

POSITION TASK BOOK FOR THE POSITION OF

**ALL-HAZARD
DIVISION/GROUP SUPERVISOR**

Version: June 15, 2009

POSITION TASK BOOK ASSIGNED TO:

INDIVIDUAL'S NAME, DUTY STATION, AND PHONE NUMBER

POSITION TASK BOOK INITIATED BY:

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

LOCATION AND DATE THAT POSITION TASK BOOK WAS INITIATED

EVALUATOR

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 all tasks have been performed and are documented with appropriate initials. I also verify that _____ has performed as a trainee and should therefore be considered for certification in this position.

FINAL EVALUATOR'S SIGNATURE AND DATE

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

AGENCY HEAD RECOMMENDATION FOR CERTIFICATION

I certify that _____ has met all requirements for qualification in this position and I recommend that they be certified for the position.

OFFICIAL'S SIGNATURE AND DATE

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

HISTORICAL RECOGNITION

Historical recognition is a process that provides a means by which incident management personnel who have either:

- Documentation of previous ICS training, education, and experience in an ICS position(s); or
- Documentation of previous extensive on-the-job incident response experience,

may receive credit for that previous experience, training, or qualification(s) and be considered as meeting the minimum requirements of this guide in the categories of:

- Education;
- Training; and
- Experience,

for an ICS position(s) until they have successfully completed the actual minimum requirements for that position. Historical Recognition does not apply to the categories of Physical/Medical Fitness, Currency, or certification. The minimum requirements within those categories must be met regardless of any historical recognition process.

HISTORICAL RECOGNITION PROCESS

If an Authority Having Jurisdiction (AHJ) does not form a Qualifications Committee to assist with the management of the overall qualifications process, AHJ's should give strong consideration to at least forming a committee for the purposes of reviewing and processing applications for Historical Recognition. Because of the time commitment involved and the potential for perceptions of favoritism and unequal treatment during the process, other ICS qualifications processes currently used by federal and state agencies that included a historical recognition provision used review committees to accomplish that process.

The AHJ should develop a process to provide for the following:

- Developing a method to provide for historical recognition when there is sufficient documentation available to substantiate the experience;
- Developing a standardized method for any individual to submit documentation of the experience and training for review by the AHJ or the appropriate review committee established by the AHJ;
- Developing a method to determine if the previous experience or training is appropriate for the position, keeping in mind the required criteria for the position and the competencies necessary for safe and successful performance;
- Providing for Historical Recognition only when the individual has most recently performed the position within the last five years;
- Requiring the individual meet all minimum requirements in this guide for a position if the individual seeks an ICS position other than the position they were historically recognized for;
- Encouraging all individuals who are historically recognized into a position to complete the minimum requirements for the positions within five years of being historically recognized.

INCIDENT MANAGEMENT SYSTEM POSITION TASK BOOK

Position Task Books (PTB) were developed for designated positions as described under the National Interagency Incident Management System (NIIMS) and have been incorporated into the National Incident Management System (NIMS). The position task book is used by the authority having jurisdiction to certify that the person to whom the task book belongs meets the standards recommended by the National (NIMS) Integration Center (NIC).

Each PTB lists the performance requirements (tasks) for the specific position in a format that allows a trainee to be evaluated against written guidelines. Successful performance of all tasks, as observed and recorded by an evaluator, will result in a recommendation that the trainee be certified in that position. Evaluation and confirmation of the individual's performance of all the tasks may involve more than one evaluator and can occur on incidents, in classroom simulation, and in other work situations. Designated PTBs require position performance during which the majority of required tasks are demonstrated on a single incident. It is important that performance be critically evaluated and accurately recorded by each evaluator. All tasks must be evaluated. All bullet statements within a task that require an action (contain an action verb) must be demonstrated before that task can be signed off.

A brief list of responsibilities also appears below.

RESPONSIBILITIES:

1. The **Agency Management** is responsible for:
 - Selecting trainees based on the needs of their organization or area Incident Management Teams.
 - Providing opportunities for evaluation and/or making the trainee available for evaluation.

2. The **Individual** is responsible for:
 - Reviewing and understanding instructions in the PTB.
 - Identifying desired objectives/goals.
 - Providing background information to an evaluator.
 - Satisfactorily demonstrating completion of all tasks for an assigned position within three years.
 - Assuring the evaluation record is complete.
 - Notifying the local agency head when the PTB is completed, and obtaining their signature recommending certification.
 - Keeping the original PTB in personal records.

3. The **Evaluator** is responsible for:
 - Being qualified and proficient in the position being evaluated.
 - Meeting with the trainee and determining past experience, current qualifications, and desired objectives/goals.
 - Reviewing tasks with the trainee.

- Explaining to the trainee the evaluation procedures that will be utilized and which objectives may be attained.
 - Identifying tasks to be performed during the evaluation period.
 - Accurately evaluating and recording demonstrated performance of tasks. Dating and initialing completion of the task shall document satisfactory performance. Unsatisfactory performance shall be documented in the Evaluation Record.
 - Completing the Evaluation Record found at the end of each PTB.
4. The **Final Evaluator** is responsible for signing the verification statement inside the front cover of the PTB when all tasks have been initialed.
5. The **Agency Head** or designee is responsible for:
- Issuing the PTB to document task performance.
 - Explaining to the trainee the purpose and processes of the PTB, as well as the trainee's responsibilities.
 - Tracking progress of the trainee.
 - Identifying incident evaluation opportunities.
 - Identifying and assigning an evaluator that can provide a positive experience for the trainee, and make an accurate and honest appraisal of the trainee's performance.
 - Documenting the assignment.
 - Conducting progress reviews.
 - Conducting a closeout interview with the trainee and evaluator and assuring that documentation is proper and complete.

Competency: Assume position responsibilities.

Description: Successfully assume role of Division/Group Supervisor 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
Behavior: Ensure availability, qualifications, and capabilities of resources to complete assignment.			
1. Review division/group assignment from Incident Action Plan (IAP) or relevant plans to identify resources assigned to division/group by type and quantity. <ul style="list-style-type: none"> • Determine location and status. • Verify resources have completed check-in process. 	I		
Behavior: Gather, update, and apply situational information relevant to the assignment.			
2. Obtain initial briefing from Branch Director, Operations Section Chief, or Incident Commander. <ul style="list-style-type: none"> • Obtain current IAP or relevant plan. 	I		
Behavior: Establish effective relationships with relevant personnel.			
3. Establish and maintain positive interpersonal and interagency working relationships.	I		
Behavior: Establish organization structure, reporting procedures, and chain of command of assigned resources.			
4. Organize assigned resources into configurations which will meet incident/tactical objectives.	I		
Behavior: Understand and comply with ICS concepts and principles.			
5. Coordinate with functional areas within the ICS structure.	I		

Code: O = task can be completed in any situation (classroom, simulation, incident, daily job, etc.)
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 R = rare event – the evaluation assignment may not provide opportunities to demonstrate performance. The evaluator may be able to determine skills/knowledge through interview or the home office may need to arrange for another assignment or a simulation.

Competency: Lead assigned personnel.

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

TASK	C O D E	EVAL. RECORD #	EVALUATOR: Initial & date upon completion of task
Behavior: Model leadership values and principles.			
6. Exhibit principles of duty. <ul style="list-style-type: none"> • <i>Be proficient in your job, both technically and as a leader.</i> • <i>Make sound and timely decisions.</i> • <i>Ensure tasks are understood, supervised and accomplished.</i> • <i>Develop your subordinates for the future.</i> 	I		
7. Exhibit principles of respect. <ul style="list-style-type: none"> • <i>Know your subordinates and look out for their well-being.</i> • <i>Keep your subordinates informed.</i> • <i>Build the team.</i> • <i>Employ your subordinates in accordance with their capabilities.</i> 	I		
8. Exhibit principles of integrity. <ul style="list-style-type: none"> • <i>Know yourself and seek improvement.</i> • <i>Seek responsibility and accept responsibility for your actions.</i> • <i>Set the example.</i> 	I		
Behavior: Ensure the safety, welfare, and accountability of assigned personnel.			
9. Ensure assigned resources are following safety guidelines appropriately.	I		

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TASK	C O D E	EVAL. RECORD #	EVALUATOR: Initial & date upon completion of task
Behavior: Establish work assignments and performance expectations, monitor performance, and provide feedback.			
10. Perform duties of a Strike Team or Task Force Leader. <ul style="list-style-type: none"> • Review assignments with subordinates and assign tasks. • Monitor work progress and make changes when necessary. • Coordinate activities with adjacent strike teams, task forces and single resources. • Travel to and from active assignment area with assigned resources. • Retain control of assigned resources while in available or out-of-service status. • Submit situation and resource status information to Division/Group Supervisor. • Maintain Unit/Activity Log (ICS Form 214). 	I		
11. Perform duties of a Single Resource. <ul style="list-style-type: none"> • Review assignments. • Obtain necessary equipment/supplies. • Review local conditions (e.g., weather, tactical, etc.) for assignment area. • Brief subordinates on safety measures. • Monitor work progress. • Ensure adequate communications with supervisor and subordinates. • Keep supervisor informed of progress and any changes. • Inform supervisor of problems with assigned resources. • Brief relief personnel, and advise them of any change in conditions. • Return equipment and supplies to appropriate unit. • Complete and turn in all time and use records on personnel and equipment. • Maintain Unit/Activity Log (ICS Form 214). 	I		
12. Determine assigned resources ability to complete assignment within time frame.	I		

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TASK	C O D E	EVAL. RECORD #	EVALUATOR: Initial & date upon completion of task
13. Assign responsibilities for segments within division.	R		
Behavior: Emphasize teamwork.			
14. Establish cohesiveness among assigned resources. <ul style="list-style-type: none"> • <i>Provide for open communication.</i> • <i>Seek commitment.</i> • <i>Set expectations for accountability.</i> • <i>Focus on the team result.</i> 	I		
Behavior: Coordinate interdependent activities.			
15. Coordinate activities with adjacent division/groups. <ul style="list-style-type: none"> • <i>Review division/group assignments to determine specific areas or tasks involving coordination.</i> • <i>Maintain communications with adjoining divisions/groups.</i> 	I		
16. Coordinate activities with air operations. <ul style="list-style-type: none"> • <i>Ensure air support protocol is established and communications are maintained (e.g., brief resources on procedures for ordering air support on division; brief resources on procedures for air medical transport vs. medevac as defined in IAP or relevant plan).</i> 	I		

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Competency: Communicate effectively.

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

TASK	C O D E	EVAL. RECORD #	EVALUATOR: Initial & date upon completion of task
Behavior: Ensure relevant information is exchanged during briefings and debriefings.			
17. Obtain briefing from previous shift supervisor.	I		
18. Provide subordinates tactical briefings. <ul style="list-style-type: none"> • <i>Discuss alternate plan based on strategies, control objectives, and type of resources available.</i> 	I		
19. Obtain periodic reports from subordinates and adjacent resources on progress.	I		
20. Inform Branch Director or Operations Section Chief as appropriate. <ul style="list-style-type: none"> • <i>Conditions affecting division/group operations.</i> • <i>Hazardous conditions.</i> • <i>Situation status in assigned work area.</i> • <i>Unresolved conflicts with adjacent divisions/groups.</i> • <i>Effectiveness of air operations within division/group area.</i> 	I		
21. Brief relief forces. <ul style="list-style-type: none"> • <i>Current status/conditions/concerns regarding assignment.</i> 	I		
22. Participate in functional area briefings and After Action Reviews (AARs).	I		

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TASK	C O D E	EVAL. RECORD #	EVALUATOR: Initial & date upon completion of task
Behavior: Ensure documentation is complete and disposition is appropriate.			
23. Report and document special occurrences or events (e.g., accidents, structure/improved property loss or damage, sickness) to immediate supervisor. <ul style="list-style-type: none"> • <i>Receive reports of events from subordinates or personal observation of events (e.g., nature of event, location, magnitude, personnel involved, action taken).</i> • <i>Request assistance as established in response protocol outlined in the IAP or relevant plan.</i> 	I		
24. Submit demobilization documentation as requested.	I		
Behavior: Communicate and ensure understanding of work expectations within the chain of command and across functional areas.			
25. Coordinate across functional areas. <ul style="list-style-type: none"> • <i>Safety Officer</i> • <i>Resources Unit Leader</i> • <i>Situation Unit Leader</i> • <i>Law Enforcement</i> • <i>Fire</i> • <i>EMS</i> • <i>Public Works</i> • <i>Others as appropriate</i> 	I		
26. Provide timely feedback in response to requests from other ICS sections.	I		

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TASK	C O D E	EVAL. RECORD #	EVALUATOR: Initial & date upon completion of task
Behavior: Develop and implement plans and gain concurrence of affected agencies and/or the public.			
27. Participate in the development of the IAP or relevant plan for the next operational period. <ul style="list-style-type: none"> • <i>Submit situation and resources status to Branch Director or Operations Section Chief (e.g., summary of resource utilization, work progress, changes from assignment, conditions affecting division/group operations, hazards, unresolved conflicts with adjacent divisions/groups, effectiveness of air operations within division/group area).</i> • <i>Place orders for resources and logistical needs.</i> • <i>Recommend objectives for next operational period.</i> 	I		

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

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

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

28. Identify kind, type, and number of resources required to achieve objectives. <ul style="list-style-type: none"> • <i>Consider mission, weather, terrain, kinds and types of resources, resource availability, and safety factors.</i> 	I		
29. Implement objectives and special instructions for division/group. <ul style="list-style-type: none"> • <i>Monitor work progress and evaluate incident situation.</i> • <i>Evaluate different uses of single and combined resources based on tactical needs within division/group (e.g., structure protection, perimeter control).</i> • <i>Compare accomplishments to division ICS 204, Assignment List.</i> • <i>Develop recommendations for next operational period.</i> 	I		

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TASK	C O D E	EVAL. RECORD #	EVALUATOR: Initial & date upon completion of task
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Behavior: Make appropriate decisions based on analysis of gathered information.

30. Determine need for assistance. <ul style="list-style-type: none"> • <i>Identify need for additional assistance by monitoring work progress or based on reports from subordinates.</i> • <i>Coordinate with Operations Section Chief or Branch Director and request assistance according to procedures discussed in briefing.</i> • <i>Notify Operations Section Chief when resources are moved or shared between divisions/groups, or excess to operational needs.</i> 	I		
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Behavior: Take appropriate action based on assessed risks.

31. Apply Risk Management Process <ul style="list-style-type: none"> • <i>Step 1: Situation Awareness</i> • <i>Step 2: Hazard Assessment</i> • <i>Step 3: Hazard Control</i> • <i>Step 4: Decision Point</i> • <i>Step 5: Evaluate</i> 	I		
32. Manage an incident within an incident and take appropriate action based on established procedure. <ul style="list-style-type: none"> • <i>Notify your supervisor of situation.</i> • <i>Document actions taken.</i> 	R		

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TASK	C O D E	EVAL. RECORD #	EVALUATOR: Initial & date upon completion of task
Behavior: Modify approach based on evaluation of incident situation.			
33. Assess incident situation and adjust tactics appropriately.	I		
34. Adjust tactical plan in response to opportunities or problems encountered.	I		
Behavior: Provide logistical support as necessary.			
35. Identify and plan for logistical support needs. <ul style="list-style-type: none"> • <i>Review logistics elements of plan to determine if they meet operational needs.</i> • <i>Maintain documentation of accountable property assigned to the division/group.</i> • <i>Anticipate and resolve logistical needs.</i> 	O		
Behavior: Transfer position duties while ensuring continuity of authority and knowledge and taking into account the increasing or decreasing incident complexity.			
36. Coordinate an efficient transfer of position duties when mobilizing/demobilizing (e.g., incoming Incident Management Team (IMT), host agency). <ul style="list-style-type: none"> • <i>Inform subordinate staff and IC.</i> • <i>Document follow-up action needed and submit to supervisor.</i> 	I		

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TASK	C O D E	EVAL. RECORD #	EVALUATOR: Initial & date upon completion of task
Behavior: Plan for demobilization and ensure demobilization procedures are followed.			
37. Anticipate demobilization of resources. <ul style="list-style-type: none"> • <i>Identify excess resources.</i> • <i>Prepare schedule for demobilization.</i> 	I		
38. Ensure demobilization of resources. <ul style="list-style-type: none"> • <i>Brief subordinate staff on demobilization procedures and responsibilities.</i> • <i>Ensure incident and agency demobilization procedures are followed.</i> 	I		

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INSTRUCTIONS FOR COMPLETING THE EVALUATION RECORD

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

COMPLETE THESE ITEMS AT THE START OF THE EVALUATION PERIOD:

Evaluator's name, incident/office title, and agency: List the name of the Evaluator, his/her incident position or office title, and agency.

Evaluator's home unit address and phone: Self-explanatory

#: The number next to the evaluator's name in the upper left corner of the evaluation record identifies a particular incident or group of incidents. This number should be placed in the column labeled "Evaluation Record #" on the PTB for each task performed satisfactorily. This number will enable reviewers of the completed PTB to ascertain the qualifications of the different evaluators prior to making the appropriate sign-off on the PTB.

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

Incident Kind: Enter kind of incident; e.g., hazmat, wildland fire, structural fire, search and rescue, flood, tornado, etc.

COMPLETE THESE ITEMS AT THE END OF THE EVALUATION PERIOD:

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

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

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

Date: List the date the record is being completed.

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

Evaluator's relevant certification: List your certification relevant to the Trainee position you supervised.

Evaluation Record

TRAINEE NAME

TRAINEE POSITION

#1	Evaluator's name: Incident/office title & agency:			
Evaluator's home unit address & phone:				
Name and Location of Incident or Situation (agency & area)	Incident Kind (hazmat, tornado, flood, structural fire, wildfire, search & rescue, etc.)	Number & Type of Resources Pertinent to Trainee's Position	Duration (inclusive dates in trainee status)	
			to	
<p>The tasks initiated & 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>_____ The individual was not able to complete certain tasks (comments below) or additional guidance is required.</p> <p>_____ Not all tasks were evaluated on this assignment and an additional assignment is needed to complete the evaluation.</p> <p>_____ The individual is severely deficient in the performance of tasks for the position and needs further training (both required & knowledge and skills needed) prior to additional assignment(s) as a Trainee.</p> <p>Recommendations: _____</p> <p>_____</p> <p>Date: _____ Evaluator's initials: _____</p> <p>Evaluator's relevant agency certification or rating: _____</p>				

#2	Evaluator's name: Incident/office title & agency:			
Evaluator's home unit address & phone:				
Name and Location of Incident or Situation (agency & area)	Incident Kind (hazmat, tornado, flood, structural fire, wildfire, search & rescue, etc.)	Number & Type of Resources Pertinent to Trainee's Position	Duration (inclusive dates in trainee status)	
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Evaluation Record
(Continuation Sheet)

TRAINEE NAME

TRAINEE POSITION

#3	Evaluator's name: Incident/office title & agency:			
Evaluator's home unit address & phone:				
Name and Location of Incident or Situation (agency & area)	Incident Kind (hazmat, tornado, flood, structural fire, wildfire, search & rescue, etc.)	Number & Type of Resources Pertinent to Trainee's Position	Duration (inclusive dates in trainee status)	
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#4	Evaluator's name: Incident/office title & agency:			
Evaluator's home unit address & phone:				
Name and Location of Incident or situation (agency & area)	Incident Kind (hazmat, tornado, flood, structural fire, wildfire, search & rescue, etc.)	Number & Type of Resources Pertinent to Trainee's Position	Duration (inclusive dates in trainee status)	
			to	
<p>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.</p> <p>_____ The individual has successfully performed all tasks for the position and should be considered for certification.</p> <p>_____ The individual was not able to complete certain tasks (comments below) or additional guidance is required.</p> <p>_____ Not all tasks were evaluated on this assignment and an additional assignment is needed to complete the evaluation.</p> <p>_____ The individual is severely deficient in the performance of tasks for the position and needs further training (both required & knowledge and skills needed) prior to additional assignment(s) as a Trainee.</p> <p>Recommendations: _____</p> <p>_____</p> <p>Date: _____ Evaluator's initials: _____</p> <p>Evaluator's relevant agency certification or rating: _____</p>				