



**FEMA**

**FEMA INCIDENT SUPPORT POSITION TASK BOOK**

**N01 Chief of the NRCS**

**POSITION TASK BOOK (PTB) ASSIGNED TO:**

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Individual's Name, HQ/Region

**POSITION TASK BOOK (PTB) INITIATED BY:**

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Official's Name, Title, HQ/Region

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Date PTB Initiated

**FEMA has developed Position Task Books (PTBs) based on the FEMA doctrine and the National Incident Support Manual (NISM). The material contained in this book accurately defines the performance expected of the position(s) for which it was developed. This task book is approved for use as a position qualification document in accordance with the instructions contained herein.**

## **INTRODUCTION**

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 the PTB.

For PTBs that contain multiple positions, the trainee must be observed completing all tasks in the first section, which contains tasks common to all of the positions within that PTB, and all of the tasks in the section of the PTB which contains tasks specific to the position for which the trainee is attempting to qualify.

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, is required prior to a recommendation that the trainee be certified as qualified in the position. Evaluation and confirmation of the trainee's performance of all tasks may involve more than one evaluator and can occur during events, such as disasters, emergency declarations, special events, and exercises. It is important that all tasks be critically evaluated and recorded by each evaluator.

## **ISSUING AUTHORITY**

This PTB has been issued by the certifying official. Issuance by the certifying official indicates that the trainee has the required prerequisites for this PTB to be initiated. The issuance section of the PTB (i.e., the official's signature on the cover page) documents the initiation of the PTB and that the trainee meets the required prerequisites. It is the discretion of the certifying official as to whether or not to issue a PTB.

## **DEFINITIONS**

- **Competency:** A general description of the abilities needed to successfully fill a particular role. They encompass the knowledge, skills, and abilities that contribute to an individual being able to fulfill their responsibilities. A competency forms the basis for position specific training, position task books, job aids, and other performance-based documents.
- **Behavior:** A description of actions through which a competency is demonstrated, and can provide a means of assessing whether or not an individual is proficient in that competency.
- **Task:** A specific description of a specific action an individual may perform to be successful in carrying out their position responsibilities. 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.

## **RESPONSIBILITIES**

### **1. Certifying Official** is responsible for:

- Identifying trainees based on agency requirements and strategic goals.
- Issuing the Position Task Book and ensuring that the trainee meets all required prerequisites.
- Providing opportunities for evaluation and/or making trainees available for evaluation.
- Explaining to the trainee the purpose and process of the PTB as well as the trainee's responsibilities.
- Tracking progress of the trainee.
- Confirming PTB completion.
- Certifying the trainee for those positions falling within their certification authority.
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### **2. The Trainee** is responsible for:

- Reviewing instructions in the PTB.
- Providing the evaluator with background information pertinent to the position.
- Satisfactorily completing all tasks within 3 years from the date of the first task being evaluated.
- Provide a copy of the completed PTB to the certifying official for review and initiation of the certification process.
- Retaining the original PTB in personal record.

### **3. The Evaluator** is responsible for:

- Being qualified in the position being evaluated.
- Meeting with the trainee and determining past experience, current qualifications, and desired objectives and goals.
- Reviewing tasks with the trainee.
- Explaining to the trainee the purpose and processes of the PTB, as well as the trainee's responsibilities.
- Accurately evaluating and recording demonstrated performance of tasks; initialing and dating completion of the tasks shall document satisfactory performance.
- Documenting unsatisfactory performance in the Evaluation Record.
- Completing the Evaluation Record.

### **4. The Final Evaluator** is the evaluator of the trainee when the final tasks in the PTB are completed. If only one evaluator signs off on all of the tasks in the PTB, then that individual is also the final evaluator. This individual will ensure that all tasks have been initialed and is responsible for:

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### **5. A Certifying Authority** is the FEMA official who has direct reporting responsibility to the FEMA Administrator and has authority to certify FEMA personnel as qualified in identified positions. He/she is responsible for:

- Certifying on the PTB that the trainee has completed all requirements for the position.
- After certification, return the PTB to the individual for their personal records.

**TASKS TO PERFORM**

<p><b>Competency 1: Reflect FEMA Values</b>                  Consistently demonstrates compassion, fairness, integrity, and respect in all actions with both internal and external stakeholders.</p>		
<p><b>Behavior 1.1: Employs the concepts and principles found in the FEMA Doctrine</b></p>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
1.1.1 Ensure the timely, efficient, and cost-effective provision of disaster assistance authorized by law		
Comments:		
1.1.2 Assure compliance with the intent of both the Director of Disaster Operations and the supported Regional Administrator		
Comments:		
1.1.3 Ensure that staff does what leadership's guidance requires and meets deliverable deadlines		
Comments:		
<p><b>Behavior 1.2: Demonstrates compassion, fairness, integrity, and respect in interactions with all stakeholders</b></p>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
1.2.1 Ensure that customer service standards are met		
Comments:		

<b>Competency 2: Exhibits Leadership</b> Influences, guides, and directs assigned personnel to accomplish objectives and desired outcomes in a rapidly changing, high-risk environment.		
<b>Behavior 2.2: Assesses the situation and adapts one’s understanding based on varying perspectives</b>		
Task	Record #	Evaluator Initials
2.2.1 Obtain a clear understanding of the Director of Disaster Operations' mission objectives, priorities, requirements, and Essential Elements of Information/Critical Information Requirements		
Comments:		
2.2.2 Ascertain Response and Recovery actions to date		
Comments:		
2.2.3 Ascertain which States, territories, tribes, and/or local jurisdictions have been impacted		
Comments:		
2.2.4 Ascertain what has been the response by the affected State, territorial, tribal and/or local governments and other stakeholders (e.g., private sector and non-governmental organizations)		
Comments:		
2.2.5 Ascertain how many injuries and/or fatalities have been reported, if any		
Comments:		

2.2.6 Ascertain what stakeholders have been notified and/or activated		
Comments:		
2.2.7 Ascertain the status of disaster declaration(s) or request(s)		
Comments:		
2.2.8 Assess the potential for compounding or additional incidents within the impacted area		
Comments:		
<b>Behavior 2.3: Leads and supports assigned personnel</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
2.3.1 Establish, manage, and enforce deadlines for processes and products		
Comments:		
2.3.2 Ensure the development of the Senior Leadership Brief and other related situational awareness reports and review drafts		
Comments:		
2.3.3 Monitor staff responses to inquiries to ensure that they are efficient, accurate, and prompt		
Comments:		
2.3.4 Direct mission assignment requests to the Resource Support Section Chief or other Federal agencies as needed to support or establish field operations		
Comments:		

2.3.5 Ensure potential shortfalls, trends, and emerging needs are determined through analysis of incident and Regional efforts		
Comments:		
2.3.6 Review all financial reports and budget information		
Comments:		
<b>Behavior 2.5: Creates a collaborative environment across functional areas/external stakeholders</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
2.5.1 Provide guidance and intent from the FEMA Administrator and Director of Disaster Operations to the staff		
Comments:		
2.5.2 Ensure that staff engage in the timely sharing of emerging policy, critical strategic and tactical decisions, and other critical information		
Comments:		
2.5.3 Ensure that all staff sections participate in and provide functional expertise to situational awareness (contributing to the Common Operating Picture), by enforcing common reporting formats and the operational tempo		
Comments:		
2.5.4 Ensure the coordinated and satisfactory execution of issued orders to facilitate unity of effort between the NRCS, RRCS, and incident staffs		
Comments:		

2.5.5 Coordinate with the NRCS for the timely delivery of Federal assistance to affected stakeholders		
Comments:		
2.5.6 Coordinate with other Federal agencies that have incident management or support roles under their own legislative authorities and monitor other Federal agencies' progress toward achieving those goals		
Comments:		
2.5.7 Review and approve all plans and orders to ensure alignment with the needs of supported organizations		
Comments:		
2.5.8 Synchronize the action of the NRCS with Regional and incident efforts		
Comments:		
2.5.9 Develop and support a team approach to the provision of disaster assistance		
Comments:		
2.5.10 Ensure the C-RRCS, the Incident Management Assistance Team Leader, and the Federal Coordinating Officer are included in major policy deliberations and decisions, as appropriate		
Comments:		
2.5.11 Communicate with counterparts at the national level to share situational awareness		
Comments:		

2.5.12 Keep the FEMA Administrator and Director of Disaster Operations informed of critical issues and problem areas, and be prepared to brief them on request		
Comments:		
2.5.13 Prioritize needs in collaboration with the Federal Coordinating Officer or Incident Management Assistance Team Leader, or Regional senior management if no Federal Coordinating Officer has been appointed		
Comments:		
<b>Competency 3: Collaborates Effectively</b> Promotes collaboration and works well with others to effectively accomplish the mission.		
<b>Behavior 3.1: Maintains working relationships</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
3.1.1 Ensure effective communications are established with the RRCS and Federal Coordinating Officer		
Comments:		
3.1.2 Act as a liaison to executive-, Congressional-, and Cabinet-level leadership during a response		
Comments:		

<p><b>Competency 4: Communicates Effectively</b>                  Expresses information in written and verbal formats to individuals and groups effectively, taking into account the audience and nature of the information; listens to others, attends to nonverbal cues, and responds appropriately.</p>		
<p><b>Behavior 4.1: Delivers clear, concise, complete, and correct verbal communication tailored to target audience</b></p>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
4.1.1 Provide briefings to the press and intergovernmental partners as needed		
Comments:		
4.1.2 Brief the FEMA Administrator and the Director of Disaster Operations on emerging national-level tasks and developments and other pertinent data, information, and insight from the staff		
Comments:		
4.1.3 Hold a situation status briefing within the first hour of NRCC activation		
Comments:		
<p><b>Behavior 4.2: Delivers clear, concise, complete, and correct written products tailored to target audience</b></p>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
4.2.1 Review Activation Order for specific content and to ensure accuracy in messaging		
Comments:		

<b>Competency 5: Fulfills Position Responsibilities</b>		
Successfully assumes assigned role and fulfills responsibilities at the appropriate time, performing assigned tasks with a high level of competence.		
<b>Behavior 5.1: Complies with policies and procedures</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
5.1.1 Ensure proper delegations of authority are in place		
Comments:		
5.1.2 Brief out policy decisions in support of the impacted area		
Comments:		
5.1.3 Brief out policy guidance on all personnel management and pay issues related to the NRCS to ensure that the NRCC is an efficient and effective work environment		
Comments:		
5.1.4 Be aware of what is included in any requests for disaster declarations		
Comments:		
5.1.5 Have access to the directory of contact numbers for the disaster from the Situational Awareness Section		
Comments:		

5.1.6 Identify actual and potential policy issues and raise them to the appropriate level for resolution in coordination with appropriate stakeholders (e.g., advisors and liaisons)		
Comments:		
5.1.7 Ensure knowledge and familiarity with Regional and State plans (e.g., Regional All-Hazards Plan)		
Comments:		
<b>Behavior 5.2: Ensures safety, welfare, and accountability of NRCS</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
5.2.1 Ensure that adequate safety measures are in place		
Comments:		
<b>Behavior 5.3: Gathers, organizes, and conveys information</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
5.3.1 Ensure the emerging issues, corrective actions, potential lessons learned, and best practices are captured		
Comments:		
5.3.2 Ensure Common Operating Picture data points are shared throughout the NRCC		
Comments:		

<b>Behavior 5.5: Makes timely, informed recommendations and decisions that consider facts, objectives, constraints, risks, and differing perspectives</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
5.5.1 Ensure staffing levels are appropriate to the activation level		
Comments:		
5.5.2 Recommend activation level (initial, increase, or decrease) and demobilization requests for the NRCS in relation to incident complexity and scope		
Comments:		
5.5.3 Determine the phased process for shifting responsibility for situation reports and mission assignment tracking to the Joint Field Office		
Comments:		
5.5.4 Approve Essential Elements of Information/Critical Information Requirements and answer key requests for information		
Comments:		
5.5.5 Recommend courses of action to the Director of Disaster Operations		
Comments:		
5.5.6 Develop national priorities, objectives, and Essential Elements of Information/Critical Information Requests and ensure that all Section Chiefs are apprised		
Comments:		

5.5.7 Approve the Operational Tempo for reports and briefings after consulting with Section Chiefs and the Regional senior management		
Comments:		
5.5.8 Recommend clear, supportable, and executable national objectives after reviewing Regional and incident objectives		
Comments:		
<b>Behavior 5.6: Participates in the planning process</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
5.6.1 Conduct an Objectives and Tactics meeting with FEMA Administrator, Director of Disaster Operations, other FEMA Senior Leaders and Section Chiefs if required		
Comments:		
5.6.2 Participate in the development of and approve the National Support Plan and crisis action plans		
Comments:		
5.6.3 Review all incident and Regional plans, to ensure that national plans and priorities are in support of Regional and incident efforts		
Comments:		

<b>Behavior 5.7: Manages and tracks resources effectively</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
5.7.1 Implement quality control measures for information and resource management		
Comments:		
5.7.2 Ensure the effective coordination and processing of national-level resource requests		
Comments:		
5.7.3 Acquire, move, and assemble national-level resources in time to meet actual or forecasted requirements and to support the objectives of the Region(s)		
Comments:		
5.7.4 Monitor Regional-level resources to ensure that the NRCS can adequately support incident management activities relating to saving and sustaining life and protecting property		
Comments:		
5.7.5 Approve requests for resources that will be sourced and delivered by the national level, and review and approve valid requests to issue national-level mission assignment		
Comments:		
5.7.6 Monitor the readiness status of FEMA resources and direct actions to manage national resources		
Comments:		

5.7.7 Consult the Director of Disaster Operations regarding the reduction of staff or the stand-down of the NRCS as NRCC as activity subsides		
Comments:		
<b>Behavior 5.8: Uses technology effectively</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
5.8.1 Ensure 24-hour contact numbers are available to liaisons, offices, and other NRCS members		
Comments:		
<b>Behavior 5.9: Plans for and completes the demobilization/transition process</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
5.9.1 Communicate the approved date and time for the NRCC stand-down to NRCS members and appropriate field staff		
Comments:		
5.9.2 Conduct the stand-down meeting		
Comments:		
5.9.3 Issue a stand-down notice to all Section Chiefs, Branch Directors, and Group Supervisors to coordinate with the Documentation Unit in the Situational Awareness Section to archive important documents from the NRCS		
Comments:		

## **INSTRUCTIONS FOR COMPLETING THE EVALUATION RECORD**

- There are four separate Evaluation Records available for use, if necessary, each of which correspond to an assignment (see forms that follow).
- It is not necessary for a trainee to complete four assignments; however, four should normally be sufficient for an individual to qualify in a position, but if additional assignments are needed, an Evaluation Record can be copied and attached to the PTB.

### ***Complete These Items at the Start of the Evaluation Period:***

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- ***Evaluator's Name:*** Evaluator enters name here (Print).
- ***Position title:*** Enter the evaluator's incident support position title.
- ***Evaluator's office address and phone:*** Self-explanatory.
- ***Record Number:*** The Record Number listed in the upper left corner of the Evaluation Record identifies the evaluator of a particular incident. This number should be placed in the column labeled "Record #" in the PTB for each task performed satisfactorily. This number will enable reviewers of the completed PTB to tie the tasks to the evaluator at a specific incident.
- ***Evaluation Assignment:*** Identify the incident/disaster/exercise by name, number, and location or if the evaluation opportunity is steady-state operations.
- ***Disaster Complexity Level (if applicable):*** If the record is for a disaster, enter the Disaster Complexity Level (I, II, or III).

### ***Complete These Items at the End of the Evaluation Period:***

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- ***Duration:*** Enter inclusive dates during which the trainee was evaluated.
- ***Recommendation:*** Check as appropriate and make comments regarding the future needs for development of this trainee as appropriate.
- ***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 PTB.
- ***Evaluator's Qualification:*** List your qualification that validates your authority to evaluate and approve successful performance of tasks by the trainee.

# Evaluation Record

\_\_\_\_\_  
 TRAINEE NAME

\_\_\_\_\_  
 TRAINEE POSITION

<b>Record #1</b>	<b>Evaluator's name (Print):</b> _____ <b>Position title:</b> _____	
<b>Evaluator's office address &amp; phone:</b> _____		
<u><b>Evaluation Assignment</b></u>	<u><b>Disaster Level (if applicable)</b></u>	<u><b>Duration</b></u> to
The tasks initialed & dated by me have been performed under my supervision in a satisfactory manner by the above-named trainee. I recommend the following for further development of this trainee. _____ The individual has successfully performed all tasks for the position and should be considered for certification. _____ Not all tasks were evaluated on this assignment and an additional assignment is needed to complete the evaluation. _____ The individual is deficient in the performance of tasks identified below and needs further training prior to additional assignment(s) as a trainee. <b>Deficiencies noted (List Competency and Task #):</b> _____ <b>Date:</b> _____ <b>Evaluator's initials:</b> _____ <b>Evaluator's qualification:</b> _____		

<b>Record #2</b>	<b>Evaluator's name (Print):</b> _____ <b>Position title:</b> _____	
<b>Evaluator's office address &amp; phone:</b> _____		
<u><b>Evaluation Assignment</b></u>	<u><b>Disaster Level (if applicable)</b></u>	<u><b>Duration</b></u> to
The tasks initialed & dated by me have been performed under my supervision in a satisfactory manner by the above-named trainee. I recommend the following for further development of this trainee. _____ The individual has successfully performed all tasks for the position and should be considered for certification. _____ Not all tasks were evaluated on this assignment and an additional assignment is needed to complete the evaluation. _____ The individual is deficient in the performance of tasks identified below and needs further training prior to additional assignment(s) as a trainee. <b>Deficiencies noted (List Competency and Task #):</b> _____ <b>Date:</b> _____ <b>Evaluator's initials:</b> _____ <b>Evaluator's qualification:</b> _____		

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\_\_\_\_\_  
 TRAINEE NAME

\_\_\_\_\_  
 TRAINEE POSITION

<b>Record #3</b>	<b>Evaluator's name (Print):</b> _____ <b>Position title:</b> _____	
<b>Evaluator's office address &amp; phone:</b> _____		
<u>Evaluation Assignment</u>	<u>Disaster Level (if applicable)</u>	<u>Duration</u> to
The tasks initialed & dated by me have been performed under my supervision in a satisfactory manner by the above-named trainee. I recommend the following for further development of this trainee. _____ The individual has successfully performed all tasks for the position and should be considered for certification. _____ Not all tasks were evaluated on this assignment and an additional assignment is needed to complete the evaluation. _____ The individual is deficient in the performance of tasks identified below and needs further training prior to additional assignment(s) as a trainee. <b>Deficiencies noted (List Competency and Task #):</b> _____ <b>Date:</b> _____ <b>Evaluator's initials:</b> _____ <b>Evaluator's qualification:</b> _____		

<b>Record #4</b>	<b>Evaluator's name (Print):</b> _____ <b>Position title:</b> _____	
<b>Evaluator's office address &amp; phone:</b> _____		
<u>Evaluation Assignment</u>	<u>Disaster Level (if applicable)</u>	<u>Duration</u> to
The tasks initialed & dated by me have been performed under my supervision in a satisfactory manner by the above-named trainee. I recommend the following for further development of this trainee. _____ The individual has successfully performed all tasks for the position and should be considered for certification. _____ Not all tasks were evaluated on this assignment and an additional assignment is needed to complete the evaluation. _____ The individual is deficient in the performance of tasks identified below and needs further training prior to additional assignment(s) as a trainee. <b>Deficiencies noted (List Competency and Task #):</b> _____ <b>Date:</b> _____ <b>Evaluator's initials:</b> _____ <b>Evaluator's qualification:</b> _____		

## **FINAL EVALUATOR & CERTIFYING OFFICIAL**

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Do **NOT** complete this unless you are recommending the trainee for certification

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

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### **Final Evaluator's Verification**

I verify that \_\_\_\_\_ has successfully performed all required tasks as a trainee which are documented with appropriate initials in this PTB and should therefore be considered for certification in this position.

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Final Evaluator's Signature and Date

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Final Evaluator's Printed Name, Title, HQ/Region, and Phone Number

### **Agency Certification**

I certify that \_\_\_\_\_ has met all requirements for qualification in this position.

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Official's Signature and Date

---

Official's Printed Name, Title, HQ/Region, and Phone Number



**FEMA INCIDENT SUPPORT POSITION TASK BOOK**

**N02 Liaisons**

**POSITION TASK BOOK (PTB) ASSIGNED TO:**

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Individual's Name, HQ/Region

**POSITION TASK BOOK (PTB) INITIATED BY:**

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Official's Name, Title, HQ/Region

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<b>Behavior 1.1: Employs the concepts and principles found in the FEMA Doctrine</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
1.1.1 Understand role in the organization		
Comments:		
1.1.2 Support unity of purpose for the larger mission		
Comments:		
<b>Behavior 1.2: Demonstrates compassion, fairness, integrity, and respect in interactions with all stakeholders</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
1.2.1 Demonstrate patience and understanding when supporting the efforts of all stakeholders		
Comments:		
1.2.2 Demonstrate cultural sensitivity and diversity awareness with teammates and stakeholders		
Comments:		
1.2.3 Strive to achieve principled, well-reasoned, and just outcomes		
Comments:		

1.2.4 Comply with all ethics-based principles and standards of conduct		
Comments:		
1.2.5 Maintain confidentiality where required		
Comments:		
<b>Competency 2: Exhibits Leadership</b>		
Influences, guides, and directs assigned personnel to accomplish objectives and desired outcomes in a rapidly changing, high-risk environment.		
<b>Behavior 2.1: Leads self</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
2.1.1 Offer assistance to others based upon self-recognized strengths		
Comments:		
2.1.2 Take steps to improve self-recognized weaknesses		
Comments:		
2.1.3 Accept constructive criticism and implement suggested performance improvements		
Comments:		
2.1.4 Seek responsibility and accept responsibility for actions		
Comments:		
2.1.5 Demonstrate emotional self-regulation in interactions with others		
Comments:		

2.1.6 Demonstrate self-motivation completing assigned tasks on time and with minimal supervision		
Comments:		
2.1.7 Display optimism and persistence when faced with challenging circumstances		
Comments:		
2.1.8 Demonstrate calm during high pressure situations in order to influence others into constructive action		
Comments:		
2.1.9 Use a combination of pre-existing best practices and creative thinking to quickly solve complex problems in high pressure situations		
Comments:		
2.1.10 Seek assistance from others when personally-accessible information sources have been exhausted		
Comments:		
2.1.11 Keep current on activities in the NRCC by observing situation displays, reading situation reports, and discussing events with the C-NRCS and staff		
Comments:		
<b>Behavior 2.2: Assesses the situation and adapts one’s understanding based on varying perspectives</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
2.2.1 Distinguish between relevant and extraneous data points		
Comments:		

2.2.2 Recognize that one’s perspective is subjective and does not represent all possible viewpoints		
Comments:		
<b>Behavior 2.4: Maintains a positive relationship with supervisor</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
2.4.1 Communicate limitations to supervisor and promise only what can be delivered		
Comments:		
2.4.2 Provide supervisor ground truth in a timely manner		
Comments:		
2.4.3 Keep supervisor apprised of potential issues or problems		
Comments:		
2.4.4 Fulfill all commitments made to peers, co-workers, and supervisor		
Comments:		
2.4.5 Ascertain and work within your supervisor’s leadership style to meet the mission objectives		
Comments:		
2.4.6 Notify supervisor when assignments are complete		
Comments:		

2.4.7 Meet with supervisor to determine incident status and immediate requirements		
Comments:		
2.4.8 Obtain and review work assignments with supervisor		
Comments:		
2.4.9 Obtain and review performance expectations from supervisor		
Comments:		
<b>Behavior 2.5: Creates a collaborative environment across functional areas/external stakeholders</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
2.5.1 Coordinate interdependent activities with appropriate stakeholders to fulfill position responsibilities		
Comments:		
2.5.2 Establish and maintain open lines of communication with all relevant stakeholders		
Comments:		
2.5.3 Share information with all relevant stakeholders to accomplish assignments		
Comments:		
2.5.4 Attend meetings, conference calls, and briefings, as directed		
Comments:		

2.5.5 Advise the C-NRCS, ESF-15, and others on appropriateness of any news briefing by senior FEMA official		
Comments:		
2.5.6 Provide guidance on the policies of one's represented Federal agency or organization		
Comments:		
2.5.7 Advise the Resource Support Section Chief and C-NRCS on the impact of decisions as requested		
Comments:		
2.5.8 Provide advice and Situational Awareness to the C-NRCS regarding Federal agencies' capabilities, support, and activities		
Comments:		
<b>Competency 3: Collaborates Effectively</b> Promotes collaboration and works well with others to effectively accomplish the mission.		
<b>Behavior 3.1: Maintains working relationships</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
3.1.1 Build sustainable networks		
Comments:		
3.1.2 Manage relationships effectively		
Comments:		

3.1.3 Seek common ground in interactions with others		
Comments:		
<b>Behavior 3.2: Enables cooperative and productive group interactions</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
3.2.1 Maintain positive attitude		
Comments:		
3.2.2 Contribute to group discussions		
Comments:		
3.2.3 Work together with other team members to solve problems		
Comments:		
3.2.4 Share information with other team members		
Comments:		
3.2.5 Engage in brainstorming		
Comments:		
3.2.6 Help execute potential solutions		
Comments:		
3.2.7 Develop a common understanding of the group's scope of work and authority		
Comments:		

<p><b>Competency 4: Communicates Effectively</b>                  Expresses information in written and verbal formats to individuals and groups effectively, taking into account the audience and nature of the information; listens to others, attends to nonverbal cues, and responds appropriately.</p>		
<p><b>Behavior 4.1: Delivers clear, concise, complete, and correct verbal communication tailored to target audience</b></p>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
4.1.1 Engage in speaking opportunities as appropriate		
Comments:		
4.1.2 Speak using plain language		
Comments:		
4.1.3 Tailor delivery methods to specific audiences		
Comments:		
<p><b>Behavior 4.2: Delivers clear, concise, complete, and correct written products tailored to target audience</b></p>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
4.2.1 Prepare all correspondence using plain language		
Comments:		
4.2.2 Edit documents to limit grammatical mistakes		
Comments:		
4.2.3 Deliver written products in time required		
Comments:		

<b>Behavior 4.3: Engages in effective interaction in a group setting</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
4.3.1 Engage in active listening (Listen without interruption when others are speaking; Interpret and respond appropriately to nonverbal communication of others; Make eye contact with speaker, when in person; Adjust body posture to be facing the speaker and slightly leaning in; Use paraphrasing or clarifying questions to confirm that the message has been received and understood)		
Comments:		
4.3.2 Respond appropriately to others		
Comments:		
<b>Competency 5: Fulfills Position Responsibilities</b>		
Successfully assumes assigned role and fulfills responsibilities at the appropriate time, performing assigned tasks with a high level of competence.		
<b>Behavior 5.1: Complies with policies and procedures</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
5.1.1 Sign in to and out of the incident at the beginning and end of the incident with ADD		
Comments:		
5.1.2 Sign in and out on staff roster at beginning and end of shift		
Comments:		
5.1.3 Sign in on computer systems at the beginning of every shift		
Comments:		

5.1.4 Compile and archive documentation for historical purposes		
Comments:		
5.1.5 Brief replacement at each shift change for continuity of operations		
Comments:		
5.1.6 Complete timesheet and have signed by supervisor		
Comments:		
<b>Behavior 5.2: Ensures safety, welfare, and accountability of NRCS</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
5.2.1 Take actions to preserve safety and welfare of NRCS personnel		
Comments:		
<b>Behavior 5.3: Gathers, organizes, and conveys information</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
5.3.1 Monitor and provide support to one's home organization during the NRCC activations		
Comments:		
5.3.2 Provide accurate and timely information regarding FEMA's plan of action and other activities to one's home Federal agency or organization		
Comments:		

5.3.3 Maintain a complete set of FEMA and other relevant mission assignments to one's home organization for the NRCS		
Comments:		
5.3.4 Provide a copy of new Action Request Forms to the Resource Support Section Chief and the Mission Assignment Unit Leader		
Comments:		
5.3.5 Maintain situational awareness of incident-specific issues related to one's area of technical expertise		
Comments:		
5.3.6 Provide technical assistance and subject-matter expertise to FEMA partners involved in making decisions critical to the disaster recovery based on one's area of expertise		
Comments:		
5.3.7 Advise senior leaders and other stakeholders on one's area of technical expertise during all phases of the incident		
Comments:		
5.3.8 Field all coordination requests and interface with the Joint Information Center, as the Offices of External Affairs and Congressional and Legislative Affairs determine is appropriate and necessary		
Comments:		

<b>Behavior 5.8: Uses technology effectively</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
5.8.1 Provide situation report input via the Crisis Management System regarding one's home organization's activity for inclusion with situation reports and briefings		
Comments:		
5.8.2 Provide the Planning Support Section Chief with a number for contacting the home organization after normal duty hours, if not under a 24 hour operational period		
Comments:		
<b>Behavior 5.9: Plans for and completes the demobilization/transition process</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
5.9.1 Provide after-action information to supervisor		
Comments:		

## **INSTRUCTIONS FOR COMPLETING THE EVALUATION RECORD**

- There are four separate Evaluation Records available for use, if necessary, each of which correspond to an assignment (see forms that follow).
- It is not necessary for a trainee to complete four assignments; however, four should normally be sufficient for an individual to qualify in a position, but if additional assignments are needed, an Evaluation Record can be copied and attached to the PTB.

### ***Complete These Items at the Start of the Evaluation Period:***

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- ***Evaluator's Name:*** Evaluator enters name here (Print).
- ***Position title:*** Enter the evaluator's incident support position title.
- ***Evaluator's office address and phone:*** Self-explanatory.
- ***Record Number:*** The Record Number listed in the upper left corner of the Evaluation Record identifies the evaluator of a particular incident. This number should be placed in the column labeled "Record #" in the PTB for each task performed satisfactorily. This number will enable reviewers of the completed PTB to tie the tasks to the evaluator at a specific incident.
- ***Evaluation Assignment:*** Identify the incident/disaster/exercise by name, number, and location or if the evaluation opportunity is steady-state operations.
- ***Disaster Complexity Level (if applicable):*** If the record is for a disaster, enter the Disaster Complexity Level (I, II, or III).

### ***Complete These Items at the End of the Evaluation Period:***

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- ***Duration:*** Enter inclusive dates during which the trainee was evaluated.
- ***Recommendation:*** Check as appropriate and make comments regarding the future needs for development of this trainee as appropriate.
- ***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 PTB.
- ***Evaluator's Qualification:*** List your qualification that validates your authority to evaluate and approve successful performance of tasks by the trainee.

## Evaluation Record

\_\_\_\_\_  
 TRAINEE NAME

\_\_\_\_\_  
 TRAINEE POSITION

<b>Record #1</b>	<b>Evaluator's name (Print):</b> _____ <b>Position title:</b> _____	
<b>Evaluator's office address &amp; phone:</b> _____		
<u>Evaluation Assignment</u>	<u>Disaster Level (if applicable)</u>	<u>Duration</u> to
The tasks initialed & dated by me have been performed under my supervision in a satisfactory manner by the above-named trainee. I recommend the following for further development of this trainee. _____ The individual has successfully performed all tasks for the position and should be considered for certification. _____ Not all tasks were evaluated on this assignment and an additional assignment is needed to complete the evaluation. _____ The individual is deficient in the performance of tasks identified below and needs further training prior to additional assignment(s) as a trainee. <b>Deficiencies noted (List Competency and Task #):</b> _____ <b>Date:</b> _____ <b>Evaluator's initials:</b> _____ <b>Evaluator's qualification:</b> _____		

<b>Record #2</b>	<b>Evaluator's name (Print):</b> _____ <b>Position title:</b> _____	
<b>Evaluator's office address &amp; phone:</b> _____		
<u>Evaluation Assignment</u>	<u>Disaster Level (if applicable)</u>	<u>Duration</u> to
The tasks initialed & dated by me have been performed under my supervision in a satisfactory manner by the above-named trainee. I recommend the following for further development of this trainee. _____ The individual has successfully performed all tasks for the position and should be considered for certification. _____ Not all tasks were evaluated on this assignment and an additional assignment is needed to complete the evaluation. _____ The individual is deficient in the performance of tasks identified below and needs further training prior to additional assignment(s) as a trainee. <b>Deficiencies noted (List Competency and Task #):</b> _____ <b>Date:</b> _____ <b>Evaluator's initials:</b> _____ <b>Evaluator's qualification:</b> _____		

## Evaluation Record

\_\_\_\_\_  
 TRAINEE NAME

\_\_\_\_\_  
 TRAINEE POSITION

<b>Record #3</b>	<b>Evaluator's name (Print):</b> _____ <b>Position title:</b> _____	
<b>Evaluator's office address &amp; phone:</b> _____		
<u>Evaluation Assignment</u>	<u>Disaster Level (if applicable)</u>	<u>Duration</u> to
The tasks initialed & dated by me have been performed under my supervision in a satisfactory manner by the above-named trainee. I recommend the following for further development of this trainee. _____ The individual has successfully performed all tasks for the position and should be considered for certification. _____ Not all tasks were evaluated on this assignment and an additional assignment is needed to complete the evaluation. _____ The individual is deficient in the performance of tasks identified below and needs further training prior to additional assignment(s) as a trainee.  <b>Deficiencies noted (List Competency and Task #):</b> _____  <b>Date:</b> _____ <b>Evaluator's initials:</b> _____  <b>Evaluator's qualification:</b> _____		

<b>Record #4</b>	<b>Evaluator's name (Print):</b> _____ <b>Position title:</b> _____	
<b>Evaluator's office address &amp; phone:</b> _____		
<u>Evaluation Assignment</u>	<u>Disaster Level (if applicable)</u>	<u>Duration</u> to
The tasks initialed & dated by me have been performed under my supervision in a satisfactory manner by the above-named trainee. I recommend the following for further development of this trainee. _____ The individual has successfully performed all tasks for the position and should be considered for certification. _____ Not all tasks were evaluated on this assignment and an additional assignment is needed to complete the evaluation. _____ The individual is deficient in the performance of tasks identified below and needs further training prior to additional assignment(s) as a trainee.  <b>Deficiencies noted (List Competency and Task #):</b> _____  <b>Date:</b> _____ <b>Evaluator's initials:</b> _____  <b>Evaluator's qualification:</b> _____		

## **FINAL EVALUATOR & CERTIFYING OFFICIAL**

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Do **NOT** complete this unless you are recommending the trainee for certification

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

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### **Final Evaluator's Verification**

I verify that \_\_\_\_\_ has successfully performed all required tasks as a trainee which are documented with appropriate initials in this PTB and should therefore be considered for certification in this position.

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Final Evaluator's Signature and Date

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Final Evaluator's Printed Name, Title, HQ/Region, and Phone Number

### **Agency Certification**

I certify that \_\_\_\_\_ has met all requirements for qualification in this position.

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Official's Signature and Date

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Official's Printed Name, Title, HQ/Region, and Phone Number



**FEMA**

**FEMA INCIDENT SUPPORT POSITION TASK BOOK**

**N03 Legal Advisor**

**POSITION TASK BOOK (PTB) ASSIGNED TO:**

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Individual's Name, HQ/Region

**POSITION TASK BOOK (PTB) INITIATED BY:**

---

Official's Name, Title, HQ/Region

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Date PTB Initiated

**FEMA has developed Position Task Books (PTBs) based on the FEMA doctrine and the National Incident Support Manual (NISM). The material contained in this book accurately defines the performance expected of the position(s) for which it was developed. This task book is approved for use as a position qualification document in accordance with the instructions contained herein.**

## **INTRODUCTION**

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 the PTB.

For PTBs that contain multiple positions, the trainee must be observed completing all tasks in the first section, which contains tasks common to all of the positions within that PTB, and all of the tasks in the section of the PTB which contains tasks specific to the position for which the trainee is attempting to qualify.

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, is required prior to a recommendation that the trainee be certified as qualified in the position. Evaluation and confirmation of the trainee's performance of all tasks may involve more than one evaluator and can occur during events, such as disasters, emergency declarations, special events, and exercises. It is important that all tasks be critically evaluated and recorded by each evaluator.

## **ISSUING AUTHORITY**

This PTB has been issued by the certifying official. Issuance by the certifying official indicates that the trainee has the required prerequisites for this PTB to be initiated. The issuance section of the PTB (i.e., the official's signature on the cover page) documents the initiation of the PTB and that the trainee meets the required prerequisites. It is the discretion of the certifying official as to whether or not to issue a PTB.

## **DEFINITIONS**

- **Competency:** A general description of the abilities needed to successfully fill a particular role. They encompass the knowledge, skills, and abilities that contribute to an individual being able to fulfill their responsibilities. A competency forms the basis for position specific training, position task books, job aids, and other performance-based documents.
- **Behavior:** A description of actions through which a competency is demonstrated, and can provide a means of assessing whether or not an individual is proficient in that competency.
- **Task:** A specific description of a specific action an individual may perform to be successful in carrying out their position responsibilities. 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.

## **RESPONSIBILITIES**

### **1. Certifying Official** is responsible for:

- Identifying trainees based on agency requirements and strategic goals.
- Issuing the Position Task Book and ensuring that the trainee meets all required prerequisites.
- Providing opportunities for evaluation and/or making trainees available for evaluation.
- Explaining to the trainee the purpose and process of the PTB as well as the trainee's responsibilities.
- Tracking progress of the trainee.
- Confirming PTB completion.
- Certifying the trainee for those positions falling within their certification authority.
- Recommending certification of the trainee for those positions not falling within their certification authority.

### **2. The Trainee** is responsible for:

- Reviewing instructions in the PTB.
- Providing the evaluator with background information pertinent to the position.
- Satisfactorily completing all tasks within 3 years from the date of the first task being evaluated.
- Provide a copy of the completed PTB to the certifying official for review and initiation of the certification process.
- Retaining the original PTB in personal record.

### **3. The Evaluator** is responsible for:

- Being qualified in the position being evaluated.
- Meeting with the trainee and determining past experience, current qualifications, and desired objectives and goals.
- Reviewing tasks with the trainee.
- Explaining to the trainee the purpose and processes of the PTB, as well as the trainee's responsibilities.
- Accurately evaluating and recording demonstrated performance of tasks; initialing and dating completion of the tasks shall document satisfactory performance.
- Documenting unsatisfactory performance in the Evaluation Record.
- Completing the Evaluation Record.

### **4. The Final Evaluator** is the evaluator of the trainee when the final tasks in the PTB are completed. If only one evaluator signs off on all of the tasks in the PTB, then that individual is also the final evaluator. This individual will ensure that all tasks have been initialed and is responsible for:

- Signing the Final Evaluator's Verification Statement when all tasks have been initialed by an evaluator.

### **5. A Certifying Authority** is the FEMA official who has direct reporting responsibility to the FEMA Administrator and has authority to certify FEMA personnel as qualified in identified positions. He/she is responsible for:

- Certifying on the PTB that the trainee has completed all requirements for the position.
- After certification, return the PTB to the individual for their personal records.

**TASKS TO PERFORM**

<p><b>Competency 1: Reflect FEMA Values</b>                  Consistently demonstrates compassion, fairness, integrity, and respect in all actions with both internal and external stakeholders.</p>		
<p><b>Behavior 1.1: Employs the concepts and principles found in the FEMA Doctrine</b></p>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
1.1.1 Understand role in the organization		
<p>Comments:</p>		
1.1.2 Support unity of purpose for the larger mission		
<p>Comments:</p>		
<p><b>Behavior 1.2: Demonstrates compassion, fairness, integrity, and respect in interactions with all stakeholders</b></p>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
1.2.1 Demonstrate patience and understanding when supporting the efforts of all stakeholders		
<p>Comments:</p>		
1.2.2 Demonstrate cultural sensitivity and diversity awareness with teammates and stakeholders		
<p>Comments:</p>		
1.2.3 Strive to achieve principled, well-reasoned, and just outcomes		
<p>Comments:</p>		

1.2.4 Comply with all ethics-based principles and standards of conduct		
Comments:		
1.2.5 Maintain confidentiality where required		
Comments:		
<b>Competency 2: Exhibits Leadership</b>		
Influences, guides, and directs assigned personnel to accomplish objectives and desired outcomes in a rapidly changing, high-risk environment.		
<b>Behavior 2.1: Leads self</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
2.1.1 Offer assistance to others based upon self-recognized strengths		
Comments:		
2.1.2 Take steps to improve self-recognized weaknesses		
Comments:		
2.1.3 Accept constructive criticism and implement suggested performance improvements		
Comments:		
2.1.4 Seek responsibility and accept responsibility for actions		
Comments:		
2.1.5 Demonstrate emotional self-regulation in interactions with others		
Comments:		

2.1.6 Demonstrate self-motivation completing assigned tasks on time and with minimal supervision		
Comments:		
2.1.7 Display optimism and persistence when faced with challenging circumstances		
Comments:		
2.1.8 Demonstrate calm during high pressure situations in order to influence others into constructive action		
Comments:		
2.1.9 Use a combination of pre-existing best practices and creative thinking to quickly solve complex problems in high pressure situations		
Comments:		
2.1.10 Seek assistance from others when personally-accessible information sources have been exhausted		
Comments:		
<b>Behavior 2.2: Assesses the situation and adapts one’s understanding based on varying perspectives</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
2.2.1 Distinguish between relevant and extraneous data points		
Comments:		
2.2.2 Recognize that one’s perspective is subjective and does not represent all possible viewpoints		
Comments:		

2.2.3 Demonstrate ability to maintain legal situational awareness by identifying critical legal issues		
Comments:		
<b>Behavior 2.4: Maintains a positive relationship with supervisor</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
2.4.1 Communicate limitations to supervisor and promise only what can be delivered		
Comments:		
2.4.2 Provide supervisor ground truth in a timely manner		
Comments:		
2.4.3 Keep supervisor apprised of potential issues or problems		
Comments:		
2.4.4 Fulfill all commitments made to peers, co-workers, and supervisor		
Comments:		
2.4.5 Ascertain and work within your supervisor's leadership style to meet the mission objectives		
Comments:		
2.4.6 Notify supervisor when assignments are complete		
Comments:		

2.4.7 Meet with supervisor to determine incident status and immediate requirements		
Comments:		
2.4.8 Obtain and review work assignments with supervisor		
Comments:		
2.4.9 Obtain and review performance expectations from supervisor		
Comments:		
<b>Behavior 2.5: Creates a collaborative environment across functional areas/external stakeholders</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
2.5.1 Coordinate interdependent activities with appropriate stakeholders to fulfill position responsibilities		
Comments:		
2.5.2 Establish and maintain open lines of communication with all relevant stakeholders		
Comments:		
2.5.3 Share information with all relevant stakeholders to accomplish assignments		
Comments:		
2.5.4 Attend meetings, conference calls, and briefings, as directed		
Comments:		

<b>Competency 3: Collaborates Effectively</b> Promotes collaboration and works well with others to effectively accomplish the mission.		
<b>Behavior 3.1: Maintains working relationships</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
3.1.1 Build sustainable networks		
Comments:		
3.1.2 Manage relationships effectively		
Comments:		
3.1.3 Seek common ground in interactions with others		
Comments:		
3.1.4 Establish contact with the Senior NRCS, NRCS Section Chiefs and other key NRCS response leaders to inform them of the Chief Counsel’s role and offer legal assistance		
Comments:		
3.1.5 Maintain coordination with Office of Chief Counsel Crisis A/B Teams as designated by Chief Counsel		
Comments:		
<b>Behavior 3.2: Enables cooperative and productive group interactions</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
3.2.1 Maintain positive attitude		
Comments:		

3.2.2 Contribute to group discussions		
Comments:		
3.2.3 Work together with other team members to solve problems		
Comments:		
3.2.4 Share information with other team members		
Comments:		
3.2.5 Engage in brainstorming		
Comments:		
3.2.6 Help execute potential solutions		
Comments:		
3.2.7 Develop a common understanding of the group's scope of work and authority		
Comments:		
<b>Competency 4: Communicates Effectively</b> Expresses information in written and verbal formats to individuals and groups effectively, taking into account the audience and nature of the information; listens to others, attends to nonverbal cues, and responds appropriately.		
<b>Behavior 4.1: Delivers clear, concise, complete, and correct verbal communication tailored to target audience</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
4.1.1 Engage in speaking opportunities as appropriate		
Comments:		

4.1.2 Speak using plain language		
Comments:		
4.1.3 Tailor delivery methods to specific audiences		
Comments:		
4.1.4 Provide clear and concise legal advice to the Chief of the NRCS and Senior NRCS		
Comments:		
<b>Behavior 4.2: Delivers clear, concise, complete, and correct written products tailored to target audience</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
4.2.1 Prepare all correspondence using plain language		
Comments:		
4.2.2 Edit documents to limit grammatical mistakes		
Comments:		
4.2.3 Deliver written products in time required		
Comments:		

<b>Behavior 4.3: Engages in effective interaction in a group setting</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
4.3.1 Engage in active listening (Listen without interruption when others are speaking; Interpret and respond appropriately to nonverbal communication of others; Make eye contact with speaker, when in person; Adjust body posture to be facing the speaker and slightly leaning in; Use paraphrasing or clarifying questions to confirm that the message has been received and understood)		
Comments:		
4.3.2 Respond appropriately to others		
Comments:		
<b>Competency 5: Fulfills Position Responsibilities</b>		
Successfully assumes assigned role and fulfills responsibilities at the appropriate time, performing assigned tasks with a high level of competence.		
<b>Behavior 5.1: Complies with policies and procedures</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
5.1.1 Sign in to and out of the incident at the beginning and end of the incident with ADD		
Comments:		
5.1.2 Sign in and out on staff roster at beginning and end of shift		
Comments:		
5.1.3 Sign in on computer systems at the beginning of every shift		
Comments:		
5.1.4 Compile and archive documentation for historical purposes		

Comments:		
5.1.5 Brief replacement at each shift change for continuity of operations		
Comments:		
5.1.6 Complete timesheet and have signed by supervisor		
Comments:		
5.1.7 Ensure that all NRCS actual or potential tasks and activities are in compliance with the law		
Comments:		
<b>Behavior 5.2: Ensures safety, welfare, and accountability of NRCS</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
5.2.1 Take actions to preserve safety and welfare of NRCS personnel		
Comments:		
<b>Behavior 5.3: Gathers, organizes, and conveys information</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
5.3.1 Provide situational awareness to the FEMA Chief Counsel through the Deputy Associate Chief Counsel Response		
Comments:		
5.3.2 Provide situational awareness to the Deputy Associate Chief Counsel, Response and Crisis A/B Teams as designated by the Chief Counsel		
Comments:		

5.3.3 Advise the C-NRCS and Planning Support Section Chief of legal issues encountered in the field or the NRCC that could impede Federal response operations		
Comments:		
5.3.4 Provide legal advice, counsel and risk analysis to the C-NRCS, Section Chiefs and other members of the NRCS as required that is solution oriented, articulate, legally sufficient and timely (SALT)		
Comments:		
<b>Behavior 5.4: Conducts analysis to produce actionable information and products</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
5.4.1 Conduct sufficient legal research and analysis of legal issues prior to providing advice		
Comments:		
<b>Behavior 5.5: Makes timely, informed recommendations and decisions that consider facts, objectives, constraints, risks, and differing perspectives</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
5.5.1 Recommend solution oriented, articulate, legally sufficient and timely legal alternative courses of action		
Comments:		
<b>Behavior 5.9: Plans for and completes the demobilization/transition process</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
5.9.1 Provide after-action information to supervisor		
Comments:		

## **INSTRUCTIONS FOR COMPLETING THE EVALUATION RECORD**

- There are four separate Evaluation Records available for use, if necessary, each of which correspond to an assignment (see forms that follow).
- It is not necessary for a trainee to complete four assignments; however, four should normally be sufficient for an individual to qualify in a position, but if additional assignments are needed, an Evaluation Record can be copied and attached to the PTB.

### **Complete These Items at the Start of the Evaluation Period:**

---

- ***Evaluator's Name:*** Evaluator enters name here (Print).
- ***Position title:*** Enter the evaluator's incident support position title.
- ***Evaluator's office address and phone:*** Self-explanatory.
- ***Record Number:*** The Record Number listed in the upper left corner of the Evaluation Record identifies the evaluator of a particular incident. This number should be placed in the column labeled "Record #" in the PTB for each task performed satisfactorily. This number will enable reviewers of the completed PTB to tie the tasks to the evaluator at a specific incident.
- ***Evaluation Assignment:*** Identify the incident/disaster/exercise by name, number, and location or if the evaluation opportunity is steady-state operations.
- ***Disaster Complexity Level (if applicable):*** If the record is for a disaster, enter the Disaster Complexity Level (I, II, or III).

### **Complete These Items at the End of the Evaluation Period:**

---

- ***Duration:*** Enter inclusive dates during which the trainee was evaluated.
- ***Recommendation:*** Check as appropriate and make comments regarding the future needs for development of this trainee as appropriate.
- ***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 PTB.
- ***Evaluator's Qualification:*** List your qualification that validates your authority to evaluate and approve successful performance of tasks by the trainee.

## Evaluation Record

\_\_\_\_\_  
TRAINEE NAME

\_\_\_\_\_  
TRAINEE POSITION

<b>Record #1</b>	<b>Evaluator's name (Print):</b>	
	<b>Position title:</b>	
<b>Evaluator's office address &amp; phone:</b>		
<u><b>Evaluation Assignment</b></u>	<u><b>Disaster Level (if applicable)</b></u>	<u><b>Duration</b></u> to
<p>The tasks initialed &amp; dated by me have been performed under my supervision 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>_____ Not all tasks were evaluated on this assignment and an additional assignment is needed to complete the evaluation.</p> <p>_____ The individual is deficient in the performance of tasks identified below and needs further training prior to additional assignment(s) as a trainee.</p> <p><b>Deficiencies noted (List Competency and Task #):</b></p> <p><b>Date:</b> _____ <b>Evaluator's initials:</b> _____</p> <p><b>Evaluator's qualification:</b> _____</p>		

<b>Record #2</b>	<b>Evaluator's name (Print):</b>	
	<b>Position title:</b>	
<b>Evaluator's office address &amp; phone:</b>		
<u><b>Evaluation Assignment</b></u>	<u><b>Disaster Level (if applicable)</b></u>	<u><b>Duration</b></u> to
<p>The tasks initialed &amp; dated by me have been performed under my supervision 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>_____ Not all tasks were evaluated on this assignment and an additional assignment is needed to complete the evaluation.</p> <p>_____ The individual is deficient in the performance of tasks identified below and needs further training prior to additional assignment(s) as a trainee.</p> <p><b>Deficiencies noted (List Competency and Task #):</b></p> <p><b>Date:</b> _____ <b>Evaluator's initials:</b> _____</p> <p><b>Evaluator's qualification:</b> _____</p>		

## Evaluation Record

\_\_\_\_\_  
 TRAINEE NAME

\_\_\_\_\_  
 TRAINEE POSITION

<b>Record #3</b>	<b>Evaluator's name (Print):</b> _____ <b>Position title:</b> _____	
<b>Evaluator's office address &amp; phone:</b> _____		
<u>Evaluation Assignment</u>	<u>Disaster Level (if applicable)</u>	<u>Duration</u> to
The tasks initialed & dated by me have been performed under my supervision in a satisfactory manner by the above-named trainee. I recommend the following for further development of this trainee. _____ The individual has successfully performed all tasks for the position and should be considered for certification. _____ Not all tasks were evaluated on this assignment and an additional assignment is needed to complete the evaluation. _____ The individual is deficient in the performance of tasks identified below and needs further training prior to additional assignment(s) as a trainee. <b>Deficiencies noted (List Competency and Task #):</b> _____ <b>Date:</b> _____ <b>Evaluator's initials:</b> _____ <b>Evaluator's qualification:</b> _____		

<b>Record #4</b>	<b>Evaluator's name (Print):</b> _____ <b>Position title:</b> _____	
<b>Evaluator's office address &amp; phone:</b> _____		
<u>Evaluation Assignment</u>	<u>Disaster Level (if applicable)</u>	<u>Duration</u> to
The tasks initialed & dated by me have been performed under my supervision in a satisfactory manner by the above-named trainee. I recommend the following for further development of this trainee. _____ The individual has successfully performed all tasks for the position and should be considered for certification. _____ Not all tasks were evaluated on this assignment and an additional assignment is needed to complete the evaluation. _____ The individual is deficient in the performance of tasks identified below and needs further training prior to additional assignment(s) as a trainee. <b>Deficiencies noted (List Competency and Task #):</b> _____ <b>Date:</b> _____ <b>Evaluator's initials:</b> _____ <b>Evaluator's qualification:</b> _____		

## **FINAL EVALUATOR & CERTIFYING OFFICIAL**

---

Do **NOT** complete this unless you are recommending the trainee for certification

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

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### **Final Evaluator's Verification**

I verify that \_\_\_\_\_ has successfully performed all required tasks as a trainee which are documented with appropriate initials in this PTB and should therefore be considered for certification in this position.

---

Final Evaluator's Signature and Date

---

Final Evaluator's Printed Name, Title, HQ/Region, and Phone Number

### **Agency Certification**

I certify that \_\_\_\_\_ has met all requirements for qualification in this position.

---

Official's Signature and Date

---

Official's Printed Name, Title, HQ/Region, and Phone Number



**FEMA INCIDENT SUPPORT POSITION TASK BOOK**

**N04 Disability Integration and Coordination Advisor**

**POSITION TASK BOOK (PTB) ASSIGNED TO:**

---

Individual's Name, HQ/Region

**POSITION TASK BOOK (PTB) INITIATED BY:**

---

Official's Name, Title, HQ/Region

---

Date PTB Initiated

**FEMA has developed Position Task Books (PTBs) based on the FEMA doctrine and the National Incident Support Manual (NISM). The material contained in this book accurately defines the performance expected of the position(s) for which it was developed. This task book is approved for use as a position qualification document in accordance with the instructions contained herein.**

## **INTRODUCTION**

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 the PTB.

For PTBs that contain multiple positions, the trainee must be observed completing all tasks in the first section, which contains tasks common to all of the positions within that PTB, and all of the tasks in the section of the PTB which contains tasks specific to the position for which the trainee is attempting to qualify.

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, is required prior to a recommendation that the trainee be certified as qualified in the position. Evaluation and confirmation of the trainee's performance of all tasks may involve more than one evaluator and can occur during events, such as disasters, emergency declarations, special events, and exercises. It is important that all tasks be critically evaluated and recorded by each evaluator.

## **ISSUING AUTHORITY**

This PTB has been issued by the certifying official. Issuance by the certifying official indicates that the trainee has the required prerequisites for this PTB to be initiated. The issuance section of the PTB (i.e., the official's signature on the cover page) documents the initiation of the PTB and that the trainee meets the required prerequisites. It is the discretion of the certifying official as to whether or not to issue a PTB.

## **DEFINITIONS**

- **Competency:** A general description of the abilities needed to successfully fill a particular role. They encompass the knowledge, skills, and abilities that contribute to an individual being able to fulfill their responsibilities. A competency forms the basis for position specific training, position task books, job aids, and other performance-based documents.
- **Behavior:** A description of actions through which a competency is demonstrated, and can provide a means of assessing whether or not an individual is proficient in that competency.
- **Task:** A specific description of a specific action an individual may perform to be successful in carrying out their position responsibilities. 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.

## **RESPONSIBILITIES**

### **1. Certifying Official** is responsible for:

- Identifying trainees based on agency requirements and strategic goals.
- Issuing the Position Task Book and ensuring that the trainee meets all required prerequisites.
- Providing opportunities for evaluation and/or making trainees available for evaluation.
- Explaining to the trainee the purpose and process of the PTB as well as the trainee's responsibilities.
- Tracking progress of the trainee.
- Confirming PTB completion.
- Certifying the trainee for those positions falling within their certification authority.
- Recommending certification of the trainee for those positions not falling within their certification authority.

### **2. The Trainee** is responsible for:

- Reviewing instructions in the PTB.
- Providing the evaluator with background information pertinent to the position.
- Satisfactorily completing all tasks within 3 years from the date of the first task being evaluated.
- Provide a copy of the completed PTB to the certifying official for review and initiation of the certification process.
- Retaining the original PTB in personal record.

### **3. The Evaluator** is responsible for:

- Being qualified in the position being evaluated.
- Meeting with the trainee and determining past experience, current qualifications, and desired objectives and goals.
- Reviewing tasks with the trainee.
- Explaining to the trainee the purpose and processes of the PTB, as well as the trainee's responsibilities.
- Accurately evaluating and recording demonstrated performance of tasks; initialing and dating completion of the tasks shall document satisfactory performance.
- Documenting unsatisfactory performance in the Evaluation Record.
- Completing the Evaluation Record.

### **4. The Final Evaluator** is the evaluator of the trainee when the final tasks in the PTB are completed. If only one evaluator signs off on all of the tasks in the PTB, then that individual is also the final evaluator. This individual will ensure that all tasks have been initialed and is responsible for:

- Signing the Final Evaluator's Verification Statement when all tasks have been initialed by an evaluator.

### **5. A Certifying Authority** is the FEMA official who has direct reporting responsibility to the FEMA Administrator and has authority to certify FEMA personnel as qualified in identified positions. He/she is responsible for:

- Certifying on the PTB that the trainee has completed all requirements for the position.
- After certification, return the PTB to the individual for their personal records.

**TASKS TO PERFORM**

<p><b>Competency 1: Reflect FEMA Values</b>                  Consistently demonstrates compassion, fairness, integrity, and respect in all actions with both internal and external stakeholders.</p>		
<p><b>Behavior 1.1: Employs the concepts and principles found in the FEMA Doctrine</b></p>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
1.1.1 Understand role in the organization		
<p>Comments:</p>		
1.1.2 Support unity of purpose for the larger mission		
<p>Comments:</p>		
<p><b>Behavior 1.2: Demonstrates compassion, fairness, integrity, and respect in interactions with all stakeholders</b></p>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
1.2.1 Demonstrate patience and understanding when supporting the efforts of all stakeholders		
<p>Comments:</p>		
1.2.2 Demonstrate cultural sensitivity and diversity awareness with teammates and stakeholders		
<p>Comments:</p>		
1.2.3 Strive to achieve principled, well-reasoned, and just outcomes		
<p>Comments:</p>		

1.2.4 Comply with all ethics-based principles and standards of conduct		
Comments:		
1.2.5 Maintain confidentiality where required		
Comments:		
<b>Competency 2: Exhibits Leadership</b>		
Influences, guides, and directs assigned personnel to accomplish objectives and desired outcomes in a rapidly changing, high-risk environment.		
<b>Behavior 2.1: Leads self</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
2.1.1 Offer assistance to others based upon self-recognized strengths		
Comments:		
2.1.2 Take steps to improve self-recognized weaknesses		
Comments:		
2.1.3 Accept constructive criticism and implement suggested performance improvements		
Comments:		
2.1.4 Seek responsibility and accept responsibility for actions		
Comments:		
2.1.5 Demonstrate emotional self-regulation in interactions with others		
Comments:		

2.1.6 Demonstrate self-motivation completing assigned tasks on time and with minimal supervision		
Comments:		
2.1.7 Display optimism and persistence when faced with challenging circumstances		
Comments:		
2.1.8 Demonstrate calm during high pressure situations in order to influence others into constructive action		
Comments:		
2.1.9 Use a combination of pre-existing best practices and creative thinking to quickly solve complex problems in high pressure situations		
Comments:		
2.1.10 Seek assistance from others when personally-accessible information sources have been exhausted		
Comments:		
2.1.11 Keep current on activities in the NRCC by observing situation displays, reading situation reports, and discussing events with the C-NRCS and staff		
Comments:		
<b>Behavior 2.2: Assesses the situation and adapts one’s understanding based on varying perspectives</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
2.2.1 Distinguish between relevant and extraneous data points		
Comments:		

2.2.2 Recognize that one’s perspective is subjective and does not represent all possible viewpoints		
Comments:		
<b>Behavior 2.4: Maintains a positive relationship with supervisor</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
2.4.1 Communicate limitations to supervisor and promise only what can be delivered		
Comments:		
2.4.2 Provide supervisor ground truth in a timely manner		
Comments:		
2.4.3 Keep supervisor apprised of potential issues or problems		
Comments:		
2.4.4 Fulfill all commitments made to peers, co-workers, and supervisor		
Comments:		
2.4.5 Ascertain and work within your supervisor’s leadership style to meet the mission objectives		
Comments:		
2.4.6 Notify supervisor when assignments are complete		
Comments:		

2.4.7 Meet with supervisor to determine incident status and immediate requirements		
Comments:		
2.4.8 Obtain and review work assignments with supervisor		
Comments:		
2.4.9 Obtain and review performance expectations from supervisor		
Comments:		
<b>Behavior 2.5: Creates a collaborative environment across functional areas/external stakeholders</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
2.5.1 Coordinate interdependent activities with appropriate stakeholders to fulfill position responsibilities		
Comments:		
2.5.2 Establish and maintain open lines of communication with all relevant stakeholders		
Comments:		
2.5.3 Share information with all relevant stakeholders to accomplish assignments		
Comments:		
2.5.4 Attend meetings, conference calls, and briefings, as directed		
Comments:		

2.5.5 Coordinate disability, access and functional needs related requests with Regional Disability Integration and Coordination Advisor		
Comments:		
<b>Competency 3: Collaborates Effectively</b> Promotes collaboration and works well with others to effectively accomplish the mission.		
<b>Behavior 3.1: Maintains working relationships</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
3.1.1 Build sustainable networks		
Comments:		
3.1.2 Manage relationships effectively		
Comments:		
3.1.3 Seek common ground in interactions with others		
Comments:		
3.1.4 Establish contact with the Section Chiefs		
Comments:		
3.1.5 Establish communication with Office of Disability Integration & Coordination staff and leadership		
Comments:		
3.1.6 Coordinate with Regional Disability Integration Specialists as needed		
Comments:		

3.1.7 Interact with all Emergency Support Functions to keep abreast of ongoing activities		
Comments:		
3.1.8 Coordinate with other Federal agencies as needed		
Comments:		
<b>Behavior 3.2: Enables cooperative and productive group interactions</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
3.2.1 Maintain positive attitude		
Comments:		
3.2.2 Contribute to group discussions		
Comments:		
3.2.3 Work together with other team members to solve problems		
Comments:		
3.2.4 Share information with other team members		
Comments:		
3.2.5 Engage in brainstorming		
Comments:		
3.2.6 Help execute potential solutions		
Comments:		

3.2.7 Develop a common understanding of the group’s scope of work and authority		
Comments:		
<b>Competency 4: Communicates Effectively</b> Expresses information in written and verbal formats to individuals and groups effectively, taking into account the audience and nature of the information; listens to others, attends to nonverbal cues, and responds appropriately.		
<b>Behavior 4.1: Delivers clear, concise, complete, and correct verbal communication tailored to target audience</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
4.1.1 Engage in speaking opportunities as appropriate		
Comments:		
4.1.2 Speak using plain language		
Comments:		
4.1.3 Tailor delivery methods to specific audiences		
Comments:		
4.1.4 Provide input into talking points to ensure the inclusion of people with disabilities in all messaging		
Comments:		

<b>Behavior 4.2: Delivers clear, concise, complete, and correct written products tailored to target audience</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
4.2.1 Prepare all correspondence using plain language		
Comments:		
4.2.2 Edit documents to limit grammatical mistakes		
Comments:		
4.2.3 Deliver written products in time required		
Comments:		
4.2.4 Provide input into talking points to ensure the inclusion of people with disabilities in all messaging		
Comments:		
<b>Behavior 4.3: Engages in effective interaction in a group setting</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
4.3.1 Engage in active listening (Listen without interruption when others are speaking; Interpret and respond appropriately to nonverbal communication of others; Make eye contact with speaker, when in person; Adjust body posture to be facing the speaker and slightly leaning in; Use paraphrasing or clarifying questions to confirm that the message has been received and understood)		
Comments:		

4.3.2 Respond appropriately to others		
Comments:		
<b>Competency 5: Fulfills Position Responsibilities</b>		
Successfully assumes assigned role and fulfills responsibilities at the appropriate time, performing assigned tasks with a high level of competence.		
<b>Behavior 5.1: Complies with policies and procedures</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
5.1.1 Sign in to and out of the incident at the beginning and end of the incident with ADD		
Comments:		
5.1.2 Sign in and out on staff roster at beginning and end of shift		
Comments:		
5.1.3 Sign in on computer systems at the beginning of every shift		
Comments:		
5.1.4 Compile and archive documentation for historical purposes		
Comments:		
5.1.5 Brief replacement at each shift change for continuity of operations		
Comments:		
5.1.6 Complete timesheet and have signed by supervisor		
Comments:		

5.1.7 Ensure that all NRCS actual or potential tasks and activities are in alignment with disability inclusive practices and applicable non-discrimination laws		
Comments:		
<b>Behavior 5.2: Ensures safety, welfare, and accountability of NRCS</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
5.2.1 Take actions to preserve safety and welfare of NRCS personnel		
Comments:		
<b>Behavior 5.3: Gathers, organizes, and conveys information</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
5.3.1 Distribute pertinent information to Headquarters Leadership, Regional Disability Integration Specialists, and the Interagency Coordinating Council on Emergency Preparedness and Individuals with Disabilities		
Comments:		
5.3.2 Provide C-NRCS with an accurate picture of disability access and functional needs		
Comments:		
5.3.3 Provide technical expertise and critical information regarding all elements of emergency preparedness and response capabilities for disability communities		
Comments:		

5.3.4 Provide guidance on disability issues or questions exceeding Regional area of responsibility		
Comments:		
5.3.5 Provide advice on disability accessibility to include physical/architectural, programmatic and effective communications access		
Comments:		
<b>Behavior 5.5: Makes timely, informed recommendations and decisions that consider facts, objectives, constraints, risks, and differing perspectives</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
5.5.1 Resolve issues, as needed, by coordinating with authorities at the disaster site		
Comments:		
5.5.2 Help to resolve any policy questions that arise during the NRCC activation		
Comments:		
5.5.3 Recommend strategies, resources, alternatives and solutions utilizing inclusive practices to accomplish missions		
Comments:		
<b>Behavior 5.9: Plans for and completes the demobilization/transition process</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
5.9.1 Provide after-action information to supervisor		
Comments:		

## **INSTRUCTIONS FOR COMPLETING THE EVALUATION RECORD**

- There are four separate Evaluation Records available for use, if necessary, each of which correspond to an assignment (see forms that follow).
- It is not necessary for a trainee to complete four assignments; however, four should normally be sufficient for an individual to qualify in a position, but if additional assignments are needed, an Evaluation Record can be copied and attached to the PTB.

### **Complete These Items at the Start of the Evaluation Period:**

---

- ***Evaluator's Name:*** Evaluator enters name here (Print).
- ***Position title:*** Enter the evaluator's incident support position title.
- ***Evaluator's office address and phone:*** Self-explanatory.
- ***Record Number:*** The Record Number listed in the upper left corner of the Evaluation Record identifies the evaluator of a particular incident. This number should be placed in the column labeled "Record #" in the PTB for each task performed satisfactorily. This number will enable reviewers of the completed PTB to tie the tasks to the evaluator at a specific incident.
- ***Evaluation Assignment:*** Identify the incident/disaster/exercise by name, number, and location or if the evaluation opportunity is steady-state operations.
- ***Disaster Complexity Level (if applicable):*** If the record is for a disaster, enter the Disaster Complexity Level (I, II, or III).

### **Complete These Items at the End of the Evaluation Period:**

---

- ***Duration:*** Enter inclusive dates during which the trainee was evaluated.
- ***Recommendation:*** Check as appropriate and make comments regarding the future needs for development of this trainee as appropriate.
- ***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 PTB.
- ***Evaluator's Qualification:*** List your qualification that validates your authority to evaluate and approve successful performance of tasks by the trainee.

## Evaluation Record

\_\_\_\_\_  
 TRAINEE NAME

\_\_\_\_\_  
 TRAINEE POSITION

<b>Record #1</b>	<b>Evaluator's name (Print):</b> _____ <b>Position title:</b> _____	
<b>Evaluator's office address &amp; phone:</b> _____		
<u>Evaluation Assignment</u>	<u>Disaster Level (if applicable)</u>	<u>Duration</u> to
The tasks initialed & dated by me have been performed under my supervision in a satisfactory manner by the above-named trainee. I recommend the following for further development of this trainee. _____ The individual has successfully performed all tasks for the position and should be considered for certification. _____ Not all tasks were evaluated on this assignment and an additional assignment is needed to complete the evaluation. _____ The individual is deficient in the performance of tasks identified below and needs further training prior to additional assignment(s) as a trainee. <b>Deficiencies noted (List Competency and Task #):</b> _____ <b>Date:</b> _____ <b>Evaluator's initials:</b> _____ <b>Evaluator's qualification:</b> _____		

<b>Record #2</b>	<b>Evaluator's name (Print):</b> _____ <b>Position title:</b> _____	
<b>Evaluator's office address &amp; phone:</b> _____		
<u>Evaluation Assignment</u>	<u>Disaster Level (if applicable)</u>	<u>Duration</u> to
The tasks initialed & dated by me have been performed under my supervision in a satisfactory manner by the above-named trainee. I recommend the following for further development of this trainee. _____ The individual has successfully performed all tasks for the position and should be considered for certification. _____ Not all tasks were evaluated on this assignment and an additional assignment is needed to complete the evaluation. _____ The individual is deficient in the performance of tasks identified below and needs further training prior to additional assignment(s) as a trainee. <b>Deficiencies noted (List Competency and Task #):</b> _____ <b>Date:</b> _____ <b>Evaluator's initials:</b> _____ <b>Evaluator's qualification:</b> _____		

## Evaluation Record

\_\_\_\_\_  
 TRAINEE NAME

\_\_\_\_\_  
 TRAINEE POSITION

<b>Record #3</b>	<b>Evaluator's name (Print):</b> _____ <b>Position title:</b> _____	
<b>Evaluator's office address &amp; phone:</b> _____		
<u><b>Evaluation Assignment</b></u>	<u><b>Disaster Level (if applicable)</b></u>	<u><b>Duration</b></u> to
The tasks initialed & dated by me have been performed under my supervision in a satisfactory manner by the above-named trainee. I recommend the following for further development of this trainee. _____ The individual has successfully performed all tasks for the position and should be considered for certification. _____ Not all tasks were evaluated on this assignment and an additional assignment is needed to complete the evaluation. _____ The individual is deficient in the performance of tasks identified below and needs further training prior to additional assignment(s) as a trainee. <b>Deficiencies noted (List Competency and Task #):</b> _____ <b>Date:</b> _____ <b>Evaluator's initials:</b> _____ <b>Evaluator's qualification:</b> _____		

<b>Record #4</b>	<b>Evaluator's name (Print):</b> _____ <b>Position title:</b> _____	
<b>Evaluator's office address &amp; phone:</b> _____		
<u><b>Evaluation Assignment</b></u>	<u><b>Disaster Level (if applicable)</b></u>	<u><b>Duration</b></u> to
The tasks initialed & dated by me have been performed under my supervision in a satisfactory manner by the above-named trainee. I recommend the following for further development of this trainee. _____ The individual has successfully performed all tasks for the position and should be considered for certification. _____ Not all tasks were evaluated on this assignment and an additional assignment is needed to complete the evaluation. _____ The individual is deficient in the performance of tasks identified below and needs further training prior to additional assignment(s) as a trainee. <b>Deficiencies noted (List Competency and Task #):</b> _____ <b>Date:</b> _____ <b>Evaluator's initials:</b> _____ <b>Evaluator's qualification:</b> _____		

## **FINAL EVALUATOR & CERTIFYING OFFICIAL**

---

Do **NOT** complete this unless you are recommending the trainee for certification

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

---

### **Final Evaluator's Verification**

I verify that \_\_\_\_\_ has successfully performed all required tasks as a trainee which are documented with appropriate initials in this PTB and should therefore be considered for certification in this position.

---

Final Evaluator's Signature and Date

---

Final Evaluator's Printed Name, Title, HQ/Region, and Phone Number

### **Agency Certification**

I certify that \_\_\_\_\_ has met all requirements for qualification in this position.

---

Official's Signature and Date

---

Official's Printed Name, Title, HQ/Region, and Phone Number



**FEMA**

**FEMA INCIDENT SUPPORT POSITION TASK BOOK**

**N05 ESF-15/External Affairs Advisor**

**POSITION TASK BOOK (PTB) ASSIGNED TO:**

---

Individual's Name, HQ/Region

**POSITION TASK BOOK (PTB) INITIATED BY:**

---

Official's Name, Title, HQ/Region

---

Date PTB Initiated

**FEMA has developed Position Task Books (PTBs) based on the FEMA doctrine and the National Incident Support Manual (NISM). The material contained in this book accurately defines the performance expected of the position(s) for which it was developed. This task book is approved for use as a position qualification document in accordance with the instructions contained herein.**

## **INTRODUCTION**

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 the PTB.

For PTBs that contain multiple positions, the trainee must be observed completing all tasks in the first section, which contains tasks common to all of the positions within that PTB, and all of the tasks in the section of the PTB which contains tasks specific to the position for which the trainee is attempting to qualify.

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, is required prior to a recommendation that the trainee be certified as qualified in the position. Evaluation and confirmation of the trainee's performance of all tasks may involve more than one evaluator and can occur during events, such as disasters, emergency declarations, special events, and exercises. It is important that all tasks be critically evaluated and recorded by each evaluator.

## **ISSUING AUTHORITY**

This PTB has been issued by the certifying official. Issuance by the certifying official indicates that the trainee has the required prerequisites for this PTB to be initiated. The issuance section of the PTB (i.e., the official's signature on the cover page) documents the initiation of the PTB and that the trainee meets the required prerequisites. It is the discretion of the certifying official as to whether or not to issue a PTB.

## **DEFINITIONS**

- **Competency:** A general description of the abilities needed to successfully fill a particular role. They encompass the knowledge, skills, and abilities that contribute to an individual being able to fulfill their responsibilities. A competency forms the basis for position specific training, position task books, job aids, and other performance-based documents.
- **Behavior:** A description of actions through which a competency is demonstrated, and can provide a means of assessing whether or not an individual is proficient in that competency.
- **Task:** A specific description of a specific action an individual may perform to be successful in carrying out their position responsibilities. 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.

## **RESPONSIBILITIES**

### **1. Certifying Official** is responsible for:

- Identifying trainees based on agency requirements and strategic goals.
- Issuing the Position Task Book and ensuring that the trainee meets all required prerequisites.
- Providing opportunities for evaluation and/or making trainees available for evaluation.
- Explaining to the trainee the purpose and process of the PTB as well as the trainee's responsibilities.
- Tracking progress of the trainee.
- Confirming PTB completion.
- Certifying the trainee for those positions falling within their certification authority.
- Recommending certification of the trainee for those positions not falling within their certification authority.

### **2. The Trainee** is responsible for:

- Reviewing instructions in the PTB.
- Providing the evaluator with background information pertinent to the position.
- Satisfactorily completing all tasks within 3 years from the date of the first task being evaluated.
- Provide a copy of the completed PTB to the certifying official for review and initiation of the certification process.
- Retaining the original PTB in personal record.

### **3. The Evaluator** is responsible for:

- Being qualified in the position being evaluated.
- Meeting with the trainee and determining past experience, current qualifications, and desired objectives and goals.
- Reviewing tasks with the trainee.
- Explaining to the trainee the purpose and processes of the PTB, as well as the trainee's responsibilities.
- Accurately evaluating and recording demonstrated performance of tasks; initialing and dating completion of the tasks shall document satisfactory performance.
- Documenting unsatisfactory performance in the Evaluation Record.
- Completing the Evaluation Record.

### **4. The Final Evaluator** is the evaluator of the trainee when the final tasks in the PTB are completed. If only one evaluator signs off on all of the tasks in the PTB, then that individual is also the final evaluator. This individual will ensure that all tasks have been initialed and is responsible for:

- Signing the Final Evaluator's Verification Statement when all tasks have been initialed by an evaluator.

### **5. A Certifying Authority** is the FEMA official who has direct reporting responsibility to the FEMA Administrator and has authority to certify FEMA personnel as qualified in identified positions. He/she is responsible for:

- Certifying on the PTB that the trainee has completed all requirements for the position.
- After certification, return the PTB to the individual for their personal records.

**TASKS TO PERFORM**

<b>Competency 1: Reflect FEMA Values</b>		
Consistently demonstrates compassion, fairness, integrity, and respect in all actions with both internal and external stakeholders.		
<b>Behavior 1.1: Employs the concepts and principles found in the FEMA Doctrine</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
1.1.1 Understand role in the organization		
Comments:		
1.1.2 Support unity of purpose for the larger mission		
Comments:		
<b>Behavior 1.2: Demonstrates compassion, fairness, integrity, and respect in interactions with all stakeholders</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
1.2.1 Demonstrate patience and understanding when supporting the efforts of all stakeholders		
Comments:		
1.2.2 Demonstrate cultural sensitivity and diversity awareness with teammates and stakeholders		
Comments:		
1.2.3 Strive to achieve principled, well-reasoned, and just outcomes		
Comments:		

1.2.4 Comply with all ethics-based principles and standards of conduct		
Comments:		
1.2.5 Maintain confidentiality where required		
Comments:		
<b>Competency 2: Exhibits Leadership</b>		
Influences, guides, and directs assigned personnel to accomplish objectives and desired outcomes in a rapidly changing, high-risk environment.		
<b>Behavior 2.1: Leads self</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
2.1.1 Offer assistance to others based upon self-recognized strengths		
Comments:		
2.1.2 Take steps to improve self-recognized weaknesses		
Comments:		
2.1.3 Accept constructive criticism and implement suggested performance improvements		
Comments:		
2.1.4 Seek responsibility and accept responsibility for actions		
Comments:		
2.1.5 Demonstrate emotional self-regulation in interactions with others		
Comments:		

2.1.6 Demonstrate self-motivation completing assigned tasks on time and with minimal supervision		
Comments:		
2.1.7 Display optimism and persistence when faced with challenging circumstances		
Comments:		
2.1.8 Demonstrate calm during high pressure situations in order to influence others into constructive action		
Comments:		
2.1.9 Use a combination of pre-existing best practices and creative thinking to quickly solve complex problems in high pressure situations		
Comments:		
2.1.10 Seek assistance from others when personally-accessible information sources have been exhausted		
Comments:		
2.1.11 Keep current on activities in the NRCC by observing situation displays, reading situation reports, and discussing events with the C-NRCS and staff		
Comments:		
<b>Behavior 2.2: Assesses the situation and adapts one’s understanding based on varying perspectives</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
2.2.1 Distinguish between relevant and extraneous data points		
Comments:		

2.2.2 Recognize that one’s perspective is subjective and does not represent all possible viewpoints		
Comments:		
<b>Behavior 2.4: Maintains a positive relationship with supervisor</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
2.4.1 Communicate limitations to supervisor and promise only what can be delivered		
Comments:		
2.4.2 Provide supervisor ground truth in a timely manner		
Comments:		
2.4.3 Keep supervisor apprised of potential issues or problems		
Comments:		
2.4.4 Fulfill all commitments made to peers, co-workers, and supervisor		
Comments:		
2.4.5 Ascertain and work within your supervisor’s leadership style to meet the mission objectives		
Comments:		
2.4.6 Notify supervisor when assignments are complete		
Comments:		

2.4.7 Meet with supervisor to determine incident status and immediate requirements		
Comments:		
2.4.8 Obtain and review work assignments with supervisor		
Comments:		
2.4.9 Obtain and review performance expectations from supervisor		
Comments:		
<b>Behavior 2.5: Creates a collaborative environment across functional areas/external stakeholders</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
2.5.1 Coordinate interdependent activities with appropriate stakeholders to fulfill position responsibilities		
Comments:		
2.5.2 Establish and maintain open lines of communication with all relevant stakeholders		
Comments:		
2.5.3 Share information with all relevant stakeholders to accomplish assignments		
Comments:		
2.5.4 Attend meetings, conference calls, and briefings, as directed		
Comments:		

2.5.5 Advise the C-NRCS, ESF-15, and others on appropriateness of any news briefing by senior FEMA official		
Comments:		
2.5.6 Maintain regular contact with the Director of the FEMA Office of External Affairs, DHS External Affairs, media representative in applicable RRCCs, Media Affairs Officer at the incident, media affairs staff in the affected States and/or localities, and the White House Press Office		
Comments:		
2.5.7 Coordinate with the Director of the Congressional Affairs Division on policy guidance for NRCS activities as those activities relate to dissemination of information outside the Federal response community		
Comments:		
2.5.8 Arrange FEMA Office of External Affairs' use of the NRCC facility for press conferences as well as photo opportunities as requested by the press		
Comments:		
<p><b>Competency 3: Collaborates Effectively</b> Promotes collaboration and works well with others to effectively accomplish the mission.</p>		
<p><b>Behavior 3.1: Maintains working relationships</b></p>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
3.1.1 Build sustainable networks		
Comments:		

3.1.2 Manage relationships effectively		
Comments:		
3.1.3 Seek common ground in interactions with others		
Comments:		
<b>Behavior 3.2: Enables cooperative and productive group interactions</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
3.2.1 Maintain positive attitude		
Comments:		
3.2.2 Contribute to group discussions		
Comments:		
3.2.3 Work together with other team members to solve problems		
Comments:		
3.2.4 Share information with other team members		
Comments:		
3.2.5 Engage in brainstorming		
Comments:		
3.2.6 Help execute potential solutions		
Comments:		

3.2.7 Develop a common understanding of the group’s scope of work and authority		
Comments:		
<b>Competency 4: Communicates Effectively</b> Expresses information in written and verbal formats to individuals and groups effectively, taking into account the audience and nature of the information; listens to others, attends to nonverbal cues, and responds appropriately.		
<b>Behavior 4.1: Delivers clear, concise, complete, and correct verbal communication tailored to target audience</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
4.1.1 Engage in speaking opportunities as appropriate		
Comments:		
4.1.2 Speak using plain language		
Comments:		
4.1.3 Tailor delivery methods to specific audiences		
Comments:		
<b>Behavior 4.2: Delivers clear, concise, complete, and correct written products tailored to target audience</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
4.2.1 Prepare all correspondence using plain language		
Comments:		
4.2.2 Edit documents to limit grammatical mistakes		
Comments:		

4.2.3 Deliver written products in time required		
Comments:		
<b>Behavior 4.3: Engages in effective interaction in a group setting</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
4.3.1 Engage in active listening (Listen without interruption when others are speaking; Interpret and respond appropriately to nonverbal communication of others; Make eye contact with speaker, when in person; Adjust body posture to be facing the speaker and slightly leaning in; Use paraphrasing or clarifying questions to confirm that the message has been received and understood)		
Comments:		
4.3.2 Respond appropriately to others		
Comments:		
<b>Competency 5: Fulfills Position Responsibilities</b>		
Successfully assumes assigned role and fulfills responsibilities at the appropriate time, performing assigned tasks with a high level of competence.		
<b>Behavior 5.1: Complies with policies and procedures</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
5.1.1 Sign in to and out of the incident at the beginning and end of the incident with ADD		
Comments:		
5.1.2 Sign in and out on staff roster at beginning and end of shift		
Comments:		

5.1.3 Sign in on computer systems at the beginning of every shift		
Comments:		
5.1.4 Compile and archive documentation for historical purposes		
Comments:		
5.1.5 Brief replacement at each shift change for continuity of operations		
Comments:		
5.1.6 Complete timesheet and have signed by supervisor		
Comments:		
<b>Behavior 5.2: Ensures safety, welfare, and accountability of NRCS</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
5.2.1 Take actions to preserve safety and welfare of NRCS personnel		
Comments:		
<b>Behavior 5.3: Gathers, organizes, and conveys information</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
5.3.1 Query Office of External Affairs management when to activate the Joint Information Center		
Comments:		

5.3.2 Provide input to the Situational Awareness Section Chief for news briefings by the senior FEMA official and coordinate the briefings with the C-NRCS and the Resource Support Section Chief		
Comments:		
5.3.3 Field all media requests and interface with the Joint Information Center, as the Offices of External Affairs and Congressional and Legislative Affairs determine appropriate and necessary		
Comments:		
5.3.4 Provide the C-NRCS with an accurate picture of all External Affairs operations		
Comments:		
5.3.5 Maintain a complete set of FEMA and other relevant press releases for the NRCS		
Comments:		
5.3.6 Provide a situation report input to the Crisis Management System and notify the Situational Awareness Section Chief of media activity for inclusion with the situation reports and briefings		
Comments:		
5.3.7 Provide a copy of new FEMA press releases to the Resource Support Section Chief and the Situational Awareness Section Chief		
Comments:		
5.3.8 Direct calls from the media to the External Affairs News Desk		
Comments:		

<b>Behavior 5.4: Conducts analysis to produce actionable information and products</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
5.4.1 Provide information on media in the NRCC and the activities of the Office of External Affairs		
Comments:		
<b>Behavior 5.5: Makes timely, informed recommendations and decisions that consider facts, objectives, constraints, risks, and differing perspectives</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
5.5.1 Resolve Media Affairs policy questions that arise during an NRCS activation		
Comments:		
5.5.2 Provide advice on the public affairs impact of proposed decisions to the C-NRCS		
Comments:		
5.5.3 Review situation reports and other reports to stay informed on the activity of the total Federal support and distribute pertinent information from those reports to Headquarters External Affairs		
Comments:		
5.5.4 Provide guidance on External Affairs (Congressional, etc.) issues or questions exceeding Regional area of responsibility		
Comments:		

5.5.5 Serve as the FEMA representative for Congressional, media, and private sector requests		
Comments:		
<b>Behavior 5.9: Plans for and completes the demobilization/transition process</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
5.9.1 Provide after-action information to supervisor		
Comments:		

DRAFT

## **INSTRUCTIONS FOR COMPLETING THE EVALUATION RECORD**

- There are four separate Evaluation Records available for use, if necessary, each of which correspond to an assignment (see forms that follow).
- It is not necessary for a trainee to complete four assignments; however, four should normally be sufficient for an individual to qualify in a position, but if additional assignments are needed, an Evaluation Record can be copied and attached to the PTB.

### **Complete These Items at the Start of the Evaluation Period:**

---

- ***Evaluator's Name:*** Evaluator enters name here (Print).
- ***Position title:*** Enter the evaluator's incident support position title.
- ***Evaluator's office address and phone:*** Self-explanatory.
- ***Record Number:*** The Record Number listed in the upper left corner of the Evaluation Record identifies the evaluator of a particular incident. This number should be placed in the column labeled "Record #" in the PTB for each task performed satisfactorily. This number will enable reviewers of the completed PTB to tie the tasks to the evaluator at a specific incident.
- ***Evaluation Assignment:*** Identify the incident/disaster/exercise by name, number, and location or if the evaluation opportunity is steady-state operations.
- ***Disaster Complexity Level (if applicable):*** If the record is for a disaster, enter the Disaster Complexity Level (I, II, or III).

### **Complete These Items at the End of the Evaluation Period:**

---

- ***Duration:*** Enter inclusive dates during which the trainee was evaluated.
- ***Recommendation:*** Check as appropriate and make comments regarding the future needs for development of this trainee as appropriate.
- ***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 PTB.
- ***Evaluator's Qualification:*** List your qualification that validates your authority to evaluate and approve successful performance of tasks by the trainee.

## Evaluation Record

\_\_\_\_\_  
 TRAINEE NAME

\_\_\_\_\_  
 TRAINEE POSITION

<b>Record #1</b>	<b>Evaluator's name (Print):</b> _____ <b>Position title:</b> _____	
<b>Evaluator's office address &amp; phone:</b> _____		
<u>Evaluation Assignment</u>	<u>Disaster Level (if applicable)</u>	<u>Duration</u> to
The tasks initialed & dated by me have been performed under my supervision in a satisfactory manner by the above-named trainee. I recommend the following for further development of this trainee. _____ The individual has successfully performed all tasks for the position and should be considered for certification. _____ Not all tasks were evaluated on this assignment and an additional assignment is needed to complete the evaluation. _____ The individual is deficient in the performance of tasks identified below and needs further training prior to additional assignment(s) as a trainee. <b>Deficiencies noted (List Competency and Task #):</b> _____ <b>Date:</b> _____ <b>Evaluator's initials:</b> _____ <b>Evaluator's qualification:</b> _____		

<b>Record #2</b>	<b>Evaluator's name (Print):</b> _____ <b>Position title:</b> _____	
<b>Evaluator's office address &amp; phone:</b> _____		
<u>Evaluation Assignment</u>	<u>Disaster Level (if applicable)</u>	<u>Duration</u> to
The tasks initialed & dated by me have been performed under my supervision in a satisfactory manner by the above-named trainee. I recommend the following for further development of this trainee. _____ The individual has successfully performed all tasks for the position and should be considered for certification. _____ Not all tasks were evaluated on this assignment and an additional assignment is needed to complete the evaluation. _____ The individual is deficient in the performance of tasks identified below and needs further training prior to additional assignment(s) as a trainee. <b>Deficiencies noted (List Competency and Task #):</b> _____ <b>Date:</b> _____ <b>Evaluator's initials:</b> _____ <b>Evaluator's qualification:</b> _____		

## Evaluation Record

\_\_\_\_\_  
 TRAINEE NAME

\_\_\_\_\_  
 TRAINEE POSITION

<b>Record #3</b>	<b>Evaluator's name (Print):</b> _____ <b>Position title:</b> _____	
<b>Evaluator's office address &amp; phone:</b> _____		
<u>Evaluation Assignment</u>	<u>Disaster Level (if applicable)</u>	<u>Duration</u> to
The tasks initialed & dated by me have been performed under my supervision in a satisfactory manner by the above-named trainee. I recommend the following for further development of this trainee. _____ The individual has successfully performed all tasks for the position and should be considered for certification. _____ Not all tasks were evaluated on this assignment and an additional assignment is needed to complete the evaluation. _____ The individual is deficient in the performance of tasks identified below and needs further training prior to additional assignment(s) as a trainee. <b>Deficiencies noted (List Competency and Task #):</b> _____ <b>Date:</b> _____ <b>Evaluator's initials:</b> _____ <b>Evaluator's qualification:</b> _____		

<b>Record #4</b>	<b>Evaluator's name (Print):</b> _____ <b>Position title:</b> _____	
<b>Evaluator's office address &amp; phone:</b> _____		
<u>Evaluation Assignment</u>	<u>Disaster Level (if applicable)</u>	<u>Duration</u> to
The tasks initialed & dated by me have been performed under my supervision in a satisfactory manner by the above-named trainee. I recommend the following for further development of this trainee. _____ The individual has successfully performed all tasks for the position and should be considered for certification. _____ Not all tasks were evaluated on this assignment and an additional assignment is needed to complete the evaluation. _____ The individual is deficient in the performance of tasks identified below and needs further training prior to additional assignment(s) as a trainee. <b>Deficiencies noted (List Competency and Task #):</b> _____ <b>Date:</b> _____ <b>Evaluator's initials:</b> _____ <b>Evaluator's qualification:</b> _____		

## **FINAL EVALUATOR & CERTIFYING OFFICIAL**

---

**Do NOT complete this unless you are recommending the trainee for certification**

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

---

### **Final Evaluator's Verification**

I verify that \_\_\_\_\_ has successfully performed all required tasks as a trainee which are documented with appropriate initials in this PTB and should therefore be considered for certification in this position.

---

Final Evaluator's Signature and Date

---

Final Evaluator's Printed Name, Title, HQ/Region, and Phone Number

### **Agency Certification**

I certify that \_\_\_\_\_ has met all requirements for qualification in this position.

---

Official's Signature and Date

---

Official's Printed Name, Title, HQ/Region, and Phone Number



**FEMA**

**FEMA INCIDENT SUPPORT POSITION TASK BOOK**

**N06 Lessons Learned Advisor**

**POSITION TASK BOOK (PTB) ASSIGNED TO:**

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Individual's Name, HQ/Region

**POSITION TASK BOOK (PTB) INITIATED BY:**

---

Official's Name, Title, HQ/Region

---

Date PTB Initiated

**TASKS TO PERFORM**

<p><b>Competency 2: Exhibits Leadership</b>                  Influences, guides, and directs assigned personnel to accomplish objectives and desired outcomes in a rapidly changing, high-risk environment.</p>		
<p><b>Behavior 2.2: Assesses the situation and adapts one’s understanding based on varying perspectives</b></p>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
2.2.1 Recognize that differing perspectives on problems offer opportunities to develop and implement value added solutions		
Comments:		
2.2.2 Accurately compile a common operating picture from multiple sources of data		
Comments:		
<p><b>Behavior 2.3: Leads and supports assigned personnel</b></p>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
2.3.1 Establish work assignments based on operational objectives and capabilities of assigned personnel		
Comments:		
2.3.2 Provide clear direction and ensure assigned personnel understands assignments		
Comments:		
2.3.3 Set clear, measurable, and attainable performance expectations		
Comments:		

2.3.4 Monitor performance and provide feedback		
Comments:		
2.3.5 Ensure assigned personnel understand role in organization		
Comments:		
2.3.6 Foster unity of purpose for the larger mission among assigned personnel		
Comments:		
2.3.7 Build loyalty among assigned personnel by demonstrating respect and commitment		
Comments:		
2.3.8 Provide support and encouragement to assigned personnel seeking to grow in their own leadership capabilities		
Comments:		
2.3.9 Ensure access to necessary training for all assigned personnel		
Comments:		
<b>Behavior 2.5: Creates a collaborative environment across functional areas/external stakeholders</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
2.5.1 Acknowledge and encourage stakeholders in their efforts to build shared solutions		
Comments:		

2.5.2 Assign staff to attend meetings, conference calls, and briefings, as necessary		
Comments:		
2.5.3 Meet with supervisor to receive the leader’s intent		
Comments:		
<b>Competency 3: Collaborates Effectively</b> Promotes collaboration and works well with others to effectively accomplish the mission.		
<b>Behavior 3.2: Enables cooperative and productive group interactions</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
3.2.1 Develop standards for acceptable group behaviors and types of communication (e.g., arrive on time, respect diverse points of view, no judging during creative problem-solving)		
Comments:		
3.2.2 Act as a mediator when required		
Comments:		
3.2.3 Confirm with supervisor the Operational Tempo for reports and briefings for the shift		
Comments:		

<p><b>Competency 4: Communicates Effectively</b>                  Expresses information in written and verbal formats to individuals and groups effectively, taking into account the audience and nature of the information; listens to others, attends to nonverbal cues, and responds appropriately..</p>		
<p><b>Behavior 4.1: Delivers clear, concise, complete, and correct verbal communication tailored to target audience</b></p>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
4.1.1 Ensure the delivery of section hot-wash meetings—as requested during operations or as sections stand-down		
Comments:		
4.1.2 Ensure the delivery of after-action debriefings with relevant stakeholders to identify and prioritize emerging issues		
Comments:		
<p><b>Behavior 4.2: Delivers clear, concise, complete, and correct written products tailored to target audience</b></p>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
4.2.1 Ensure development of status and emerging issue reports		
Comments:		
4.2.2 Coordinate development of After Action Report		
Comments:		
4.2.3 Ensure development of a consolidated report of improvement recommendations for FEMA Senior Leadership and the NRCS		
Comments:		

4.2.4 Prepare and update the Data Collection Plan		
Comments:		
<b>Competency 5: Fulfills Position Responsibilities</b>		
Successfully assumes assigned role and fulfills responsibilities at the appropriate time, performing assigned tasks with a high level of competence.		
<b>Behavior 5.1: Complies with policies and procedures</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
5.1.1 Ensure documents are compiled and archived for historical purposes		
Comments:		
5.1.2 Review guidance documentation pertinent to job functions and operational areas, including Position Task Books and job guides		
Comments:		
5.1.3 Review the appropriate plan to determine initial actions, coordination and information requirements		
Comments:		
5.1.4 Ensure all assigned personnel's timesheets are accurate and complete		
Comments:		

<b>Behavior 5.3: Gathers, organizes, and conveys information</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
5.3.1 Ensure coordination with each activated section to observe activities and assist with identifying emerging issues, corrective actions, and potential lessons learned		
Comments:		
<b>Behavior 5.7: Manages and tracks resources effectively</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
5.7.1 Ensure staffing levels are adequate to meet supervisor's direction		
Comments:		
<b>Behavior 5.9: Plans for and completes the demobilization/transition process</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
5.9.1 Close out or transfer pending actions to the appropriate party and report them to the Group Supervisor		
Comments:		
5.9.2 Notify working contacts when the Group closes		
Comments:		
5.9.3 Ensure all appropriate incident information is transmitted to the Regional Response Coordination Center or Joint Field Office		
Comments:		

**FEMA has developed Position Task Books (PTBs) based on the FEMA doctrine and the National Incident Support Manual (NISM). The material contained in this book accurately defines the performance expected of the position(s) for which it was developed. This task book is approved for use as a position qualification document in accordance with the instructions contained herein.**

## **INTRODUCTION**

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 the PTB.

For PTBs that contain multiple positions, the trainee must be observed completing all tasks in the first section, which contains tasks common to all of the positions within that PTB, and all of the tasks in the section of the PTB which contains tasks specific to the position for which the trainee is attempting to qualify.

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, is required prior to a recommendation that the trainee be certified as qualified in the position. Evaluation and confirmation of the trainee's performance of all tasks may involve more than one evaluator and can occur during events, such as disasters, emergency declarations, special events, and exercises. It is important that all tasks be critically evaluated and recorded by each evaluator.

## **ISSUING AUTHORITY**

This PTB has been issued by the certifying official. Issuance by the certifying official indicates that the trainee has the required prerequisites for this PTB to be initiated. The issuance section of the PTB (i.e., the official's signature on the cover page) documents the initiation of the PTB and that the trainee meets the required prerequisites. It is the discretion of the certifying official as to whether or not to issue a PTB.

## **DEFINITIONS**

- **Competency:** A general description of the abilities needed to successfully fill a particular role. They encompass the knowledge, skills, and abilities that contribute to an individual being able to fulfill their responsibilities. A competency forms the basis for position specific training, position task books, job aids, and other performance-based documents.
- **Behavior:** A description of actions through which a competency is demonstrated, and can provide a means of assessing whether or not an individual is proficient in that competency.
- **Task:** A specific description of a specific action an individual may perform to be successful in carrying out their position responsibilities. 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.

## **RESPONSIBILITIES**

### **1. Certifying Official** is responsible for:

- Identifying trainees based on agency requirements and strategic goals.
- Issuing the Position Task Book and ensuring that the trainee meets all required prerequisites.
- Providing opportunities for evaluation and/or making trainees available for evaluation.
- Explaining to the trainee the purpose and process of the PTB as well as the trainee's responsibilities.
- Tracking progress of the trainee.
- Confirming PTB completion.
- Certifying the trainee for those positions falling within their certification authority.
- Recommending certification of the trainee for those positions not falling within their certification authority.

### **2. The Trainee** is responsible for:

- Reviewing instructions in the PTB.
- Providing the evaluator with background information pertinent to the position.
- Satisfactorily completing all tasks within 3 years from the date of the first task being evaluated.
- Provide a copy of the completed PTB to the certifying official for review and initiation of the certification process.
- Retaining the original PTB in personal record.

### **3. The Evaluator** is responsible for:

- Being qualified in the position being evaluated.
- Meeting with the trainee and determining past experience, current qualifications, and desired objectives and goals.
- Reviewing tasks with the trainee.
- Explaining to the trainee the purpose and processes of the PTB, as well as the trainee's responsibilities.
- Accurately evaluating and recording demonstrated performance of tasks; initialing and dating completion of the tasks shall document satisfactory performance.
- Documenting unsatisfactory performance in the Evaluation Record.
- Completing the Evaluation Record.

### **4. The Final Evaluator** is the evaluator of the trainee when the final tasks in the PTB are completed. If only one evaluator signs off on all of the tasks in the PTB, then that individual is also the final evaluator. This individual will ensure that all tasks have been initialed and is responsible for:

- Signing the Final Evaluator's Verification Statement when all tasks have been initialed by an evaluator.

### **5. A Certifying Authority** is the FEMA official who has direct reporting responsibility to the FEMA Administrator and has authority to certify FEMA personnel as qualified in identified positions. He/she is responsible for:

- Certifying on the PTB that the trainee has completed all requirements for the position.
- After certification, return the PTB to the individual for their personal records.

## **INSTRUCTIONS FOR COMPLETING THE EVALUATION RECORD**

- There are four separate Evaluation Records available for use, if necessary, each of which correspond to an assignment (see forms that follow).
- It is not necessary for a trainee to complete four assignments; however, four should normally be sufficient for an individual to qualify in a position, but if additional assignments are needed, an Evaluation Record can be copied and attached to the PTB.

### **Complete These Items at the Start of the Evaluation Period:**

---

- ***Evaluator's Name:*** Evaluator enters name here (Print).
- ***Position title:*** Enter the evaluator's incident support position title.
- ***Evaluator's office address and phone:*** Self-explanatory.
- ***Record Number:*** The Record Number listed in the upper left corner of the Evaluation Record identifies the evaluator of a particular incident. This number should be placed in the column labeled "Record #" in the PTB for each task performed satisfactorily. This number will enable reviewers of the completed PTB to tie the tasks to the evaluator at a specific incident.
- ***Evaluation Assignment:*** Identify the incident/disaster/exercise by name, number, and location or if the evaluation opportunity is steady-state operations.
- ***Disaster Complexity Level (if applicable):*** If the record is for a disaster, enter the Disaster Complexity Level (I, II, or III).

### **Complete These Items at the End of the Evaluation Period:**

---

- ***Duration:*** Enter inclusive dates during which the trainee was evaluated.
- ***Recommendation:*** Check as appropriate and make comments regarding the future needs for development of this trainee as appropriate.
- ***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 PTB.
- ***Evaluator's Qualification:*** List your qualification that validates your authority to evaluate and approve successful performance of tasks by the trainee.

## Evaluation Record

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 TRAINEE NAME

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 TRAINEE POSITION

<b>Record #1</b>	<b>Evaluator's name (Print):</b> <b>Position title:</b>	
<b>Evaluator's office address &amp; phone:</b>		
<u><b>Evaluation Assignment</b></u>	<u><b>Disaster Level (if applicable)</b></u>	<u><b>Duration</b></u> to
<p>The tasks initialed &amp; dated by me have been performed under my supervision 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>_____ Not all tasks were evaluated on this assignment and an additional assignment is needed to complete the evaluation.</p> <p>_____ The individual is deficient in the performance of tasks identified below and needs further training prior to additional assignment(s) as a trainee.</p> <p><b>Deficiencies noted (List Competency and Task #):</b></p> <p><b>Date:</b> _____ <b>Evaluator's initials:</b> _____</p> <p><b>Evaluator's qualification:</b> _____</p>		

<b>Record #2</b>	<b>Evaluator's name (Print):</b> <b>Position title:</b>	
<b>Evaluator's office address &amp; phone:</b>		
<u><b>Evaluation Assignment</b></u>	<u><b>Disaster Level (if applicable)</b></u>	<u><b>Duration</b></u> to
<p>The tasks initialed &amp; dated by me have been performed under my supervision 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>_____ Not all tasks were evaluated on this assignment and an additional assignment is needed to complete the evaluation.</p> <p>_____ The individual is deficient in the performance of tasks identified below and needs further training prior to additional assignment(s) as a trainee.</p> <p><b>Deficiencies noted (List Competency and Task #):</b></p> <p><b>Date:</b> _____ <b>Evaluator's initials:</b> _____</p> <p><b>Evaluator's qualification:</b> _____</p>		

## Evaluation Record

\_\_\_\_\_  
 TRAINEE NAME

\_\_\_\_\_  
 TRAINEE POSITION

<b>Record #3</b>	<b>Evaluator's name (Print):</b> _____ <b>Position title:</b> _____	
<b>Evaluator's office address &amp; phone:</b> _____		
<u>Evaluation Assignment</u>	<u>Disaster Level (if applicable)</u>	<u>Duration</u> to
The tasks initialed & dated by me have been performed under my supervision in a satisfactory manner by the above-named trainee. I recommend the following for further development of this trainee. _____ The individual has successfully performed all tasks for the position and should be considered for certification. _____ Not all tasks were evaluated on this assignment and an additional assignment is needed to complete the evaluation. _____ The individual is deficient in the performance of tasks identified below and needs further training prior to additional assignment(s) as a trainee. <b>Deficiencies noted (List Competency and Task #):</b> _____ <b>Date:</b> _____ <b>Evaluator's initials:</b> _____ <b>Evaluator's qualification:</b> _____		

<b>Record #4</b>	<b>Evaluator's name (Print):</b> _____ <b>Position title:</b> _____	
<b>Evaluator's office address &amp; phone:</b> _____		
<u>Evaluation Assignment</u>	<u>Disaster Level (if applicable)</u>	<u>Duration</u> to
The tasks initialed & dated by me have been performed under my supervision in a satisfactory manner by the above-named trainee. I recommend the following for further development of this trainee. _____ The individual has successfully performed all tasks for the position and should be considered for certification. _____ Not all tasks were evaluated on this assignment and an additional assignment is needed to complete the evaluation. _____ The individual is deficient in the performance of tasks identified below and needs further training prior to additional assignment(s) as a trainee. <b>Deficiencies noted (List Competency and Task #):</b> _____ <b>Date:</b> _____ <b>Evaluator's initials:</b> _____ <b>Evaluator's qualification:</b> _____		

## **FINAL EVALUATOR & CERTIFYING OFFICIAL**

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Do **NOT** complete this unless you are recommending the trainee for certification

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

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### **Final Evaluator's Verification**

I verify that \_\_\_\_\_ has successfully performed all required tasks as a trainee which are documented with appropriate initials in this PTB and should therefore be considered for certification in this position.

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Final Evaluator's Signature and Date

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Final Evaluator's Printed Name, Title, HQ/Region, and Phone Number

### **Agency Certification**

I certify that \_\_\_\_\_ has met all requirements for qualification in this position.

---

Official's Signature and Date

---

Official's Printed Name, Title, HQ/Region, and Phone Number



**FEMA**

**FEMA INCIDENT SUPPORT POSITION TASK BOOK**

**N07 Lessons Learned Specialist**

**POSITION TASK BOOK (PTB) ASSIGNED TO:**

---

Individual's Name, HQ/Region

**POSITION TASK BOOK (PTB) INITIATED BY:**

---

Official's Name, Title, HQ/Region

---

Date PTB Initiated

**FEMA has developed Position Task Books (PTBs) based on the FEMA doctrine and the National Incident Support Manual (NISM). The material contained in this book accurately defines the performance expected of the position(s) for which it was developed. This task book is approved for use as a position qualification document in accordance with the instructions contained herein.**

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**TASKS TO PERFORM**

<p><b>Competency 1: Reflect FEMA Values</b>                  Consistently demonstrates compassion, fairness, integrity, and respect in all actions with both internal and external stakeholders.</p>		
<p><b>Behavior 1.1: Employs the concepts and principles found in the FEMA Doctrine</b></p>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
1.1.1 Understand role in the organization		
<p>Comments:</p>		
1.1.2 Support unity of purpose for the larger mission		
<p>Comments:</p>		
<p><b>Behavior 1.2: Demonstrates compassion, fairness, integrity, and respect in interactions with all stakeholders</b></p>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
1.2.1 Demonstrate patience and understanding when supporting the efforts of all stakeholders		
<p>Comments:</p>		
1.2.2 Demonstrate cultural sensitivity and diversity awareness with teammates and stakeholders		
<p>Comments:</p>		
1.2.3 Strive to achieve principled, well-reasoned, and just outcomes		
<p>Comments:</p>		

1.2.4 Comply with all ethics-based principles and standards of conduct		
Comments:		
1.2.5 Maintain confidentiality where required		
Comments:		
<b>Competency 2: Exhibits Leadership</b>		
Influences, guides, and directs assigned personnel to accomplish objectives and desired outcomes in a rapidly changing, high-risk environment.		
<b>Behavior 2.1: Leads self</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
2.1.1 Offer assistance to others based upon self-recognized strengths		
Comments:		
2.1.2 Take steps to improve self-recognized weaknesses		
Comments:		
2.1.3 Accept constructive criticism and implement suggested performance improvements		
Comments:		
2.1.4 Seek responsibility and accept responsibility for actions		
Comments:		
2.1.5 Demonstrate emotional self-regulation in interactions with others		
Comments:		

2.1.6 Demonstrate self-motivation completing assigned tasks on time and with minimal supervision		
Comments:		
2.1.7 Display optimism and persistence when faced with challenging circumstances		
Comments:		
2.1.8 Demonstrate calm during high pressure situations in order to influence others into constructive action		
Comments:		
2.1.9 Use a combination of pre-existing best practices and creative thinking to quickly solve complex problems in high pressure situations		
Comments:		
2.1.10 Seek assistance from others when personally-accessible information sources have been exhausted		
Comments:		
<b>Behavior 2.2: Assesses the situation and adapts one’s understanding based on varying perspectives</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
2.2.1 Distinguish between relevant and extraneous data points		
Comments:		
2.2.2 Recognize that one’s perspective is subjective and does not represent all possible viewpoints		
Comments:		

<b>Behavior 2.4: Maintains a positive relationship with supervisor</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
2.4.1 Communicate limitations to supervisor and promise only what can be delivered		
Comments:		
2.4.2 Provide supervisor ground truth in a timely manner		
Comments:		
2.4.3 Keep supervisor apprised of potential issues or problems		
Comments:		
2.4.4 Fulfill all commitments made to peers, co-workers, and supervisor		
Comments:		
2.4.5 Ascertain and work within your supervisor’s leadership style to meet the mission objectives		
Comments:		
2.4.6 Notify supervisor when assignments are complete		
Comments:		
2.4.7 Meet with supervisor to determine incident status and immediate requirements		
Comments:		
2.4.8 Obtain and review work assignments with supervisor		
Comments:		

2.4.9 Obtain and review performance expectations from supervisor		
Comments:		
<b>Behavior 2.5: Creates a collaborative environment across functional areas/external stakeholders</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
2.5.1 Coordinate interdependent activities with appropriate stakeholders to fulfill position responsibilities		
Comments:		
2.5.2 Establish and maintain open lines of communication with all relevant stakeholders		
Comments:		
2.5.3 Share information with all relevant stakeholders to accomplish assignments		
Comments:		
2.5.4 Attend meetings, conference calls, and briefings, as directed		
Comments:		
<b>Competency 3: Collaborates Effectively</b> Promotes collaboration and works well with others to effectively accomplish the mission.		
<b>Behavior 3.1: Maintains working relationships</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
3.1.1 Build sustainable networks		
Comments:		

3.1.2 Manage relationships effectively		
Comments:		
3.1.3 Seek common ground in interactions with others		
Comments:		
3.1.4 Coordinate with each activated section to observe activities and assist with identifying emerging issues, corrective actions, and potential lessons learned		
Comments:		
<b>Behavior 3.2: Enables cooperative and productive group interactions</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
3.2.1 Maintain positive attitude		
Comments:		
3.2.2 Contribute to group discussions		
Comments:		
3.2.3 Work together with other team members to solve problems		
Comments:		
3.2.4 Share information with other team members		
Comments:		
3.2.5 Engage in brainstorming		
Comments:		

3.2.6 Help execute potential solutions		
Comments:		
3.2.7 Develop a common understanding of the group’s scope of work and authority		
Comments:		
<b>Competency 4: Communicates Effectively</b> Expresses information in written and verbal formats to individuals and groups effectively, taking into account the audience and nature of the information; listens to others, attends to nonverbal cues, and responds appropriately.		
<b>Behavior 4.1: Delivers clear, concise, complete, and correct verbal communication tailored to target audience</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
4.1.1 Engage in speaking opportunities as appropriate		
Comments:		
4.1.2 Speak using plain language		
Comments:		
4.1.3 Tailor delivery methods to specific audiences		
Comments:		
4.1.4 Conduct after-action debriefings with relevant stakeholders to identify and prioritize emerging issues		
Comments:		
4.1.5 Conduct section hot-wash meetings as requested during operations or as sections stand-down		
Comments:		

4.1.6 Talk to the NRCS when possible to capture what they are doing and how they are doing it as per the NISM		
Comments:		
<b>Behavior 4.2: Delivers clear, concise, complete, and correct written products tailored to target audience</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
4.2.1 Prepare all correspondence using plain language		
Comments:		
4.2.2 Edit documents to limit grammatical mistakes		
Comments:		
4.2.3 Deliver written products in time required		
Comments:		
4.2.4 Draft status and emerging issue reports		
Comments:		
4.2.5 Develop After Action Report		
Comments:		
4.2.6 Produce a consolidated report of improvement recommendations for FEMA senior leadership and the NRCS		
Comments:		

<b>Behavior 4.3: Engages in effective interaction in a group setting</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
4.3.1 Engage in active listening (Listen without interruption when others are speaking; Interpret and respond appropriately to nonverbal communication of others; Make eye contact with speaker, when in person; Adjust body posture to be facing the speaker and slightly leaning in; Use paraphrasing or clarifying questions to confirm that the message has been received and understood)		
Comments:		
4.3.2 Respond appropriately to others		
Comments:		
<b>Competency 5: Fulfills Position Responsibilities</b>		
Successfully assumes assigned role and fulfills responsibilities at the appropriate time, performing assigned tasks with a high level of competence.		
<b>Behavior 5.1: Complies with policies and procedures</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
5.1.1 Sign in to and out of the incident at the beginning and end of the incident with ADD		
Comments:		
5.1.2 Sign in and out on staff roster at beginning and end of shift		
Comments:		
5.1.3 Sign in on computer systems at the beginning of every shift		
Comments:		

5.1.4 Compile and archive documentation for historical purposes		
Comments:		
5.1.5 Brief replacement at each shift change for continuity of operations		
Comments:		
5.1.6 Complete timesheet and have signed by supervisor		
Comments:		
<b>Behavior 5.2: Ensures safety, welfare, and accountability of NRCS</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
5.2.1 Take actions to preserve safety and welfare of NRCS personnel		
Comments:		
<b>Behavior 5.3: Gathers, organizes, and conveys information</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
5.3.1 Observe activities and assists with identifying emerging issues, corrective actions, and potential lessons learned		
Comments:		
5.3.2 Prepare, distribute, and collect data collection forms to identify emerging issues, corrective actions, and potential lessons learned		
Comments:		

5.3.3 Submit data to the appropriate FEMA Headquarters office for analysis		
Comments:		
<b>Behavior 5.4: Conducts analysis to produce actionable information and products</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
5.4.1 Identify potential best practices, lessons learned, and corrective actions		
Comments:		
<b>Behavior 5.9: Plans for and completes the demobilization/transition process</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
5.9.1 Provide after-action information to supervisor		
Comments:		

## **INSTRUCTIONS FOR COMPLETING THE EVALUATION RECORD**

- There are four separate Evaluation Records available for use, if necessary, each of which correspond to an assignment (see forms that follow).
- It is not necessary for a trainee to complete four assignments; however, four should normally be sufficient for an individual to qualify in a position, but if additional assignments are needed, an Evaluation Record can be copied and attached to the PTB.

### **Complete These Items at the Start of the Evaluation Period:**

---

- ***Evaluator's Name:*** Evaluator enters name here (Print).
- ***Position title:*** Enter the evaluator's incident support position title.
- ***Evaluator's office address and phone:*** Self-explanatory.
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- ***Evaluation Assignment:*** Identify the incident/disaster/exercise by name, number, and location or if the evaluation opportunity is steady-state operations.
- ***Disaster Complexity Level (if applicable):*** If the record is for a disaster, enter the Disaster Complexity Level (I, II, or III).

### **Complete These Items at the End of the Evaluation Period:**

---

- ***Duration:*** Enter inclusive dates during which the trainee was evaluated.
- ***Recommendation:*** Check as appropriate and make comments regarding the future needs for development of this trainee as appropriate.
- ***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 PTB.
- ***Evaluator's Qualification:*** List your qualification that validates your authority to evaluate and approve successful performance of tasks by the trainee.

# Evaluation Record

\_\_\_\_\_  
 TRAINEE NAME

\_\_\_\_\_  
 TRAINEE POSITION

<b>Record #1</b>	<b>Evaluator's name (Print):</b> _____ <b>Position title:</b> _____	
<b>Evaluator's office address &amp; phone:</b> _____		
<u>Evaluation Assignment</u>	<u>Disaster Level (if applicable)</u>	<u>Duration</u> to
The tasks initialed & dated by me have been performed under my supervision in a satisfactory manner by the above-named trainee. I recommend the following for further development of this trainee. _____ The individual has successfully performed all tasks for the position and should be considered for certification. _____ Not all tasks were evaluated on this assignment and an additional assignment is needed to complete the evaluation. _____ The individual is deficient in the performance of tasks identified below and needs further training prior to additional assignment(s) as a trainee.  <b>Deficiencies noted (List Competency and Task #):</b> _____  <b>Date:</b> _____ <b>Evaluator's initials:</b> _____  <b>Evaluator's qualification:</b> _____		

<b>Record #2</b>	<b>Evaluator's name (Print):</b> _____ <b>Position title:</b> _____	
<b>Evaluator's office address &amp; phone:</b> _____		
<u>Evaluation Assignment</u>	<u>Disaster Level (if applicable)</u>	<u>Duration</u> to
The tasks initialed & dated by me have been performed under my supervision in a satisfactory manner by the above-named trainee. I recommend the following for further development of this trainee. _____ The individual has successfully performed all tasks for the position and should be considered for certification. _____ Not all tasks were evaluated on this assignment and an additional assignment is needed to complete the evaluation. _____ The individual is deficient in the performance of tasks identified below and needs further training prior to additional assignment(s) as a trainee.  <b>Deficiencies noted (List Competency and Task #):</b> _____  <b>Date:</b> _____ <b>Evaluator's initials:</b> _____  <b>Evaluator's qualification:</b> _____		

# Evaluation Record

\_\_\_\_\_  
 TRAINEE NAME

\_\_\_\_\_  
 TRAINEE POSITION

<b>Record #3</b>	<b>Evaluator's name (Print):</b> _____ <b>Position title:</b> _____	
<b>Evaluator's office address &amp; phone:</b> _____		
<u><b>Evaluation Assignment</b></u>	<u><b>Disaster Level (if applicable)</b></u>	<u><b>Duration</b></u> to
The tasks initialed & dated by me have been performed under my supervision in a satisfactory manner by the above-named trainee. I recommend the following for further development of this trainee. _____ The individual has successfully performed all tasks for the position and should be considered for certification. _____ Not all tasks were evaluated on this assignment and an additional assignment is needed to complete the evaluation. _____ The individual is deficient in the performance of tasks identified below and needs further training prior to additional assignment(s) as a trainee. <b>Deficiencies noted (List Competency and Task #):</b> _____ <b>Date:</b> _____ <b>Evaluator's initials:</b> _____ <b>Evaluator's qualification:</b> _____		

<b>Record #4</b>	<b>Evaluator's name (Print):</b> _____ <b>Position title:</b> _____	
<b>Evaluator's office address &amp; phone:</b> _____		
<u><b>Evaluation Assignment</b></u>	<u><b>Disaster Level (if applicable)</b></u>	<u><b>Duration</b></u> to
The tasks initialed & dated by me have been performed under my supervision in a satisfactory manner by the above-named trainee. I recommend the following for further development of this trainee. _____ The individual has successfully performed all tasks for the position and should be considered for certification. _____ Not all tasks were evaluated on this assignment and an additional assignment is needed to complete the evaluation. _____ The individual is deficient in the performance of tasks identified below and needs further training prior to additional assignment(s) as a trainee. <b>Deficiencies noted (List Competency and Task #):</b> _____ <b>Date:</b> _____ <b>Evaluator's initials:</b> _____ <b>Evaluator's qualification:</b> _____		

## **FINAL EVALUATOR & CERTIFYING OFFICIAL**

---

Do **NOT** complete this unless you are recommending the trainee for certification

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

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### **Final Evaluator's Verification**

I verify that \_\_\_\_\_ has successfully performed all required tasks as a trainee which are documented with appropriate initials in this PTB and should therefore be considered for certification in this position.

---

Final Evaluator's Signature and Date

---

Final Evaluator's Printed Name, Title, HQ/Region, and Phone Number

### **Agency Certification**

I certify that \_\_\_\_\_ has met all requirements for qualification in this position.

---

Official's Signature and Date

---

Official's Printed Name, Title, HQ/Region, and Phone Number



**FEMA**

**FEMA INCIDENT SUPPORT POSITION TASK BOOK**

**N08 Action Center Unit Leader**

**POSITION TASK BOOK (PTB) ASSIGNED TO:**

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Individual's Name, HQ/Region

**POSITION TASK BOOK (PTB) INITIATED BY:**

---

Official's Name, Title, HQ/Region

---

Date PTB Initiated

**FEMA has developed Position Task Books (PTBs) based on the FEMA doctrine and the National Incident Support Manual (NISM). The material contained in this book accurately defines the performance expected of the position(s) for which it was developed. This task book is approved for use as a position qualification document in accordance with the instructions contained herein.**

## **INTRODUCTION**

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 the PTB.

For PTBs that contain multiple positions, the trainee must be observed completing all tasks in the first section, which contains tasks common to all of the positions within that PTB, and all of the tasks in the section of the PTB which contains tasks specific to the position for which the trainee is attempting to qualify.

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, is required prior to a recommendation that the trainee be certified as qualified in the position. Evaluation and confirmation of the trainee's performance of all tasks may involve more than one evaluator and can occur during events, such as disasters, emergency declarations, special events, and exercises. It is important that all tasks be critically evaluated and recorded by each evaluator.

## **ISSUING AUTHORITY**

This PTB has been issued by the certifying official. Issuance by the certifying official indicates that the trainee has the required prerequisites for this PTB to be initiated. The issuance section of the PTB (i.e., the official's signature on the cover page) documents the initiation of the PTB and that the trainee meets the required prerequisites. It is the discretion of the certifying official as to whether or not to issue a PTB.

## **DEFINITIONS**

- **Competency:** A general description of the abilities needed to successfully fill a particular role. They encompass the knowledge, skills, and abilities that contribute to an individual being able to fulfill their responsibilities. A competency forms the basis for position specific training, position task books, job aids, and other performance-based documents.
- **Behavior:** A description of actions through which a competency is demonstrated, and can provide a means of assessing whether or not an individual is proficient in that competency.
- **Task:** A specific description of a specific action an individual may perform to be successful in carrying out their position responsibilities. 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.

## RESPONSIBILITIES

### 1. **Certifying Official** is responsible for:

- Identifying trainees based on agency requirements and strategic goals.
- Issuing the Position Task Book and ensuring that the trainee meets all required prerequisites.
- Providing opportunities for evaluation and/or making trainees available for evaluation.
- Explaining to the trainee the purpose and process of the PTB as well as the trainee's responsibilities.
- Tracking progress of the trainee.
- Confirming PTB completion.
- Certifying the trainee for those positions falling within their certification authority.
- Recommending certification of the trainee for those positions not falling within their certification authority.

### 2. **The Trainee** is responsible for:

- Reviewing instructions in the PTB.
- Providing the evaluator with background information pertinent to the position.
- Satisfactorily completing all tasks within 3 years from the date of the first task being evaluated.
- Provide a copy of the completed PTB to the certifying official for review and initiation of the certification process.
- Retaining the original PTB in personal record.

### 3. **The Evaluator** is responsible for:

- Being qualified in the position being evaluated.
- Meeting with the trainee and determining past experience, current qualifications, and desired objectives and goals.
- Reviewing tasks with the trainee.
- Explaining to the trainee the purpose and processes of the PTB, as well as the trainee's responsibilities.
- Accurately evaluating and recording demonstrated performance of tasks; initialing and dating completion of the tasks shall document satisfactory performance.
- Documenting unsatisfactory performance in the Evaluation Record.
- Completing the Evaluation Record.

### 4. **The Final Evaluator** is the evaluator of the trainee when the final tasks in the PTB are completed. If only one evaluator signs off on all of the tasks in the PTB, then that individual is also the final evaluator. This individual will ensure that all tasks have been initialed and is responsible for:

- Signing the Final Evaluator's Verification Statement when all tasks have been initialed by an evaluator.

### 5. **A Certifying Authority** is the FEMA official who has direct reporting responsibility to the FEMA Administrator and has authority to certify FEMA personnel as qualified in identified positions. He/she is responsible for:

- Certifying on the PTB that the trainee has completed all requirements for the position.
- After certification, return the PTB to the individual for their personal records.

**TASKS TO PERFORM**

<p><b>Competency 2: Exhibits Leadership</b>                  Influences, guides, and directs assigned personnel to accomplish objectives and desired outcomes in a rapidly changing, high-risk environment.</p>		
<p><b>Behavior 2.2: Assesses the situation and adapts one’s understanding based on varying perspectives</b></p>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
2.2.1 Recognize that differing perspectives on problems offer opportunities to develop and implement value added solutions		
Comments:		
2.2.2 Accurately compile a common operating picture from multiple sources of data		
Comments:		
<p><b>Behavior 2.3: Leads and supports assigned personnel</b></p>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
2.3.1 Establish work assignments based on operational objectives and capabilities of assigned personnel		
Comments:		
2.3.2 Provide clear direction and ensure assigned personnel understands assignments		
Comments:		
2.3.3 Set clear, measurable, and attainable performance expectations		
Comments:		

2.3.4 Monitor performance and provide feedback		
Comments:		
2.3.5 Ensure assigned personnel understand role in organization		
Comments:		
2.3.6 Foster unity of purpose for the larger mission among assigned personnel		
Comments:		
2.3.7 Build loyalty among assigned personnel by demonstrating respect and commitment		
Comments:		
2.3.8 Provide support and encouragement to assigned personnel seeking to grow in their own leadership capabilities		
Comments:		
2.3.9 Ensure access to necessary training for all assigned personnel		
Comments:		
<b>Behavior 2.5: Creates a collaborative environment across functional areas/external stakeholders</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
2.5.1 Acknowledge and encourage stakeholders in their efforts to build shared solutions		
Comments:		

2.5.2 Assign staff to attend meetings, conference calls, and briefings, as necessary		
Comments:		
2.5.3 Meet with supervisor to receive the leader’s intent		
Comments:		
<b>Competency 3: Collaborates Effectively</b> Promotes collaboration and works well with others to effectively accomplish the mission.		
<b>Behavior 3.2: Enables cooperative and productive group interactions</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
3.2.1 Develop standards for acceptable group behaviors and types of communication (e.g., arrive on time, respect diverse points of view, no judging during creative problem-solving)		
Comments:		
3.2.2 Act as a mediator when required		
Comments:		
3.2.3 Confirm with supervisor the Operational Tempo for reports and briefings for the shift		
Comments:		

<b>Competency 5: Fulfills Position Responsibilities</b>		
Successfully assumes assigned role and fulfills responsibilities at the appropriate time, performing assigned tasks with a high level of competence.		
<b>Behavior 5.1: Complies with policies and procedures</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
5.1.1 Ensure documents are compiled and archived for historical purposes		
Comments:		
5.1.2 Review guidance documentation pertinent to job functions and operational areas, including Position Task Books and job guides		
Comments:		
5.1.3 Review the appropriate plan to determine initial actions, coordination and information requirements		
Comments:		
5.1.4 Ensure all assigned personnel's timesheets are accurate and complete		
Comments:		
<b>Behavior 5.7: Manages and tracks resources effectively</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
5.7.1 Ensure staffing levels are adequate to meet supervisor's direction		
Comments:		

<b>Behavior 5.8: Uses technology effectively</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
5.8.1 Ensure messages are routed to the appropriate member of the NRCS		
Comments:		
5.8.2 Ensure transferred unanswered calls are routed to the appropriate person via hard copy or email		
Comments:		
5.8.3 Ensure a database of calls, times, and issues is maintained		
Comments:		
<b>Behavior 5.9: Plans for and completes the demobilization/transition process</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
5.9.1 Close out or transfer pending actions to the appropriate party and report them to the Group Supervisor		
Comments:		
5.9.2 Notify working contacts when the Group closes		
Comments:		
5.9.3 Ensure all appropriate incident information is transmitted to the Regional Response Coordination Center or Joint Field Office		
Comments:		

## **INSTRUCTIONS FOR COMPLETING THE EVALUATION RECORD**

- There are four separate Evaluation Records available for use, if necessary, each of which correspond to an assignment (see forms that follow).
- It is not necessary for a trainee to complete four assignments; however, four should normally be sufficient for an individual to qualify in a position, but if additional assignments are needed, an Evaluation Record can be copied and attached to the PTB.

### **Complete These Items at the Start of the Evaluation Period:**

---

- ***Evaluator's Name:*** Evaluator enters name here (Print).
- ***Position title:*** Enter the evaluator's incident support position title.
- ***Evaluator's office address and phone:*** Self-explanatory.
- ***Record Number:*** The Record Number listed in the upper left corner of the Evaluation Record identifies the evaluator of a particular incident. This number should be placed in the column labeled "Record #" in the PTB for each task performed satisfactorily. This number will enable reviewers of the completed PTB to tie the tasks to the evaluator at a specific incident.
- ***Evaluation Assignment:*** Identify the incident/disaster/exercise by name, number, and location or if the evaluation opportunity is steady-state operations.
- ***Disaster Complexity Level (if applicable):*** If the record is for a disaster, enter the Disaster Complexity Level (I, II, or III).

### **Complete These Items at the End of the Evaluation Period:**

---

- ***Duration:*** Enter inclusive dates during which the trainee was evaluated.
- ***Recommendation:*** Check as appropriate and make comments regarding the future needs for development of this trainee as appropriate.
- ***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 PTB.
- ***Evaluator's Qualification:*** List your qualification that validates your authority to evaluate and approve successful performance of tasks by the trainee.

## Evaluation Record

\_\_\_\_\_  
 TRAINEE NAME

\_\_\_\_\_  
 TRAINEE POSITION

<b>Record #1</b>	Evaluator's name (Print): _____ Position title: _____	
Evaluator's office address & phone: _____		
<u>Evaluation Assignment</u>	<u>Disaster Level (if applicable)</u>	<u>Duration</u> to
The tasks initialed & dated by me have been performed under my supervision in a satisfactory manner by the above-named trainee. I recommend the following for further development of this trainee. _____ The individual has successfully performed all tasks for the position and should be considered for certification. _____ Not all tasks were evaluated on this assignment and an additional assignment is needed to complete the evaluation. _____ The individual is deficient in the performance of tasks identified below and needs further training prior to additional assignment(s) as a trainee. <b>Deficiencies noted (List Competency and Task #):</b> _____ <b>Date:</b> _____ <b>Evaluator's initials:</b> _____ <b>Evaluator's qualification:</b> _____		

<b>Record #2</b>	Evaluator's name (Print): _____ Position title: _____	
Evaluator's office address & phone: _____		
<u>Evaluation Assignment</u>	<u>Disaster Level (if applicable)</u>	<u>Duration</u> to
The tasks initialed & dated by me have been performed under my supervision in a satisfactory manner by the above-named trainee. I recommend the following for further development of this trainee. _____ The individual has successfully performed all tasks for the position and should be considered for certification. _____ Not all tasks were evaluated on this assignment and an additional assignment is needed to complete the evaluation. _____ The individual is deficient in the performance of tasks identified below and needs further training prior to additional assignment(s) as a trainee. <b>Deficiencies noted (List Competency and Task #):</b> _____ <b>Date:</b> _____ <b>Evaluator's initials:</b> _____ <b>Evaluator's qualification:</b> _____		

## Evaluation Record

\_\_\_\_\_  
TRAINEE NAME

\_\_\_\_\_  
TRAINEE POSITION

<b>Record #3</b>	<b>Evaluator's name (Print):</b> <b>Position title:</b>	
<b>Evaluator's office address &amp; phone:</b>		
<u>Evaluation Assignment</u>	<u>Disaster Level (if applicable)</u>	<u>Duration</u> to
<p>The tasks initialed &amp; dated by me have been performed under my supervision 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>_____ Not all tasks were evaluated on this assignment and an additional assignment is needed to complete the evaluation.</p> <p>_____ The individual is deficient in the performance of tasks identified below and needs further training prior to additional assignment(s) as a trainee.</p> <p><b>Deficiencies noted (List Competency and Task #):</b></p> <p><b>Date:</b> _____ <b>Evaluator's initials:</b> _____</p> <p><b>Evaluator's qualification:</b> _____</p>		

<b>Record #4</b>	<b>Evaluator's name (Print):</b> <b>Position title:</b>	
<b>Evaluator's office address &amp; phone:</b>		
<u>Evaluation Assignment</u>	<u>Disaster Level (if applicable)</u>	<u>Duration</u> to
<p>The tasks initialed &amp; dated by me have been performed under my supervision 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>_____ Not all tasks were evaluated on this assignment and an additional assignment is needed to complete the evaluation.</p> <p>_____ The individual is deficient in the performance of tasks identified below and needs further training prior to additional assignment(s) as a trainee.</p> <p><b>Deficiencies noted (List Competency and Task #):</b></p> <p><b>Date:</b> _____ <b>Evaluator's initials:</b> _____</p> <p><b>Evaluator's qualification:</b> _____</p>		

## **FINAL EVALUATOR & CERTIFYING OFFICIAL**

---

Do **NOT** complete this unless you are recommending the trainee for certification

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

---

### **Final Evaluator's Verification**

I verify that \_\_\_\_\_ has successfully performed all required tasks as a trainee which are documented with appropriate initials in this PTB and should therefore be considered for certification in this position.

---

Final Evaluator's Signature and Date

---

Final Evaluator's Printed Name, Title, HQ/Region, and Phone Number

### **Agency Certification**

I certify that \_\_\_\_\_ has met all requirements for qualification in this position.

---

Official's Signature and Date

---

Official's Printed Name, Title, HQ/Region, and Phone Number



**FEMA**

**FEMA INCIDENT SUPPORT POSITION TASK BOOK**

**N09 Action Center Specialist**

**POSITION TASK BOOK (PTB) ASSIGNED TO:**

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Individual's Name, HQ/Region

**POSITION TASK BOOK (PTB) INITIATED BY:**

---

Official's Name, Title, HQ/Region

---

Date PTB Initiated

**FEMA has developed Position Task Books (PTBs) based on the FEMA doctrine and the National Incident Support Manual (NISM). The material contained in this book accurately defines the performance expected of the position(s) for which it was developed. This task book is approved for use as a position qualification document in accordance with the instructions contained herein.**

## **INTRODUCTION**

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 the PTB.

For PTBs that contain multiple positions, the trainee must be observed completing all tasks in the first section, which contains tasks common to all of the positions within that PTB, and all of the tasks in the section of the PTB which contains tasks specific to the position for which the trainee is attempting to qualify.

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.

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## **ISSUING AUTHORITY**

This PTB has been issued by the certifying official. Issuance by the certifying official indicates that the trainee has the required prerequisites for this PTB to be initiated. The issuance section of the PTB (i.e., the official's signature on the cover page) documents the initiation of the PTB and that the trainee meets the required prerequisites. It is the discretion of the certifying official as to whether or not to issue a PTB.

## **DEFINITIONS**

- **Competency:** A general description of the abilities needed to successfully fill a particular role. They encompass the knowledge, skills, and abilities that contribute to an individual being able to fulfill their responsibilities. A competency forms the basis for position specific training, position task books, job aids, and other performance-based documents.
- **Behavior:** A description of actions through which a competency is demonstrated, and can provide a means of assessing whether or not an individual is proficient in that competency.
- **Task:** A specific description of a specific action an individual may perform to be successful in carrying out their position responsibilities. 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.

## **RESPONSIBILITIES**

### **1. Certifying Official** is responsible for:

- Identifying trainees based on agency requirements and strategic goals.
- Issuing the Position Task Book and ensuring that the trainee meets all required prerequisites.
- Providing opportunities for evaluation and/or making trainees available for evaluation.
- Explaining to the trainee the purpose and process of the PTB as well as the trainee's responsibilities.
- Tracking progress of the trainee.
- Confirming PTB completion.
- Certifying the trainee for those positions falling within their certification authority.
- Recommending certification of the trainee for those positions not falling within their certification authority.

### **2. The Trainee** is responsible for:

- Reviewing instructions in the PTB.
- Providing the evaluator with background information pertinent to the position.
- Satisfactorily completing all tasks within 3 years from the date of the first task being evaluated.
- Provide a copy of the completed PTB to the certifying official for review and initiation of the certification process.
- Retaining the original PTB in personal record.

### **3. The Evaluator** is responsible for:

- Being qualified in the position being evaluated.
- Meeting with the trainee and determining past experience, current qualifications, and desired objectives and goals.
- Reviewing tasks with the trainee.
- Explaining to the trainee the purpose and processes of the PTB, as well as the trainee's responsibilities.
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- Documenting unsatisfactory performance in the Evaluation Record.
- Completing the Evaluation Record.

### **4. The Final Evaluator** is the evaluator of the trainee when the final tasks in the PTB are completed. If only one evaluator signs off on all of the tasks in the PTB, then that individual is also the final evaluator. This individual will ensure that all tasks have been initialed and is responsible for:

- Signing the Final Evaluator's Verification Statement when all tasks have been initialed by an evaluator.

### **5. A Certifying Authority** is the FEMA official who has direct reporting responsibility to the FEMA Administrator and has authority to certify FEMA personnel as qualified in identified positions. He/she is responsible for:

- Certifying on the PTB that the trainee has completed all requirements for the position.
- After certification, return the PTB to the individual for their personal records.

**TASKS TO PERFORM**

<p><b>Competency 1: Reflect FEMA Values</b>                  Consistently demonstrates compassion, fairness, integrity, and respect in all actions with both internal and external stakeholders.</p>		
<p><b>Behavior 1.1: Employs the concepts and principles found in the FEMA Doctrine</b></p>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
1.1.1 Understand role in the organization		
<p>Comments:</p>		
1.1.2 Support unity of purpose for the larger mission		
<p>Comments:</p>		
<p><b>Behavior 1.2: Demonstrates compassion, fairness, integrity, and respect in interactions with all stakeholders</b></p>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
1.2.1 Demonstrate patience and understanding when supporting the efforts of all stakeholders		
<p>Comments:</p>		
1.2.2 Demonstrate cultural sensitivity and diversity awareness with teammates and stakeholders		
<p>Comments:</p>		
1.2.3 Strive to achieve principled, well-reasoned, and just outcomes		
<p>Comments:</p>		

1.2.4 Comply with all ethics-based principles and standards of conduct		
Comments:		
1.2.5 Maintain confidentiality where required		
Comments:		
<b>Competency 2: Exhibits Leadership</b>		
Influences, guides, and directs assigned personnel to accomplish objectives and desired outcomes in a rapidly changing, high-risk environment.		
<b>Behavior 2.1: Leads self</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
2.1.1 Offer assistance to others based upon self-recognized strengths		
Comments:		
2.1.2 Take steps to improve self-recognized weaknesses		
Comments:		
2.1.3 Accept constructive criticism and implement suggested performance improvements		
Comments:		
2.1.4 Seek responsibility and accept responsibility for actions		
Comments:		
2.1.5 Demonstrate emotional self-regulation in interactions with others		
Comments:		

2.1.6 Demonstrate self-motivation completing assigned tasks on time and with minimal supervision		
Comments:		
2.1.7 Display optimism and persistence when faced with challenging circumstances		
Comments:		
2.1.8 Demonstrate calm during high pressure situations in order to influence others into constructive action		
Comments:		
2.1.9 Use a combination of pre-existing best practices and creative thinking to quickly solve complex problems in high pressure situations		
Comments:		
2.1.10 Seek assistance from others when personally-accessible information sources have been exhausted		
Comments:		
<b>Behavior 2.2: Assesses the situation and adapts one’s understanding based on varying perspectives</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
2.2.1 Distinguish between relevant and extraneous data points		
Comments:		
2.2.2 Recognize that one’s perspective is subjective and does not represent all possible viewpoints		
Comments:		

<b>Behavior 2.4: Maintains a positive relationship with supervisor</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
2.4.1 Communicate limitations to supervisor and promise only what can be delivered		
Comments:		
2.4.2 Provide supervisor ground truth in a timely manner		
Comments:		
2.4.3 Keep supervisor apprised of potential issues or problems		
Comments:		
2.4.4 Fulfill all commitments made to peers, co-workers, and supervisor		
Comments:		
2.4.5 Ascertain and work within your supervisor’s leadership style to meet the mission objectives		
Comments:		
2.4.6 Notify supervisor when assignments are complete		
Comments:		
2.4.7 Meet with supervisor to determine incident status and immediate requirements		
Comments:		
2.4.8 Obtain and review work assignments with supervisor		
Comments:		

2.4.9 Obtain and review performance expectations from supervisor		
Comments:		
<b>Behavior 2.5: Creates a collaborative environment across functional areas/external stakeholders</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
2.5.1 Coordinate interdependent activities with appropriate stakeholders to fulfill position responsibilities		
Comments:		
2.5.2 Establish and maintain open lines of communication with all relevant stakeholders		
Comments:		
2.5.3 Share information with all relevant stakeholders to accomplish assignments		
Comments:		
2.5.4 Attend meetings, conference calls, and briefings, as directed		
Comments:		
<b>Competency 3: Collaborates Effectively</b> Promotes collaboration and works well with others to effectively accomplish the mission.		
<b>Behavior 3.1: Maintains working relationships</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
3.1.1 Build sustainable networks		
Comments:		

3.1.2 Manage relationships effectively		
Comments:		
3.1.3 Seek common ground in interactions with others		
Comments:		
<b>Behavior 3.2: Enables cooperative and productive group interactions</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
3.2.1 Maintain positive attitude		
Comments:		
3.2.2 Contribute to group discussions		
Comments:		
3.2.3 Work together with other team members to solve problems		
Comments:		
3.2.4 Share information with other team members		
Comments:		
3.2.5 Engage in brainstorming		
Comments:		
3.2.6 Help execute potential solutions		
Comments:		

3.2.7 Develop a common understanding of the group’s scope of work and authority		
Comments:		
<b>Competency 4: Communicates Effectively</b> Expresses information in written and verbal formats to individuals and groups effectively, taking into account the audience and nature of the information; listens to others, attends to nonverbal cues, and responds appropriately.		
<b>Behavior 4.1: Delivers clear, concise, complete, and correct verbal communication tailored to target audience</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
4.1.1 Engage in speaking opportunities as appropriate		
Comments:		
4.1.2 Speak using plain language		
Comments:		
4.1.3 Tailor delivery methods to specific audiences		
Comments:		
<b>Behavior 4.2: Delivers clear, concise, complete, and correct written products tailored to target audience</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
4.2.1 Prepare all correspondence using plain language		
Comments:		
4.2.2 Edit documents to limit grammatical mistakes		
Comments:		

4.2.3 Deliver written products in time required		
Comments:		
<b>Behavior 4.3: Engages in effective interaction in a group setting</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
4.3.1 Engage in active listening (Listen without interruption when others are speaking; Interpret and respond appropriately to nonverbal communication of others; Make eye contact with speaker, when in person; Adjust body posture to be facing the speaker and slightly leaning in; Use paraphrasing or clarifying questions to confirm that the message has been received and understood)		
Comments:		
4.3.2 Respond appropriately to others		
Comments:		
<b>Competency 5: Fulfills Position Responsibilities</b> Successfully assumes assigned role and fulfills responsibilities at the appropriate time, performing assigned tasks with a high level of competence.		
<b>Behavior 5.1: Complies with policies and procedures</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
5.1.1 Sign in to and out of the incident at the beginning and end of the incident with ADD		
Comments:		
5.1.2 Sign in and out on staff roster at beginning and end of shift		
Comments:		

5.1.3 Sign in on computer systems at the beginning of every shift		
Comments:		
5.1.4 Compile and archive documentation for historical purposes		
Comments:		
5.1.5 Brief replacement at each shift change for continuity of operations		
Comments:		
5.1.6 Complete timesheet and have signed by supervisor		
Comments:		
<b>Behavior 5.2: Ensures safety, welfare, and accountability of NRCS</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
5.2.1 Take actions to preserve safety and welfare of NRCS personnel		
Comments:		
<b>Behavior 5.8: Uses technology effectively</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
5.8.1 Route messages appropriately to each member of the NRCS		
Comments:		

<b>Behavior 5.9: Plans for and completes the demobilization/transition process</b>		
<b>Task</b>	<b>Record #</b>	<b>Evaluator Initials</b>
5.9.1 Provide after-action information to supervisor		
Comments:		

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## **INSTRUCTIONS FOR COMPLETING THE EVALUATION RECORD**

- There are four separate Evaluation Records available for use, if necessary, each of which correspond to an assignment (see forms that follow).
- It is not necessary for a trainee to complete four assignments; however, four should normally be sufficient for an individual to qualify in a position, but if additional assignments are needed, an Evaluation Record can be copied and attached to the PTB.

### **Complete These Items at the Start of the Evaluation Period:**

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- ***Evaluator's Name:*** Evaluator enters name here (Print).
- ***Position title:*** Enter the evaluator's incident support position title.
- ***Evaluator's office address and phone:*** Self-explanatory.
- ***Record Number:*** The Record Number listed in the upper left corner of the Evaluation Record identifies the evaluator of a particular incident. This number should be placed in the column labeled "Record #" in the PTB for each task performed satisfactorily. This number will enable reviewers of the completed PTB to tie the tasks to the evaluator at a specific incident.
- ***Evaluation Assignment:*** Identify the incident/disaster/exercise by name, number, and location or if the evaluation opportunity is steady-state operations.
- ***Disaster Complexity Level (if applicable):*** If the record is for a disaster, enter the Disaster Complexity Level (I, II, or III).

### **Complete These Items at the End of the Evaluation Period:**

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- ***Duration:*** Enter inclusive dates during which the trainee was evaluated.
- ***Recommendation:*** Check as appropriate and make comments regarding the future needs for development of this trainee as appropriate.
- ***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 PTB.
- ***Evaluator's Qualification:*** List your qualification that validates your authority to evaluate and approve successful performance of tasks by the trainee.

# Evaluation Record

\_\_\_\_\_  
 TRAINEE NAME

\_\_\_\_\_  
 TRAINEE POSITION

<b>Record #1</b>	<b>Evaluator's name (Print):</b> _____ <b>Position title:</b> _____	
<b>Evaluator's office address &amp; phone:</b> _____		
<u>Evaluation Assignment</u>	<u>Disaster Level (if applicable)</u>	<u>Duration</u> to
The tasks initialed & dated by me have been performed under my supervision in a satisfactory manner by the above-named trainee. I recommend the following for further development of this trainee. _____ The individual has successfully performed all tasks for the position and should be considered for certification. _____ Not all tasks were evaluated on this assignment and an additional assignment is needed to complete the evaluation. _____ The individual is deficient in the performance of tasks identified below and needs further training prior to additional assignment(s) as a trainee. <b>Deficiencies noted (List Competency and Task #):</b> _____ <b>Date:</b> _____ <b>Evaluator's initials:</b> _____ <b>Evaluator's qualification:</b> _____		

<b>Record #2</b>	<b>Evaluator's name (Print):</b> _____ <b>Position title:</b> _____	
<b>Evaluator's office address &amp; phone:</b> _____		
<u>Evaluation Assignment</u>	<u>Disaster Level (if applicable)</u>	<u>Duration</u> to
The tasks initialed & dated by me have been performed under my supervision in a satisfactory manner by the above-named trainee. I recommend the following for further development of this trainee. _____ The individual has successfully performed all tasks for the position and should be considered for certification. _____ Not all tasks were evaluated on this assignment and an additional assignment is needed to complete the evaluation. _____ The individual is deficient in the performance of tasks identified below and needs further training prior to additional assignment(s) as a trainee. <b>Deficiencies noted (List Competency and Task #):</b> _____ <b>Date:</b> _____ <b>Evaluator's initials:</b> _____ <b>Evaluator's qualification:</b> _____		

# Evaluation Record

\_\_\_\_\_  
 TRAINEE NAME

\_\_\_\_\_  
 TRAINEE POSITION

<b>Record #3</b>	<b>Evaluator's name (Print):</b> _____ <b>Position title:</b> _____	
<b>Evaluator's office address &amp; phone:</b> _____		
<u><b>Evaluation Assignment</b></u>	<u><b>Disaster Level (if applicable)</b></u>	<u><b>Duration</b></u> to
The tasks initialed & dated by me have been performed under my supervision in a satisfactory manner by the above-named trainee. I recommend the following for further development of this trainee. _____ The individual has successfully performed all tasks for the position and should be considered for certification. _____ Not all tasks were evaluated on this assignment and an additional assignment is needed to complete the evaluation. _____ The individual is deficient in the performance of tasks identified below and needs further training prior to additional assignment(s) as a trainee. <b>Deficiencies noted (List Competency and Task #):</b> _____ <b>Date:</b> _____ <b>Evaluator's initials:</b> _____ <b>Evaluator's qualification:</b> _____		

<b>Record #4</b>	<b>Evaluator's name (Print):</b> _____ <b>Position title:</b> _____	
<b>Evaluator's office address &amp; phone:</b> _____		
<u><b>Evaluation Assignment</b></u>	<u><b>Disaster Level (if applicable)</b></u>	<u><b>Duration</b></u> to
The tasks initialed & dated by me have been performed under my supervision in a satisfactory manner by the above-named trainee. I recommend the following for further development of this trainee. _____ The individual has successfully performed all tasks for the position and should be considered for certification. _____ Not all tasks were evaluated on this assignment and an additional assignment is needed to complete the evaluation. _____ The individual is deficient in the performance of tasks identified below and needs further training prior to additional assignment(s) as a trainee. <b>Deficiencies noted (List Competency and Task #):</b> _____ <b>Date:</b> _____ <b>Evaluator's initials:</b> _____ <b>Evaluator's qualification:</b> _____		

## **FINAL EVALUATOR & CERTIFYING OFFICIAL**

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Do **NOT** complete this unless you are recommending the trainee for certification

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

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### **Final Evaluator's Verification**

I verify that \_\_\_\_\_ has successfully performed all required tasks as a trainee which are documented with appropriate initials in this PTB and should therefore be considered for certification in this position.

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Final Evaluator's Signature and Date

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Final Evaluator's Printed Name, Title, HQ/Region, and Phone Number

### **Agency Certification**

I certify that \_\_\_\_\_ has met all requirements for qualification in this position.

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Official's Signature and Date

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Official's Printed Name, Title, HQ/Region, and Phone Number