

**NWCG Task Book for the Position of:**



**FINANCE/ADMINISTRATION SECTION  
CHIEF COMPLEX  
(FSCC)**

**PMS 311-146**

**JANUARY 2023**

**Task Book Assigned To:**

Trainee's Name: \_\_\_\_\_

Home Unit/Agency: \_\_\_\_\_

Home Unit Phone Number: \_\_\_\_\_

**Task Book Initiated By:**

Official's Name: \_\_\_\_\_

Home Unit Title: \_\_\_\_\_

Home Unit/Agency: \_\_\_\_\_

Home Unit Phone Number: \_\_\_\_\_

Home Unit Address: \_\_\_\_\_

Date Initiated: \_\_\_\_\_

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

**FINANCE/ADMINISTRATION SECTION CHIEF COMPLEX  
(FSCC)**

**Final Evaluator's Verification**

*To be completed **ONLY** when you are recommending the Trainee for certification.*

I verify that (Trainee name) \_\_\_\_\_ has successfully performed as a Trainee by demonstrating all tasks for the position listed above and should be considered for certification in this position. All tasks are documented with appropriate initials.

Final Evaluator's Signature: \_\_\_\_\_

Final Evaluator's Printed Name: \_\_\_\_\_

Home Unit Title: \_\_\_\_\_

Home Unit/Agency: \_\_\_\_\_

Home Unit Phone Number: \_\_\_\_\_ Date: \_\_\_\_\_

**Agency Certification**

I certify that (Trainee name) \_\_\_\_\_ has met all requirements for qualification in the above position and that such qualification has been issued.

Certifying Official's Signature: \_\_\_\_\_

Certifying Official's Printed Name: \_\_\_\_\_

Title: \_\_\_\_\_

Home Unit/Agency: \_\_\_\_\_

Home Unit Phone Number: \_\_\_\_\_ Date: \_\_\_\_\_

## NATIONAL WILDFIRE COORDINATING GROUP (NWCG) POSITION TASK BOOK

NWCG Position Task Books (PTBs) have been developed for designated National Incident Management System (NIMS) positions. Each PTB lists the competencies, behaviors and tasks required for successful performance in specific positions. Trainees must be observed completing all tasks and show knowledge and competency in their performance during the completion of this PTB.

Trainees are evaluated during this process by qualified Evaluators, and the Trainee's performance is documented in the PTB for each task by the Evaluator's initials and date of completion. An Evaluation Record will be completed by all Evaluators documenting the Trainee's progress after each Evaluation opportunity.

Successful performance of all tasks, as observed and recorded by an Evaluator, will result in a recommendation to the agency that the Trainee be certified in that position. Evaluation and confirmation of the Trainee's performance while completing all tasks may occur on one or more training assignments and may involve more than one Evaluator during any opportunity.

### INCIDENT/EVENT CODING

Each task has a code associated with the type of training assignment where the task may be completed. While tasks can be performed in any situation, they must be evaluated on the specific type of incident/event for which they are coded. For example, tasks coded W must be evaluated on a wildfire. Performance of any task on other than the designated assignment is not valid for qualification. The codes are defined as:

**O = Other:** In any situation (classroom, simulation, daily job, incident, prescribed fire, etc.).

**I = Incident:** Task must be performed on an incident managed under the Incident Command System (ICS). Examples include wildland fire, structural fire, oil spill, search and rescue, hazardous material, and an emergency or non-emergency (planned or unplanned) event.

**W = Wildfire:** Task must be performed on a wildfire incident.

**RX = Prescribed fire:** Task must be performed on a prescribed fire incident.

**W/RX = Wildfire OR prescribed fire:** Task must be performed on a wildfire OR prescribed fire incident.

**R = Rare event:** Rare events such as accidents, injuries, vehicle or aircraft crashes occur infrequently and opportunities to evaluate performance in a real setting are limited. The Evaluator should determine, through interview, if the Trainee would be able to perform the task in a real situation.

Tasks within the PTB are numbered sequentially; however, the numbering does NOT indicate the order in which the tasks need to be performed or evaluated. The bullets under each numbered task are examples or indicators of items or actions related to the task. The purpose of the bullets is to assist the Evaluator in evaluating the Trainee; the bullets are not all-inclusive. Evaluate and initial ONLY the numbered tasks. DO NOT evaluate and initial each individual bullet.

A more detailed description of this process and definitions of terms are included in the *NWCG Standards for Wildland Fire Position Qualifications*, PMS 310-1, <https://www.nwcg.gov/publications/310-1>.

### RESPONSIBILITIES

The responsibilities of the Home Unit/Agency, Trainee, Coach, Training Specialist, Evaluator, Final Evaluator, and Certifying Official are identified in the *NWCG Standards for Wildland Fire Position Qualifications*, PMS 310-1. It is incumbent upon each of these individuals to ensure their responsibilities are met.

## INSTRUCTIONS FOR THE POSITION TASK BOOK EVALUATION RECORD

### Evaluation Record #

Each Evaluator will need to complete an Evaluation Record. Each Evaluation Record should be numbered sequentially. Place this number at the top of the Evaluation Record page and also use it in the column labeled "Evaluation Record #" for each numbered task the Trainee has satisfactorily performed.

### Trainee Information

Print the Trainee's name, position on the incident/event, home unit/agency, and the home unit/agency address and phone number.

### Evaluator Information

Print the Evaluator's name, position on the incident/event, home unit/agency, and the home unit/agency address and phone number.

### Incident/Event Information

**Incident/Event Name:** Print the incident/event name.

**Reference:** Enter the incident code and/or fire code.

**Duration:** Enter inclusive dates during which the Trainee was evaluated.

**Incident Kind:** Circle the kind of incident and specify if other (e.g., search and rescue, flood, etc.).

**Location:** Enter the geographic area, agency, and state.

**Management Type or Prescribed Fire Complexity Level:** Circle the ICS organization level or the prescribed fire complexity level.

**Fire Behavior Prediction System (FBPS) Fuel Model Group:** Circle the Fuel Model Group letter that corresponds to the predominant fuel type in which the incident/event occurred.

**G = Grass Group** (includes FBPS Fuel Models 1 – 3): 1 = short grass (1 foot); 2 = timber with grass understory; 3 = tall grass (1½ - 2 feet)

**B = Brush Group** (includes FBPS Fuel Models 4 – 6): 4 = Chaparral (6 feet); 5 = Brush (2 feet); 6 = dormant brush/hardwood slash; 7 = Southern rough

**T = Timber Group** (includes FBPS Fuel Models 8 – 10): 8 = closed timber litter; 9 = hardwood litter; 10 = timber (with litter understory)

**S = Slash Group** (includes FBPS Fuel Models 11 – 13): 11 = light logging slash; 12 = medium logging slash; 13 = heavy logging slash

### Evaluator's Recommendation

For 1 – 4, initial only one line as appropriate, this will allow for comparison with your initials in the Qualifications Record.

**Comments:** Additional information specific to the Evaluator's recommendation. The Evaluator should note any deficiencies, additional assignment needs, or additional focus areas that were identified. Record additional remarks/recommendations on an Individual Performance Evaluation or by attaching an additional sheet to the Evaluation Record.

**Evaluator's Signature:** Sign here to authenticate the recommendation.

**Date:** Document the date the Evaluation Record is completed.

**Evaluator's Relevant Qualification (or agency certification):** List your qualification or certification relevant to the Trainee position you supervised.

**Note:** Evaluators must be either qualified in the position being evaluated or supervise the Trainee; Final Evaluators must be qualified in the Trainee position they are evaluating.

## Finance/Administration Section Chief Complex (FSCC)

### Competency: Assume position responsibilities.

Description: Successfully assume role of Finance Section Chief Complex and initiate position activities at the appropriate time according to the following behaviors.

TASK	C O D E	EVAL. RECORD #	EVALUATOR: Initial & date upon completion of task
<b>Behavior: Ensure readiness for assignment.</b>			
1. Complete required team management responsibilities. <ul style="list-style-type: none"> <li>• Section recruitment and selection</li> <li>• Standard operating procedures</li> <li>• Team building</li> <li>• Section roster</li> <li>• Necessary equipment</li> </ul>	O		
<b>Behavior: Understand and comply with incident safety procedures and practices.</b>			
2. Ensure section areas integrate safety considerations into all aspects of section management.	I		
<b>Behavior: Ensure availability, qualifications, and capabilities of resources to complete assignment.</b>			
3. Evaluate staffing needs required to manage the section. <ul style="list-style-type: none"> <li>• Organize to meet the needs for management and control of the section.</li> <li>• Make appropriate decisions about immediate needs and actions.</li> <li>• Order additional resources through established channel.</li> <li>• Identify training opportunities.</li> </ul>	I		
<b>Behavior: Gather, update, and apply situational information relevant to the assignment.</b>			
4. Obtain briefing from Agency Administrator and/or outgoing Incident Commander. <ul style="list-style-type: none"> <li>• Incident information (e.g., wildland fire decision support documentation; written Delegation of Authority).</li> <li>• Key contact list with phone and fax numbers.</li> <li>• Information gaps to be resolved.</li> <li>• Gather priorities, limitations, fiscal considerations, etc.</li> </ul>	I		

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

## Finance/Administration Section Chief Complex (FSCC)

TASK	C O D E	EVAL. RECORD #	EVALUATOR: Initial & date upon completion of task
5. Obtain briefing from Incident Commander (one-on-one or in Incident Management Team (IMT) meeting). <ul style="list-style-type: none"> <li>• <i>Incident Commander's priorities, goals, and objectives for IMT and the incident.</i></li> <li>• <i>Initial instructions concerning the tasks expected of the Finance/Administration Section.</i></li> <li>• <i>Expected timeframes for briefings, planning meetings, and team meetings.</i></li> </ul>	I		
6. Collect information from outgoing Finance Section Chief or other personnel responsible for incident prior to arrival. <ul style="list-style-type: none"> <li>• <i>Status of incident and assigned resources.</i></li> <li>• <i>Status of existing Finance/Administration Section.</i></li> <li>• <i>Status of agreements (e.g., land use, cost share, blanket purchase, water).</i></li> <li>• <i>Other information relevant to Finance/Administration Section (e.g., ICP/base/camp locations, medical facilities, road closures).</i></li> </ul>	I		

### Competency: Lead assigned personnel.

*Description: Influence, guide, and direct assigned personnel to accomplish objectives and desired outcomes in a rapidly changing, high-risk environment.*

### Behavior: Model leadership values and principles.

7. Exhibit principles of duty. <ul style="list-style-type: none"> <li>• <i>Be proficient in your job, both technically and as a leader.</i></li> <li>• <i>Make sound and timely decisions.</i></li> <li>• <i>Ensure tasks are understood, supervised, and accomplished.</i></li> <li>• <i>Develop your subordinates for the future.</i></li> </ul>	I		
8. Exhibit principles of respect. <ul style="list-style-type: none"> <li>• <i>Know your subordinates and look out for their well-being.</i></li> <li>• <i>Keep your subordinates informed.</i></li> <li>• <i>Build the team.</i></li> <li>• <i>Employ your subordinates in accordance with their capabilities.</i></li> </ul>	I		

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

## Finance/Administration Section Chief Complex (FSCC)

TASK	C O D E	EVAL. RECORD #	EVALUATOR: Initial & date upon completion of task
9. Exhibit principles of integrity. <ul style="list-style-type: none"> <li>• <i>Know yourself and seek improvement.</i></li> <li>• <i>Seek responsibility and accept responsibility for your actions.</i></li> <li>• <i>Set the example.</i></li> </ul>	I		
<b>Behavior: Ensure the safety, welfare, and accountability of assigned personnel.</b>			
10. Manage operational periods to achieve objectives. <ul style="list-style-type: none"> <li>• <i>Evaluate need for extended operational periods.</i></li> <li>• <i>Ensure adequate work/rest ratio.</i></li> </ul>	I		
<b>Behavior: Establish work assignments and performance expectations, monitor performance, and provide feedback.</b>			
11. Plan and activate section. <ul style="list-style-type: none"> <li>• <i>Identify units within the section to be activated and order resources required for section operation.</i></li> <li>• <i>Identify workspace requirements and determine locations.</i></li> <li>• <i>Brief unit leaders on current and anticipated activity.</i></li> <li>• <i>Provide initial operating instructions to section personnel.</i></li> </ul>	I		
12. Ensure subordinates understand assignment for operational period.	I		
13. Continually evaluate performance. <ul style="list-style-type: none"> <li>• <i>Communicate deficiencies immediately and take corrective action.</i></li> <li>• <i>Provide training opportunities where available.</i></li> <li>• <i>Complete personnel performance evaluations according to agency guidelines.</i></li> </ul>	I		
<b>Behavior: Emphasize teamwork.</b>			
14. Establish and maintain positive interpersonal and interagency working relationships.	I		
15. Establish cohesiveness among assigned resources.	I		

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

## Finance/Administration Section Chief Complex (FSCC)

TASK	C O D E	EVAL. RECORD #	EVALUATOR: Initial & date upon completion of task
<b>Behavior: Coordinate interdependent activities.</b>			
16. Establish priorities and coordinate units within the section.	I		
17. Interact and coordinate with command staff, general staff, and appropriate unit leaders. <ul style="list-style-type: none"> <li>• <i>Receive and transmit current and accurate information (e.g., claims and potential claims, injury information, work/rest guidelines, pay issues, commissary, procurement, cost).</i></li> </ul>	I		

### Competency: Communicate effectively.

*Description: Use suitable communication techniques to share relevant information with appropriate personnel on a timely basis to accomplish objectives in a rapidly changing, high-risk environment.*

### Behavior: Ensure relevant information is exchanged during briefings and debriefings.

18. Share pertinent Finance/Administration information that may affect the team's management of the incident. <ul style="list-style-type: none"> <li>• <i>Cost constraints</i></li> <li>• <i>Land use agreements</i></li> <li>• <i>Cost share agreements</i></li> </ul>	I		
19. Participate in the operational period briefing, emphasizing the needs of the Finance/Administration Section.	I		
20. Ensure Finance/Administration Section expectations are communicated to other functional areas during meetings and briefings.	I		
21. Provide daily briefings to section personnel.	I		
22. Update Incident Commander as soon as possible on current accomplishments and/or concerns.	I		
23. Provide financial summary information on current incident operations to hosting agency representative and command and general staff.	I		
24. Participate in closeout with agency administrative representative.	I		

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



## Finance/Administration Section Chief Complex (FSCC)

TASK	C O D E	EVAL. RECORD #	EVALUATOR: Initial & date upon completion of task
25. Participate in agency administrator closeout/after action review (AAR).	I		

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

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

### **Behavior: Administer and/or apply agency policy, contracts, and agreements.**

26. Ensure financial documents are completed and submitted to payment center or agency representative. <ul style="list-style-type: none"> <li>• <i>Pay documents</i></li> <li>• <i>Injury reports</i></li> <li>• <i>Procurement documents</i></li> <li>• <i>Property damage reports</i></li> <li>• <i>Commissary accountability</i></li> <li>• <i>Claim documents</i></li> </ul>			
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### **Behavior: Gather, analyze, and validate information pertinent to the incident or event and make recommendations for setting priorities.**

27. Evaluate and monitor current situation to determine if present plan of action will meet incident objectives.	I		
28. Assess incident financial complexity. Coordinate strategies to address large-scale or long-term financial issues with Agency Representative(s) and C&G.	I		
29. Participate in strategic assessment meetings to ensure alignment of host agency values and incident strategies.	I		
30. Participate in preparation of the Incident Action Plan (IAP) or relevant plan. <ul style="list-style-type: none"> <li>• <i>Advise on current capabilities and limitations.</i></li> <li>• <i>Determine additional/excess resources.</i></li> <li>• <i>Discuss long range plans and identify potential or future requirements.</i></li> </ul>	I		

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

## Finance/Administration Section Chief Complex (FSCC)

TASK	C O D E	EVAL. RECORD #	EVALUATOR: Initial & date upon completion of task
31. Assist in development and implementation of Incident Demobilization Plan. <ul style="list-style-type: none"> <li>• <i>Establish lead times.</i></li> <li>• <i>Consider payment team needs.</i></li> <li>• <i>Establish commissary cut-off.</i></li> <li>• <i>Identify high-cost resources.</i></li> </ul>	I		
<b>Behavior: Make appropriate decisions based on analysis of gathered information.</b>			
32. Ensure reports and forms are complete, accurate and timely. <ul style="list-style-type: none"> <li>• <i>Review periodically.</i></li> </ul>	I		
33. Coordinate an efficient transfer of position duties when mobilizing/demobilizing. <ul style="list-style-type: none"> <li>• <i>Consider transition early in the incident.</i></li> <li>• <i>Inform subordinate staff and IC.</i></li> <li>• <i>Document follow-up actions needed and submit to supervisor.</i></li> </ul>	I		
34. Assemble components of final incident finance package and transfer to responsible agency or person.	I		

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

**Trainee Information**

Printed Name:  
 Trainee Position on Incident/Event:  
 Home Unit/Agency:  
 Home Unit /Agency Address and Phone Number:

**Evaluator Information**

Printed Name:  
 Evaluator Position on Incident/Event:  
 Home Unit/Agency:  
 Home Unit /Agency Address and Phone Number:

**Incident/Event Information**

Incident/Event Name: \_\_\_\_\_ Reference (Incident Number/Fire Code): \_\_\_\_\_  
 Duration: \_\_\_\_\_  
 Incident Kind: Wildfire, Prescribed Fire, All Hazard, Other (specify): \_\_\_\_\_  
 Location (include Geographic Area, Agency, and State): \_\_\_\_\_  
 Management Type (circle one): Type 5, Type 4, Type 3, Type 2, Type 1, Area Command, Complex Incident Management  
OR Prescribed Fire Complexity Level (circle one): Low, Moderate, High  
 FBPS Fuel Model Letter: G = Grass, B = Brush, T = Timber, S = Slash

**Evaluator's Recommendation**  
 (Initial only one line as appropriate)

- \_\_\_\_\_ 1) The tasks initialed and dated by me on the Qualification Record have been performed under my supervision in a satisfactory manner. The Trainee has successfully performed all tasks in the PTB for the position. I have completed the Final Evaluator's Verification section and recommend the Trainee be considered for agency certification.
- \_\_\_\_\_ 2) The tasks initialed and dated by me on the Qualification Record have been performed under my supervision in a satisfactory manner. However, opportunities were not available for all tasks (or all uncompleted tasks) to be performed and evaluated on this assignment. An additional assignment is needed to complete the evaluation.
- \_\_\_\_\_ 3) The Trainee did not complete certain tasks in the PTB in a satisfactory manner and additional training, guidance, or experience is recommended.
- \_\_\_\_\_ 4) The individual is severely deficient in the performance of tasks in the PTB for the position and additional training, guidance, or experience is recommended prior to another training assignment.

Comments: \_\_\_\_\_  
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 \_\_\_\_\_  
 \_\_\_\_\_

Evaluator's Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Evaluator's Relevant Qualification (or agency certification): \_\_\_\_\_

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

**Trainee Information**

Printed Name:  
 Trainee Position on Incident/Event:  
 Home Unit/Agency:  
 Home Unit /Agency Address and Phone Number:

**Evaluator Information**

Printed Name:  
 Evaluator Position on Incident/Event:  
 Home Unit/Agency:  
 Home Unit /Agency Address and Phone Number:

**Incident/Event Information**

Incident/Event Name: \_\_\_\_\_ Reference (Incident Number/Fire Code): \_\_\_\_\_  
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OR Prescribed Fire Complexity Level (circle one): Low, Moderate, High  
 FBPS Fuel Model Letter: G = Grass, B = Brush, T = Timber, S = Slash

**Evaluator's Recommendation**  
 (Initial only one line as appropriate)

- \_\_\_\_\_ 1) The tasks initialed and dated by me on the Qualification Record have been performed under my supervision in a satisfactory manner. The Trainee has successfully performed all tasks in the PTB for the position. I have completed the Final Evaluator's Verification section and recommend the Trainee be considered for agency certification.
- \_\_\_\_\_ 2) The tasks initialed and dated by me on the Qualification Record have been performed under my supervision in a satisfactory manner. However, opportunities were not available for all tasks (or all uncompleted tasks) to be performed and evaluated on this assignment. An additional assignment is needed to complete the evaluation.
- \_\_\_\_\_ 3) The Trainee did not complete certain tasks in the PTB in a satisfactory manner and additional training, guidance, or experience is recommended.
- \_\_\_\_\_ 4) The individual is severely deficient in the performance of tasks in the PTB for the position and additional training, guidance, or experience is recommended prior to another training assignment.

Comments: \_\_\_\_\_  
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 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

Evaluator's Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Evaluator's Relevant Qualification (or agency certification): \_\_\_\_\_

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