

A Publication of the  
U.S. Forest Service  
Department of the Interior  
U.S. Fire Administration



**Task Book for the Position of:**  
**Emergency Support Function 4,**  
**Primary Leader**  
**(ESFL)**

**MARCH 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:  
USFS, Fire & Aviation Management, Disaster & Emergency Operations Branch, Washington Office

## **EMERGENCY SUPPORT FUNCTION 4 (ESF4) POSITION TASK BOOK**

These Position Task Books (PTBs) have been developed for designated positions assigned to Emergency Support Function 4 (ESF4) under the National Response Framework (NRF). Each PTB is designed to be consistent with National Wildfire Coordinating Group (NWCG) PTBs and 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 the same as those 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.

## Emergency Support Function 4 Primary Leader (ESFL)

### Competency: Assume position responsibilities.

*Description: Successfully assume role of Emergency Support function 4 (ESF4) Primary Leader and initiate position activities at the appropriate time according to the following behaviors.*

TASK	C O D E	EVAL. RECORD #	EVALUATOR: Initial & date upon completion of task
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#### Behavior: Ensure availability, qualifications and capabilities of resources to complete assignment.

1. Obtain necessary ESF4 support resources.	<b>O</b>		
2. Coordinate with appropriate functional areas to obtain resources to organize work space and keep unit operating. <ul style="list-style-type: none"> <li>• <i>Order material and supplies using established procedures</i></li> <li>• <i>Maintain quantities of forms, supplies, and materials at a level to prevent shortage of any basic needed items</i></li> <li>• <i>Acquire equipment and property (e.g., telephones, computers, etc.)</i></li> <li>• <i>Ensure appropriate number of people to support unit.</i></li> <li>• <i>Ensure adequate signage for work locations</i></li> </ul>	<b>I</b>		

#### Behavior: Gather, update, and apply situational information relevant to the assignment.

3. Obtain initial briefing from National/Regional/Area ESF4 Coordinator on expectations, concerns, and constraints.	<b>I</b>		
4. Obtain briefing from the Emergency Services Branch Director, Operations Section Chief, or ESFL at the NRCC, RRCC, or JFO. <ul style="list-style-type: none"> <li>• <i>Acquire essential transition information required for activation or takeover of the assignment</i></li> <li>• <i>Acquire current status of incident situation, current and anticipated ESF4 missions, and sensitive issues and concerns</i></li> <li>• <i>Acquire current organizational structure, reporting requirements and processes, and meeting/briefing schedule and locations</i></li> </ul>	<b>I</b>		

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

## Emergency Support Function 4 Primary Leader (ESFL)

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**Behavior: Gather, update, and apply situational information relevant to the assignment.**

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<p>5. Establish situational awareness pertinent to ESF4.</p> <ul style="list-style-type: none"> <li>• <i>Organizational contacts (e.g., counterparts, FEMA personnel, other ESFs)</i></li> <li>• <i>Supporting documentation (e.g., maps; digital information; ICS 209s; Mission Assignments)</i></li> </ul>	<b>O</b>		
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**Behavior: Establish effective relationships with relevant personnel.**

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<p>6. Conduct self in a professional manner.</p> <ul style="list-style-type: none"> <li>• <i>Respectful and courteous</i></li> <li>• <i>Respectful of public and private property</i></li> </ul>	<b>I</b>		
<p>7. Establish and maintain positive interpersonal and interagency working relationships.</p>	<b>I</b>		

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**Behavior: Establish organization structure, reporting procedures, and chain of command of assigned resources.**

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<p>8. Obtain Delegation of Authority from Regional/Area ESF4 Coordinator.</p>	<b>I</b>		
<p>9. Organize assigned personnel to meet the needs of the unit.</p>	<b>I</b>		
<p>10. Establish ESF4 operating ground rules (e.g., operating procedures, reporting requirements, shared authorities, reporting time frames, communications flow).</p>	<b>I</b>		
<p>11. Manage impacts from forces external to ESF4 operations.</p> <ul style="list-style-type: none"> <li>• <i>Identify political/social/economic/sensitive issues early and deal with them in a professional and timely manner</i></li> <li>• <i>Implement/execute technologies to benefit operations</i></li> </ul>	<b>I</b>		

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

## Emergency Support Function 4 Primary Leader (ESFL)

### 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
<b>Behavior: Model leadership values and principles.</b>			
12. Exhibit principles of duty. <ul style="list-style-type: none"> <li>• <i>Be proficient in your job, both technically and as a leader</i></li> <li>• <i>Make sound and timely decisions</i></li> <li>• <i>Ensure tasks are understood, supervised and accomplished</i></li> <li>• <i>Develop your subordinates for the future</i></li> </ul>	I		
13. Exhibit principles of respect. <ul style="list-style-type: none"> <li>• <i>Know our subordinates and look out for their well-being</i></li> <li>• <i>Keep your subordinates informed</i></li> <li>• <i>Build the team</i></li> <li>• <i>Employ your subordinates in accordance with their capabilities</i></li> </ul>	I		
14. Exhibit principles of integrity. <ul style="list-style-type: none"> <li>• <i>Know yourself and seek improvement</i></li> <li>• <i>Seek responsibility and accept responsibility for your actions</i></li> <li>• <i>Set the example</i></li> </ul>	I		
<b>Behavior: Ensure the safety, welfare, and accountability of assigned personnel.</b>			
15. Provide for the safety and welfare of assigned resources. <ul style="list-style-type: none"> <li>• <i>Recognize, mitigate and communicate potentially hazardous situations as it relates to accepting, denying, or redirecting mission assignments</i></li> <li>• <i>Monitor condition of assigned resources</i></li> <li>• <i>Account for assigned resources</i></li> </ul>	I		

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



## Emergency Support Function 4 Primary Leader (ESFL)

**Behavior: Establish work assignments and performance expectations, monitor performance, and provide feedback.**

16. Complete daily review of staffing requirements and ensure adequate personnel to meet needs.	I		
17. Develop schedule/assignments based on Incident Action Plan (IAP) or relevant plan.	I		
18. Ensure subordinates understand assignment for operational period.	I		

**Behavior: Emphasize teamwork.**

19. Establish cohesiveness among assigned resources. <ul style="list-style-type: none"> <li>• <i>Provide for open communication</i></li> <li>• <i>Seek commitment</i></li> <li>• <i>Set expectations for accountability</i></li> <li>• <i>Focus on the team result</i></li> </ul>	I		
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**Behavior: Coordinate interdependent activities.**

20. Ensure inter-functional, interagency coordination and communication. <ul style="list-style-type: none"> <li>• <i>Coordinate with cooperators and stakeholders involved in incident activities</i></li> </ul>	I		
21. Coordinate with other ESFs and sections for completion of work assignments. <ul style="list-style-type: none"> <li>• <i>Assist other sections to meet priorities and time frames</i></li> <li>• <i>Receive and transmit needed information</i></li> </ul>	I		

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

## Emergency Support Function 4 Primary Leader (ESFL)

<p>22. Prepare and execute Mission Assignments from FEMA and subtasking requests to/from other agencies</p> <ul style="list-style-type: none"> <li>• <i>Prepare/process Action Request Forms with cost estimates</i></li> <li>• <i>Evaluate Mission Assignments for applicability to ESF4 or USFS role under the National Response Framework (NRF), and make alternative suggestions if outside this role/scope</i></li> <li>• <i>Evaluate Mission Assignments for compliance with All Hazard Doctrine principles.</i></li> <li>• <i>Order and track resources needed to meet Mission Assignments</i></li> <li>• <i>Track and analyze costs of resources being used to meet Mission Assignments</i></li> <li>• <i>Request amendments to Mission Assignments to reflect needed changes in task, funding, or resources</i></li> </ul>	<b>I</b>		
<p>23. Identify the sources of incident funding and anticipate daily expenditures.</p> <ul style="list-style-type: none"> <li>• <i>Identify and track costs</i></li> <li>• <i>Identify approval authorities</i></li> </ul>	<b>I</b>		
<p>24. Interact successfully with Agency Administrators, fire management personnel, Multi-Agency Coordinating (MAC) group(s), Incident Management Teams (IMTs), Federal Emergency Management Agency (FEMA) officials, other ESFs, and/or other entities/parties.</p> <ul style="list-style-type: none"> <li>• <i>Describe/interpret contracts, agreements, Memoranda of Understanding (MOU), and plans</i></li> <li>• <i>Conduct operations within policy/legal constraints</i></li> </ul>	<b>I</b>		

### 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
<b>Behavior: Ensure relevant information is exchanged during briefings and debriefings.</b>			
<p>25. Brief and keep subordinates informed and updated.</p> <ul style="list-style-type: none"> <li>• <i>Ensure ESFL expectations are communicated and understood</i></li> </ul>	<b>I</b>		

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

## Emergency Support Function 4 Primary Leader (ESFL)

TASK	C O D E	EVAL. RECORD #	EVALUATOR: Initial & date upon completion of task
<b>Behavior: Ensure relevant information is exchanged during briefings and debriefings.</b>			
26. Ensure timely/accurate reporting and briefings occur. • <i>Communicate in timely, clear manner</i>	I		
27. Attend incident operational briefings, planning meetings, and other meetings. • <i>Provide information as requested</i> • <i>Brief assigned staff on meeting content/outcomes</i>	I		
28. Participate in briefings and After Action Reviews (AARs).	I		
29. Coordinate the safe, effective and orderly demobilization of ESF4 resources. • <i>Attend appropriate closeout and/or transition meeting(s)</i>	I		
<b>Behavior: Ensure documentation is complete and disposition is appropriate.</b>			
30. Ensure documentation is completed as required. • <i>Briefing papers</i> • <i>Mission Assignment/cost logs</i> • <i>Situation reports</i> • <i>SF 261, Crew Time Reports</i> • <i>ICS 214, Unit Log</i> • <i>ICS 225, Incident Personnel Performance Rating</i>	I		
31. Compile unit documentation for final closeout package.	I		

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

## Emergency Support Function 4 Primary Leader (ESFL)

TASK	C O D E	EVAL. RECORD #	EVALUATOR: Initial & date upon completion of task
<b>Behavior: Communicate and ensure understanding of work expectations within the chain of command and across functional areas.</b>			
32. Ensure the development and display of information to assist decision makers in keeping abreast of the total situation. <ul style="list-style-type: none"> <li>• <i>Agency Administrators</i></li> <li>• <i>Fire management personnel</i></li> <li>• <i>FEMA officials</i></li> </ul>	<b>I</b>		
33. Coordinate across functional areas. <ul style="list-style-type: none"> <li>• <i>Routinely Coordinate with other ESFs, wildland fire entities, and support agencies</i></li> <li>• <i>Provide and obtain status reports and information up, down, and laterally within the FEMA organization, Forest Service, and support agencies and organizations</i></li> </ul>	<b>I</b>		

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

## Emergency Support Function 4 Primary Leader (ESFL)

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

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

TASK	C O D E	EVAL. RECORD #	EVALUATOR: Initial & date upon completion of task
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### Behavior: Gather, analyze, and validate information pertinent to the incident or event and make recommendations for setting priorities.

34. Advise Agency Administrators, fire management personnel, National/Regional/Area ESF4 Coordinators, FEMA officials, and/or MAC group and facilitate implementation of their decisions. <ul style="list-style-type: none"> <li>• <i>Gather and analyze data, develop alternatives, and make recommendations</i></li> <li>• <i>Provide the data for priority setting and allocation of resources and other decisions</i></li> <li>• <i>Recognize situations where an alternative method or course of action is warranted or appropriate</i></li> </ul>	I		
35. Evaluate available information and make recommendations to support the incident. <ul style="list-style-type: none"> <li>• <i>Workload priorities</i></li> <li>• <i>Staff assignments</i></li> <li>• <i>Information requests</i></li> </ul>	I		
36. Anticipate and analyze long-term, big-picture potential consequences, and develop mitigation alternatives.	I		
37. Monitor and document progress towards incident objectives and prepare for transition.	I		

### Behavior: Make appropriate decisions based on analysis of gathered information.

38. Determine and monitor current status of ESF4 activities.	I		
39. Make independent decisions based on available information. <ul style="list-style-type: none"> <li>• <i>Changing needs</i></li> <li>• <i>Staffing levels</i></li> </ul>	I		

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

## Emergency Support Function 4 Primary Leader (ESFL)

TASK	C O D E	EVAL. RECORD #	EVALUATOR: Initial & date upon completion of task
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**Behavior: Follow established procedures and/or safety procedures relevant to given assignment.**

40. Ensure established guidelines are followed. <ul style="list-style-type: none"> <li>• <i>Work/rest</i></li> <li>• <i>Personal protective equipment (PPE) when required for field assignments (e.g., ERT-A)</i></li> <li>• <i>Communications (e.g., cell phone, email)</i></li> </ul>	<b>I</b>		
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**Behavior: Transfer position duties while ensuring continuity of authority and knowledge and taking into account the increasing or decreasing incident complexity.**

41. Coordinate an efficient transfer of position duties when mobilizing/demobilizing. <ul style="list-style-type: none"> <li>• <i>Inform subordinate staff and appropriate FEMA staff</i></li> <li>• <i>Inform appropriate USFS regional staff and ESFLs at RRCCs, JFOs, GACCs, and the NRCC, as appropriate</i></li> <li>• <i>Document follow-up action needed and submit to supervisor</i></li> </ul>	<b>I</b>		
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*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, Wildland Fire Use, 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): \_\_\_\_\_

