COMP, PROC, and TIME

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: Ensure the safety, welfare, and accountability of assigned personnel.			
10. Provide for the safety and welfare of assigned resources. <ul style="list-style-type: none"> • <i>Monitor condition of assigned resources.</i> • <i>Account for assigned resources.</i> • <i>Provide for care of assigned personnel and notify supervisor in event of sickness, injury, or accident.</i> 	I		

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

Common Tasks for COMP, PROC, and TIME

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.			
11. Complete daily review of staffing requirements and ensure adequate personnel to meet needs.	I		
12. Develop schedule/assignments based on IAP or relevant plan.	I		
13. Ensure subordinates understand assignment for operational period.	I		
14. 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.			
15. 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		
Behavior: Coordinate interdependent activities.			
16. 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		

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

Common Tasks for COMP, PROC, and TIME

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.			
17. Brief and keep subordinates informed and updated. <ul style="list-style-type: none"> • <i>Ensure unit leader expectations are communicated and understood.</i> 	I		
18. 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		
19. Participate in functional area briefings and conduct unit After Action Reviews (AARs), as appropriate.	I		
Behavior: Ensure documentation is complete and disposition is appropriate.			
20. Review and approve subordinate time reports.	I		
21. 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		
22. Compile unit documentation for final incident package.	O		

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Common Tasks for COMP, PROC, and TIME

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.			
23. Prepare information for preplanning/strategy meeting. <ul style="list-style-type: none"> • <i>Display information appropriate for next operational period.</i> 	I		
24. Prepare input to final narrative and transition plan as requested.	I		

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

Common Tasks for COMP, PROC, and TIME

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.			
25. Evaluate available information and make recommendations to support incident. <ul style="list-style-type: none"> • <i>Workload priorities</i> • <i>Staff assignments</i> • <i>Information requests</i> • <i>Cost effective utilization of resources</i> 	I		
Behavior: Follow established procedures and/or safety procedures relevant to given assignment.			
26. 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.			
27. 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>Inform subordinate staff and IC.</i> • <i>Document follow-up action needed and submit to supervisor.</i> 	I		
28. Ensure financial documentation packages are submitted to processing agency.	I		

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

Common Tasks for COMP, PROC, and TIME

TASK	C O D E	EVAL. RECORD #	EVALUATOR: Initial & date upon completion of task
Behavior: Plan for demobilization and ensure demobilization procedures are followed.			
29. Anticipate demobilization of resources. <ul style="list-style-type: none"> • <i>Identify excess resources.</i> • <i>Prepare schedule for demobilization.</i> 	I		
30. Ensure demobilization of resources. <ul style="list-style-type: none"> • <i>Brief subordinate staff on demobilization procedures and responsibilities.</i> • <i>Ensure incident and agency demobilization procedures are followed.</i> 	I		

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

COMP Specific Tasks

Competency: Lead assigned personnel.

TASK	C O D E	EVAL. RECORD #	EVALUATOR: Initial & date upon completion of task
Behavior: Coordinate interdependent activities.			
31. Provide relevant information to the Time, Cost and Procurement Units for posting.	I		

Competency: Communicate effectively.

Behavior: Ensure relevant information is exchanged during briefings and debriefings.			
32. Provide input for the ICS 209, Incident Status Summary.	I		
33. Coordinate with Safety Officer and Medical Unit on injury/accident trends.	I		
Behavior: Ensure documentation is complete and disposition is appropriate.			
34. Maintain appropriate documentation. <ul style="list-style-type: none"> • <i>Medical and claim logs.</i> • <i>Agency property damage or replacement forms.</i> 	O		
35. Review paperwork for accuracy and ensure case files are completed and transmitted to the appropriate administrative processing agency.	I		

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

PROC Specific Tasks

Competency: Lead assigned personnel.

TASK	C O D E	EVAL. RECORD #	EVALUATOR: Initial & date upon completion of task
Behavior: Coordinate interdependent activities.			
36. Coordinate and interact with incident agency. <ul style="list-style-type: none"> • <i>Procurement staff - ensure agency guidelines are followed.</i> • <i>Buying team - facilitate incident procurement needs.</i> • <i>Payment team - meet specific requirements.</i> 	I		
37. Provide contract administration guidance to logistics and operations. <ul style="list-style-type: none"> • <i>Emergency Equipment Rental Agreements</i> • <i>Shift tickets</i> • <i>Fuel issues</i> 	I		

Competency: Communicate effectively.

Behavior: Ensure documentation is complete and disposition is appropriate.			
38. Ensure auditing process is established. <ul style="list-style-type: none"> • <i>Ensure mandatory days off and deductions are posted for contracted resources.</i> 	I		
39. Review paperwork for accuracy and ensure payment packages are completed and transmitted to appropriate administrative processing agency.	I		
40. Ensure time is recorded and other relevant documents are completed for contracted resources.	I		
41. Establish tracking method for fuel, repair and commissary issues.	I		

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

PROC Specific Tasks

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

TASK	C O D E	EVAL. RECORD #	EVALUATOR: Initial & date upon completion of task
Behavior: Administer and/or apply agency policy, contracts and agreements.			
42. Ensure agreement and contract documents are in place to meet incident needs and are properly administered. <ul style="list-style-type: none"> • <i>Facilitate resolution to controversial issues.</i> • <i>Resolve contractor claims and disputes within delegated authority.</i> • <i>Review for underutilized or costly contract resources.</i> • <i>Coordinate modifications with Contracting Officer.</i> 	I		
Behavior: Gather, analyze, and validate information pertinent to the incident or event and make recommendations for setting priorities.			
43. Review excessive shift lengths and ensure mitigation measures are documented.	I		
Behavior: Plan for demobilization and ensure demobilization procedures are followed.			
44. Restrict purchases of commissary, fuel, and/or equipment repairs based on demobilization schedule.	I		

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

TIME Specific Tasks

Competency: Lead assigned personnel.

TASK	C O D E	EVAL. RECORD #	EVALUATOR: Initial & date upon completion of task
Behavior: Coordinate interdependent activities.			
45. Advise incident personnel on pay and travel regulations, policies and procedures. <ul style="list-style-type: none"> • <i>Driving regulations/standards</i> • <i>Work/rest guidelines</i> • <i>Agency specific hiring and payment processes and procedures</i> • <i>Assignment extensions</i> • <i>Meal breaks</i> • <i>Hazard/environmental pay</i> 	I		

Competency: Communicate effectively.

Behavior: Ensure documentation is complete and disposition is appropriate.			
46. Ensure auditing process is established. <ul style="list-style-type: none"> • <i>Continuation of pay, mandatory days off, and deductions are posted.</i> 	I		
47. Review paperwork for accuracy and ensure payment packages are completed and transmitted to appropriate administrative processing agency.	I		
48. Ensure paperwork is completed for hiring of emergency workers.	I		

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

TIME Specific Tasks

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

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.

49. Ensure appropriate pay regulations are followed.	I		
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Behavior: Gather, analyze, and validate information pertinent to the incident or event and make recommendations for setting priorities.

50. Review excessive shift lengths and ensure mitigation measures are documented.	I		
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Evaluate the numbered tasks ONLY. DO NOT evaluate bullets; they are provided as examples/additional clarification.

