Task Book:
Employee Job Aid

Cadre: Comptroller
Organization: Finance/Administration Section

Position: Section Chief/Deputy Section Chief

Date: *August 2006*

FEMA

Leading America to prepare for, prevent, respond to, and recover from disasters.

Position Task Book: Purpose

Position task books have been developed for positions within the FEMA Disaster Workforce. Each task book lists the essential tasks for the specific position.

Task books are designed to:
- Describe the tasks to be performed for a given position.
- Determine training needs of individual employees.
- Serve as a tool for promoting task-related performance feedback throughout a deployment.
- Record performance assessment data.

At the completion of a deployment, your supervisor will identify the tasks you were able to perform and the tasks needing improvement. Task books do **NOT** replace the standard performance appraisal process.

Responsibilities

Listed below are the responsibilities associated with completion of this position task book.

The **Individual Employee** is responsible for:
- Reviewing and understanding instructions in this task book.
- Identifying desired objectives/goals related to the assigned tasks and subtasks.
- Providing background information to the supervisor.
- Demonstrating the ability to perform all tasks and subtasks for an assigned position.
- Working with the supervisor to improve performance as needed.

The **Supervisor** is responsible for:
- Being qualified and proficient in the position being evaluated or seeking technical assistance from someone who is qualified.
- Meeting with the individual employee and determining past experience, current qualifications, and desired objectives/goals.
- Reviewing task and subtask expectations with the individual employee.
- Explaining to the individual employee the evaluation procedures that will be used.
- Accurately evaluating and recording demonstrated performance of tasks and subtasks.
- Completing the evaluation record within this task book.
- Providing constructive feedback to the employee.
- Suggesting steps for improving performance as needed.

FEMA Task Books are produced by the Emergency Management Institute (EMI).

For more information or to suggest changes, corrections, or improvements, please contact:

Emergency Management Institute
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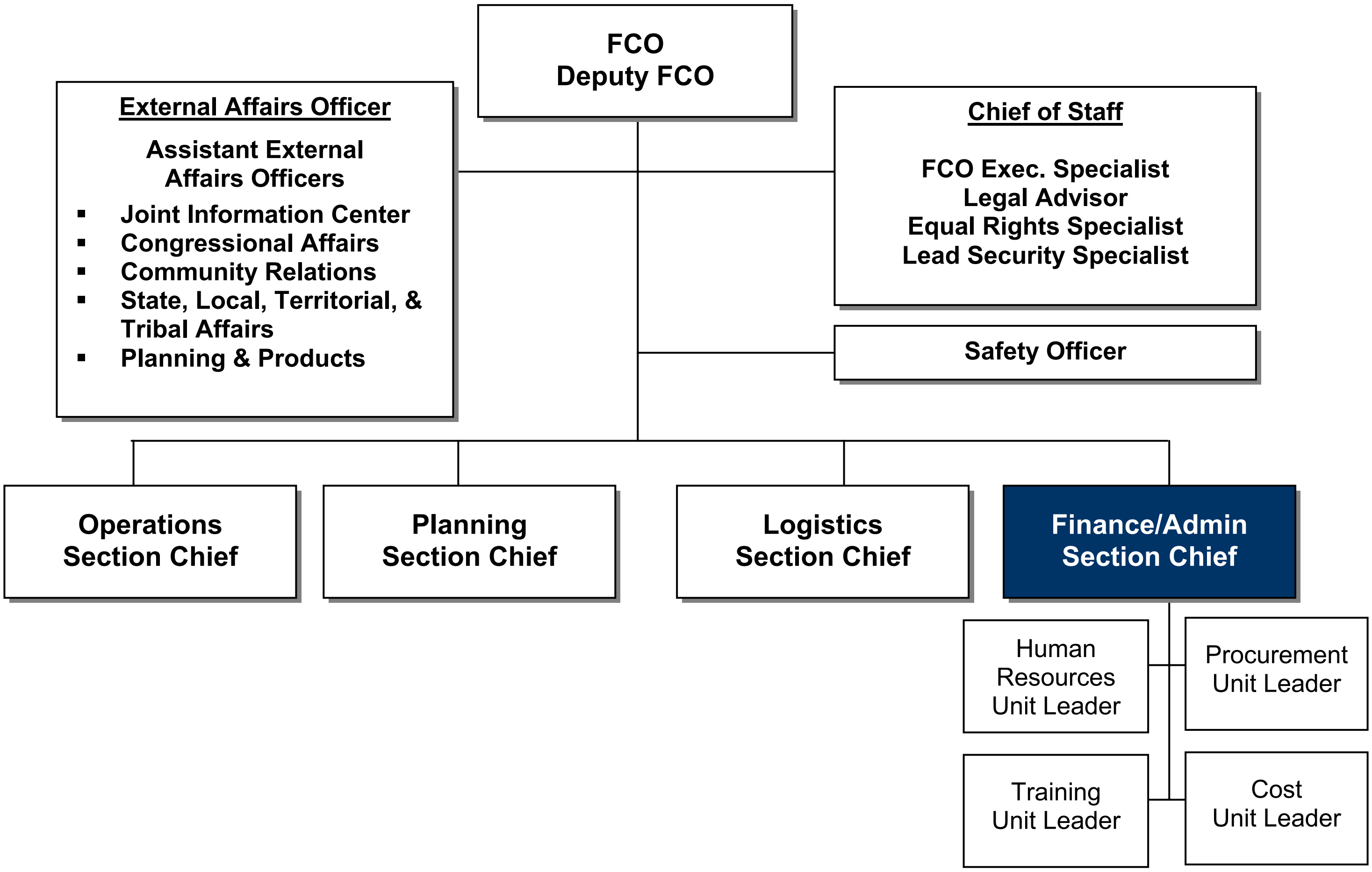
Emmitsburg, Maryland 21727
* ATTN: “Position Task Book”

Organization	Finance/Administration Section
Position	Section Chief/Deputy Section Chief

Joint Field Office (JFO) Structure



Organization	Finance/Administration Section
Position	Section Chief/Deputy Section Chief

EMPLOYEE COMMON TASKS

Task 1	Follow pre-deployment and check-in procedures.

1.1 Confirm availability in response to Deployment Support request.
1.2 Make travel arrangements through agency-designated travel agent.
1.3 Check in with Deployment Support staff upon arrival.
1.4 Check in with disaster supervisor for orientation.
1.5 Complete check-in procedures at duty station to obtain additional information.
1.6 Complete appropriate Federal waiver forms (retired Federal annuitants only).
1.7 Report to the Logistics Helpdesk to obtain requisition for accountable property and network access.
1.8 Obtain authorization for accountable property from supervisor.
1.9 Locate assigned workspace.
1.10 Pick up equipment (e.g., computer, phone) at Accountable Property Office (APO).
1.11 Obtain pertinent information about the operation (about the disaster, Joint Field Office (JFO), facility safety and security).
1.12 Review the task book for assigned position and clarify supervisor expectations as needed.
1.13 Display DHS/FEMA identification in the proper manner (i.e., wear badge above the waist).
1.14 Demonstrate full and consistent compliance with all pre-deployment policies and check-in procedures.

Task 2	Follow check-out procedures.

2.1 Schedule debriefing session with supervisor to complete the task book assessment record and performance appraisal.
2.2 Submit final time and attendance (T&A) statement signed by supervisor.
2.3 Make return travel arrangements through agency-designated travel agent.
2.4 Prepare final travel voucher in coordination with the Cost Unit.
2.5 Return equipment to APO for release.
2.6 Clear workstation and return supplies to Supply Unit.
2.7 Submit check-out form(s) with supporting documentation (e.g., task book assessment record, performance appraisal form) as instructed.
2.8 Check out through Deployment Support staff with required information (e.g., job completed, rotation).
2.9 Demonstrate full and consistent compliance with all policies and check-out procedures.

Task 3	Complete ongoing administrative procedures.

3.1 Update Deployment Support and onsite supervisor with any changes in duty station, lodging, and/or emergency contact as needed.
3.2 Complete T&A reports and input into automated system or submit for processing (bi-weekly).
3.3 Prepare travel voucher in coordination with the Cost Unit on a bi-weekly basis.
3.4 Get limited approvals (e.g., rental cars) renewed, as appropriate, on extended deployments.
3.5 Reconcile Government credit card account statements with approved travel vouchers in accordance with split-pay policy.
3.6 Demonstrate full and consistent compliance with all administrative procedures.

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EMPLOYEE COMMON TASKS

Task 4	Establish and maintain positive and ethical behaviors during interpersonal, intra-agency, and interagency interactions.

4.1 Maintain a high standard of ethics required of Federal employees that is consistent with FEMA core values.
4.2 Demonstrate sensitivity to cultural diversity, race, gender, disabilities, and other individual differences in accordance with the Under Secretary's nondiscrimination policy.
4.3 Take measures to safeguard confidential information and records.
4.4 Foster consensus building among coworkers, supervisors, and others.
4.5 Cultivate professional relationships with coworkers and others to exchange information and work effectively.
4.6 Handle differences/disputes with others in a positive, constructive manner.
4.7 Represent FEMA in a professional manner when working with internal and external parties.
4.8 Establish an effective rapport with individuals who are initially difficult, emotional, or distressed.
4.9 Relate effectively to people from varied backgrounds and different situations.
4.10 Comply with chain-of-command principles by operating within the established lines of authority.
4.11 Exhibit appropriate public stewardship of taxpayer dollars.
4.12 Complete tasks using time and resources effectively and efficiently (e.g., keep travel time to a minimum, obtain lodging that is appropriate to duty station).

Task 5	Help resolve problems/issues and make effective decisions.

5.1 Adapt behavior and work methods in response to new information, changing conditions, or unexpected obstacles.
5.2 Identify and analyze issues and problems.
5.3 Confer with coworkers, supervisor, and/or others as appropriate when making decisions.
5.4 Generate alternative solutions or strategies to address problems or needs.
5.5 Assess the impact of alternatives on the overall operation and work unit.
5.6 Recommend alternative solutions or strategies for addressing the problems/issues.
5.7 Contribute to group problem-solving efforts.
5.8 Implement group-derived solutions or strategies to address problems/issues.
5.9 Submit items for the Remedial Action Management Program (RAMP).
5.10 Deal effectively with pressure; maintain focus and intensity and remain optimistic and persistent, even under adverse conditions.
5.11 Exercise good judgment by making sound, well-informed, and timely decisions.

Task 6	Prepare written reports and other documents.

6.1 Write documents using “plain English” that are well organized and appropriate for the intended audience.
6.2 Write clear and concise emails and other written documents.
6.3 Use email and other official modes of written communication for business purposes only.
6.4 Use computer software and programs required to support task performance.
6.5 Submit written documents through the proper channels.

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EMPLOYEE COMMON TASKS

Task 6	Prepare written reports and other documents. (Continued)

6.6 Proofread written documents before submission to ensure correct grammar, spelling, and punctuation.
6.7 Produce reports using established formats and on required forms.
6.8 Develop written materials that are complete and accurate.

Task 7	Communicate orally with others to exchange and clarify information.

7.1 Share relevant information and/or developments with coworkers, as necessary.
7.2 Explain decisions, conclusions, findings, or recommendations to the appropriate person or group.
7.3 Attend meetings to obtain information for use in programs, or to inform management of program status.
7.4 Represent the cadre's role in a manner that promotes awareness of capabilities, services, and accomplishments.

Task 8	Exhibit an understanding of relevant safety and security procedures.

8.1 Provide for the safety, welfare, and accountability of coworkers during the entire period of deployment.
8.2 Safeguard property and equipment.
8.3 Communicate potentially hazardous situations to immediate supervisor or Safety Officer.
8.4 Take necessary precautions when hazards exist.
8.5 Protect personal information to prevent identity theft.
8.6 Comply with mandatory Information Technology security procedures.
8.7 Comply with the FEMA violence in the workplace policy.

Organization	**Finance/Administration Section**
Position	**Section Chief/Deputy Section Chief**

SECTION CHIEF/DEPUTY SECTION CHIEF POSITION-SPECIFIC TASKS

Note: In the absence of or as delegated by the Finance/Administration Section Chief, the Deputy Section Chief will perform the tasks listed in this task book.

Task 1	**Provide financial management guidance, expertise, and analysis to the Federal Coordinating Officer (FCO).**

1.1 Provide general guidance to the FCO on financial management.
1.2 Identify potential financial management concerns.
1.3 Provide reports and/or analysis to the FCO and other senior managers, as needed.

Task 2	**Manage the preparation of financial reports.**

2.1 Oversee the preparation of the Disaster Projection Report (DPR).
2.2 Oversee the preparation of the FCO Report—Financial Information Tool (FIT) Level 1 or 2.
2.3 Manage the preparation of the Finance/Administration Section input into Planning Section reports.
2.4 Oversee the preparation of the SmartLink Reports.

Task 3	**Coordinate with other Section Chiefs to establish lines of communication, ascertain funding needs from program areas, and identify anticipated program requirements.**

3.1 Determine whether adequate disaster housing funds are obligated.
3.2 Establish flow of 60-1s (Requisitions for Supplies, Equipment and/or Services) and 40-1s (Requisitions and Commitments for Services and Supplies) and lines of communication for program funding needs.
3.3 Review 60-1s and 40-1s in process.
3.4 Coordinate mission assignment processing with Operations and Logistics Sections.

Task 4	**Ensure initial funding requirements are adequate, and required financial management documents are in place or in process.**

4.1 Oversee the preparation or review of the Initial Allocation.
4.2 Oversee the preparation or review of the Travel Authorization (TA) obligation.
4.3 Verify that purchase credit card holder(s) have been identified and that the assigned card(s) are activated and funded.
4.4 Create or review signature authority.
4.5 Obtain FEMA/State Agreement, Delegations of Authority, organization chart, and other relevant disaster declaration documents.
4.6 Verify that the FEMA/State Agreement is signed prior to obligating Public Assistance and/or Other Needs Assistance (ONA) funds.
4.7 Prepare and distribute Administration Memorandum to all disaster staff.
4.8 Obtain all contracts written by the Regional Office and/or National Response Coordination Center (NRCC).
4.9 Oversee the preparation of amended TA(s), as necessary.
4.10 Oversee obligations of mission assignment(s).

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SECTION CHIEF/DEPUTY SECTION CHIEF POSITION-SPECIFIC TASKS

Task 5	Establish contact with key personnel who are outside the JFO.

5.1 Establish contact with Comptroller Cadre Manager to obtain specific instructions for the event, and to provide him/her with contact information.
5.2 Establish contact with the NRCC, Regional Response Coordination Center (RRCC), Mobilization (Mob) Center, and Interim Operating Facility (IOF) to determine status of and coordinate activities for the transition of financial operations to Disaster Field Office (DFO) (Satellite JFO, Mob Center, Staging Areas).
5.3 Coordinate with the General Services Administration (GSA) to define GSA's role in the event (e.g., lease building spaces).
5.4 Define role in submitting/approving NEMIS Access Control System (NACS) rights.
5.5 Identify offsite support staff needs (e.g., weekend and extended hours for Treasury, Disaster Finance Center (DFC), or Regional staff) and request resources.
5.6 Coordinate with appropriate State official on SmartLink drawdowns and expenditures.

Task 6	Oversee ongoing funding requirements.

6.1 Reconcile information systems and financial reports and documents.
6.2 Analyze financial data for accuracy and validity.
6.3 Review funding documents to ensure correct fund coding, proper signatures, and appropriateness of expenditures.
6.4 Monitor financial reports to identify nonobligated allocations.
6.5 Deallocate, decommit, and deobligate unsupported excess funding, commitments, and obligations.
6.6 Implement year-end fiscal closeout procedures.
6.7 Prepare new fiscal year documents in accordance with closeout procedures.
6.8 Review and concur/nonconcur on all 60-1s.
6.9 Maintain copies of all 60-1s (both concur and nonconcur).
6.10 Certify all 40-1s.
6.11 Prepare amended Request for Allocation Amendment(s) (RAA) as necessary to include appropriate justification.

Task 7	Identify potential financial management issues.

7.1 Attend FCO and other operational meetings and conference calls.
7.2 Coordinate with the key people involved in the identified financial management issue(s).
7.3 Research applicable laws, policies, regulations, Executive orders, judicial decisions, statutes, and legislative history.
7.4 Prepare and submit issue paper(s) to Comptroller Cadre Manager to resolve policy issue(s).

Task 8	Manage the human resources, training, and financial functions for the incident.

8.1 Elevate global issues to appropriate management level(s).
8.2 Prepare internal memos on human resources, training, financial, and administrative functions (e.g., travel, timekeeping).
8.3 Review sampling of prepared travel vouchers.
8.4 Prepare waiver requests in support of the incident and route for approval.

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SECTION CHIEF/DEPUTY SECTION CHIEF POSITION-SPECIFIC TASKS

Task 8	Manage the human resources, training, and financial functions for the incident. (Continued)

8.5 Collect and disseminate appropriate grants management documents.
8.6 Coordinate with the Safety Officer to transition the claims and compensation function prior to the closure of the Safety and Health Office.
8.7 Verify the proper transition of all human resources, training, financial, and administrative documentation to Regions at closure of JFO.

Task 9	Lead Finance/Administration Section personnel.

9.1 Delegate specific authority based on the assigned tasks to individuals and Units.
9.2 Provide clear direction, assignments, and guidance to effectively structure and organize work activities, maximize productivity, and fulfill the incident objectives.
9.3 Solicit recommendations from Section staff on human resources, training, and financial issues (i.e., localized or global).
9.4 Inform the Human Resources Unit and Training Unit of changes in program operations that might impact current or future personnel and training activities and services.
9.5 Inform the Procurement Unit (Contract Specialists) of changes in program operations that might impact current or future acquisition activities.
9.6 Develop and communicate emergency procedures that are consistent with the safety and security plans in a timely manner.
9.7 Provide for the safety and welfare of assigned personnel during the entire period of supervision.
9.8 Establish and communicate basic work procedures (e.g., work hours, rotation schedule, contact list, staggering of work hours).
9.9 Monitor employee performance to assess the need for possible rest or rotation.
9.10 Ensure that Section staff members communicate with customers in an appropriate fashion (e.g., avoid use of unnecessary financial jargon, treat customers respectfully).
9.11 Assess the need for and monitor the use of overtime hours, avoiding unnecessary expenditures.
9.12 Lead by example through acting in a fair and ethical manner toward others and demonstrating commitment to public service.
9.13 Write performance appraisals and discuss the results with assigned personnel.
9.14 Complete task book assessment records and discuss the results with assigned personnel.

Task 10	Coordinate, communicate, and report information.

10.1 Obtain periodic status reports from assigned personnel and others.
10.2 Coordinate with all FCO Staff (External Affairs, Chief of Staff, Safety Officer, etc.) and other Section Chiefs.
10.3 Brief and debrief Deputy Finance/Administration Section Chief.
10.4 Gather information to include in the required reports by monitoring work progress, personal observations, and reports from assigned personnel.
10.5 Maintain Unit/Activity Log (ICS Form 214).
10.6 Communicate any changes in the status of assigned resources to the Resources Unit.
10.7 Communicate any significant changes to the Incident Action Plan/JFO Coordination Plan to all affected parties.
10.8 Inform the Command and General Staff management of program issues, developments, and accomplishments.

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SECTION CHIEF/DEPUTY SECTION CHIEF POSITION-SPECIFIC TASKS

Task 10	Coordinate, communicate, and report information. (Continued)

10.9 Respond to requests for specific information from the Planning Section, Emergency Response Team (ERT) Command and General Staff, and others.
10.10 Complete a transition report and conduct a briefing for Regional personnel.
10.11 Provide input to the FEMA Remedial Action Management Program (RAMP).

Task 11	Create an open and team-based work environment.

11.1 Encourage open communication and input from assigned personnel.
11.2 Foster consensus-building among assigned personnel.
11.3 Create a work environment where individuals are treated fairly in accordance with FEMA guidelines.
11.4 Promote a teamwork environment that encourages individuals to share knowledge, work cooperatively, engage in continuous learning, and contribute fully to team-based efforts.
11.5 Distribute work equitably and appropriately among team members.
11.6 Take corrective action when problems arise.
11.7 Recognize effective individual and team performance.

Task 12	Oversee the ongoing professional development of assigned personnel.

12.1 Conduct orientation sessions and arrange on-the-job training for new hires.
12.2 Arrange for ongoing training and professional development for assigned personnel to develop required skill sets.
12.3 Assess staff skill levels to identify needed functional training.
12.4 Identify most appropriate training method (e.g., on-the-job training, course) and provider (e.g., Training Unit, another Comptroller, other Finance/Administration Section staff).
12.5 Verify that a training plan exists for each Section staff member, to include cross-training.
12.6 Coordinate staff training requirements with appropriate Cadre Manager(s).
12.7 Develop new Comptroller's skill set by allowing him/her to take the lead on issues and in meetings, as appropriate.
12.8 Provide feedback to appropriate Cadre Manager.
12.9 Coach and guide personnel in techniques and skills for handling challenging interactions and difficult situations.
12.10 Coach personnel so that they can develop and maintain skills.
12.11 Verify that assigned personnel attend mandatory training.

Task 13	Perform special projects for the Chief Financial Officer (CFO) as requested.

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SECTION CHIEF/DEPUTY SECTION CHIEF POSITION-SPECIFIC TASKS

Additions	List additional tasks that you have been assigned.
