



FEMA

POSITION TASK BOOK FOR THE POSITION OF

**ALL-HAZARDS NATIONAL INCIDENT
MANAGEMENT SYSTEM (NIMS)
COST UNIT LEADER (SINGLE TYPE)**

COST UNIT LEADER (SINGLE TYPE)

1. Competency: Assume position responsibilities

Description: Successfully assume the role of Cost Unit Leader and initiate position activities at the appropriate time according to the following behaviors.

1a. Behavior: Obtain information relevant to position assignment

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
1. Obtain and review necessary documentation: <ul style="list-style-type: none"> ● Copy of Delegation of Authority, Letter of Expectation, Letter of Agreement or Memorandum of Understanding (MOU) ● Applicable plans and reports ● Directories: phone, notification ● Written incident status summary ● Authorizations: cell phones, rental vehicles, computers 	E, F, I		
2. Receive briefing from the Finance/Administration Section Chief or outgoing Cost Unit Leader: <ul style="list-style-type: none"> ● Meetings and briefings schedule ● Situational assessment ● Incident objectives ● Strategy ● Hazards to incident personnel and public ● Agencies/jurisdictions involved ● Organizational structure ● Resources summary ● Logistical needs ● Ordering procedures ● Incident priorities and status: life safety, incident stabilization, property and environment ● Timing scheduling ● Expected products 	E, F, I		

1b. Behavior: Establish or determine organizational structure, resource and staffing needs

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
3. Evaluate staffing needs required to manage the unit: <ul style="list-style-type: none"> ● Ensure consistency with National Incident Management System (NIMS) organizational structure ● Identify training opportunities ● Ensure use of established procedures for ordering resources ● Request appropriate technical specialists to assist with special incident conditions 	E, F, I		
4. Utilize unit personnel: <ul style="list-style-type: none"> ● Establish appropriate organization and assign roles and responsibilities, while maintaining span of control 	E, F, I		

1c. Behavior: Ensure readiness for assignment

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
<p>5. Arrive properly equipped at designated time and location and check in according to agency/organization guidelines</p> <ul style="list-style-type: none"> ● Arrive with go-kit and any additional equipment ● Carry out check-in procedures and ensure assigned personnel do the same 	E, F, I		
<p>6. Obtain complete incident and logistical information:</p> <ul style="list-style-type: none"> ● Incident name, number, anticipated duration, size, type, responsibilities and expectations ● Reporting time and location ● Transportation arrangements and travel routes ● Contact procedures during travel (telephone/radio) ● Expected working conditions ● Personal Protective Equipment (PPE) ● Security measures ● Updated contact information and information links 	E, F, I		
<p>7. Obtain, assemble and prepare information and materials for go-kit. The kit should contain critical items for the assignment and be easily transportable</p> <ul style="list-style-type: none"> ● Supplies: <ul style="list-style-type: none"> ○ Office supplies appropriate to the function ○ Authority Having Jurisdiction (AHJ) identification badge and qualification card ● Reference materials: <ul style="list-style-type: none"> ○ Functional guidelines relative to incident type (agency guidance or other functional guidelines) ○ AHJ operations guides or other operational guides ○ Position manuals ● Forms: <ul style="list-style-type: none"> ○ Agency-specific forms appropriate to the function 	E, F, I		

2. Competency: Communicate effectively

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

2a. Behavior: Ensure the exchange of relevant information during briefings

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
8. Lead staff briefings and debriefings.	E, F, I		
9. Prepare for and participate in briefings: <ul style="list-style-type: none"> ● Ensure briefings are accurate, timely and include appropriate personnel ● Brief external support organizations ● Share and evaluate information 	E, F, I		

3. Competency: Lead assigned personnel

Description: Influence, lead and direct assigned personnel to accomplish objectives and desired outcomes in a potentially rapidly changing environment.

3a. Behavior: Model leadership values and principles

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
10. Create a positive work environment: <ul style="list-style-type: none"> ● Communicate leader's intent and guidance ● Manage unit and its activities effectively ● Proactively assume responsibility for the unit and initiate action 	E, F, I		
11. Establish and maintain positive interpersonal and interagency working relationships: <ul style="list-style-type: none"> ● Understand scope, roles, responsibilities, jurisdiction and authority of responding agencies 	E, F, I		
12. Exhibit principles of duty, respect and integrity as a leader.	C, E, F, I, J, T		
13. Understand and comply with NIMS/Incident Command System (ICS) concepts and principles: <ul style="list-style-type: none"> ● Establish and modify an effective organization based on changing incident and resource conditions ● Maintain appropriate span of control ● Act as a representative of incident leadership 	E, F, I		

3b. Behavior: Communicate incident priorities and supervise personnel

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
14. Communicate with assigned personnel: <ul style="list-style-type: none"> ● Communicate priorities, objectives, strategies and any changes ● Inform personnel of their assigned tasks and expectations ● Clearly explain conflict resolution procedures and ensure that personnel understand ● Ensure that assigned objectives and expectations for the operational period are reasonable and accurate 	E, F, I		
15. Ensure debriefings occur and participate as necessary: <ul style="list-style-type: none"> ● Ensure incident situation status information is current and complete 	E, F, I		
16. Ensure that staff follows all applicable agency/jurisdiction policies, contracts, standard operating procedures and agreements: <ul style="list-style-type: none"> ● Federal, state, local, tribal, territorial and regional relationships, as appropriate ● Roles and responsibilities of potential responder agencies ● Scope, jurisdiction and authority of potential responder agencies' contingency plans 	E, F, I		

<p>17. Supervise and hold personnel accountable for executing assigned tasks:</p> <ul style="list-style-type: none"> ● Identify and promptly resolve disagreements, issues and misunderstandings ● Prioritize work while considering immediate support for incident operations 	E, F, I		
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3c. Behavior: Ensure the health, safety, welfare and accountability of assigned personnel

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
<p>18. Demonstrate knowledge of and comply with relevant health and safety requirements:</p> <ul style="list-style-type: none"> ● Direct and oversee unit operations to ensure compliance with health and safety considerations and guidelines ● Coordinate with the Safety Officer to ensure that assigned personnel follow safety guidelines 	E, F, I		
<p>19. Evaluate mental and physical fatigue of assigned personnel:</p> <ul style="list-style-type: none"> ● Ensure adequate rest is provided to section personnel 	E, F, I		
<p>20. Recognize potentially hazardous situations, inform assigned personnel of hazards and take precautions to mitigate risk:</p> <ul style="list-style-type: none"> ● Adjust operations in response to hazards, weather and other relevant events 	E, F, I		
<p>21. Report or explain the procedures for reporting unexpected occurrences, such as fire, death, injury, illness, exposure to pathogens or hazardous materials (HAZMAT), accident, political contact or property loss or damage:</p> <ul style="list-style-type: none"> ● Ensure report contains nature of event, location, magnitude, personnel involved and initial action taken (such as helicopter picking up injured or an appropriate subsequent action) ● Ensure the protection of Personally Identifiable Information (PII) while reporting ● Obtain information from the following sources regarding special hazards, threats or unexpected occurrences: subordinates, personal observation, other incident personnel and off-incident personnel 	E, F, I		

3d. Behavior: Identify opportunities and meet requirements to provide equal access and reasonable accommodation in all activities

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
<p>22. Demonstrate the ability to assess and monitor for physical access, programmatic access and effective communications access.</p>	E, F, I, J		
<p>23. Demonstrate the ability to identify opportunities for universal accessibility.</p>	E, F, I, J		
<p>24. Provide equal access, disability accommodations and access and functional needs (AFN) accommodations.</p>	E, F, I, J		

4. Competency: Conduct operations and ensure completion of assigned tasks

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

4a. Behavior: Set the unit priorities

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
25. Analyze work assignments and staffing levels to ensure achievement of unit objectives.	E, F, I		
26. Attend and participate in strategy meetings as necessary: <ul style="list-style-type: none"> ● Assess organizational needs ● Identify additional resource needs ● Identify critical factors to ensure unit success ● Prioritize incident and unit objectives 	E, F, I		
27. Disseminate priorities and expected completion timelines to staff.	E, F, I		
28. Hold staff accountable for communicated priorities and deadlines.	E, F, I		

4b. Behavior: Develop and implement plans

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
29. Approve completed plans: <ul style="list-style-type: none"> ● Ensure plans are complete, accurate, realistically attainable and relevant to the incident objectives 	E, F, I		
30. Participate in the planning process: <ul style="list-style-type: none"> ● Prepare for and participate in planning meetings ● Assist in the development of plans, as necessary: <ul style="list-style-type: none"> ○ Long-range ○ Strategic ○ Contingency ○ Demobilization ○ Continuity of Operations Plan (COOP) 	E, F, I		
31. Review, validate and modify plans: <ul style="list-style-type: none"> ● Analyze alternate strategies and explain decisions ● Validate or revise unit objectives ● Review information covering health and safety principles, known hazards and importance of all periods ● Validate unit organizational structure ● Validate unit resource assignments ● Review reserve resources ● Evaluate immediate support needs 	E, F, I		

4c. Behavior: Coordinate with all appropriate personnel and stakeholders

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE

32. Coordinate with the Finance/Administration Section Chief: <ul style="list-style-type: none"> ● Determine reporting timelines ● Determine required standard and special reports ● Determine report format 	E, F, I		
33. Establish effective relationships and coordinate with incident personnel: <ul style="list-style-type: none"> ● IMT personnel ● Other supporting personnel 	E, F, I		
34. Establish effective relationships with stakeholders and partners in the impacted jurisdiction(s).	E, F, I		
35. Verify incident resources with Logistics Section.	E, F, I		

4d. Behavior: Apply agency policy, contracts and agreements

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
36. Complete all work according to organization/agency direction, policy and incident objectives: <ul style="list-style-type: none"> ● Ensure that personnel complete all documentation requirements according to organization/agency direction, policy and incident objectives 	E, F, I		
37. Demonstrate knowledge of and apply relevant legal, regulatory and fiscal constraints.	E, F, I		

4e. Behavior: Ensure documentation is complete

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
38. Ensure that hard copies and electronic copies of cost policies, procedures and reference materials are accessible.	E, F, I		
39. Ensure the protection of PII.	E, F, I		
40. Maintain and collect personal records related to incident: <ul style="list-style-type: none"> ● Time sheets ● Rental records ● Accident forms ● Property records <ul style="list-style-type: none"> ○ Equipment time records ● Receipts 	E, F, I		
41. Maintain and submit incident records for events, personnel, equipment, supplies and other data for incident management needs: <ul style="list-style-type: none"> ● Property loss/damage reports ● Agency-required incident reports ● Activity log ● Changes in strategy and tactics 	E, F, I		
42. Review documents for accuracy, timeliness and appropriate distribution.	E, F, I		

4f. Behavior: Obtain, record and analyze relevant Cost data

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
43. Assist in the development of relevant cost-sharing agreements: ● Determine costs to track	E, F, I		
44. Evaluate and analyze information regarding incident costs.	E, F, I		
45. Identify all equipment and personnel requiring payment in cost reports.	E, F, I		
46. Make recommendations on cost savings to Finance/Administration Section Chief in coordination with other appropriate sections.	E, F, I		
47. Obtain and record all cost data: ● Agency equipment costs ● Contract or mutual aid equipment costs ● Contract or mutual aid personnel costs ● Damage to facilities, infrastructure, equipment or vehicles ● Supplies ● Food ● Facility rentals	E, F, I		
48. Provide programmatic and operational technical assistance to internal and external stakeholders: ● Burn rates of resources, in coordination with the Logistics Section ● Effective and efficient processes for obtaining cost data ● Cost savings recommendations ● Recommendations for recording cost data	E, F, I		

4g. Behavior: Account for incident costs

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
49. Capture equipment information: ● Rented equipment cost and location ● Equipment damaged or destroyed: by inventory number, location and costs to repair or replace ● Equipment hours, rates and locations	E, F, I		
50. Capture insurance settlements and other credits, such as salvage credits and rebates, by incident.	E, F, I		
51. Capture labor hours, rates, work locations and description of work performed.	E, F, I		
52. Capture relevant service-related information: ● Contracted construction services and costs by site ● Technical consultant service costs and specific purposes of work performed ● Vendor services or materials acquired under purchase orders or contracts	E, F, I		
53. Designate a person to coordinate records management.	E, F, I		
54. Document and describe nonproductive labor costs: ● Sick leave ● Vacation time	E, F, I		
55. Perform specific accounting using identified systems as the Finance/Administration Section Chief or AHJ requests.	E, F, I		

56. Prepare resources using cost estimates and share with appropriate sections.	E, F, I		
57. Separate disaster-related expenses from regular expenses.	E, F, I		
58. Track costs in accordance with appropriate cost-sharing agreements.	E, F, I		

4h. Behavior: Document incident costs

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
59. Document authorizations that a department head, legislative authority or executive authority grant to perform work.	E, F, I		
60. File appropriate documentation: <ul style="list-style-type: none"> ● Correspondence with grantees ● Copies of law enforcement, fire and medical dispatch logs ● Final inspection reports 	E, F, I		
61. List damaged and destroyed equipment: <ul style="list-style-type: none"> ● Prepare detailed description of the damage and necessary repairs 	E, F, I		
62. Log vendor purchase orders, invoices and payments and keep copies.	E, F, I		
63. Photograph pertinent sites before work begins, during incident response and after work completion.	E, F, I		
64. Prepare and maintain equipment usage records.	E, F, I		
65. Prepare incident cost summaries by operational period, as the Finance/Administration Section Chief directs.	E, F, I		
66. Prepare labor summaries backed up by detailed labor runs and time sheets.	E, F, I		
67. Record contracts, invoices and payments for each contractor: <ul style="list-style-type: none"> ● Prepare explanation of contract execution and the procurement method ● Prepare explanation if price was not competitive 	E, F, I		

5. Competency: Prepare for demobilization/transfer

Description: Demobilize position and transfer position duties.

5a. Behavior: Transfer position duties while ensuring continuity

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
68. Complete all necessary reports and narratives following common standards before turnover: <ul style="list-style-type: none"> ● Activity log ● Shift change ● End of operational period ● Reassignment ● Deactivation/demobilization 	E, F, I		
69. Complete the process for demobilizing position responsibilities: <ul style="list-style-type: none"> ● Brief and provide complete and accurate records to relief personnel ● Discuss equipment release considerations ● Provide information to supervisor to assist with decisions on release priorities ● Coordinate with appropriate partners regarding demobilization procedures ● Brief personnel on demobilization responsibilities ● Ensure personnel demobilize in a timely and complete manner ● Emphasize safety and accountability during this phase of operations 	C, E, F, I, J, T		
70. Coordinate an efficient transfer of position duties when deactivating or demobilizing resources: <ul style="list-style-type: none"> ● Inform assigned personnel ● Notify incoming personnel when and where transition of positions will occur ● Conduct transition effectively ● Document follow-up action and submit to agency representative 	E, F, I		
71. Participate in transition or incident closeout: <ul style="list-style-type: none"> ● Conduct debriefings with agency administrator(s) as requested ● Close out incident as appropriate for the AHJ 	E, F, I		

5b. Behavior: Plan for demobilization and ensure staff follow demobilization process

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
72. Participate in the development, approval and implementation of the demobilization plan: <ul style="list-style-type: none"> ● Coordinate with appropriate partners regarding demobilization procedures ● Coordinate needs and responsibilities 	E, F, I		