A Publication of the
National Wildfire Coordinating Group

NWCG Task Book for the Positions of:

INCIDENT COMMANDER TYPE 2 (ICT2)

INCIDENT COMMANDER TYPE 1 (ICT1)

(POSITION PERFORMANCE REQUIRED ON A WILDFIRE ASSIGNMENT)

PMS 311-01 **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: _____

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:

_____
(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/publications/position-taskbooks

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/publications/310-1.

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) <u>or</u> 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.

ICT2 and ICT1

Competency: Assume position responsibilities.

Description: Successfully assume role of Incident Commander and initiate position activities at the appropriate time according to the following behaviors.

TASK	CODE	EVAL. RECORD #	EVALUATOR: Initial & date upon completion of task
Behavior: Ensure readiness for assignment.			
1. Complete required team management responsibilities. • *Team recruitment and selection* • *Standard operating procedures* • *Team building* • *Team roster* • *Necessary equipment*	O		
2. Gather necessary information and intelligence. • *Contact agency administrator.* • *Negotiate in-briefing time and location.* • *Negotiate team configurations based on incident needs.*	O		
Behavior: Ensure availability, qualifications, and capabilities of resources to complete assignment.			
3. Assess situation to determine immediate resource needs. • *Make appropriate decisions about immediate needs and actions.* • *Order additional resources through established channel.*	I		
4. Evaluate staffing needs required to manage the incident. • *Organize to meet the needs for management and control of the incident.* • *Assure consistency with Incident Command System (ICS) organizational structure.* • *Identify training opportunities.* • *Ensure established dispatch channels are utilized to order resources.* • *Release excess staff.* • *Request appropriate technical specialists to cope with special conditions on the incident.*	I		

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

ICT2 and ICT1

TASK	CODE	EVAL. RECORD #	EVALUATOR: Initial & date upon completion of task
Behavior: Gather, update, and apply situational information relevant to the assignment.			
5. Obtain information, direction, and authority from Agency Administrator briefing to effectively manage the incident according to agency's requirements. • *Information gaps to be resolved* • *Limitations* • *Priorities* • *Logistical concerns* • *Considerations (e.g., environmental concerns, safety, fiscal considerations or constraints, values to be protected, evacuation/sheltering, political implications, legal potential, socio-economic issues, media, jurisdiction including adjacent jurisdictions, cooperating and assisting agencies)* • *Ordering process* • *Points of contact/chain of command/line of authority*	W		
6. Obtain necessary documentation. • *Pre-plans* • *Land management plan(s)* • *Wildland fire decision support documentation or other relevant plan* • *Directories (phone, notification)* • *Written incident status summary* • *Authorizations (e.g., cell phones, rental vehicles, computers)*	W		
7. Obtain initial briefing from current Incident Commander.	I		
Behavior: Establish effective relationships with relevant personnel.			
8. Establish and maintain positive interpersonal and interagency working relationships.	I		
9. Identify and establish working relationships with Emergency Operations Center (EOC), communications centers, Multi-Agency Coordination (MAC) group, expanded dispatch or area command as needed.	I		

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

ICT2 and ICT1

TASK	CODE	EVAL. RECORD #	EVALUATOR: Initial & date upon completion of task
Behavior: Establish organization structure, reporting procedures, and chain of command of assigned resources.			
10. Create an effective command climate. • *Provide commander's intent and guidance.* • *Manage team and its activities effectively.* • *Aggressively assume responsibility for the incident and initiate action.*	I		
11. Evaluate the need for unified command. • *Identify appropriate jurisdictional agencies.*	O		

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

ICT2 and ICT1

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	CODE	EVAL. RECORD #	EVALUATOR: Initial & date upon completion of task
Behavior: Ensure the safety, welfare, and accountability of assigned personnel.			
12. Provide for the safety and welfare of assigned resources. • *Planning process* • *Command and general staff oversight* • *Briefings* • *After Action Reviews (AAR)*	I		
Behavior: Establish work assignments and performance expectations, monitor performance, and provide feedback.			
13. Hold staff individually accountable for decisions and actions within their functions.	I		
14. Hold staff accountable for interactions and coordination with other functional areas.	I		
15. Evaluate performance of subordinates as required by agency policy. • *Complete prior to release from the incident.* • *Discuss with the individual.* • *Facilitate a process to deal with substandard performance or conduct.*	I		
16. Provide training opportunities where available.	I		
17. Document personnel performance actions. • *Adverse* • *Exceptional* • *Contractor*	I		
Behavior: Emphasize teamwork.			
18. Establish cohesiveness among assigned resources.	I		

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

ICT2 and ICT1

TASK	CODE	EVAL. RECORD #	EVALUATOR: Initial & date upon completion of task
Behavior: Coordinate interdependent activities.			
19. Ensure interfunctional, interagency coordination and communication. • *Coordinate with cooperators and stakeholders involved in incident activities.*	I		
20. Identify the sources of incident funding and anticipate daily expenditures. • *Manage cost.* • *Identify approval authorities.* • *Ensure resource commitment is consistent with values to be protected.*	I		

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

ICT2 and ICT1

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	CODE	EVAL. RECORD #	EVALUATOR: Initial & date upon completion of task
Behavior: Ensure relevant information is exchanged during briefings and debriefings.			
21. Conduct initial command and general staff briefing and validate team protocols. • *Assess organizational needs.* • *Identify additional resource needs.* • *Schedule planning cycle.* • *Review team expectations of Incident Commander and Agency Administrator(s).* • *Identify critical factors to ensure team success.* • *Prioritize initial incident objectives.*	I		
22. Participate in briefings. • *Ensure briefings are accurate, timely, and include appropriate personnel.* • *Brief external support organizations.*	I		
23. Ensure debriefings occur and participate as necessary. • *Ensure incident situation status information is current and complete.*	I		
24. Conduct After Action Reviews (AARs). • *Staff/Incident Management Team (IMT)* • *Strengths and weaknesses* • *Commendations and recommendations*	I		
25. Participate in incident close-out with Agency Administrator according to agency requirements. • *Incident analysis/narrative* • *Personal performance evaluation* • *Commendations and recommendations*	I		

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

ICT2 and ICT1

TASK	CODE	EVAL. RECORD #	EVALUATOR: Initial & date upon completion of task
Behavior: Ensure documentation is complete and disposition is appropriate.			
26. Maintain personal documentation. • *Maintain appropriate personal notes.* • *Document critical issues occurring on the incident.*	I		
27. Review intelligence documents for accuracy, timeliness, and appropriate distribution. • *ICS 209, Incident Status Summary* • *Area command or MAC priority*	I		
28. Ensure incident documentation package is complete. • *Organized according to agency requirements.* • *Retention of appropriate personal documentation.* • *Complete incident financial package to agency requirements.*	I		
29. Ensure completion of incident analysis/narrative per agency requirements. • *Summary of incident actions* • *Significant events* • *Key decisions made* • *Effective outcomes* • *Problems* • *Recommendations for future action*	I		
Behavior: Gather, produce and distribute information as required by established guidelines and ensure understanding by recipient.			
30. Ensure accurate and timely internal information flow occurs at all levels of the incident. • *Provide information as required by the Agency Administrator and agency policy or guidelines.* • *Provide accurate, complete information to relevant personnel in a timely manner.*	I		

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

ICT2 and ICT1

TASK	CODE	EVAL. RECORD #	EVALUATOR: Initial & date upon completion of task
Behavior: Communicate and ensure understanding of work expectations within the chain of command and across functional areas.			
31. Establish and coordinate time frames with staff. • *Task* • *Purpose* • *End State*	I		
Behavior: Develop and implement plans and gain concurrence of affected agencies and/or the public.			
32. Oversee the planning process. • *Time and location of meeting.* • *Current situation and resource status.* • *Validated incident objectives.* • *Validated strategy/tactics.* • *Resources and support/service required to implement tactical plan.* • *Contingency plan.* • *Incident safety analysis.* • *Logistical support (including aviation).*	I		
33. Approve completed Incident Action Plans (IAP). • *Ensure plan is complete, accurate, realistically attainable, and supports the incident objectives.*	I		

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

ICT2 and ICT1

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	CODE	EVAL. RECORD #	EVALUATOR: Initial & date upon completion of task
Behavior: Administer and/or apply agency policy, contracts and agreements.			
34. Review and execute Delegation of Authority.	I		
35. Ensure agreements are available and are factored into overall incident management operations. • *Financial Agreements* • *Mutual Aid Agreements* • *Contracts* • *Labor relations* • *Memorandums of Understanding (MOU)* • *Interagency Agreements* • *Cost apportionment*	I		
Behavior: Gather, analyze, and validate information pertinent to the incident or event and make recommendations for setting priorities.			
36. Assess and analyze current and changing situations to determine action. • *Prioritize current objectives.* • *Select strategies.* • *Identify resource capabilities.* • *Assign resources.*	I		
37. Anticipate future situations and identify appropriate resource(s) and planning needs. • *Contingency plans*	I		
38. Identify and resolve problems that could affect the outcome of the incident. • *Media* • *Political issues* • *Conflicting objectives*	I		

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

ICT2 and ICT1

TASK	CODE	EVAL. RECORD #	EVALUATOR: Initial & date upon completion of task
Behavior: Prepare clear and concise assessments regarding hazards, hazard behavior, weather, and other relevant events.			
39. Evaluate special conditions, existing or predicted, which require technical expertise. • *Hazardous materials* • *Geological hazard* • *Land management policies* • *Long range planning needs* • *Urban interface needs* • *Incident accident investigation* • *Law enforcement needs*	R		
Behavior: Make appropriate decisions based on analysis of gathered information.			
40. Develop clear and concise operational period and incident objectives. • *Measurable and attainable.* • *Meet Agency Administrator's direction.*	I		
41. Develop and validate strategy and tactics commensurate with available resources, incident objectives, and safety considerations.	I		
42. Make appropriate decisions. • *Based on available information.* • *Commensurate with values to be protected.* • *Timely* • *Consider staff input.* • *Consistent with operational period and incident objectives.*	I		
Behavior: Take appropriate action based on assessed risks.			
43. Ensure the Risk Management Process is maintained.	I		

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

ICT2 and ICT1

TASK	CODE	EVAL. RECORD #	EVALUATOR: Initial & date upon completion of task
44. Base actions on ICS 215A, Incident Safety Analysis. • *Implement appropriate tactics.* • *Ensure public safety.*	I		
Behavior: Modify approach based on evaluation of incident situation.			
45. Continually evaluate overall incident response and modify response as necessary. • *Revise incident objectives.* • *Revise mitigation actions based on ICS 215A, Incident Safety Analysis.* • *Manage a critical incident within an incident.*	I		
Behavior: Follow established procedures and/or safety procedures relevant to given assignment.			
46. Ensure functional areas integrate safety considerations into all aspects of incident management.	I		
Behavior: Ensure operations consider socio-economic, political and cultural aspects.			
47. Anticipate and respond proactively to social, political and cultural issues and concerns. • *Local procurement* • *Elected officials* • *Private landowners and permittees* • *Resource advisors* • *Public figures*	I		
Behavior: Develop appropriate information releases and conduct media interviews according to established protocol.			
48. Review and approve information releases. • *Follow established information protocol for information releases.* • *Ensure releases are timely and accurate.*	I		

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

ICT2 and ICT1

TASK	CODE	EVAL. RECORD #	EVALUATOR: Initial & date upon completion of task
49. Participate in media interviews. • *Present a positive, professional image to the public and the media during interviews.*	I		
50. Participate in public meetings. • *Establish external communication protocols with the affected publics.* • *Anticipate and respond proactively to public issues and concerns.*	I		
Behavior: Transfer position duties while ensuring continuity of authority and knowledge and taking into account the increasing or decreasing incident complexity.			
51. Develop and implement a plan for transfer of command. • *Ensure plan contains accurate assessment of the situation.* • *Identify incident needs.* • *Identify release priorities.* • *Determine date and time of transition and transfer of command.* • *Complete transition of functional duties in a timely, smooth, and efficient manner.* • *Inform assigned personnel, agencies and interested parties of transition time.* • *Request rescission of Delegation of Authority.* • *Ensure a complete, accurate, detailed briefing occurs.* • *Ensure respective command and general staff brief their counterparts.* • *Ensure no adverse impact on safety or productivity.*	I		
Behavior: Plan for demobilization and ensure demobilization procedures are followed.			
52. Ensure adequate incident demobilization plan is in place. • *Establish realistic release priorities.* • *Address agency, cooperating/assisting agency and incident requirements.* • *Minimize contract, transportation, and personnel costs.* • *Ensure incident and agency demobilization safety and travel procedures are followed.*	I		

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

Evaluation Record # _____

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): _____

Additional Evaluation Record Sheets can be downloaded at http://www.nwcg.gov/publications/position-taskbooks

Evaluation Record # _____

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):

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_____ **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.

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