



*DF 600  
Joint Field Office  
Position Task Books Orientation*

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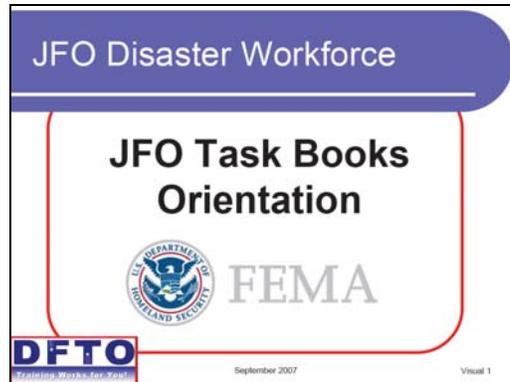
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**COURSE OBJECTIVES**

Upon completion of this course, the participants will be able to:

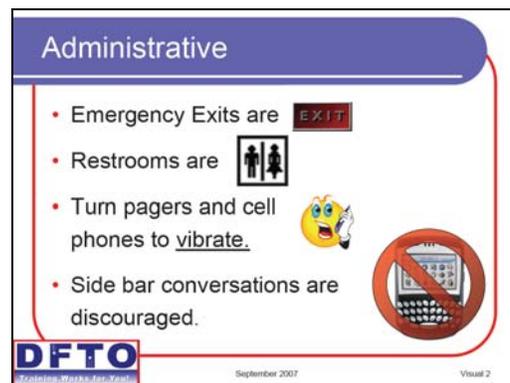
- Identify the purpose of Task Books.
- Describe the difference between a “Job Aid” and an “Assessment Guide”.
- Describe how to access and download information from the National JFO Task Book Website.
- Describe responsibilities of both the employee and the JFO Supervisor.
- Complete a JFO Task Book “Online Assessment”.
- Describe the expectations of the JFO Task Book Project.

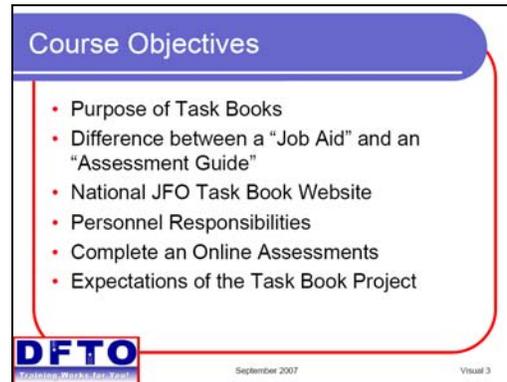
## COURSE OVERVIEW



**Review** class rules and safety items:

- Fire exits
- Restrooms
- Turn pagers and cell phones to vibrate.





The slide titled "Course Objectives" features a blue header bar with the title in white. Below the header, a list of six bullet points is presented in red text. At the bottom left, there is a logo for "DFTO" with the tagline "Training Works for You". At the bottom center, the date "September 2007" is displayed, and at the bottom right, the slide is identified as "Visual 3".

**Course Objectives**

- Purpose of Task Books
- Difference between a "Job Aid" and an "Assessment Guide"
- National JFO Task Book Website
- Personnel Responsibilities
- Complete an Online Assessments
- Expectations of the Task Book Project

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Training Works for You

September 2007 Visual 3

**Review Objectives:**

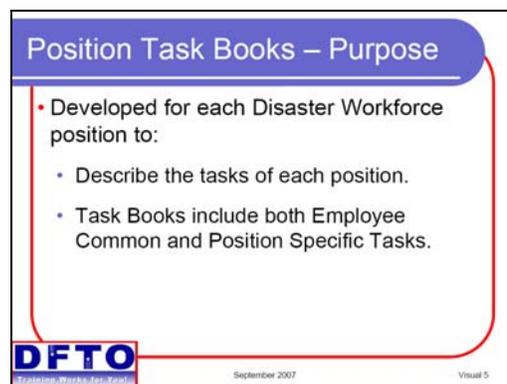
- Describe the purpose of Task Books
- Explain the difference between a JFO Task Book "Job Aid" and JFO Task Book "Assessment Guide"
- Describe how to access and download information from the National JFO Task Book Website.
- Describe the responsibilities of both the employee and JFO supervisor
- Complete a JFO Task Book "Online Assessment"
- Describe the expectations of the JFO Task Book Project.



Please introduce yourself

- Your Name?
- Position in the organization
- Where you are from?
- Course expectations?

## POSITION TASK BOOK PURPOSE

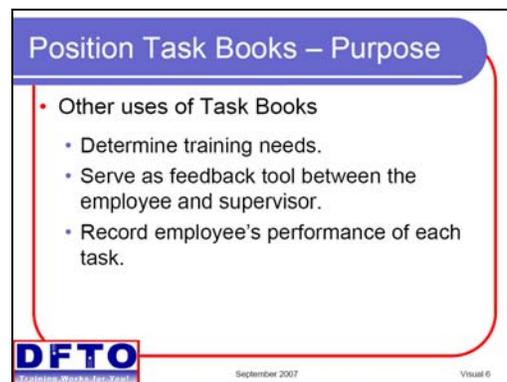


This project began as an idea by the NIMS Integration Center (NIC) to promote FEMA as a model for Other Federal Agencies by creating Task Books similar to those used in ICS for the local responders. The JFO Task Books are different than local responder ICS task books – we'll go over what they look like and how they will work for the JFO Disaster Workforce.

The NIC asked the Emergency Management Institute (EMI) to oversee the development of the JFO Task Book project. The NIC approved the JFO Task Book project and also approved money to be used to create JFO Section Chief training and JFO Manager training (training at the levels below Section Chief). Some of this training is already being delivered, and some of it will be piloted this year.

JFO Task Books are being developed for each Disaster Workforce position to describe the tasks of each position. Subject Matter Experts from each of the National Disaster Workforce Cadres defined the position titles and documented each of the tasks those positions would perform. EMI ensured the position titles were NIMS-Compliant

During the process of documenting the specific tasks for each position, many “common” tasks were discovered that could be used for every position. Each Cadre reviewed the list of common tasks, and they now appear in each JFO Task Book before listing the position specific tasks. The common tasks are meant to bring our Disaster Workforce up to a level of professionalism that will now be required for everyone.



#### Other uses of the Task Books

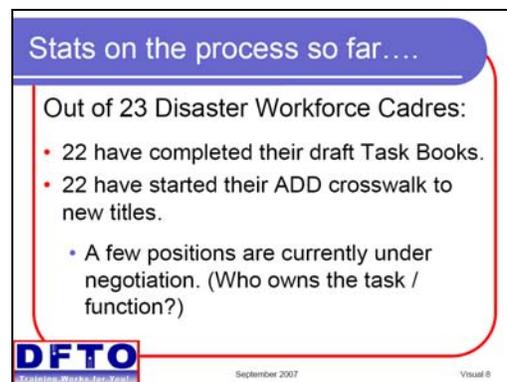
- They will be used to determine training needs for each position and overall by the Cadre.
- They will serve as feedback tools between the employee and supervisor.
- And they will record an employee's performance of each task.

Do you know how many CADRES FEMA has?

Can you name them?



There are 23 National Disaster Workforce Cadres.



Out of the 23 Disaster Workforce Cadres:

These are the stats so far....

- 22 have completed their draft Task Books
- 22 have started their ADD crosswalk to the new titles

The Automated Deployment Database (ADD) crosswalk from the old titles to the new titles is the second step after the titles have been made “NIMS-Compliant”.

There is still some negotiation between Cadres – on who owns the function/task for a few positions. This should be resolved very soon.

**Job Aid vs. Assessment Guide**

Task Books come in 2 formats:

- Job Aid (employee receives at check-in)
- Assessment Guide (supervisor / employee assessment upon completion of assignment)

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Visual 9

JFO Task Books come in two formats. The Task Book Job Aid and the Task Book Assessment Guide

The Task Book Job Aid, is given to employees at 'check-in', or an employee can download it from the JFO Task Book website after getting the call for deployment.

The Task Book Assessment Guide is used by the supervisor and the employee to perform the assessment at the end of the employee's deployment. The same tasks are in both documents; the only difference is that the Assessment Guide has performance indicators behind each task so that an assessment of each can be recorded.

### Job Aid

- Position Task Books.
  - Describe tasks for a given position.
  - Determine training needs of individuals.
  - Tool for promoting task related performance feedback.
  - Record performance assessment data.

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Disaster Workforce Task Books

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JFO Task Books are being developed for each Disaster Workforce position to describe the tasks of each position.

### Assessment Guide

At completion of deployment, your JFO Supervisor will assess your performance of each task.

Assessment Options:

- 1) Performed
- 2) Needs Improvement
- 3) N / A (for this assignment)



This does not replace your FEMA 90-106 Performance Appraisal.

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Disaster Workforce Task Books

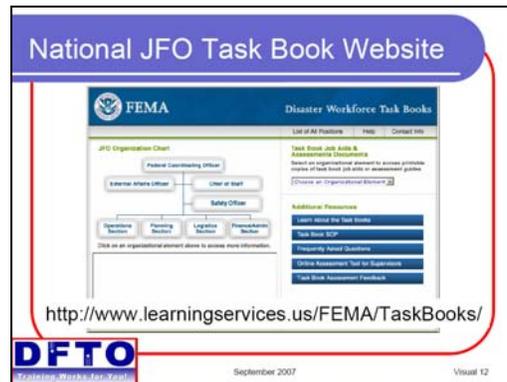
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At the completion of an employee's deployment, the employee's JFO supervisor will assess the tasks of the employee. The hardcopy JFO Assessment Guide can be used for assessments that cannot be done online (we have a lot of instances in FEMA where employees are not working in office settings during their disaster assignment). For those working in an office setting, the Task Book assessment can be done using an Online Assessment tool that has been built right into the JFO Task Book website. We'll take a look at this later.

A very important point here is that Task Books will not replace the FEMA Form 90-106, Performance Appraisal, but rather the assessment can be used as a backup document to the appraisal.

The JFO Task Book assessment shows competency for each task, whereas the FEMA "Appraisal" shows overall performance for the deployment.

## JFO TASK BOOK WEBSITE



Here is the website URL, and a picture of the homepage.

Now, let's access the website and learn how to navigate.

On the left side of the website, You will see the "Federal Coordinating Officer" box, and see how the color turns "BLUE". Notice when you click on this box, text will appear in the large box below the chart to describe the function of the box and the cadres that reside in this area. This language comes directly from the JFO SOP V8.3.

Do the same for a few other areas of the Chart.

Okay, now lets look at the 4 Blue Buttons on the right side of the homepage which contain the following:

“Learn About the Task Books” This will eventually be a text file that explains more about the concept of JFO Task Books.

“Task Book SOP” is a draft SOP. It currently contains “Red text” – showing pending Agency decisions.

“Frequently Asked Questions” This will be a text file that will have many typical questions answered.

“Online Assessment Tool for Supervisors” This is the actual “Online Assessment” area to perform the assessment – done with the supervisor and employee online. This is also found along side each Task Book in “List of All Positions”.

Now let’s look where the Task Books reside. Click on the “Choose an Organizational Element” down-arrow, and see the list contained in the drop-down. It aligns with the Org structure on the left of the webpage. You can either click on a specific Organizational Element, or click on “List of All Positions” (above) and see the entire list of Task Books, starting with the “Federal Coordinating Officer” and working down the structure.

Let’s select “Finance and Administration Section” from the drop-down and find the DFTO Training Specialist position.

See, there are 3 columns. Column 1 is the “Job Aid”, Column 2 is the “Assessment Guide”, Column 3 is the “Online Assessment” specifically associated with the position you are looking at, in this case the DFTO Training Specialist. Remember that you can also access the “Online Assessment” from the homepage. Accessing the “Online Assessment” next to the specific position automatically fills in a lot of information about the position to be assessed. Other than that, there is no difference.

There is a “training disaster” (Disaster #100) in the Online Assessment that will allow people to “practice” an assessment. This practice can be done with any position as long as the Assessment Guide is already showing in the List of Positions.

Access the Online Assessment Tool and do a practice assessment. Picture in your mind this is the supervisor and employee sitting down together to record this assessment.

- First select the Disaster # from the drop-down,
- Next, put in the “Starting and Ending Dates” by using the ‘calendars’ to select the appropriate dates. Regarding the “starting and ending dates”, allowable dates are after the ‘declaration date’ for the starting date, and up to 5 days after the current date for the ending date. The reason for the longer timeframe on the ending date is to allow an employee and a supervisor to sit down ‘early’ in the release process of an employee if that works out better for both parties. For example, let’s say the official release date of the employee is Friday; the supervisor and employee can fill out the assessment record on the Tuesday previous if that day better suits both parties. The system will still accept Friday as the official release date.
- Next, the supervisor types in their name to appear on the assessment printout. The employee’s name is not entered here; rather it is hand-written on the assessment printout. This online assessment is not yet behind the FEMA firewall, and therefore information will not be contained “by employee name” until this system is incorporated into the new disaster deployment database (that replaces ADD) – about 2 years from now. Instead the information collected by this online assessment will be stored by ‘position’, by ‘disaster’ only.
- Once the first screen of information is completed, next you will see the list of “Common Tasks” with the performance indicators to the right of each task. The supervisor simply clicks the correct indicator with the mouse, or press the “TAB” key and the “Left-arrow” to fill in the assessment. If using the Tab” Key, use the “Left arrow” or “Right arrow” to select either between “Performed, Needs Improvement or N/A” and go quickly down the record. “N/A” means there was no reason to perform a specific task during this deployment (EXAMPLES: The disaster was too small and not all the tasks needed to be performed, or the disaster is so large there is more than 1 person performing the same tasks. In the case of a large disaster, the tasks can be split up among more than 1 staff person). COMMENTS are allowed at the end of the list of “common tasks” and again at the end of the list of “position specific tasks”. Also there is a place to add additional “position specific tasks”. These will be reviewed with the National Cadre Managers to see if they need to be permanently added to the list of tasks.

Once done with the recorded assessment of both lists, the final screen gives the option to “review and/or change” any assessment indicators or comments, Print the assessment, Start over, Start another assessment or Exit the online assessment process and return to the “List of All Positions”.

As you can see, it will behoove both the supervisor and the employee to be very familiar with the tasks to be assessed before they sit down to record the assessment. The supervisor might want to be keeping track of the performance of each task during the time the employee is deployed. This will make the assessment process go much quicker.

A goal of the DFTO is to train all JFO supervisors prior to the time they have to perform an actual assessment.

Okay, now go look back to the homepage (click “Back”) and find the Task Books for your positions

## YOU AND YOUR SUPERVISORS RESPONSIBILITIES

**Responsibilities for - YOU:**

- Review and understand tasks at the beginning of your assignment.
- Provide any pertinent background info to supervisor.
- Demonstrate ability to perform.
- Work with supervisor to improve performance.

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Responsibilities for the JFO Task Books – for the employee:

- Review and understand the tasks at the beginning of your assignment
- Provide any pertinent background information about yourself to your JFO supervisor
- Demonstrate your ability to perform the tasks
- Work with your supervisor to improve your performance (mentoring, training provided at JFO, etc)

**Responsibilities of your JFO Supervisor:**

- Be qualified to assess your performance.
- Meet with you and determine past experience, qualifications and goals.
- Review expectations with you.
- Explain the assessment procedures.

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Responsibilities of your JFO Supervisor:

- Be qualified to assess the employee's performance.
- Meet with the employee and determine past experience, qualifications and goals.
- Review the employee's expectations at the beginning of the deployment.  
Explain to the employee how the assessment process will work.



More responsibilities for the JFO Supervisor:

- Evaluate and record the demonstrated performance of the employee.
- Complete the assessment record (either the hardcopy or the online assessment tool).
- Provide constructive feedback to the employee.
- Suggest steps for improving performance (known training, mentoring, etc).

The DFTO and HR Units in the Finance & Admin Section of the JFO will be asked to provide a quiet place for the supervisor and employee to record the assessment record if there is no privacy in the specific work area.

**Position Task Books – Purpose**

- The Task Books come as a “Job Aid” (employee receives at check-in) and an “Assessment Guide” (supervisor / employee assessment upon completion of assignment)
- Task Books are written at the “fully qualified” proficiency level; therefore it is expected that “trainees” will be assessed as “needs improvement” on some, if not many tasks.

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We mentioned earlier that Task Books come in two formats. The Task Book Job Aid and the Task Book Assessment Guide

- The Task Book Job Aid, is given to employees at ‘check-in’, or an employee can download it from the JFO Task Book website after getting the call for deployment
- The Task Book Assessment Guide, is used by the supervisor and the employee to perform the assessment at the end of the employee’s deployment. The same tasks are in both documents; the only difference is that the Assessment Guide has performance indicators to the right of each task so that an assessment of each can be recorded.
- Task Books are written at the “fully qualified” proficiency level.. As we look at the “Assessment Guide”, please keep in mind that it will be expected that “trainees” will be assessed as “needs improvement” on some, if not many tasks they’ve been newly assigned.

## TASK BOOK PROCESS

**Current Process for JFO Task Books**  
(beta-testing in 07 disaster season)

- Receive the Task Book "Job Aid" when employee checks in at JFO or when attending DFTO training on the project at the JFO.
- Employee and supervisor review the tasks and determine which (if not all) will be performed.
- Employee and supervisor use as a 'desk-reference' in performing the tasks.



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Here is the process for the JFO Task Books

- The employee receives their JFO Task Book "Job Aid" when checking in at the JFO.
- Then, the employee meets their JFO supervisor and discusses the specific tasks the employee will perform.
- Use the Job Aid as a desk-reference and a clear guide to the tasks you will be performing during the deployment.

Again, the employee is assessed at the end of the deployment.

**Current Process for JFO Task Books**

- Employee is assessed at the end of the JFO assignment (after minimum of 10 days deployment).
- Employee and supervisor fill out the Online Assessment, then review, print and sign the hardcopy printout of the assessment.
  - Make 2 copies.
  - Give original to JFO HR Unit to be sent to employee's Regional (or National) Cadre Manager.
  - Both employee and JFO Supervisor keep a copy.
  - Does not replace the Performance Appraisal.

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The employee and JFO supervisor will review, sign and each make a copy of the assessment record.

Give the original assessment (along with the Performance Appraisal form) to HR who will send it to the Regional (or National) Cadre Manager.

**REMEMBER:** The assessments will not be recorded electronically against the employee's deployment record until the new disaster deployment system which replaces ADD is in place (about 2 years).

**Current Process for JFO Task Books**

*(continued from previous slide)*

- Online task assessment data is captured 'anonymously' until the system is embedded into the new Disaster Deployment system which will replace "ADD" in the future.
- Task Book Assessment Feedback information is also captured 'anonymously'.

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More notes on the current process in the 07 season

Most important points here is that this is a 'beta-testing' season, and hopefully most JFO Tasks Books can be tested, and that the data collection is 'anonymous' until the project is embedded into the new Disaster Deployment system which will replace "ADD" as you know it today.

**Current Process for JFO Task Books**

Anonymous task assessment data will be used as feedback to National Cadre Managers to:

- Add, revise and if necessary, delete tasks .
- Identify 'trends' in tasks marked "needs improvement" so that EMI can help improve overall National Cadre Training curriculum, and improve employee performance in the future.

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Initially the anonymous data will be used to correct the JFO Task Books, by adding, revising and even deleting Tasks – depending on the feedback from field employees.

There will be a 'maintenance cycle', probably every 6 months to add, change, and delete tasks after the beta-testing season so that JFO Task Books can remain current.

EMI helping Cadres improve training is a very important step in this project.

Big picture - Planned Implementation

- Task Books will be beta-tested in the 2007 Disaster Season.
- Initially beta-testing data will be utilized 2 ways:
  - Validate the Tasks.
  - Validate the Assessment Process.

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Visual 21

Here's the planned implementation of the JFO Task Books

- Task Books will be beta-tested in the 2007 Disaster Season.
- Initially beta-testing will be used to :
  - Validate the Tasks
  - Validate the Assessment Process

**Validate the Tasks**

- During the beta testing supervisors and employees are encouraged to use the "Online Assessment Tool for Supervisors".
- Anonymously collected data on tasks will be used to validate and improve the task books.
- It's important to:
  - Review employee job tasks,
  - Make sure they are written correctly,
  - Indicate the proficiency level, and
  - Add, change, or delete tasks.
  - Remember to make 2 copies. Original goes to HR and the supervisor and employee keeps a copy for their files.

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## Task Validation

During the beta testing supervisors and employees are encouraged to use the "Online Assessment Tool for Supervisors" .

Anonymously collected data on tasks will be used to validate and improve the task books.

It's important to:

- Review employee job tasks,
- Make sure they are written correctly,
- Indicate the proficiency level, and
- Add, change, or delete tasks.
- Remember to make 2 copies. Original goes to HR and the supervisor and employee keeps a copy for their files.

**Validate the Assessment Process**

- Supervisors and employees are also encouraged to go online and complete the “Task Book Assessment Feedback”.
- Enter comments on the changes you recommended.
- This is an opportunity for YOU to make changes to a process that will be implemented in 08.

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Visual 23

Validation of the process.

- Supervisors and employees are also encouraged to go online and complete the “Task Book Assessment Feedback”.
- Enter comments on the changes you recommended.
- This is an opportunity to make changes to a process that will be implemented in 08.

**Big picture - Planned Implementation**

- Beta-testing began in May, 07 and will continue throughout the 07 season.
- After beta-testing, tasks will be finalized for each Task Book, & process will be implemented across all JFOs.
- DF-600 JFO Task Book Orientation – delivered by the JFO Training Unit helps JFO staff understand how to use them.

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- Beta-testing began in May, 07 and will continue throughout the 07 season.
- After beta-testing, tasks will be finalized for each Task Book, & process will be implemented across all JFOs.
- DF-600 JFO Task Book Orientation – delivered by the JFO Training Unit helps JFO staff understand how to use them.

After beta-testing, tasks will be finalized for each JFO Task Book, and the process will be implemented across all JFOs.

**Future Process for JFO Task Books  
(after beta-testing season)**

- Full implementation of the project, with Leadership approval.
- All FEMA staff deployed to a JFO will use the JFO Task Books, and use the Assessment process.

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**REMEMBER:** The assessments will not be recorded electronically against the employee's deployment record until the new disaster deployment system which replaces ADD is in place (about 2 years).

**Here's a Special Note:** As you know, there are changes being made to the NRP / NIMS documents, and possible revisions may impact the implementation schedule.

**Future Process for JFO Task Books**

- When the new Disaster Deployment system is in place, online assessments will be part of the employee's deployment record, thus saved electronically, which will replace a hardcopy sent to the Regional (or National) Cadre Manager.
- Employee should still keep a hardcopy of the assessment for their records.

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September 2007

Visual 26

When the new Disaster Deployment system is in place, online assessments will be part of the employee's deployment record, thus saved electronically, which will replace a hardcopy sent to the Regional (or National) Cadre Manager.

Employee should still keep a hardcopy of the assessment for their records.

**Expectations of the Task Books**

- Creates (for the first time in one format) full documentation of every function of the combined FEMA Disaster Workforce.
- Use tasks for future recruitment & hiring.

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What expectations do we have of the JFO Task Books?

- Creates (for the first time in one format) full documentation of every function of the combined FEMA Disaster Workforce.
- Use tasks for future recruitment & hiring.

**Expectations of the Task Books**

- Establishes a consistent assessment process.
- Creates the foundation for future qualification plans for every Disaster Workforce Cadre.
- Targets and improves training.

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Training Works for You

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What expectations do we have of the JFO Task Books?

- Creates a consistent assessment process.
- Creates the foundation for future qualification plans for every Disaster Workforce Cadre.
- Provides for the identification of weak task performance in order to target better training. This is what EMI will be looking forward to – helping the National Disaster Workforce Cadres improve their training.



**Please** complete the course evaluation form.



*Please take a moment to complete the following items. Your input may help to improve future training sessions. Thank you!*



**Date of Course** \_\_\_\_\_ **Disaster Number** \_\_\_\_\_

**Name of Instructor(s)** \_\_\_\_\_

1. The instructor was knowledgeable and well-prepared.

Strongly Agree \_\_\_ Agree \_\_\_ Disagree \_\_\_ Strongly Disagree \_\_\_

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

2. The instructor provided time for questions and review and encouraged group participation.

Strongly Agree \_\_\_ Agree \_\_\_ Disagree \_\_\_ Strongly Disagree \_\_\_

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

3. The instructor related the material to disaster work and used FEMA-related examples.

Strongly Agree \_\_\_ Agree \_\_\_ Disagree \_\_\_ Strongly Disagree \_\_\_

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

4. Based on your Requestor/Supervisor/Program Manager's expectations from this course, will you be able to meet or exceed them? Why? Or why not?

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

5. Overall, how would you rate this course.

Excellent \_\_\_ Very Good \_\_\_ Good \_\_\_ Adequate \_\_\_ Poor \_\_\_

6. Please list additional training that would benefit your JFO work or benefit the JFO workforce in general.

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_