



**ARIZONA QUALIFICATION SYSTEM**  
 EOC / ICS ALL HAZARDS POSITION TASK BOOK FOR THE  
 POSITION OF  
**PUBLIC INFORMATION OFFICER**

Version 2

Check the appropriate position type:

- Type 1     
  Type 2     
  Type 3

<b>POSITION TASK BOOK ASSIGNED TO:</b>
CANDIDATE'S NAME:
DUTY STATION:
PHONE NUMBER:
EMAIL:
<b>POSITION TASK BOOK INITIATED BY:</b>
OFFICIAL'S NAME and SIGNATURE:
TITLE:
DUTY STATION:
PHONE NUMBER:
EMAIL:
<b>POSITION TASK BOOK WAS INITIATED:</b>
LOCATION:
DATE:

## Evaluator Verification

(Do not complete this form unless you are recommending the candidate for ***all-hazards certification.***)

<b>FINAL EVALUATOR VERIFICATION</b>
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I verify that _____ has successfully completed all tasks as a candidate and should therefore be considered for certification in this position. I also verify that all tasks are documented with appropriate initials.
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FINAL EVALUATOR'S SIGNATURE:
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DATE:
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FINAL EVALUATOR'S PRINTED NAME:
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TITLE:
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DUTY STATION:
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PHONE NUMBER:
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EMAIL:
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## Documentation of Agency Certification

<b>DOCUMENTATION OF AGENCY CERTIFICATION BY THE AHJs CERTIFYING OFFICER</b>
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I certify that _____ has successfully met all of the criteria set out in the National Incident Management System (NIMS) Job Title/Position Qualifications document for the position and adhering to NIMS NQS EOC Skill Sets will hereby receive certification of his/her qualification.
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OFFICIAL'S SIGNATURE:
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DATE:
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OFFICIAL'S NAME:
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TITLE:
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DUTY STATION:
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PHONE NUMBER:
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EMAIL:
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## Position Task Book Overview

The Position Task Book (PTB) documents the performance criteria a candidate must meet to be certified for a position within the Arizona Qualification System (AQS). The performance criteria are associated with core NIMS NQS EOC Skill Sets and NQS PTB competencies, behaviors and tasks. This PTB covers relevant positions within all 3 EOC structures (ICS-Like, Incident Support Model, and Departmental Structure).

**A candidate may not work on multiple position type PTBs for a specific position at the same time; for example, a candidate may not simultaneously work on a Type 1 Incident Commander PTB and a Type 2 Incident Commander PTB. If a position has multiple types, the candidate must, in most cases, qualify at the lowest type before pursuing the next higher type. For example, before seeking qualification for a Type 1 position, an individual must first qualify at the Type 3 level and then at the Type 2 level.**

### *Evaluation Process*

- Evaluators observe and review a candidate's completion of PTB tasks, initialing and dating each successfully completed task in the PTB.
- Evaluators complete an Evaluation Record Form after each evaluation period by documenting the candidate's performance.
- The Authority Having Jurisdiction (AHJ) may not have enough resources to ensure that every evaluator is qualified in the position being assessed. Therefore, a candidate's supervisor may evaluate the completion of PTB tasks. For example, a Logistics Section Chief has the authority to sign off on completed PTB tasks for a Food Unit Leader candidate.
- The final evaluator is a leader who verifies that a candidate has completed the PTB and met all requirements for the position. A final evaluator is generally qualified in the same position for which the candidate is applying. When possible, the evaluator and the final evaluator should not be the same person, but in situations with limited resources, the evaluator can also serve as the final evaluator.
- Once the final evaluator has completed the Final Evaluator Verification, it is forwarded to the Quality Control Officer (QCO) at DEMA along with supporting evidence that the candidate has completed all position requirements. The QCO will put the PTB and all sent documents on the QRB calendar. The QRB review will make it's recommendation to the AHJs CO. The CO in all cases will make the final determination for certification.
- After the QRB review, the AHJ Certifying Officer completes the Documentation of Agency Certification form as appropriate. That form is sent to the QCO who will issue an Arizona Gold Card credential for that individual. The Gold Card will only be issued if the QRB gave a positive recommendation.

## ***Transferring Qualifications***

- Personnel who have documentation of previous education, training, or significant on-the-job incident experience may receive credit toward qualification for a given position. Each AHJ will establish their requirements for this, usually on a case by case basis. Each AHJ establishes the requirements for transferring qualifications from another AHJ.
- If an AHJ chooses not to accept a candidate's existing certification of qualification, the candidate may be reevaluated in the specific position and issued a new PTB.
- An individual may hold multiple qualifications, such as Final Evaluator, and also hold one or more PTB credentials.
- In all cases to receive Gold Card a AQS PTB will be completed by the individual and forwarded through the AHJ's CO to the QCO to be put on the schedule for a review by the QRB.

## **Training Requirements**

### **Mandatory Classes:**

The following SHOULD be completed before initiation of a Position Task Book:

IS-100: Introduction to the Incident Command System (ICS)  
IS-200: Basic Incident Command System for Initial Response  
IS-700: NIMS: An Introduction  
IS-800: National Response Framework: An Introduction  
IS-2200: Basic Emergency Operations Center Functions  
IS-29 Public Information Officer Awareness  
IS-2900.A: National Disaster Recovery Framework (NDRF) Overview

### **Foundational Classes:**

Foundational Classes are a requirement for certification and credentialing. Foundational classes can be completed simultaneously while working through your PTB. Below are the required Foundational Classes:

ICS-300: Intermediate Incident Command System  
ICS-400: Advanced Incident Command System  
G-191: ICS/ Emergency Operations Center Interface  
G-2300: Intermediate Emergency Operations Center Functions  
E/L 0952 National Incident Management System Incident Command System All-Hazards Public Information Officer  
O-0305 United States Fire Administration (USFA) Type3 All-Hazards Incident Management Team (AHIMT)

### **ALL OF THE ABOVE CLASSES NEED TO BE COMPLETED WITH EVIDENCE FOR THE QRB**

Attention: Reference the Resource Typing Definition for a thorough understanding of your PTB requirements at: <https://www.fema.gov/emergency-managers/nims/components/positions>

## Evaluator Verification

<b>ANNUAL EVALUATOR VERIFICATION To verify ongoing activity towards PTB completion</b>	
Start Date : _____	Evaluator: _____
First Year : _____	Evaluator: _____
Second Year: _____	Evaluator: _____
Third Year: _____	Evaluator: _____
Fourth Year: _____	Evaluator: _____
Fifth Year: _____	Evaluator: _____

\*This Position Task Book has a currency requirement of 3 Years after the date of credentialing.

<b>Arizona Qualification System American Disabilities Act (ADA) Compliance</b>
<p>The Americans with Disabilities Act (ADA) and Americans with Disabilities Amendment Act (ADAA) Compliance: _____</p> <p>The Department of Emergency and Military Affairs (DEMA) Arizona Qualification System (AQS) establishes guidance and tools to assist state, local, and tribal Authority Having Jurisdiction (AHJ) in developing qualified, certified, and credentialed deployable personnel.</p> <p>Qualified individuals seeking reasonable accommodations for tasking and deployment must contact their employing AHJ. State, local, and tribal AHJ providing qualified individuals for tasking and deployments are solely responsible for processing reasonable accommodation requests in accordance with the ADA/ADAA and applicable AHJ's policies and procedures, before and during tasking and deployments.</p>

## Position Task Book Competencies, Behaviors and Tasks

The PTB sets minimum criteria for certification for a position. The AHJ has the authority to add content to the baseline PTB competencies, behaviors and tasks as necessary.

The PTB covers all type levels for a given position, but an AHJ may check only one “Type” box and work on only one type at a time. (The National Incident Management System (NIMS) Job Title/Position Qualifications document describes all types.)

Command and General Staff job titles/positions qualifications are typed based on incident complexity, while all other NIMS positions are typed based on the minimum qualifications.

### *Definitions*

**Competency:** An observable, measurable pattern of knowledge, skills, abilities and other characteristics an individual needs to perform an activity and its associated tasks. A competency specifies the skillset a person needs to possess to complete the tasks successfully.

**Behavior:** An observable work activity or a group of similar tasks necessary to perform the activity.

**Task:** A specific, demonstrable action necessary for successful performance in a position. Candidates must demonstrate completion of required tasks.

- Occasionally, PTB tasks are unique to one of the types; for example, certain tasks apply only to a Type 3 Incident Commander, not to a Type 2 or Type 1 Incident Commander. In those cases, the PTB indicates the corresponding type at the beginning of the task.
- **All tasks require evaluation. Bullet statements within a task are only examples and do not need to be performed to have a task signed off.**

### *PTB Task Codes*

For each of the tasks listed in the Position Task Book (PTB), there are one or more codes describing the circumstances in which the candidate can perform tasks related to the position. If a task has multiple codes listed, it means the evaluator can assess the candidate on any of those circumstances as opposed to evaluating the candidate on all of the listed codes.

**Code C:** Task performed in training or classroom setting, including seminars and workshops.

**Code E:** Task performed on a full-scale exercise with equipment deployment under the Incident Command System (ICS).

**Code F:** Task performed during a functional exercise managed under the ICS.

**Code I:** Task performed on an incident or event managed under ICS. Examples of incidents and events that may employ ICS include but are not limited to an oil spill, search and rescue, hazardous material response, fire and emergency or non-emergency (planned or unplanned) events.

**Code J:** Task performed as part of day-to-day job duties.

**Code T:** Task performed during a tabletop exercise.

## How to Complete the Evaluation Record Form

Each Evaluation Record Form (see next page) covers one evaluation period. Evaluation periods may involve incidents, classroom simulations or daily duties, depending on what the PTB recommends. The AHJ determines the number of evaluations required for position qualification and certification. If evaluators need additional evaluation periods, they can copy pages from a blank PTB and attach them to the PTB in question. Also, there are four blank Evaluation Record Forms at the back of this PTB.

### Complete these items AT THE START of the evaluation period:

**Evaluation Record Number:** Label each evaluation record with a number to identify the incident(s), exercise(s) or event(s) during which the candidate completed the PTB tasks. The evaluator should also write this number in the PTB column labeled "Evaluation Record #" for each task performed satisfactorily. This number enables reviewers of the completed PTB to ascertain the evaluators' qualifications before signing off on the PTB.

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

**Evaluator's home jurisdiction address and phone:** List evaluator's home jurisdiction address and phone number.

**Name and location of incident or simulation/exercise or job function:** Identify the name (if applicable) and location where the candidate performed the tasks.

**Incident kind:** Enter the kind of incident (such as hazmat, law enforcement, wildland fire, structural fire, search and rescue, flood or tornado).

### Complete these items AT THE END of the evaluation period:

**Number and kind of resources:** Enter the number of resources assigned to the incident and their kind (such as team, personnel and equipment) pertinent to the candidate's PTB.

**Evaluation period:** Enter inclusive dates of candidate evaluation. This time span may cover several small, similar incidents.

**Position type:** Enter position type (such as Type 3, Type 2, Type 1 or Single Type).

**Recommendation:** Check the appropriate line and make comments below regarding the candidate's future development needs.

**Additional recommendations/comments:** Provide additional recommendations and comments about candidate, as necessary.

**Date:** List the current date.

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

**Evaluator's relevant qualification:** List your certification relevant to the candidate position you supervised.

## Evaluation Record Form

<b>CANDIDATE NAME:</b>
<b>CANDIDATE POSITION:</b>
<b>Evaluation Record Number:</b>
<b>Evaluator's name:</b>
<b>Incident/office title and agency:</b>
<b>Evaluator's home jurisdiction address and phone:</b>
<b>Name and location of incident or simulation/exercise or job function:</b>
<b>Incident kind:</b>
<b>Number and kind of resources:</b>
<b>Evaluation period:</b>
<b>Position type:</b>
<b>Recommendation:</b> The above named candidate performed the initialed and dated tasks under my supervision. I recommend the following for this candidate's further development: <input type="checkbox"/> The candidate has successfully performed all required tasks for the position. The AHJ should consider the individual for certification. <input type="checkbox"/> The candidate could not complete certain tasks or needs additional guidance. See comments below. <input type="checkbox"/> Not all tasks were evaluated on this assignment. An additional assignment is needed to complete the evaluation. <input type="checkbox"/> The candidate is severely deficient in the performance of tasks and needs further training prior to additional assignment(s) as a candidate for this position.
<b>Additional recommendations/comments:</b>
<b>Date:</b>
<b>Evaluator's initials:</b>
<b>Evaluator's relevant qualification:</b>



## Incident Command System (ICS) Public Information Officer (PIO)

### 1. Competency: Assume position responsibilities

*Description:* Successfully assume the role of ICS PIO and initiate position activities at the appropriate time according to the following behaviors.

#### 1a. Behavior: Ensure readiness for assignment

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
<p><b>1.</b> 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"> <li>• Supplies: <ul style="list-style-type: none"> <li>○ Office supplies appropriate to the function</li> <li>○ Authority Having Jurisdiction (AHJ) identification badge and qualification card</li> </ul> </li> <li>• Reference materials: <ul style="list-style-type: none"> <li>○ Functional guidelines relative to incident type (agency guidance or other functional guidelines)</li> <li>○ AHJ operations guides or other operational guides</li> <li>○ Position manuals</li> </ul> </li> <li>• Forms: <ul style="list-style-type: none"> <li>○ Agency-specific forms appropriate to the function</li> </ul> </li> </ul>	E, F, I		
<p><b>2.</b> Obtain complete incident and logistical information:</p> <ul style="list-style-type: none"> <li>• Incident name, number, anticipated duration, size, type, responsibilities and expectations</li> <li>• Reporting time and location</li> <li>• Transportation arrangements and travel routes</li> <li>• Contact procedures during travel (telephone/radio)</li> <li>• Expected working conditions</li> <li>• Personal Protective Equipment (PPE)</li> <li>• Security measures</li> <li>• Updated contact information and information links</li> </ul>	E, F, I		
<p><b>3.</b> Arrive properly equipped at designated time and location and check in according to agency/organization guidelines:</p> <ul style="list-style-type: none"> <li>• Arrive with go-kit and any additional equipment</li> <li>• Carry out check-in procedures and ensure assigned personnel do the same</li> </ul>	E, F, I		

**1b. Behavior: Obtain information relevant to position assignment**

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
<p>4. Receive briefing from the Incident Commander (IC) or outgoing ICS PIO:</p> <ul style="list-style-type: none"> <li>• Meetings and briefings schedule</li> <li>• Situational assessment</li> <li>• Incident objectives</li> <li>• Strategy</li> <li>• Hazards to incident personnel and public</li> <li>• Agencies/jurisdictions involved</li> <li>• Organizational structure</li> <li>• Resources summary</li> <li>• Logistical needs</li> <li>• Ordering procedures</li> <li>• Incident priorities and status: life safety, incident stabilization, property and environment</li> <li>• Timing and scheduling</li> <li>• Expected products</li> <li>• Media contact list</li> <li>• Press conference or pool areas</li> <li>• Agency representative list (from Liaison Officer)</li> <li>• Social media contacts and activity levels</li> <li>• List of external stakeholders and potential issues, such as political, social, environmental and volunteer related</li> </ul>	E, F, I		
<p>5. Obtain and review necessary documentation:</p> <ul style="list-style-type: none"> <li>• Copy of Delegation of Authority, Letter of Expectation, Letter of Agreement or Memorandum of Understanding (MOU)</li> <li>• Applicable plans and reports</li> <li>• Directories: phone, notification</li> <li>• Written incident status summary</li> <li>• Authorizations: cell phones, rental vehicles, computers</li> </ul>	E, F, I		
<p>6. Contact public information staff and established information center(s) to determine:</p> <ul style="list-style-type: none"> <li>• Level of public and media interest in incident</li> <li>• Numbers of media representatives on the scene or intending to travel to the scene</li> <li>• Incident information activities already underway</li> <li>• Primary point of contact (POC) for media and public</li> <li>• Community issues and concerns</li> <li>• Number of PIOs currently assigned</li> <li>• Social media activity and complexity</li> </ul>	E, F, I		

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
<b>7.</b> Determine expectations regarding gathering and disseminating information; review guidelines related to: <ul style="list-style-type: none"> <li>• Participation in interviews</li> <li>• Media access, including ground and air travel</li> <li>• Release of sensitive information</li> <li>• Incident investigation and cause</li> <li>• Location of information center</li> <li>• Controlled access of media</li> <li>• Employment of press groups in operational areas or in/near incident facilities</li> </ul>	E, F, I		
<b>8.</b> Obtain community street maps and emergency numbers for local contacts.	E, F, I		

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

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
<b>9.</b> Evaluate staffing needs required to manage the incident: <ul style="list-style-type: none"> <li>• Ensure consistency with National Incident Management System (NIMS) organizational structure</li> <li>• Identify training opportunities</li> <li>• Ensure use of established procedures for ordering resources</li> <li>• Request appropriate technical specialists to assist with special incident conditions</li> </ul>	E, F, I		
<b>10.</b> Utilize assistant ICS PIOs, as necessary: <ul style="list-style-type: none"> <li>• Establish appropriate organization and assign roles and responsibilities, while maintaining span of control</li> </ul>	E, F, I		

## 2. Competency: Lead assigned personnel

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

### 2a. Behavior: Model leadership values and principles

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
<b>11.</b> Understand and comply with NIMS/ICS concepts and principles: <ul style="list-style-type: none"> <li>• Establish and modify an effective organization based on changing incident and resource conditions</li> <li>• Maintain appropriate span of control</li> <li>• Act as a representative of incident leadership</li> </ul>	E, F, I		
<b>12.</b> Create a positive work environment: <ul style="list-style-type: none"> <li>• Communicate leader's intent and guidance</li> <li>• Manage function and its activities effectively</li> <li>• Proactively assume responsibility for the function and initiate action</li> </ul>	E, F, I		
<b>13.</b> Exhibit principles of duty, respect and integrity as a leader.	C, E, F, I, J, T		
<b>14.</b> Establish and maintain positive interpersonal and interagency working relationships: <ul style="list-style-type: none"> <li>• Understand scope, roles, responsibilities, jurisdiction and authority of responding agencies</li> <li>• Outgoing incident staff or teams</li> <li>• Local agencies</li> <li>• AHJ</li> <li>• Policy Group</li> <li>• Public</li> <li>• Supporting agencies</li> </ul>	E, F, I		

### 2b. Behavior: Communicate incident priorities and supervise personnel

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
<b>15.</b> Communicate with assigned personnel: <ul style="list-style-type: none"> <li>• Communicate priorities, objectives, strategies and any changes</li> <li>• Inform personnel of their assigned tasks and expectations</li> <li>• Clearly explain conflict resolution procedures and ensure that personnel understand</li> <li>• Ensure that assigned objectives and expectations for the operational period are reasonable and accurate</li> </ul>	E, F, I		

<b>TASK</b>	<b>CODE</b>	<b>EVALUATION RECORD #</b>	<b>EVALUATOR INITIALS AND DATE</b>
<b>16.</b> Ensure that staff follows all applicable agency/jurisdiction policies, contracts, standard operating procedures and agreements: <ul style="list-style-type: none"> <li>• Federal, state, local, tribal, territorial and regional relationships, as appropriate</li> <li>• Roles and responsibilities of potential responder agencies</li> <li>• Scope, jurisdiction and authority of potential responder agencies' contingency plans</li> </ul>	E, F, I		
<b>17.</b> Supervise and hold personnel accountable for executing assigned tasks: <ul style="list-style-type: none"> <li>• Identify and promptly resolve disagreements, issues and misunderstandings</li> <li>• Prioritize work while considering immediate support for incident operations</li> </ul>	E, F, I		
<b>18.</b> Ensure debriefings occur and participate as necessary: <ul style="list-style-type: none"> <li>• Ensure incident situation status information is current and complete</li> </ul>	E, F, I		

**2c. Behavior: Ensure the health, safety, welfare and accountability of assigned personnel**

<b>TASK</b>	<b>CODE</b>	<b>EVALUATION RECORD #</b>	<b>EVALUATOR INITIALS AND DATE</b>
<b>19.</b> Evaluate mental and physical fatigue of assigned personnel: <ul style="list-style-type: none"> <li>• Ensure adequate rest is provided to section personnel</li> </ul>	E, F, I		
<b>20.</b> Recognize potentially hazardous situations, inform assigned personnel of hazards and take precautions to mitigate risk: <ul style="list-style-type: none"> <li>• Adjust operations in response to hazards, weather and other relevant events</li> </ul>	E, F, I		
<b>21.</b> Demonstrate knowledge of and comply with relevant health and safety requirements: <ul style="list-style-type: none"> <li>• Direct and oversee operations to ensure compliance with health and safety considerations and guidelines</li> <li>• Coordinate with the Safety Officer to ensure that assigned personnel follow safety guidelines</li> </ul>	E, F, I		

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
<p><b>22.</b> 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"> <li>• 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)</li> <li>• Ensure the protection of Personally Identifiable Information (PII) while reporting</li> <li>• Obtain information from the following sources regarding special hazards, threats or unexpected occurrences: subordinates, personal observation, other incident personnel and off-incident personnel</li> </ul>	E, F, I		
<p><b>23.</b> Ensure media and public are aware of incident-specific hazards as well as health and safety procedures.</p>	E, F, I		

**2d. 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><b>24.</b> Demonstrate the ability to identify opportunities for universal accessibility.</p>	E, F, I, J		
<p><b>25.</b> Demonstrate the ability to assess and monitor for physical access, programmatic access and effective communications access.</p>	E, F, I, J		
<p><b>26.</b> Provide equal access, disability accommodations and access and functional needs (AFN) accommodations.</p>	E, F, I, J		
<p><b>27.</b> Demonstrate knowledge and use of inclusive, person-first language.</p>	E, F, I, J		

### 3. 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.

#### 3a. Behavior: Set the incident priorities

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
28. Attend and participate in strategy meetings as necessary: <ul style="list-style-type: none"> <li>• Assess organizational needs</li> <li>• Identify additional resource needs</li> <li>• Identify critical factors to ensure incident success</li> <li>• Prioritize incident objectives</li> </ul>	E, F, I		
29. Disseminate priorities and expected completion timelines to staff.	E, F, I		
30. Analyze work assignments and staffing levels to ensure achievement of incident objectives.	E, F, I		
31. Hold staff accountable for communicated priorities and deadlines.	E, F, I		
32. Establish and oversee execution of Joint Information System (JIS) communication objectives.	E, F, I		

#### 3b. Behavior: Develop and implement plans

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

**3c. Behavior: Coordinate with all appropriate personnel and stakeholders**

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
36. Establish effective relationships with stakeholders and partners in the impacted jurisdiction(s).	E, F, I		
37. Establish effective relationships and coordinate with incident personnel: <ul style="list-style-type: none"> <li>• IMT personnel</li> <li>• Other supporting personnel</li> </ul>	E, F, I		
38. Interact and coordinate with other information functions: <ul style="list-style-type: none"> <li>• Multiagency Coordination Group (MAC Group)</li> <li>• Area command</li> <li>• Incident command/Unified Command</li> <li>• Policy Group</li> <li>• Assisting and cooperating agencies</li> <li>• Staff at other incidents or incident sites</li> </ul>	E, F, I		

**3d. Behavior: Apply agency policy, contracts and agreements**

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

**3e. Behavior: Ensure documentation is complete**

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
41. Review documents for accuracy, timeliness and appropriate distribution.	E, F, I		
42. Maintain and collect personal records related to the incident: <ul style="list-style-type: none"> <li>• Time sheets</li> <li>• Rental records</li> <li>• Accident forms</li> <li>• Property records               <ul style="list-style-type: none"> <li>○ Equipment time records</li> </ul> </li> <li>• Receipts</li> </ul>	E, F, I		



TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
<b>43.</b> Maintain and submit incident records for events, personnel, equipment, supplies and other data for incident management needs: <ul style="list-style-type: none"> <li>• Property loss/damage reports</li> <li>• Agency-required incident reports</li> <li>• Activity log</li> <li>• Changes in strategy and tactics</li> </ul>	E, F, I		

**3f. Behavior: Coordinate with state, local, tribal, territorial and other federal agency officials to ensure unity of effort**

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
<b>44.</b> Ensure that local officials receive the necessary information and support.	E, F, I		
<b>45.</b> Ensure that appropriate sections are aware of local officials' concerns.	E, F, I		
<b>46.</b> Ensure that state and local officials provide the necessary support and information to fulfill the mission.	E, F, I		
<b>47.</b> Identify and promptly resolve disagreements, issues and misunderstandings.	E, F, I		

**3g. Behavior: Take actions and make decisions as the ICS PIO**

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
<b>48.</b> Issue appropriate communications based on emerging situations: <ul style="list-style-type: none"> <li>• Evacuation or shelter-in-place orders</li> <li>• Shelters</li> <li>• Road closures</li> <li>• School and government service closures</li> <li>• Hazardous conditions</li> </ul>	E, F, I		
<b>49.</b> Investigate rumors and take appropriate personal protective action and or corrective action.	E, F, I		

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
<b>50.</b> Respond to special situations concerning the incident: <ul style="list-style-type: none"> <li>• Consult with incident leaders to determine the ICS PIO's role</li> <li>• Determine agencies' policies or protocols regarding special situations and release of information</li> <li>• Supervise preparation of briefing materials</li> <li>• Ensure incident leadership reviews and approves information</li> <li>• Coordinate with involved agencies</li> <li>• Convey accurate and timely information to incident personnel</li> <li>• Develop strategy for informing and involving officials in consultation with incident leaders</li> <li>• Arrange for post-incident stress debriefing for information personnel, if necessary</li> </ul>	I		

**3g. Behavior: Develop appropriate information releases and conduct media interviews according to protocol**

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
<b>51.</b> Schedule and facilitate press conferences: <ul style="list-style-type: none"> <li>• Ensure key staff members are in attendance and available for questions</li> </ul>	E, F, I		
<b>52.</b> Anticipate interview questions and practice responses.	E, F, I		
<b>53.</b> Deliver interviews that are concise, accurate, up to date, well planned and consistent with current information and messages.	E, F, I		
<b>54.</b> Arrange and schedule phone or in-person interviews for the media with incident personnel and provide interviewees with key messages.	E, F, I		
<b>55.</b> Handle community relations responsibilities: <ul style="list-style-type: none"> <li>• Make initial contacts with community leaders and local cooperating public services and provide periodic updates</li> <li>• Obtain community street maps and emergency numbers for local contacts</li> <li>• Update and post incident fact sheet or newsletter at various locations in the community</li> <li>• Moderate, host or prepare for information briefings</li> <li>• Inform affected public about evacuation centers</li> </ul>	I		
<b>56.</b> Demonstrate writing skills appropriate to the audience in a variety of formats.	E, F, I		

**3h. Behavior: Provide logistical support as necessary**

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
57. Arrange and schedule media access to the incident and obtain information on media personnel and media aircraft.	E, I		
58. Coordinate assignments for officials' visits or community meetings: <ul style="list-style-type: none"> <li>• Planning and coordination</li> <li>• Logistics</li> <li>• Briefing materials</li> </ul>	E, I		
59. Provide adequate notice to all staff if press will visit operational areas and provide guidance on protecting work materials from press cameras.	E, I		
60. Coordinate with field personnel and the Incident Command Post (ICP) to provide media escorts: <ul style="list-style-type: none"> <li>• Provide PPE as appropriate</li> <li>• Ensure designated escorts are qualified and have adequate communication equipment</li> </ul>	E, F, I		

**3i. Behavior: Manage information systems and flow**

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
61. Establish and supervise the Joint Information Center (JIC) and JIS: <ul style="list-style-type: none"> <li>• Supervise JIC Manager and assistant PIOs in gathering and disseminating routine incident information</li> </ul>	E, F, I		
62. Develop external information flow procedures to meet leadership's expectations: <ul style="list-style-type: none"> <li>• Establish system for securing approvals, if required, for press releases</li> <li>• Demonstrate sensitivity to various organizational requirements and the cultural and political climate of the jurisdiction when disseminating information</li> </ul>	E, F, I		
63. Establish a system and schedule for obtaining incident information: <ul style="list-style-type: none"> <li>• Incident status summary</li> <li>• Situation report</li> <li>• Communication with agency/organization dispatch</li> <li>• Social media monitoring</li> <li>• Meetings and briefings</li> <li>• Incident Action Plan (IAP)</li> </ul>	E, F, I		
64. Identify assisting and cooperating agencies and contacts.	E, F, I		
65. Assess priorities and strategies to meet the most critical public information needs.	E, F, I		

<b>TASK</b>	<b>CODE</b>	<b>EVALUATION RECORD #</b>	<b>EVALUATOR INITIALS AND DATE</b>
66. Establish procedures for distributing information to incident personnel and cooperating and participating agencies (local, regional, national).	E, F, I		
67. Develop, implement and monitor approved social media and other digital information tools: <ul style="list-style-type: none"> <li>• Ensure incident leadership approves all incident information released via social media networks</li> <li>• Develop methods for monitoring mentions of the incident in online media, including blogs, social media and other venues</li> <li>• Assist incident leaders in ensuring all incident personnel understand the chain of command for social media related to the incident</li> </ul>	E, F, I		
68. Evaluate and monitor media coverage of incident: <ul style="list-style-type: none"> <li>• Internet, including blogs</li> </ul>	I		
69. Adjust outreach tactics based on emerging issues.	E, I		

**3j. Behavior: Produce and disseminate messaging**

<b>TASK</b>	<b>CODE</b>	<b>EVALUATION RECORD #</b>	<b>EVALUATOR INITIALS AND DATE</b>
70. Provide current and timely information to external audiences: <ul style="list-style-type: none"> <li>• Media releases</li> <li>• Press kits</li> <li>• Talking points</li> <li>• Incident status summaries</li> </ul>	E, F, I		
71. Provide safety information to the public and the media, as appropriate.	E, F, I		
72. Prepare, approve and distribute fact sheets and news releases to address basic incident facts—who, what, when, where and why: <ul style="list-style-type: none"> <li>• Update fact sheets and news releases regularly</li> <li>• Use internet technology where available</li> <li>• Support social media postings</li> </ul>	E, F, I		
73. Assign and monitor preparation and updating of information products: <ul style="list-style-type: none"> <li>• Fact sheets</li> <li>• Visuals</li> <li>• News releases</li> <li>• Social media postings</li> </ul>	E, F, I		
74. Prepare briefing materials for incident leaders.	E, F, I		

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
<p>75. Incorporate approved special messages and information into routine incident information:</p> <ul style="list-style-type: none"> <li>• Safety</li> <li>• Prevention</li> <li>• Resource benefits</li> <li>• Environmental protection measures</li> <li>• Interagency cooperation</li> <li>• Rehabilitation and resource recovery programs</li> <li>• Recognition of local community and volunteer support</li> <li>• Efficiency of operations and cost containment</li> <li>• Photographs and video of the incident and related activities</li> </ul>	E, F, I		

#### 4. 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.

##### 4a. Behavior: Ensure the exchange of relevant information during briefings

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
<b>76.</b> Prepare for and participate in briefings: <ul style="list-style-type: none"> <li>• Ensure briefings are accurate, timely and include appropriate personnel</li> <li>• Brief external support organizations</li> <li>• Share and evaluate information</li> </ul>	E, F, I		
<b>77.</b> Lead staff briefings and debriefings.	E, F, I		
<b>78.</b> Attend leading agency official meetings, Command and General Staff meetings and other staff meetings and briefings as the supervisor outlines and share pertinent information that may affect the team’s management of the incident: <ul style="list-style-type: none"> <li>• Present:               <ul style="list-style-type: none"> <li>○ Changes to the IAP or relevant plans</li> <li>○ Current conditions, priorities and special considerations</li> <li>○ Staff-specific information and instructions</li> <li>○ Special health and safety issues</li> <li>○ Situational assessment</li> </ul> </li> <li>• Receive priorities, goals and objectives</li> </ul>	E, F, I		
<b>79.</b> Prepare briefing materials for officials’ visits and assist with planning, coordination and logistics.	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
<b>80.</b> Complete the process for demobilizing position responsibilities: <ul style="list-style-type: none"> <li>• Brief and provide complete and accurate records to relief personnel</li> <li>• Discuss equipment release considerations</li> <li>• Provide information to supervisor to assist with decisions on release priorities</li> <li>• Coordinate with appropriate partners regarding demobilization procedures</li> <li>• Brief personnel on demobilization responsibilities</li> <li>• Ensure personnel demobilize in a timely and complete manner</li> <li>• Emphasize safety and accountability during this phase of operations</li> </ul>	C, E, F, I, J, T		
<b>81.</b> Coordinate an efficient transfer of position duties when deactivating or demobilizing resources: <ul style="list-style-type: none"> <li>• Inform assigned personnel</li> <li>• Notify incoming personnel when and where transition of positions will occur</li> <li>• Conduct transition effectively</li> <li>• Document follow-up action and submit to agency representative</li> </ul>	E, F, I		
<b>82.</b> Complete all necessary reports and narratives following common standards before turnover: <ul style="list-style-type: none"> <li>• Shift change</li> <li>• End of operational period</li> <li>• Reassignment</li> <li>• Deactivation/demobilization</li> </ul>	E, F, I		
<b>83.</b> Participate in transition or incident closeout: <ul style="list-style-type: none"> <li>• Conduct debriefings with agency administrator(s) as requested</li> <li>• Close out incident as appropriate for the AHJ</li> </ul>	E, F, I		

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

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
<b>84.</b> Participate in the development, approval and implementation of the demobilization plan: <ul style="list-style-type: none"> <li>• Coordinate with appropriate partners regarding demobilization procedures</li> <li>• Coordinate needs and responsibilities</li> </ul>	E, F, I		

<b>TASK</b>	<b>CODE</b>	<b>EVALUATION RECORD #</b>	<b>EVALUATOR INITIALS AND DATE</b>
85. Prepare public information portion of transition plan.	E, F, I		



## **Emergency Operations Center Skillsets**

Emergency Operations Center Skillsets have many tasks that are interchangeable with the tasks on the previous pages. Duplicated tasks have been grayed out. All remaining tasks must be completed.

Duplicated tasks are kept in this PTB as evidence supporting the collaboration and alignment with the FEMA EOC Skillsets. These requirements have been met through the completion of previous tasks within this PTB.

**NOTE:**

Grayed out tasks are marked in the Evaluator Record # and Initials/Date Column.

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## Emergency Operations Center (EOC) Skillset: Action Tracking

### Task Categories:

Perform action tracking

#### *Task Category: Perform action tracking*

TASKS	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
1. Collect and track open tasks, issues and action items through resolution.	E, F, I		
2. Communicate about tasks, issues, and action items horizontally and vertically as necessary to create awareness and ensure completion.	E, F, I		

## Emergency Operations Center (EOC) Skillset: Coordination and Individual Contribution

### Task Categories:

Complete common coordination and accountability tasks associated with all positions within the EOC

**Task Category: Complete common coordination and accountability tasks associated with all positions within the EOC**

TASKS	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
<b>1.</b> Demonstrate understanding of EOC activation and operations, including how your function relates to other incident support activities: <ul style="list-style-type: none"> <li>Demonstrate general awareness of local risks and hazards</li> </ul>	C, E, F, I, T	Option Code C IS-2200	
<b>2.</b> Maintain positive, calm demeanor to promote a positive work environment.	E, F, I		
<b>3.</b> Demonstrate effective communication skills, such as the ability to translate technical jargon into plain language.	E, F, I, J,		
<b>4.</b> Comply with relevant health and safety requirements.	E, F, I		
<b>5.</b> Demonstrate understanding of EOC Continuity of Operations (COOP), succession, emergency procedures, and safety guidelines.	C, E, F, I, T	Option Code C G-2300	
<b>6.</b> Participate in the EOC planning process.	E, F, I		
<b>7.</b> Participate in appropriate EOC meetings and briefings related to your assigned function.	E, F, I		
<b>8.</b> Follow general internal and external information flow processes: <ul style="list-style-type: none"> <li>Demonstrate knowledge of information management systems, such as incident management software</li> </ul>	E, F, I,		
<b>9.</b> Manage essential elements of information and critical information requests in accordance with processes and procedures: <ul style="list-style-type: none"> <li>Follow EOC approval authorities</li> <li>Properly handle Personally Identifiable Information (PII) and sensitive information</li> <li>Provide proper documentation for record-keeping and accountability</li> <li>Provide information for reports and leadership decisions</li> </ul>	E, F, I,		
<b>10.</b> Practice proper knowledge management processes and procedures: <ul style="list-style-type: none"> <li>File structures</li> <li>Naming conventions</li> <li>Archiving processes</li> <li>Position logs</li> </ul>	E, F, I		
<b>11.</b> Follow processes for resource requests, prioritization, deployment, tracking, reassignment, and demobilization.	E, F, I		

TASKS	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
12. Participate in orderly transition of resources and processes from response to recovery.	E, F, I		
13. Transfer responsibilities upon completion of assignment: <ul style="list-style-type: none"> <li>• Transfer to replacement, recovery personnel, or other responsible party</li> <li>• If necessary, shift responsibilities to a non-disaster/day-to-day job</li> </ul>	E, F, I		
14. Participate in EOC training and exercises.	E, F		
15. Participate in after action review and improvement planning.	E, F, I, T		

## Emergency Operations Center (EOC) Skillset: Document and Records Management

### Task Categories:

Collect and store documents and records

Provide documents and records upon request

#### *Task Category: Collect and store documents and records*

TASKS	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
1. Follow document and records management procedures and policies.	E, F, I		
2. Brief EOC personnel on document management processes and related staff responsibilities.	E, F, I		
3. Monitor, review, and assess activity logs, charts, and records for completeness and follow up on any that are incomplete.	E, F, I		
4. Collect and package information for after action review.	E, F, I		

#### *Task Category: Provide documents and records upon request*

TASKS	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
5. Monitor compliance with jpf information management processes and procedures.	E, F, I		
6. Perform real-time documentation collection and storage.	E, F, I		
7. Archive documents such as activity logs, charts, and records.	E, F, I		
8. Respond to internal requests for archived information, such as: <ul style="list-style-type: none"> <li>• Lessons learned from past disasters, incidents, and events</li> <li>• Previous incident information</li> </ul>	E, F, I		

## Emergency Operations Center (EOC) Skillset: Organizational Representation

### Task Categories:

Represent your organization and support EOC activities  
 Understand discipline-specific resource streams

#### *Task Category: Represent your organization and support EOC activities*

TASKS	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
1. Demonstrate subject matter expertise related to the organization you represent.	E, F, I, J, T		
2. Demonstrate understanding of your organization's policies, plans, resources, and constraints.	E, F, I, J, T		
3. Demonstrate ability to reach back to your organization and commit resources.	E, F, I		
4. Evaluate and monitor the situation and advise supervisor and other appropriate personnel: <ul style="list-style-type: none"> <li>• Identify problems and recommend solutions</li> <li>• Provide essential elements of information to those serving in a situational awareness function</li> <li>• Provide information to represented organization and third parties</li> <li>• Demonstrate ability to forecast resource needs, potential consequences, and cascading effects of action or inaction</li> </ul>	E, F, I		
5. Proactively coordinate with other organizational representatives on issues such as: <ul style="list-style-type: none"> <li>• Shared resources</li> <li>• Cascading effects on organizations</li> <li>• Efficiency of assistance</li> <li>• Resource availability</li> </ul>	E, F, I, T		
6. Brief relevant audiences on represented organization's issues related to the incident.	E, F, I		
7. Represent the organization in the planning process.	E, F, I		
8. Communicate back to your organization to share situational awareness.	E, F, I		

#### *Task Category: Understand discipline-specific resource streams*

TASKS	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
9. Track organizational resources, associated costs, and logistical concerns.	E, F, I		
10. Follow the EOC's process for providing your organization's resources.	E, F, I		

TASKS	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
<b>11.</b> Initiate resource requests on behalf of your organization: <ul style="list-style-type: none"> <li>• Understand organizational Memorandums of Understanding (MOU), Memorandums of Agreement (MOA), existing contracts, and discipline-specific state and Federal support</li> </ul>	E, F, I		

## Emergency Operations Center (EOC) Skillset: Leadership

### Task Categories:

Be proficient in the job, both technically and as a leader

Supervise staff to ensure understanding and accomplishment of duties and tasks

Coordinate to foster unity of effort

### *Task Category: Be proficient in the job, both technically and as a leader*

TASKS	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
<b>1.</b> Exhibit principles of duty, respect, and integrity by, for example: <ul style="list-style-type: none"> <li>• Making sound and timely decisions</li> <li>• Seeking and accepting responsibility for actions</li> </ul>	E, F, I		
<b>2.</b> Demonstrate understanding of EOC and Policy Group roles, responsibilities, and authorities: <ul style="list-style-type: none"> <li>• Describe how this mission may change in a different organization, jurisdiction, or operating environment</li> </ul>	E, F, I, J, T		
<b>3.</b> Demonstrate understanding of external sources of assistance: <ul style="list-style-type: none"> <li>• What resources could be available</li> <li>• When they could become available</li> <li>• How to acquire them</li> <li>• Necessary approvals</li> </ul>	E, F, I, J, T		
<b>4.</b> Communicate vertically and horizontally to facilitate and inform decision-making: <ul style="list-style-type: none"> <li>• Communicate options, considerations, and recommendations</li> <li>• Keep subordinates informed</li> </ul>	E, F, I		
<b>5.</b> Help develop strategies and tasks to support the goals and objectives of incident command or the EOC.	E, F, I		
<b>6.</b> Obtain relevant information for operational decisions.	E, F, I		
<b>7.</b> Guide personnel as they identify and address gaps in critical information.	E, F, I		
<b>8.</b> Establish metrics and benchmarks for program performance and monitor progress through completion.	E, F, I, J		
<b>9.</b> Monitor and manage stakeholder expectations: <ul style="list-style-type: none"> <li>• Communicate policy, process, and procedural changes</li> </ul>	E, F, I		
<b>10.</b> Order and organize resources to achieve objectives: <ul style="list-style-type: none"> <li>• Understand constraints and limitations</li> </ul>	E, F, I, J		
<b>11.</b> Continuously evaluate EOC processes, procedures, and priorities: <ul style="list-style-type: none"> <li>• Coordinate with performance improvement personnel</li> </ul>	E, F, I, T		



<b>TASKS</b>	<b>CODE</b>	<b>EVALUATION RECORD #</b>	<b>EVALUATOR INITIALS AND DATE</b>
<b>12.</b> Suggest ways to improve processes and procedures, and then help implement improvements: <ul style="list-style-type: none"> <li>• Facilitate conversations about process performance</li> <li>• Assess processes</li> <li>• Determine gaps</li> <li>• Take steps for improvement</li> </ul>	E, F, I		

**Task Category: Supervise staff to ensure understanding and accomplishment of duties and tasks**

<b>TASKS</b>	<b>CODE</b>	<b>EVALUATION RECORD #</b>	<b>EVALUATOR INITIALS AND DATE</b>
<b>13.</b> Use leadership styles appropriate to the situation.	E, F, I		
<b>14.</b> Establish and communicate processes and procedures.	E, F, I		
<b>15.</b> Assign tasks and clearly communicate expectations.	E, F, I		
<b>16.</b> Emphasize and foster teamwork.	E, F, I		
<b>17.</b> Manage conflict and coordinate problem-solving: <ul style="list-style-type: none"> <li>• Manage conflicting viewpoints</li> <li>• Assess alternative courses of action</li> <li>• Determine and communicate a way forward</li> <li>• Ensure follow-through and escalate to appropriate level as necessary</li> </ul>	E, F, I		
<b>18.</b> Prepare and discuss feedback with subordinates: <ul style="list-style-type: none"> <li>• Monitor performance and discuss task understanding</li> <li>• Evaluate performance and complete personnel performance evaluations</li> </ul>	E, F, I		
<b>19.</b> Support the health, safety, and welfare of assigned personnel: <ul style="list-style-type: none"> <li>• Direct operations based on health and safety considerations and guidelines</li> <li>• Ensure that personnel follow safety guidelines appropriately</li> <li>• Spot-check operations to ensure compliance with safety guidelines</li> <li>• Make resources available to support staff health and safety</li> <li>• Monitor staff for mental and physical fatigue</li> </ul>	E, F, I		

**Task Category: Coordinate to foster unity of effort**

TASKS	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
20. Establish and maintain positive interpersonal and interorganizational working relationships.	E, F, I, J		
21. Demonstrate ability to influence others outside your chain of command.	E, F, I, J		
22. Ensure staff activities align with the EOC's operational rhythm.	E, F, I		

## Emergency Operations Center (EOC) Skillset: Performance Improvement

### Task Categories:

Collect and analyze information regarding EOC activation and activities

Suggest process improvements and solutions during EOC operations

Support process improvement following EOC deactivation

### *Task Category: Collect and analyze information regarding EOC activation and activities*

TASKS	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
1. Demonstrate knowledge of the after action review and improvement planning process, including the types of information gathered and the feedback process.	E, F, I, J, T		
2. Collect, store, and analyze data for the after action review and improvement plan.	E, F, I		
3. Perform real-time data collection during response: <ul style="list-style-type: none"> <li>• Use accepted tools, such as EOC activity logs</li> </ul>	E, F, I		
4. Provide guidance to EOC leadership on collecting performance improvement-related data.	E, F, I		

### *Task Category: Suggest process improvements and solutions during EOC operations*

TASKS	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
5. Identify best practices and areas for improvement during EOC activation, operation, and deactivation, and suggest process improvement measures to EOC staff and leadership.	E, F, I		
6. Provide recommendations to leadership for approval and dissemination.	E, F, I, J		

### *Task Category: Support process improvement following EOC deactivation*

TASKS	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
7. Develop an after action review and improvement planning schedule for the EOC activation that is consistent with Homeland Security Exercise and Evaluation Program (HSEEP) or similar guidance.	E, F, I		
8. Coordinate after action review-related meetings to identify and clarify areas for improvement. <ul style="list-style-type: none"> <li>• Support facilitation of meetings as necessary</li> </ul>	E, F, I, J		
9. Identify best practices and areas for improvement.	E, F, I, J		
10. Develop recommendations to address areas for improvement.	E, F, I, J		

<b>TASKS</b>	<b>CODE</b>	<b>EVALUATION RECORD #</b>	<b>EVALUATOR INITIALS AND DATE</b>
<b>11.</b> Coordinate EOC after-action report development efforts with other incident-related after-action reporting efforts.	E, F, I		

## Emergency Operations Center (EOC) Skillset: Policy and Direction

**Task Categories:**

Demonstrate an understanding of the authorities, policies, priorities, capabilities, constraints, and limitations of the organization/jurisdiction you represent

Demonstrate an understanding of coordinated response/Unified Command and the roles and responsibilities of the parties involved

**Task Category: Demonstrate an understanding of the authorities, policies, priorities, capabilities, constraints, and limitations of the organization/jurisdiction you represent**

TASKS	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
1. Provide guidance on strategic priorities and resource support to incident personnel and stakeholders.	E, F, I		
2. Demonstrate knowledge of your organization’s financial and legal regulations and general authorities.	E, F, I, J, T		
3. Demonstrate knowledge of the whole-community concept and of the impacted community’s cultural sensitivities.	E, F, I, J, T		
4. Demonstrate awareness of your organization’s operational and resource capabilities.	E, F, I, J, T		
5. Request and participate in relevant meetings and briefings.	E, F, I		
6. Work with legal counsel and EOC leadership to ensure informed decision-making.	E, F, I		
7. Authorize protective measures for life and safety, such as curfew and evacuation recommendations, based on legal authorities.	E, F, I		
8. Provide guidance and authorization for information-sharing with external agencies and the public.	E, F, I		
9. Interact with external government contacts, including those at the local, state, tribal, territorial, and/or Federal levels.	E, F, I		
10. Review and approve plans and procedures.	E, F, I		
11. Support the after action review and improvement planning process.	E, F, I		

**Task Category: Demonstrate an understanding of coordinated response/Unified Command and the roles and responsibilities of the parties involved**

TASKS	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
<b>12.</b> Authorize external resource requests according to organizational authorities: <ul style="list-style-type: none"> <li>• Memorandums of Understanding (MOU)</li> <li>• Memorandums of Agreement (MOA)</li> <li>• Mutual aid agreements</li> <li>• Declarations</li> </ul>	E, F, I		
<b>13.</b> Understand the roles and relationships of the Policy Group, EOC, and other incident personnel.	E, F, I, T		
<b>14.</b> Demonstrate awareness of the impacted community, including, for example: <ul style="list-style-type: none"> <li>• Rules and regulations</li> <li>• Culture</li> <li>• Demographics</li> </ul>	E, F, I, J, T		
<b>15.</b> Participate in organizational training and exercises.	E, F, I, T		
<b>16.</b> Help establish and communicate policy decisions.	E, F, I		
<b>17.</b> Monitor objectives, strategies, and tactics for the current operational period.	E, F, I		

## Emergency Operations Center (EOC) Skillset: Public Affairs Coordination

**Task Categories:**

Manage EOC-related efforts to provide information and warning to the public

Advise the EOC Policy Group, leadership, and personnel about public information and warning

**Task Category: Manage EOC-related efforts to provide information and warning to the public**

TASKS	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
1. Demonstrate working knowledge of traditional media and social media.	E, F, I, J		
2. Collect and validate information: <ul style="list-style-type: none"> <li>• Establish ways to collect information from the public</li> <li>• Analyze traditional media and social media for accuracy and critical communications needs</li> <li>• Validate information</li> <li>• Identify emerging trends and issues</li> </ul>	E, F, I, J		
3. Coordinate with EOC situational awareness personnel for shared analysis of information.	E, F, I		
4. Handle Personally Identifiable Information (PII), Health Insurance Portability and Accountability Act (HIPAA) information, and other sensitive materials appropriately.	E, F, I, J		
5. Disseminate information using methods such as traditional media, social media, and public alert and warning systems.	E, F, I		
6. Manage media relations: <ul style="list-style-type: none"> <li>• Establish and maintain lines of communication with the media</li> <li>• Schedule interviews</li> <li>• Create media briefing packets</li> <li>• Organize and lead media visits</li> </ul>	E, F, I		
7. Coordinate news conferences and public briefings: <ul style="list-style-type: none"> <li>• Prepare speakers</li> <li>• Engage interpreters</li> <li>• Follow up with media</li> </ul>	E, F, I, J		
8. Coordinate VIP visits.	E, F, I		
9. Draft and obtain approvals for press releases, emergency announcements, educational flyers, safety tips, fact sheets, etc.	E, F, I, J		
10. Coordinate with internal and external stakeholders: <ul style="list-style-type: none"> <li>• Attend meetings, as appropriate</li> <li>• Ensure development of internal talking points</li> </ul>	E, F, I		
11. Ensure messages are accessible to all, including those with limited English proficiency, disabilities, and access and functional needs: <ul style="list-style-type: none"> <li>• Ensure accessibility and engage interpreters</li> </ul>	E, F, I, J		
12. Establish contact with other EOC organizations and other public affairs personnel: <ul style="list-style-type: none"> <li>• Establish information-sharing priorities and processes</li> </ul>	E, F, I		

<b>TASKS</b>	<b>CODE</b>	<b>EVALUATION RECORD #</b>	<b>EVALUATOR INITIALS AND DATE</b>
<b>13.</b> Understand plans and procedures for Joint Information Center (JIC) and Joint Information System (JIS) operations: <ul style="list-style-type: none"> <li>• Manage the JIC/JIS, as appropriate</li> <li>• Liaise with other JIC/JIS entities</li> </ul>	E, F, I		

***Task Category: Advise the EOC Policy Group, leadership, and personnel about public information and warning***

<b>TASKS</b>	<b>CODE</b>	<b>EVALUATION RECORD #</b>	<b>EVALUATOR INITIALS AND DATE</b>
<b>14.</b> Advise the EOC Policy Group, leadership, and staff on potential issues and suggest means of addressing issues and managing public expectations.	E, F, I		
<b>15.</b> Recommend activation of public alert and warning systems such as the Emergency Alert System (EAS) and the Wireless Emergency Alerts (WEA) system, as appropriate.	E, F, I		
<b>16.</b> Advise on establishing the JIC and JIS.	E, F, I		
<b>17.</b> Develop and implement a public information strategy: <ul style="list-style-type: none"> <li>• Collect information from EOC personnel to develop and refine the strategy</li> </ul>	E, F, I		



## Emergency Operations Center (EOC) Skillset: Situational Awareness

**Task Categories:**

- Gather data and information
- Analyze data and information
- Disseminate information

***Task Category: Gather data and information***

TASKS	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
<b>1.</b> Collect and monitor data and information: <ul style="list-style-type: none"> <li>• Sources include Incident Action Plan (IAP), on-scene incident reports, EOC personnel, National Weather Service, jurisdictional liaisons, fusion centers, traditional media, social media, and others</li> <li>• Content includes demographic, damage assessment, infrastructure, supply chain, and geographic data and information</li> </ul>	E, F, I, J		
<b>2.</b> Coordinate information with EOC public affairs personnel and the Joint Information Center (JIC)/Joint Information System (JIS): <ul style="list-style-type: none"> <li>• Receive information from JIC/JIS</li> <li>• Provide information to JIC/JIS</li> </ul>	E, F, I		
<b>3.</b> Coordinate with EOC personnel to gather information.	E, F, I		

***Task Category: Analyze data and information***

TASKS	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
<b>4.</b> Establish and implement processes for estimating cascading effects of action or inaction: <ul style="list-style-type: none"> <li>• Evaluate potential consequences and mitigation actions</li> <li>• Identify trends</li> <li>• Engage technical specialists</li> </ul>	E, F, I		
<b>5.</b> Use demographic information to inform analysis: <ul style="list-style-type: none"> <li>• Cultural diversity</li> <li>• Potential vulnerabilities</li> <li>• Damage assessment</li> <li>• Specific service needs, such as:               <ul style="list-style-type: none"> <li>○ Individuals with disabilities and other access and functional needs</li> <li>○ Individuals with critical transportation needs</li> </ul> </li> </ul>	E, F, I		

<b>TASKS</b>	<b>CODE</b>	<b>EVALUATION RECORD #</b>	<b>EVALUATOR INITIALS AND DATE</b>
<b>6.</b> Analyze information: <ul style="list-style-type: none"> <li>• Establish and implement procedures for verifying, organizing, prioritizing, and tracking information</li> <li>• Convert raw data into information</li> <li>• Identify and address misinformation</li> <li>• Verify and analyze input for critical information</li> <li>• Clarify incomplete information</li> <li>• Identify incident-specific essential elements of information and critical information requests</li> </ul>	E, F, I		
<b>7.</b> Recognize incident-specific critical information to be disseminated immediately.	E, F, I		
<b>8.</b> Prepare situational briefings, reports, displays, briefing tools, and other information products.	E, F, I		

**Task Category: Disseminate information**

<b>TASKS</b>	<b>CODE</b>	<b>EVALUATION RECORD #</b>	<b>EVALUATOR INITIALS AND DATE</b>
<b>9.</b> Establish and implement a process for developing and disseminating situational information at regular intervals: <ul style="list-style-type: none"> <li>• Obtain approval for distribution in accordance with policies and procedures</li> <li>• Determine distribution lists</li> <li>• Determine methods for distribution</li> </ul>	E, F, I		
<b>10.</b> Follow processes for identifying, verifying, and disseminating critical jpf information: <ul style="list-style-type: none"> <li>• Coordinate with public affairs to disseminate information externally</li> </ul>	E, F, I		
<b>11.</b> Display within the EOC situational information and data about significant events.	E, F, I		
<b>12.</b> Use visualizations such as graphs, photographs, and maps to graphically depict information.	E, F, I		
<b>13.</b> Use mapping/geospatial data and sources, including Geographic Information Systems, web-based maps, and paper maps.	E, F, I, J		
<b>14.</b> Present and distribute situational briefings, reports, displays, briefing tools, and other information products.	E, F, I		
<b>15.</b> Ensure proper security when sharing sensitive, classified, or protected information.	E, F, I		

## Emergency Operations Center (EOC) Skillset: Safety Advising

**Task Categories:**

Promote the safety of EOC personnel

***Task Category: Promote the safety of EOC personnel***

TASKS	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
1. Monitor weather and other external conditions that could affect EOC facilities and the availability of EOC personnel, and communicate protective actions.	E, F, I, J		
2. Communicate and support relevant health and safety requirements and procedures: <ul style="list-style-type: none"> <li>• Brief EOC personnel on emergency procedures and safety guidelines</li> <li>• Spot-check operations to ensure compliance with safety requirements</li> <li>• Address EOC safety hazards and implement mitigation strategies</li> </ul>	E, F, I		
3. Develop and provide facility safety plan and briefing: <ul style="list-style-type: none"> <li>• Communicate locations of automated external defibrillators (AED), fire extinguishers, evacuation routes, and shelter-in-place areas</li> </ul>	E, F, I, J		
4. Identify and inform EOC personnel about mental health resources.	E, F, I, J		

## Evaluation Record Form

<b>CANDIDATE NAME:</b>
<b>CANDIDATE POSITION:</b>
<b>Evaluation Record Number:</b>
<b>Evaluator's name:</b>
<b>Incident/office title and agency:</b>
<b>Evaluator's home jurisdiction address and phone:</b>
<b>Name and location of incident or simulation/exercise:</b>
<b>Incident kind:</b>
<b>Number and kind of resources:</b>
<b>Evaluation period:</b>
<b>Position type:</b>
<b>Recommendation:</b> The above named candidate performed the initialed and dated tasks under my supervision. I recommend the following for this candidate's further development: <input type="checkbox"/> The candidate has successfully performed all required tasks for the position. The AHJ should consider the individual for certification. <input type="checkbox"/> The candidate could not complete certain tasks or needs additional guidance. See comments below. <input type="checkbox"/> Not all tasks were evaluated on this assignment. An additional assignment is needed to complete the evaluation. <input type="checkbox"/> The candidate is severely deficient in the performance of tasks and needs further training prior to additional assignment(s) as a candidate for this position.
<b>Additional recommendations/comments:</b>
<b>Date:</b>
<b>Evaluator's initials:</b>
<b>Evaluator's relevant qualification:</b>

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