

A Publication of the
National Wildfire
Coordinating Group

NATIONAL INTERAGENCY INCIDENT MANAGEMENT SYSTEM

Sponsored by
United States
Department of Agriculture

TASK BOOK FOR THE POSITION OF

United States
Department of the Interior

INCIDENT COMMUNICATIONS MANAGER (INCM)

National Association of
State Foresters



PMS 311-41
NFES 2351

August 1993

TASK BOOK ASSIGNED TO:
INDIVIDUAL'S NAME, DUTY STATION, AND PHONE NUMBER
TASK BOOK INITIATED BY:
OFFICIAL'S NAME, TITLE, DUTY STATION, AND PHONE NUMBER
LOCATION AND DATE THAT TASK BOOK WAS INITIATED

The material contained in this book accurately defines the performance expected of the position for which it was developed. This task book is approved for use as a position qualification document in accordance with the instructions contained herein.

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

FINAL EVALUATOR'S VERIFICATION

I verify that all tasks have been performed and are complete with signatures. I also verify that

has performed as a trainee and should therefore be considered for certification in this position.

EVALUATOR'S SIGNATURE AND DATE

EVALUATOR'S PRINTED NAME, TITLE, DUTY STATION, AND PHONE NUMBER

AGENCY CERTIFICATION :

I certify that _____
has met all requirements for qualification in this position and that such qualification has been issued.

CERTIFYING OFFICIAL'S SIGNATURE AND DATE

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

Additional copies of this publication may be ordered from:

National Interagency Fire Center, ATTN: Supply
3833 S. Development Avenue
Boise, Idaho 83705-5354

Order NFES # 2351

NATIONAL WILDFIRE COORDINATING GROUP POSITION TASK BOOK

Position Task Books (PTB) have been developed for designated positions within the National Interagency Incident Management System. Each PTB lists the performance requirements (tasks) for the specific position in a format that allows a trainee to be evaluated against written guidelines. Successful performance of all tasks, as observed and recorded by an evaluator, will result in a recommendation to the agency that the trainee be certified in that position.

Evaluation and confirmation of the individual's performance of all the tasks may involve more than one evaluator and can occur on incidents, in classroom simulation, and in other work situations. Designated PTBs require position performance during which the majority of required tasks are demonstrated on a single incident. Some positions also required that specific tasks be performed on a wildland fire—performance of these tasks on other types of incidents are NOT qualifying. It is important that performance be critically evaluated and accurately recorded by each evaluator. All tasks must be evaluated. All bullet statements within a task which require an action (contain an action verb) must be demonstrated before that task can be signed off.

A more detailed description of this process, definitions of terms, and responsibilities are included in the Wildland Fire Qualification Subsystem Guide 310-1. A brief list of responsibilities also appears below.

RESPONSIBILITIES:

1. The **Local Office** is responsible for:
 - Selecting trainees based on the needs of the local office and the geographic area.
 - Ensuring that the trainee meets the training and experience requirements included in the Wildland Fire Qualification Subsystem Guide 310-1.
 - Issuing PTBs to document task performance.
 - Explaining to the trainee the purpose and processes of the PTB as well as the trainee's responsibilities.
 - Providing opportunities for evaluation and/or making the trainee available for evaluation.
 - Providing an evaluator for local assignments.
 - Tracking progress of the trainee.
 - Confirming PTB completion.
 - Determining certification per local policy.
 - Issuing proof of certification.
2. The **individual** is responsible for:
 - Reviewing and understanding instructions in the PTB.
 - Identifying desired objectives/goals.

- Providing background information to an evaluator.
 - Satisfactorily demonstrating completion of all tasks for an assigned position within three years.
 - Assuring the Evaluation Record is complete.
 - Notifying local office personnel when the PTB is completed and providing a copy.
 - Keeping the original PTB in personal records.
3. The **Evaluator** is responsible for:
- Being qualified and proficient in the position being evaluated.
 - Meeting with the trainee and determining past experience, current qualifications, and desired objectives/goals.
 - Reviewing tasks with the trainee.
 - Explaining to the trainee the evaluation procedures that will be utilized and which objectives may be attained.
 - Identifying tasks to be performed during the evaluation period.
 - Accurately evaluating and recording demonstrated performance of tasks. Satisfactory performance shall be documented by dating and initialing completion of the task. Unsatisfactory performance shall be documented in the Evaluation Record.
 - Completing the Evaluation Record found at the end of each PTB.
 - Signing the verification statement inside the front cover of the PTB when all tasks have been initialed.
4. The **Training Specialist** is responsible for:
- Identifying incident evaluation opportunities.
 - Identifying and assigning an evaluator that can provide a positive experience for the trainee, and make an accurate and honest appraisal of the trainee's performance.
 - Providing PTBs to approved trainees on the incident when local agency was unable to provide them.
 - Documenting the assignment.
 - Conducting progress reviews.
 - Conducting a close-out interview with the trainee and evaluator and assuring that documentation is proper and complete.

QUALIFICATION RECORD

POSITION: INCIDENT COMMUNICATIONS MANAGER (INCM)

TASK	C O D E*	EVALUATION RECORD #	EVALUATOR: Initial & date upon completion of task
<p><u>GENERAL</u></p> <p>1. <u>Obtain and assemble information and materials needed for kit.</u> Kit will be assembled and prepared prior to receiving an assignment. Kit will contain critical items needed for the assignment and items needed for functioning during the first 48 hours. Kit will be easily transportable and within agency weight limitation (per National Mobilization Guide). The basic information and materials needed are:</p> <ul style="list-style-type: none"> • Fireline Handbook 410-1. • ICS Form 210, Status Charge Card. • ICS Form 211, Check-In List. • ICS Form 213, General Message. • ICS Form 214, Unit Log and File. • Assorted pens, pencils, felt tip markers, thumb tacks, string tags, pads of paper, clipboard, masking tape. • Flashlight. • Alarm clock. • Pad of radio logs (agency specific). 	O		

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 I = task must be performed on an incident (flood, fire, search & rescue, etc.)
 W = task must be performed on a wildfire incident
 /R = Rare event—the evaluation assignment may not provide opportunities to demonstrate performance. The evaluator may be able to determine skills/knowledge through interview or the home office may need to arrange for another assignment or a simulation.

QUALIFICATION RECORD
Continuation Sheet

POSITION: INCIDENT COMMUNICATIONS MANAGER (INCM)

TASK	C O D E*	EVALUATION RECORD #	EVALUATOR: Initial & date upon completion of task
<p><u>MOBILIZATION</u></p> <p>2. <u>Obtain complete information from dispatch upon initial activation.</u> Prior to dispatch to the incident, the following information is obtained.</p> <ul style="list-style-type: none"> • Incident order number. • Request number. • Incident name. • Incident number. • Reporting location (drop point). • Phone contacts. • Radio frequencies. • Transportation arrangements and routes. • Reporting times. 	O		

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QUALIFICATION RECORD
Continuation Sheet

POSITION: INCIDENT COMMUNICATIONS MANAGER (INCM)

TASK	C O D E*	EVALUATION RECORD #	EVALUATOR: Initial & date upon completion of task
<p>3. <u>Gather information.</u> Gather all available information necessary to accurately assess incident; make appropriate decisions about immediate needs and actions including:</p> <ul style="list-style-type: none"> • Check-in location. • Reporting time (ETA). • Travel route. • Order number. • Assigned incident commander's name/location. • Type of incident. • Current resource commitments. • Current situation status. • Expected duration of incident. • Terrain. • Weather (current and expected). • Agency administrator's name and method to reach (as appropriate). • Agency administrator's briefing requirements (as appropriate). • Phone/radio contact procedures during travel. 	O		
<p><u>INCIDENT ACTIVITIES</u></p> <p>4. <u>Arrive at incident and check in.</u> Arrive properly equipped at incident assigned location within acceptable time limits. Check in according to agency guidelines.</p>	I		

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QUALIFICATION RECORD
Continuation Sheet

POSITION: INCIDENT COMMUNICATIONS MANAGER (INCM)

TASK	C O D E*	EVALUATION RECORD #	EVALUATOR: Initial & date upon completion of task
<p>5. <u>Obtain pertinent incident information to accomplish tasks from the Communications Unit Leader.</u></p> <ul style="list-style-type: none"> • Obtain a copy of the Incident Action Plan and other informational documents from Communications Unit Leader, e.g., maps. • Attend all communications unit and operational shift briefings as well as appropriate planning section meetings (when invited). 	I		
<p>6. <u>Establish the incident communications/message center.</u></p> <ul style="list-style-type: none"> • Coordinate with the Facilities Unit Leader on location of the incident communications/message center. • Follows parameters outlined by Communications Unit Leader for physical establishment of incident communications/message center. 	I		
<p>7. <u>Acquire supplies necessary to set up and operate the incident communications/message center.</u></p> <ul style="list-style-type: none"> • Acquire forms, i.e., radio logs, ICS Form 213 (General Message), ICS Form 210 (Status Change Card), telephone logs. • Locate or order, from the facilities unit, furnishings for the incident communications/message center. 			

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QUALIFICATION RECORD
Continuation Sheet

POSITION: INCIDENT COMMUNICATIONS MANAGER (INCM)

TASK	C O D E*	EVALUATION RECORD #	EVALUATOR: Initial & date upon completion of task
<p>8. <u>Manage the incident communications/message center.</u></p> <ul style="list-style-type: none"> • Schedule staff shifts. • Identify staffing needs. Advise Communications Unit Leader of additional staffing needs for the incident communications/message center. • Carry out established policies, priorities and operational procedures. • Ensure emergency procedures are followed. • Maintain input of significant events for entry into unit log. • Ensure proper radio procedures and protocols are followed. • Ensure that all incident communications/message center personnel are performing assigned tasks. • Monitor documentation practices of center personnel. • Maintain records for historical archive purposes. • Monitor message routing to assure proper distribution. • Provide for the safety and general welfare of incident communications/message center personnel. • Conduct shift briefing for relief incident radio operators and messengers. 	I		

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QUALIFICATION RECORD
Continuation Sheet

POSITION: INCIDENT COMMUNICATIONS MANAGER (INCM)

TASK	C O D E*	EVALUATION RECORD #	EVALUATOR: Initial & date upon completion of task
<ul style="list-style-type: none"> • Ensure information regarding communications equipment restrictions or coverage limitations is disseminated to center personnel. • Interact with Communications Unit Leader to identify system or operational problems. 			
<p>9. <u>Organize the communications center, maintain equipment accountability and inventories.</u></p> <ul style="list-style-type: none"> • Understand the operation and proper utilization of communications center personnel and equipment. • Ensure the orderly arrangement of furnishings, equipment and supply inventories in the communications center. • Delegate tasks and equipment functions for each operator position to provide for the proper functioning of the incident communications/message center. • Maintain proper atmosphere for operator efficiency. • Maintain or, if directed, establish accountability system for issuing of hand-held radio resources. • Ensure that issued equipment is operational (includes battery replacement). • Keep an up-to-date inventory of radio equipment including batteries. 	I		

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QUALIFICATION RECORD
Continuation Sheet

POSITION: INCIDENT COMMUNICATIONS MANAGER (INCM)

TASK	C O D E*	EVALUATION RECORD #	EVALUATOR: Initial & date upon completion of task
10. <u>Brief subordinate(s) and relief personnel.</u> Direct communication is critical. Information is to be given periodically and with every change from planned work. The chain of command must be followed. Overall incident information is important to subordinates.	I		
11. <u>Maintains ICS Form 214 (Unit Log).</u> Unit Log will be kept current, legible and all major activities will be documented.	I		
12. <u>Evaluate performance of subordinates as required by agency policy.</u> Performance evaluations are done for all unit personnel prior to their release from the incident. Performance evaluations are discussed with the individual.	I		
13. <u>Demobilization and check-out.</u> <ul style="list-style-type: none"> • Receive demobilization instructions from work supervisor. • Brief subordinate staff on demobilization procedures and responsibilities. • Ensure that incident and agency demobilization procedures are followed. If required, ICS Form 221 (Demobilization Check-Out) is completed and turned in to the appropriate person. 	I		

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INSTRUCTIONS for EVALUATION RECORD

There are four separate blocks allowing evaluations to be made. These evaluations may be made on incidents, by simulation in classroom, or in daily duties, depending on what the position task book indicates. This should be sufficient for qualification in the position if the individual is adequately prepared. If additional blocks are needed, a page can be copied from a blank task book and attached.

Evaluator's name, incident/office title & agency: List the name of the evaluator, his/her incident position (on incidents) or office title, and agency.

Evaluator's home unit address & phone: self explanatory

#: The number in the upper left corner of the experience block identifies a particular experience or group of experiences. This number should be placed in the column labeled "Evaluation Record #" on the Qualification Record in order to indicate the circumstances under which a particular task was performed.

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

Incident Type: Enter type of incident, e.g., wildfire, search and rescue, flood, etc.

Number and Type of Resources: Enter the number of resources and types assigned to the incident pertinent to the trainee's task book position.

Duration: Enter inclusive dates during which the individual was evaluated. This block may indicate a span of time covering several small and similar incidents if the individual has been evaluated on that basis, i.e., several initial attack fires in similar fuel types.

Mgt. Level: Indicate ICS organization level, i.e., Type 4, Type 3, Type 2, Type 1 or Area Command.

NFFL Fuel Model: For wildfire experience, enter number (1-13) of the fuel model in which the incident occurred and under which the individual was evaluated.

- | | |
|---------------------------------|--------------------------------|
| 1. Short Grass (1 foot) | 8. Closed Timber Litter |
| 2. Timber (grass & understory) | 9. Hardwood Litter |
| 3. Tall grass (2 1/2 feet) | 10. Timber (litter understory) |
| 4. Chaparral (6 feet) | 11. Light Logging Slash |
| 5. Brush (2 feet) | 12. Medium Logging Slash |
| 6. Dormant brush-Hardwood Slash | 13. Heavy Logging Slash |
| 7. Southern Rough | |

Recommendation: Check as appropriate and/or make comments regarding the future needs for development of this trainee.

Date: List the date the record is being completed.

Evaluator's initials: Initial here to authenticate your recommendations and to allow for comparison with initials in the Qualifications Record.

Evaluator's relevant red card rating: List your certification relevant to the trainee position you supervised.

Evaluation Record

TRAINEE NAME		TRAINEE POSITION			
#1	Evaluator's name, incident/office title & agency:				
Evaluator's home unit address & phone:					
Location of Incident or Simulation (agency & area)	Incident Type (wildfire, search & rescue, etc.)	Number & Type of Resources Pertinent to Trainee's Position	Duration (inclusive dates in trainee status)	Mgt. Level (Area Command, Type 1, 2, 3, or 4)	NFFL Fuel Model
			to		
<p>The tasks initialed & dated by me have been performed under my supervision and in a satisfactory manner by the above named trainee. I recommend the following for further development of this trainee:</p> <p>_____ The individual has successfully performed all tasks for the position and should be considered for certification.</p> <p>_____ The individual was not able to complete certain tasks (comments below) or additional guidance is required.</p> <p>_____ Not all tasks were evaluated on this assignment and an additional assignment is needed to complete the evaluation.</p> <p>_____ The individual is severely deficient in the performance of tasks for the position and must complete all training (both mandatory & suggested) prior to further assignment as a trainee.</p> <p>Recommendations: _____</p> <p>_____</p> <p>Date: _____ Evaluator's initials: _____ Evaluator's relevant red card (or agency certification) rating: _____</p>					

#2	Evaluator's name, incident/office title & agency:				
Evaluator's home unit address & phone:					
Location of Incident or Simulation (agency & area)	Incident Type (wildfire, search & rescue, etc.)	Number & Type of Resources Pertinent to Trainee's Position	Duration (inclusive dates in trainee status)	Mgt. Level (Area Command, Type 1, 2, 3, or 4)	NFFL Fuel Model
			to		
<p>The tasks initialed & dated by me have been performed under my supervision and in a satisfactory manner by the above named trainee. I recommend the following for further development of this trainee:</p> <p>_____ The individual has successfully performed all tasks for the position and should be considered for certification.</p> <p>_____ The individual was not able to complete certain tasks (comments below) or additional guidance is required.</p> <p>_____ Not all tasks were evaluated on this assignment and an additional assignment is needed to complete the evaluation.</p> <p>_____ The individual is severely deficient in the performance of tasks for the position and must complete all training (both mandatory & suggested) prior to further assignment as a trainee.</p> <p>Recommendations: _____</p> <p>_____</p> <p>Date: _____ Evaluator's initials: _____ Evaluator's relevant red card (or agency certification) rating: _____</p>					

**Evaluation Record
(Continuation Sheet)**

TRAINEE NAME		TRAINEE POSITION			
#3	Evaluator's name, incident/office title & agency:				
Evaluator's home unit address & phone:					
Location of Incident or Simulation (agency & area)	Incident Type (wildfire, search & rescue, etc.)	Number & Type of Resources Pertinent to Trainee's Position	Duration (inclusive dates in trainee status)	Mgt. Level (Area Command, Type 1, 2, 3, or 4)	NFFL Fuel Model
			to		
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#4	Evaluator's name, incident/office title & agency:				
Evaluator's home unit address & phone:					
Location of Incident or Simulation (agency & area)	Incident Type (wildfire, search & rescue, etc.)	Number & Type of Resources Pertinent to Trainee's Position	Duration (inclusive dates in trainee status)	Mgt. Level (Area Command, Type 1, 2, 3, or 4)	NFFL Fuel Model
			to		
<p>The tasks initialed & dated by me have been performed under my supervision and in a satisfactory manner by the above named trainee. I recommend the following for further development of this trainee:</p> <p>_____ The individual has successfully performed all tasks for the position and should be considered for certification.</p> <p>_____ The individual was not able to complete certain tasks (comments below) or additional guidance is required.</p> <p>_____ Not all tasks were evaluated on this assignment and an additional assignment is needed to complete the evaluation.</p> <p>_____ The individual is severely deficient in the performance of tasks for the position and must complete all training (both mandatory & suggested) prior to further assignment as a trainee.</p> <p>Recommendations: _____</p> <p>_____</p> <p>Date: _____ Evaluator's initials: _____ Evaluator's relevant red card (or agency certification) rating: _____</p>					