

# NFPA® 1026

## Standard for Incident Management Personnel Professional Qualifications

2024 Edition



NFPA, 1 Batterymarch Park, Quincy, MA 02169-7471  
An International Codes and Standards Organization



## IMPORTANT NOTICES AND DISCLAIMERS CONCERNING NFPA® STANDARDS

NFPA® codes, standards, recommended practices, and guides (“NFPA Standards”), of which the document contained herein is one, are developed through a consensus standards development process approved by the American National Standards Institute. This process brings together volunteers representing varied viewpoints and interests to achieve consensus on fire and other safety issues. While the NFPA administers the process and establishes rules to promote fairness in the development of consensus, it does not independently test, evaluate, or verify the accuracy of any information or the soundness of any judgments contained in NFPA Standards.

The NFPA disclaims liability for any personal injury, property, or other damages of any nature whatsoever, whether special, indirect, consequential or compensatory, directly or indirectly resulting from the publication, use of, or reliance on NFPA Standards. The NFPA also makes no guaranty or warranty as to the accuracy or completeness of any information published herein.

In issuing and making NFPA Standards available, the NFPA is not undertaking to render professional or other services for or on behalf of any person or entity. Nor is the NFPA undertaking to perform any duty owed by any person or entity to someone else. Anyone using this document should rely on his or her own independent judgment or, as appropriate, seek the advice of a competent professional in determining the exercise of reasonable care in any given circumstances.

The NFPA has no power, nor does it undertake, to police or enforce compliance with the contents of NFPA Standards. Nor does the NFPA list, certify, test, or inspect products, designs, or installations for compliance with this document. Any certification or other statement of compliance with the requirements of this document shall not be attributable to the NFPA and is solely the responsibility of the certifier or maker of the statement.

### REVISION SYMBOLS IDENTIFYING CHANGES FROM THE PREVIOUS EDITION

Text revisions are shaded. A **Δ** before a section number indicates that words within that section were deleted and a **Δ** to the left of a table or figure number indicates a revision to an existing table or figure. When a chapter was heavily revised, the entire chapter is marked throughout with the **Δ** symbol. Where one or more sections were deleted, a **•** is placed between the remaining sections. Chapters, annexes, sections, figures, and tables that are new are indicated with an **N**.

Note that these indicators are a guide. Rearrangement of sections may not be captured in the markup, but users can view complete revision details in the First and Second Draft Reports located in the archived revision information section of each code at [www.nfpa.org/docinfo](http://www.nfpa.org/docinfo). Any subsequent changes from the NFPA Technical Meeting, Tentative Interim Amendments, and Errata are also located there.

### REMINDER: UPDATING OF NFPA STANDARDS

Users of NFPA codes, standards, recommended practices, and guides (“NFPA Standards”) should be aware that these documents may be superseded at any time by the issuance of a new edition, may be amended with the issuance of Tentative Interim Amendments (TIAs), or be corrected by Errata. It is intended that through regular revisions and amendments, participants in the NFPA standards development process consider the then-current and available information on incidents, materials, technologies, innovations, and methods as these develop over time and that NFPA Standards reflect this consideration. Therefore, any previous edition of this document no longer represents the current NFPA Standard on the subject matter addressed. NFPA encourages the use of the most current edition of any NFPA Standard [as it may be amended by TIA(s) or Errata] to take advantage of current experience and understanding. An official NFPA Standard at any point in time consists of the current edition of the document, including any issued TIAs and Errata then in effect.

To determine whether an NFPA Standard has been amended through the issuance of TIAs or corrected by Errata, visit the “Codes & Standards” section at [www.nfpa.org](http://www.nfpa.org).

## **ADDITIONAL IMPORTANT NOTICES AND DISCLAIMERS CONCERNING NFPA® STANDARDS**

### **Updating of NFPA Standards**

Users of NFPA codes, standards, recommended practices, and guides (“NFPA Standards”) should be aware that these documents may be superseded at any time by the issuance of a new edition, may be amended with the issuance of Tentative Interim Amendments (TIAs), or be corrected by Errata. It is intended that through regular revisions and amendments, participants in the NFPA standards development process consider the then-current and available information on incidents, materials, technologies, innovations, and methods as these develop over time and that NFPA Standards reflect this consideration. Therefore, any previous edition of this document no longer represents the current NFPA Standard on the subject matter addressed. NFPA encourages the use of the most current edition of any NFPA Standard [as it may be amended by TIA(s) or Errata] to take advantage of current experience and understanding. An official NFPA Standard at any point in time consists of the current edition of the document, including any issued TIAs and Errata then in effect.

To determine whether an NFPA Standard has been amended through the issuance of TIAs or corrected by Errata, visit the “Codes & Standards” section at [www.nfpa.org](http://www.nfpa.org).

### **Interpretations of NFPA Standards**

A statement, written or oral, that is not processed in accordance with Section 6 of the Regulations Governing the Development of NFPA Standards shall not be considered the official position of NFPA or any of its Committees and shall not be considered to be, nor be relied upon as, a Formal Interpretation.

### **Patents**

The NFPA does not take any position with respect to the validity of any patent rights referenced in, related to, or asserted in connection with an NFPA Standard. The users of NFPA Standards bear the sole responsibility for determining the validity of any such patent rights, as well as the risk of infringement of such rights, and the NFPA disclaims liability for the infringement of any patent resulting from the use of or reliance on NFPA Standards.

NFPA adheres to the policy of the American National Standards Institute (ANSI) regarding the inclusion of patents in American National Standards (“the ANSI Patent Policy”), and hereby gives the following notice pursuant to that policy:

NOTICE: The user’s attention is called to the possibility that compliance with an NFPA Standard may require use of an invention covered by patent rights. NFPA takes no position as to the validity of any such patent rights or as to whether such patent rights constitute or include essential patent claims under the ANSI Patent Policy. If, in connection with the ANSI Patent Policy, a patent holder has filed a statement of willingness to grant licenses under these rights on reasonable and nondiscriminatory terms and conditions to applicants desiring to obtain such a license, copies of such filed statements can be obtained, on request, from NFPA. For further information, contact the NFPA at the address listed below.

### **Law and Regulations**

Users of NFPA Standards should consult applicable federal, state, and local laws and regulations. NFPA does not, by the publication of its codes, standards, recommended practices, and guides, intend to urge action that is not in compliance with applicable laws, and these documents may not be construed as doing so.

### **Copyrights**

NFPA Standards are copyrighted. They are made available for a wide variety of both public and private uses. These include both use, by reference, in laws and regulations, and use in private self-regulation, standardization, and the promotion of safe practices and methods. By making these documents available for use and adoption by public authorities and private users, the NFPA does not waive any rights in copyright to these documents.

Use of NFPA Standards for regulatory purposes should be accomplished through adoption by reference. The term “adoption by reference” means the citing of title, edition, and publishing information only. Any deletions, additions, and changes desired by the adopting authority should be noted separately in the adopting instrument. In order to assist NFPA in following the uses made of its documents, adopting authorities are requested to notify the NFPA (Attention: Secretary, Standards Council) in writing of such use. For technical assistance and questions concerning adoption of NFPA Standards, contact NFPA at the address below.

### **For Further Information**

All questions or other communications relating to NFPA Standards and all requests for information on NFPA procedures governing its codes and standards development process, including information on the procedures for requesting Formal Interpretations, for proposing Tentative Interim Amendments, and for proposing revisions to NFPA standards during regular revision cycles, should be sent to NFPA headquarters, addressed to the attention of the Secretary, Standards Council, NFPA, 1 Batterymarch Park, P.O. Box 9101, Quincy, MA 02269-9101; email: [stds\\_admin@nfpa.org](mailto:stds_admin@nfpa.org).

For more information about NFPA, visit the NFPA website at [www.nfpa.org](http://www.nfpa.org). All NFPA codes and standards can be viewed at no cost at [www.nfpa.org/docinfo](http://www.nfpa.org/docinfo).

Copyright © 2023 National Fire Protection Association®. All Rights Reserved.

## NFPA® 1026

### Standard for

## Incident Management Personnel Professional Qualifications

### 2024 Edition

This edition of NFPA 1026, *Standard for Incident Management Personnel Professional Qualifications*, was prepared by the Technical Committee on Incident Management Personnel Professional Qualifications and released by the Correlating Committee on Professional Qualifications. It was issued by the Standards Council on October 7, 2022, with an effective date of October 27, 2022, and supersedes all previous editions.

This edition of NFPA 1026 was approved as an American National Standard on October 27, 2022.

### Origin and Development of NFPA 1026

In 1972, the Joint Council of National Fire Service Organizations (JCNFSO) created the National Professional Qualifications Board (NPQB) for the Fire Service to facilitate the development of nationally applicable performance standards for uniformed fire service personnel. On December 14, 1972, the Board established four technical committees to develop those standards using the National Fire Protection Association (NFPA) standards-making system. The initial committees addressed the following career areas: fire fighter, fire officer, fire service instructor, and fire inspector and investigator.

The original concept of the professional qualifications standards, as directed by the JCNFSO and the NPQB, was to develop an interrelated set of performance standards specifically for the fire service. The various levels of achievement in the standards were to build upon each other within a strictly defined career ladder. In the late 1980s, revisions of the standards recognized that the documents should stand upon their own merit in terms of job performance requirements for a given field. Accordingly, the strict career ladder concept was abandoned, except for the progression from fire fighter to fire officer.

The later revisions, therefore, facilitated the use of the documents by other than the uniformed fire services.

On August 1, 2000, a letter was sent to the NFPA Standards Council from the National Fire Service Incident Management System Consortium requesting that they explore the possibility of developing a professional qualifications standard for fire service personnel assigned to perform specific roles within an incident management system. This information was forwarded to the Professional Qualifications Correlating Committee to submit a recommendation on the request.

The Technical Correlating Committee met in November 2001 with the representative from the National Fire Service Incident Management System Consortium to discuss the perceived need for the project. They established an Incident Management System Task Group to meet in San Diego in February 2002 to solicit input on the need for and scope of the project.

This task group reported that there was significant interest in achieving some form of credentialing or certifications on the part of the Federal Emergency Management Agency and the International Association of Fire Chiefs. This report was sent to the NFPA Standards Council. The Standards Council approved this new project at their July 2003 meeting. The scope of the 2009 edition of this document was to identify the minimum job performance requirements for personnel performing roles within an all-hazard incident management system.

It was the intent of the committee that individuals meeting this standard for a specific position would also meet the National Incident Management System (NIMS) Core Competencies for incident command systems (ICS) for that position, and that individuals meeting the NIMS ICS Core Competencies for a specific position would also meet the requirement of this standard for that position.

As a result of the technical committee's work in 2009 and because there were no changes that occurred with any of the NIMS-specific positions, the technical committee only made minor editorial changes and reference edition date changes in the 2014 edition. The technical committee considered revisions to the roles of safety officer and public information officer but recognized that both of these positions were specific to incident management and not necessarily applicable to the local-level daily operations covered by NFPA 1521 and NFPA 1035, respectively.

The technical committee's work on the 2018 edition resulted in minor changes to the document. The committee updated extracts and definitions for the revised document. The committee also evaluated the job performance requirements for the positions identified in the document.

The 2024 edition of NFPA 1026 includes several important changes. A requirement for continuing education and professional development has been added for all incident management positions. The scope of the incident commander has been expanded to include contamination control and the physical, medical, and behavioral health of responding personnel. Additionally, the scope has been revised to clarify the authority of the incident commander to assign personnel within the ICS, and information has been added to explain the process of appointing command staff advisors, including ICS certification requirements. The scope of the safety officer has also been expanded to include contamination control and traffic incident management.

Other major changes to the 2024 edition include the addition of six new chapters. Chapter 20 and Chapter 36 have been added to provide job performance requirements (JPRs) for the unit leader, group supervisor, branch director, and section chief of the intelligence/investigation function. Annexes C through F have been added to provide additional clarity on the following aspects of NIMS: the Planning P, emergency operations centers, area command, and expanded area command using zones. The new Annex E, Area Command, replaces the former Annex C, Area and Unified Area Commands. Terminology has also been added to Chapter 3 to support the new JPRs and annex material.

## Correlating Committee on Professional Qualifications

**William E. Peterson, Chair**

Kissimmee, FL [M]

Rep. International Fire Service Training Association

**Brian Baughman**, Generac Power Systems Inc., WI [M]

**Brian R. Brauer**, University of Illinois Fire Service Institute, IL [E]

Rep. National Board on Fire Service Professional Qualifications

**Jason Dolf**, Aerial Services Inc, IA [U]

**Angus Maclean Duff**, Consolidated Fire District 2, KS [U]

**Alec Feldman**, Fulcrum Consultants, Ireland [SE]

Rep. JOIFF-International Organisation for Industrial Hazard Management

**Douglas P. Forsman**, Fairfield Bay Fire Department, AR [L]

**Scott M. Gorgon**, International Association of Fire Fighters (IAFF), DC [L]

**R. Kirk Hankins**, Fire Consulting & Case Review International, Inc., MO [U]

Rep. International Association of Arson Investigators, Inc.

**Forest Herndon, Jr.**, MERE M-PACT Solutions, NJ [SE]

**Bill Slosson**, Washington State Patrol, WA [E]

**Philip C. Stittleburg**, La Farge Fire Department, WI [L]  
Rep. National Volunteer Fire Council

**Matthew Brian Thorpe**, North Carolina Office of the State Fire Marshal, NC [E]

Rep. International Fire Service Accreditation Congress

**Christopher A. Toten**, US Department Of Navy, MS [E]

**Charles “Randy” Watson**, S-E-A, Ltd., GA [SE]

**Michael J. Yurgec**, MacQueen Emergency Group/ Global Emergency Products, IL [M]

### Alternates

**Adam J. Goodman**, S-E-A Limited, MD [SE]

(Alt. to Charles “Randy” Watson)

**David W. Lewis**, Odenton, MD [L]

(Alt. to Philip C. Stittleburg)

**Robert W. Rand**, Nat'l Board On Fire Service Prof. Qualifications, MA [E]

(Alt. to Brian R. Brauer)

**Angela White**, Wisconsin Technical College System, WI [E]

(Alt. to Matthew Brian Thorpe)

### Nonvoting

**Stephen P. Austin**, Cumberland Valley Volunteer Firemen's Association, DE [L]

Rep. TC on Traffic Control Incident Management Professional Qualifications

**Preet Bassi**, Center For Public Safety Excellence, VA [C]

Rep. TC on Fire Service Analysts and Informational Technical Specialist

**Alan W. Conkle**, Ohio Association of Emergency Vehicle Technicians (OAEVT), OH [M]

Rep. TC on Emergency Vehicle Mechanic Technicians Professional Qualifications

**John S. Cunningham**, Nova Scotia Firefighters School, Canada [U]

Rep. TC on Fire Fighter Professional Qualifications

**Jay Dornseif, III**, Priority Dispatch Corporation, UT [M]

Rep. TC on Public Safety Telecommunicator Professional Qualifications

**Richard A. Dunn**, SC State Firefighters' Association, SC [E]

Rep. TC on Fire Officer Professional Qualifications

**Richard C. Edinger**, Chester, VA [SE]

Rep. TC on Hazardous Materials Response Personnel

**Ronald R. Farr**, Plainwell Fire Department, MI [C]

Rep. TC on Electrical Inspection Practices

**Dave E. Hanneman**, Self Employed, ID [SE]

Rep. TC on Incident Management Professional Qualifications

**Daniel P. Heenan**, Clark County Fire Department, NV [E]

Rep. TC on Fire Investigator Professional Qualifications

**Robert Fash**, NFPA Staff Liaison

**Orlando P. Hernandez**, Texas State Fire Marshal's Office, TX [E]

Rep. TC on Rescue Technician Professional Qualifications

**Ronald L. Hopkins**, TRACE Fire Protection & Safety Consultant, Ltd., KY [SE]

Rep. TC on Fire Service Instructor Professional Qualifications

**Robert J. James**, UL LLC, AZ [RT]

Rep. TC on Building Fire and Life Safety Director Professional Qualifications

**Randy J. Krause**, Port of Seattle Fire Department, WA [E]

Rep. TC on Fire Service Occupational Safety and Health

**Peter J. Mulvihill**, Reno, NV [SE]

Rep. TC on Fire Inspector Professional Qualifications

**Randal E. Novak**, Ames, IA [SE]

Rep. TC on Accreditation & Certification Professional Qualifications

**Jim Stumpf**, Organizational Quality Associates, ID [SE]

Rep. TC on Wildfire Suppression Professional Qualifications

**Robert D. Taylor**, PRB Coal Users Group, IN [U]

Rep. TC on Industrial Fire Brigades Professional Qualifications

**Nancy J. Trench**, Oklahoma City, OK [M]

Rep. TC on Public Fire Educator Professional Qualifications

**Paul Valentine**, Zurich Insurance North America, IL [M]

Rep. TC on Fire Marshal Professional Qualifications

*This list represents the membership at the time the Committee was balloted on the final text of this edition. Since that time, changes in the membership may have occurred. A key to classifications is found at the back of the document.*

NOTE: Membership on a committee shall not in and of itself constitute an endorsement of the Association or any document developed by the committee on which the member serves.

**Committee Scope:** This Committee shall have primary responsibility for the management of the NFPA Professional Qualifications Project and documents related to professional qualifications for fire service, public safety, and related personnel.



**Technical Committee on Incident Management Personnel Professional Qualifications**

**Dave E. Hanneman**, *Chair*  
Self Employed, ID [SE]

**David L. Bergner**, Monte Vista Associates, LLC., AZ [SE]  
**David Coffey**, Danville Fire Department, VA [U]  
**Scott Cowan**, Calgary Fire Department, Canada [E]  
**Ralph DeLuca, Jr.**, Oakbrook Terrace Fire Protection District, IL [E]  
**David C. Denniston**, McNeil & Company, Inc., NY [I]  
**John Flynn**, Yonkers Fire Department, NY [E]  
**Randall W. Hanifen**, University of Cincinnati, OH [SE]  
**Bradley Hubbard**, Shell Oil Company, LA [U]  
**Jacklyn Kilby-Richards**, Town of Groton Emergency Dispatch/  
Connecticut Fire Academy, CT [E]  
**Longin James Kloc**, 3M Company, NC [M]  
**David W. Lewis**, Odenton, MD [C]  
Rep. National Volunteer Fire Council

**Daniel B. McManus**, Poseidon Air Land Sea LLC., SC [SE]  
**Jarett Metheny**, Oklahoma State University, OK [SE]  
**Shane Mooney**, New York City Fire Department (FDNY), NY [U]  
**Robert D. Neamy**, Gardnerville, NV [SE]  
Rep. National Incident Management System Consortium  
**Stephen Pepper**, Phillips 66, TX [M]  
**Gordon M. Sachs**, USDA Forest Service, DC [E]  
**Bill Slosson**, Washington State Patrol, WA [E]  
**Brian R. Usher**, City of Largo, FL [U]  
Rep. American Public Works Association  
**Todd Wardwell**, United States Coast Guard (USCG), PA [E]  
**Michael A. Wieder**, Fire Protection Publications, OK [M]  
Rep. International Fire Service Training Association

**Alternates**

**David Bullard**, Columbia County Fire Rescue, GA [SE]  
(Alt. to David W. Lewis)  
**Steve Griffin**, USDA Forest Service, DC [E]  
(Alt. to Gordon M. Sachs)

**Edward M. Hawthorne**, DFW Dynamics, TX [SE]  
(Alt. to Robert D. Neamy)  
**Dean A. Koester**, New York City Fire Department (FDNY), NY [U]  
(Alt. to Shane Mooney)

**Nicole Cassels**, NFPA Staff Liaison

*This list represents the membership at the time the Committee was balloted on the final text of this edition. Since that time, changes in the membership may have occurred. A key to classifications is found at the back of the document.*

NOTE: Membership on a committee shall not in and of itself constitute an endorsement of the Association or any document developed by the committee on which the member serves.

**Committee Scope:** This committee shall have primary responsibility for documents on professional qualifications required of personnel performing roles within an all hazard incident management system.

## Contents

<b>Chapter 1 Administration</b> .....	1026- 8	<b>Chapter 11 Operations Division/Group Supervisor</b> .....	1026- 28
1.1 Scope. ....	1026- 8	11.1 General. ....	1026- 28
1.2 Purpose. ....	1026- 8	11.2 Assume and Transfer the Position of Division/Group Supervisor. ....	1026- 28
1.3 Application. ....	1026- 8	11.3 Perform the Role of Division/Group Supervisor at an Incident or Planned Event. .	1026- 29
1.4 Units. ....	1026- 9		
<b>Chapter 2 Referenced Publications</b> .....	1026- 9	<b>Chapter 12 Strike Team/Task Force Leader</b> .....	1026- 30
2.1 General. ....	1026- 9	12.1 General. ....	1026- 30
2.2 NFPA Publications. ....	1026- 9	12.2 Assume and Transfer the Position of Strike Team/Task Force Leader. ....	1026- 30
2.3 Other Publications. ....	1026- 9	12.3 Perform the Role of Strike Team/Task Force Leader at an Incident or Planned Event. ....	1026- 31
2.4 References for Extracts in Mandatory Sections. ....	1026- 9		
<b>Chapter 3 Definitions</b> .....	1026- 9	<b>Chapter 13 Air Operations Branch Director</b> .....	1026- 32
3.1 General. ....	1026- 9	13.1 General. ....	1026- 32
3.2 NFPA Official Definitions. ....	1026- 9	13.2 Assume and Transfer the Position of Air Operations Branch Director. ....	1026- 32
3.3 General Definitions. ....	1026- 9	13.3 Perform the Role of Air Operations Branch Director at an Incident or Planned Event. ....	1026- 32
<b>Chapter 4 Incident Commander</b> .....	1026- 13	<b>Chapter 14 Air Support Group Supervisor</b> .....	1026- 33
4.1 General. ....	1026- 13	14.1 General. ....	1026- 33
4.2 Assume, Transfer, and Receive Command. ....	1026- 13	14.2 Assume and Transfer the Position of Air Support Group Supervisor. ....	1026- 33
4.3 Communications. ....	1026- 14	14.3 Perform the Role of Air Support Group Supervisor at an Incident or Planned Event. .	1026- 34
4.4 Management and Administration. ....	1026- 14		
<b>Chapter 5 Safety Officer</b> .....	1026- 16	<b>Chapter 15 Air Tactical Group Supervisor</b> .....	1026- 35
5.1 General. ....	1026- 16	15.1 General. ....	1026- 35
5.2 Establish, Transfer, and Assume the Position of Safety Officer. ....	1026- 16	15.2 Assume and Transfer the Position of Air Tactical Group Supervisor. ....	1026- 35
5.3 Monitor and Manage Hazards at an Incident or Planned Event. ....	1026- 16	15.3 Perform the Role of Air Tactical Group Supervisor at an Incident or Planned Event. .	1026- 35
<b>Chapter 6 Public Information Officer</b> .....	1026- 19	<b>Chapter 16 Planning Section Chief</b> .....	1026- 37
6.1 General. ....	1026- 19	16.1 General. ....	1026- 37
6.2 Assume and Transfer the Position of Public Information Officer. ....	1026- 19	16.2 Assume and Transfer the Position of Planning Section Chief. ....	1026- 37
6.3 Manage Public Information at an Incident or Planned Event. ....	1026- 20	16.3 Perform the Role of Planning Section Chief at an Incident or Planned Event. ....	1026- 37
<b>Chapter 7 Liaison Officer</b> .....	1026- 21	<b>Chapter 17 Resources Unit Leader</b> .....	1026- 39
7.1 General. ....	1026- 21	17.1 General. ....	1026- 39
7.2 Assume and Transfer the Position of Liaison Officer. ....	1026- 21	17.2 Assume and Transfer the Position of Resources Unit Leader. ....	1026- 39
7.3 Perform the Role of Liaison Officer at an Incident or Planned Event. ....	1026- 21	17.3 Perform the Role of Resources Unit Leader at an Incident or Planned Event. ....	1026- 40
<b>Chapter 8 Operations Section Chief</b> .....	1026- 22	<b>Chapter 18 Situation Unit Leader</b> .....	1026- 41
8.1 General. ....	1026- 22	18.1 General. ....	1026- 41
8.2 Assume and Transfer the Position of Operations Section Chief. ....	1026- 23	18.2 Assume and Transfer the Position of Situation Unit Leader. ....	1026- 41
8.3 Perform the Role of Operations Section Chief at an Incident or Planned Event. ....	1026- 23	18.3 Perform the Role of Situation Unit Leader at an Incident or Planned Event. ....	1026- 42
<b>Chapter 9 Staging Area Manager</b> .....	1026- 24	<b>Chapter 19 Documentation Unit Leader</b> .....	1026- 43
9.1 General. ....	1026- 24	19.1 General. ....	1026- 43
9.2 Assume and Transfer the Position of Staging Area Manager. ....	1026- 25	19.2 Assume and Transfer Position of Documentation Unit Leader. ....	1026- 43
9.3 Perform the Role of Staging Area Manager at an Incident or Planned Event. ....	1026- 25	19.3 Perform the Role of Documentation Unit Leader at an Incident or Planned Event. ....	1026- 44
<b>Chapter 10 Operations Branch Director</b> .....	1026- 26	<b>Chapter 20 Intelligence/Investigation Unit Leader</b> .	1026- 45
10.1 General. ....	1026- 26	20.1 General. ....	1026- 45
10.2 Assume and Transfer the Position of Operations Branch Director. ....	1026- 26	20.2 Assume and Transfer the Position of Intelligence/Investigation Unit Leader. ....	1026- 45
10.3 Perform the Role of Operations Branch Director at an Incident or Planned Event. ....	1026- 27		

20.3	Perform the Role of Intelligence/ Investigation Unit Leader at an Incident or Planned Event. ....	1026– 46	30.2	Assume and Transfer the Position of Ground Support Unit Leader. ....	1026– 62
<b>Chapter 21</b>	<b>Demobilization Unit Leader</b> .....	1026– 47	30.3	Perform the Role of Ground Support Unit Leader at an Incident or Planned Event. ....	1026– 62
21.1	General. ....	1026– 47	<b>Chapter 31</b>	<b>Finance/Administration Section Chief</b> ..	1026– 63
21.2	Assume and Transfer the Position of Demobilization Unit Leader. ....	1026– 47	31.1	General. ....	1026– 63
21.3	Perform the Role of Demobilization Unit Leader at an Incident or Planned Event. ....	1026– 48	31.2	Assume and Transfer the Position of Finance/Administration Section Chief. ....	1026– 63
<b>Chapter 22</b>	<b>Logistics Section Chief</b> .....	1026– 49	31.3	Perform the Role of Finance/Administration Section Chief at an Incident or Planned Event. ....	1026– 64
22.1	General. ....	1026– 49	<b>Chapter 32</b>	<b>Compensation/Claims Unit Leader</b> .....	1026– 65
22.2	Establish, Transfer, and Assume the Position of Logistics Section Chief. ....	1026– 49	32.1	General. ....	1026– 65
22.3	Perform the Role of Logistics Section Chief at an Incident or Planned Event. ....	1026– 49	32.2	Assume and Transfer the Position of Compensation/Claims Unit Leader. ....	1026– 66
<b>Chapter 23</b>	<b>Service Branch Director</b> .....	1026– 50	32.3	Perform the Role of Compensation/Claims Unit Leader at an Incident or Planned Event. ....	1026– 66
23.1	General. ....	1026– 50	<b>Chapter 33</b>	<b>Cost Unit Leader</b> .....	1026– 68
23.2	Assume and Transfer the Position of Service Branch Director. ....	1026– 50	33.1	General. ....	1026– 68
23.3	Perform the Role of Service Branch Director at an Incident or Planned Event. ....	1026– 51	33.2	Assume and Transfer the Position of Cost Unit Leader. ....	1026– 68
<b>Chapter 24</b>	<b>Communications Unit Leader</b> .....	1026– 52	33.3	Perform the Role of Cost Unit Leader at an Incident or Planned Event. ....	1026– 68
24.1	General. ....	1026– 52	<b>Chapter 34</b>	<b>Procurement Unit Leader</b> .....	1026– 70
24.2	Assume and Transfer the Position of Communications Unit Leader. ....	1026– 52	34.1	General. ....	1026– 70
24.3	Perform the Role of Communications Unit Leader at an Incident or Planned Event. ....	1026– 52	34.2	Assume and Transfer the Position of Procurement Unit Leader. ....	1026– 70
<b>Chapter 25</b>	<b>Medical Unit Leader</b> .....	1026– 54	34.3	Perform the Role of Procurement Unit Leader at an Incident or Planned Event. ....	1026– 70
25.1	General. ....	1026– 54	<b>Chapter 35</b>	<b>Time Unit Leader</b> .....	1026– 71
25.2	Assume and Transfer the Position of Medical Unit Leader. ....	1026– 54	35.1	General. ....	1026– 71
25.3	Perform the Role of Medical Unit Leader at an Incident or Planned Event. ....	1026– 54	35.2	Assume and Transfer the Position of Time Unit Leader. ....	1026– 72
<b>Chapter 26</b>	<b>Food Unit Leader</b> .....	1026– 56	35.3	Perform the Role of Time Unit Leader at an Incident or Planned Event. ....	1026– 72
26.1	General. ....	1026– 56	<b>Chapter 36</b>	<b>Intelligence/Investigation Group Supervisor/Branch Director/ Section Chief</b> .....	1026– 73
26.2	Assume and Transfer the Position of Food Unit Leader. ....	1026– 56	36.1	General. ....	1026– 73
26.3	Perform the Role of Food Unit Leader at an Incident or Planned Event. ....	1026– 56	36.2	Assume and Transfer the Position of Intelligence/Investigation Group Supervisor/Branch Director/Section Chief. .	1026– 73
<b>Chapter 27</b>	<b>Support Branch Director</b> .....	1026– 57	36.3	Perform the Role of Intelligence/ Investigation Section Chief at an Incident or Planned Event. ....	1026– 74
27.1	General. ....	1026– 57	<b>Annex A</b>	<b>Explanatory Material</b> .....	1026– 75
27.2	Assume and Transfer the Position of Support Branch Director. ....	1026– 57	<b>Annex B</b>	<b>Explanation of the Professional Qualifications Standards and Concepts of JPRs</b> .....	1026– 82
27.3	Perform the Role of Support Branch Director at an Incident or Planned Event. ....	1026– 58	<b>Annex C</b>	<b>Use the “Planning P” When Developing an Initial Incident Action Plan</b> .....	1026– 86
<b>Chapter 28</b>	<b>Supply Unit Leader</b> .....	1026– 59	<b>Annex D</b>	<b>Emergency Operations Centers</b> .....	1026– 91
28.1	General. ....	1026– 59	<b>Annex E</b>	<b>Area Command</b> .....	1026– 92
28.2	Assume and Transfer the Position of Supply Unit Leader. ....	1026– 59	<b>Annex F</b>	<b>Expanded Area Command Using Zones</b> .....	1026– 99
28.3	Perform the Role of Supply Unit Leader at an Incident or Planned Event. ....	1026– 59	<b>Annex G</b>	<b>Informational References</b> .....	1026– 106
<b>Chapter 29</b>	<b>Facilities Unit Leader</b> .....	1026– 60	<b>Index</b>	.....	1026– 108
29.1	General. ....	1026– 60			
29.2	Assume and Transfer the Position of Facilities Unit Leader. ....	1026– 60			
29.3	Perform the Role of Facilities Unit Leader at an Incident or Planned Event. ....	1026– 61			
<b>Chapter 30</b>	<b>Ground Support Unit Leader</b> .....	1026– 62			
30.1	General. ....	1026– 62			

## NFPA 1026

## Standard for

## Incident Management Personnel Professional Qualifications

2024 Edition

**IMPORTANT NOTE:** This NFPA document is made available for use subject to important notices and legal disclaimers. These notices and disclaimers appear in all publications containing this document and may be found under the heading “Important Notices and Disclaimers Concerning NFPA Standards.” They can also be viewed at [www.nfpa.org/disclaimers](http://www.nfpa.org/disclaimers) or obtained on request from NFPA.

**UPDATES, ALERTS, AND FUTURE EDITIONS:** New editions of NFPA codes, standards, recommended practices, and guides (i.e., NFPA Standards) are released on scheduled revision cycles. This edition may be superseded by a later one, or it may be amended outside of its scheduled revision cycle through the issuance of Tentative Interim Amendments (TIAs). An official NFPA Standard at any point in time consists of the current edition of the document, together with all TIAs and Errata in effect. To verify that this document is the current edition or to determine if it has been amended by TIAs or Errata, please consult the National Fire Codes® Subscription Service or the “List of NFPA Codes & Standards” at [www.nfpa.org/docinfo](http://www.nfpa.org/docinfo). In addition to TIAs and Errata, the document information pages also include the option to sign up for alerts for individual documents and to be involved in the development of the next edition.

**NOTICE:** An asterisk (\*) following the number or letter designating a paragraph indicates that explanatory material on the paragraph can be found in Annex A.

A reference in brackets [ ] following a section or paragraph indicates material that has been extracted from another NFPA document. Extracted text may be edited for consistency and style and may include the revision of internal paragraph references and other references as appropriate. Requests for interpretations or revisions of extracted text shall be sent to the technical committee responsible for the source document.

Information on referenced and extracted publications can be found in Chapter 2 and Annex G.

## Chapter 1 Administration

**1.1 Scope.** This standard identifies the minimum job performance requirements (JPRs) for Incident Management Personnel.

**1.2 Purpose.** The purpose of this standard is to specify the minimum job performance requirements (JPRs) for service as Incident Management Personnel.

**1.2.1** This standard shall define Incident Management Personnel.

**1.2.2** The intent of this standard shall be to ensure that personnel serving as Incident Management Personnel are qualified.

**1.2.3\*** This standard shall not address organization or management responsibility.

**1.2.4** This standard shall not restrict any jurisdiction from exceeding or combining these minimum requirements.

**1.2.5** JPRs for each level and position are the tasks personnel shall be able to perform in order to carry out the job duties.

**1.2.6\*** Incident management personnel who perform or support the duties and responsibilities related to incident management shall remain current with the requisite knowledge, skills, and individual JPRs addressed for each level or position of qualification in this standard to maintain proficiency and competency.

**1.3 Application.** The application of this standard is to specify which requirements within the document shall apply to Incident Management Personnel.

**1.3.1** The JPRs shall be accomplished in accordance with the requirements of the authority having jurisdiction (AHJ) and all applicable NFPA standards.

**1.3.2** The JPRs shall not be required to be mastered in the order in which they appear.

**1.3.3** The AHJ shall establish instructional priority and the training program content to prepare personnel to meet the JPRs of this standard.

**1.3.4\*** Performance of each requirement of this standard shall be evaluated by personnel approved by the AHJ.

**1.3.5\*** The JPRs for each level or position shall be completed in accordance with recognized practices and procedures or as defined by law or by the AHJ.

**1.3.6** Personnel assigned to any duties defined in this document shall meet all of the requirements specific to their position as defined in the relevant chapter prior to being qualified.

**1.3.7** The AHJ shall provide personal protective clothing and the equipment necessary to conduct assignments.

**1.3.8** JPRs involving exposure to products of combustion shall be performed in approved PPE.

**1.3.9** Prior to training to meet the requirements of this standard, personnel shall meet the following requirements:

- (1) Educational requirements established by the AHJ
- (2) Age requirements established by the AHJ
- (3) Medical requirements established by the AHJ
- (4) Job-related physical performance requirements established by the AHJ
- (5) Background investigation and character traits as reference established by the AHJ

**1.3.10** The job performance requirements in this standard are consistent with the Incident Command System (ICS) Core Competencies published as part of the NIMS.

**1.3.11** Wherever in this standard the terms *rules, regulations, policies, procedures, supplies, apparatus, or equipment* are referred to, it is implied that they are those of the AHJ.

**1.3.12** Incident Management Personnel shall meet all of the requirements defined in the National Incident Management System (NIMS) and the Incident Command System (ICS), as mandated by *Homeland Security Presidential Directive-5* and *Presidential Policy Directive 8, “National Preparedness,”* (see [www.FEMA.gov/emergency/NIMS](http://www.FEMA.gov/emergency/NIMS)) and as directed by the NIMS Integration Center.



**1.4 Units.** In this standard, equivalent values in SI units should not be considered as the requirement, as these values can be approximate. (See Table 1.4.)

**Table 1.4 SI Conversions**

Quantity	U.S. Unit/ Symbol	SI Unit/ Symbol	Conversion Factor
Length	inch (in.)	millimeter (mm)	1 in. = 25.4 mm
	foot (ft)	meter (m)	1 ft = 0.305 m
Area	square foot (ft <sup>2</sup> )	square meter (m <sup>2</sup> )	1 ft <sup>2</sup> = 0.0929 m <sup>2</sup>

## Chapter 2 Referenced Publications

**2.1 General.** The documents or portions thereof listed in this chapter are referenced within this standard and shall be considered part of the requirements of this document.

**2.2 NFPA Publications.** National Fire Protection Association, 1 Batterymarch Park, Quincy, MA 02169-7471.

NFPA 1584, *Standard on the Rehabilitation Process for Members During Emergency Operations and Training Exercises*, 2022 edition.

NFPA 1851, *Standard on Selection, Care, and Maintenance of Protective Ensembles for Structural Fire Fighting and Proximity Fire Fighting*, 2020 edition.

**2.3 Other Publications.**

**2.3.1 DHS Publications.** US Department of Homeland Security, 245 Murray Lane, SW, Washington, DC 20528.

HSPD-5, *Homeland Security Presidential Directive-5*, National Incident Management System, 2003.

*National Response Framework (NRF)*, 2016.

PPD-8, Presidential Policy Directive 8, “National Preparedness,” 2011.

**2.3.2 DHHS Publications.** US Department of Health and Human Services, 200 Independence Avenue, SW, Washington, DC 20201.

*Health Insurance Portability and Accountability Act (HIPAA)*, 1996.

**2.3.3 FEMA EMI Publications.** FEMA Emergency Management Institute, 16825 S. Seton Avenue, Emmitsburg, MD 21727.

ICS Form 204, “Assignment List.”

ICS Form 205, “Incident Radio Communications Plan.”

ICS Form 214, “Activity Log.”

ICS Form 215, “Operational Planning Worksheet.”

ICS Form 215A, “Incident Action Plan Safety Analysis.”

**2.3.4 Other Publications.**

Merriam-Webster’s Collegiate Dictionary, 11th edition, Merriam-Webster, Inc., Springfield, MA, 2003.

**2.4 References for Extracts in Mandatory Sections.**

NFPA 1000, *Standard for Fire Service Professional Qualifications Accreditation and Certification Systems*, 2022 edition.

NFPA 1030, *Standard for Professional Qualifications for Fire Prevention Program Positions*, 2024 edition.

NFPA 1091, *Standard for Traffic Incident Management Personnel Professional Qualifications*, 2019 edition.

NFPA 1140, *Standard for Wildland Fire Protection*, 2022 edition.

NFPA 1561, *Standard on Emergency Services Incident Management System and Command Safety*, 2020 edition.

## Chapter 3 Definitions

**3.1\* General.** The definitions contained in this chapter shall apply to the terms used in this standard. Where terms are not defined in this chapter or within another chapter, they shall be defined using their ordinarily accepted meanings within the context in which they are used. *Merriam-Webster’s Collegiate Dictionary*, 11th edition, shall be the source for the ordinarily accepted meaning.

**3.2 NFPA Official Definitions.**

**3.2.1\* Approved.** Acceptable to the authority having jurisdiction.

**3.2.2\* Authority Having Jurisdiction (AHJ).** An organization, office, or individual responsible for enforcing the requirements of a code or standard, or for approving equipment, materials, an installation, or a procedure.

**3.2.3\* Listed.** Equipment, materials, or services included in a list published by an organization that is acceptable to the authority having jurisdiction and concerned with evaluation of products or services, that maintains periodic inspection of production of listed equipment or materials or periodic evaluation of services, and whose listing states that either the equipment, material, or service meets appropriate designated standards or has been tested and found suitable for a specified purpose.

**3.2.4 Standard.** An NFPA standard, the main text of which contains only mandatory provisions using the word “shall” to indicate requirements and that is in a form generally suitable for mandatory reference by another standard or code or for adoption into law. Nonmandatory provisions are not to be considered a part of the requirements of a standard and shall be located in an appendix, annex, footnote, informational note, or other means as permitted in the NFPA manuals of style. When used in a generic sense, such as in the phrases “standards development process” or “standards development activities,” the term “standards” includes all NFPA Standards, including codes, standards, recommended practices, and guides.

**3.3 General Definitions.**

**3.3.1\* Agency.** A division of government with a specific function offering a particular kind of assistance.

**3.3.2 Agency Executive or Administrator.** A chief executive officer (or designee) of an agency or jurisdiction that has responsibility for the incident or planned event.

**3.3.3 All Hazard.** Any incident or event, natural or human-caused, that warrants action to protect life, property, environment, public health, or safety, and to minimize disruption of government, social, or economic activities.

**3.3.4\* Area Command (Unified Area Command).** Used to oversee management of multiple incidents that are each being

handled by a separate ICS organization or used to oversee management of a very large or complex incident that has multiple incident management teams engaged or a large planned event.

**3.3.5 Assigned Resources.** Resources that are checked in and assigned to work tasks on an incident.

**3.3.6 Assignments.** Tasks given to resources to perform within a given operational period that are based on operational objectives defined in the Incident Action Plan (IAP).

**3.3.7\* Assistant.** Title for subordinates of the Command Staff positions.

**3.3.8 Assisting Agency.** An agency or organization providing personnel, services, or other resources to the agency that has direct responsibility for incident management. See also 3.3.21, Cooperating Agency.

**3.3.9 Available Resources.** Resources assigned to an incident or planned event, checked in, and available for a mission assignment, normally located in a staging area.

**3.3.10\* Base.** That location at which the primary logistics functions are coordinated and administered.

**3.3.11\* Branch.** The organizational level having functional, geographical, or jurisdictional responsibility for major aspects of incident operations.

**3.3.12 Camp.** A geographical site, within the general incident area, separate from the base, equipped and staffed to provide food, water, and sanitary services to incident personnel.

**3.3.13\* Check-In.** The process whereby resources first report to an incident.

**3.3.14 Chief.** Incident Command System title for individuals responsible for command of the functional sections: operations, planning, logistics, and finance/administration.

**3.3.15 Command.** The act of directing and/or controlling resources by virtue of explicit legal, agency, or delegated authority.

**3.3.16\* Command Staff.** In an incident management organization, positions consisting of the Incident Commander, Public Information Officer, Safety Officer, Liaison Officer, and other positions as required.

**3.3.17 Communications Unit.** Functional unit within the service branch of the logistics section is responsible for the incident communications plan, the installation and repair of communications equipment, and operation of the incident communications center; also, a vehicle (trailer or mobile van) used to provide the major part of an incident communications center.

**3.3.18 Company.** A ground vehicle providing specified equipment capability and personnel (engine company, truck company, rescue company, etc.).

**3.3.19 Company Officer.** The individual responsible for command of a company, a designation not specific to any particular fire department rank (can be a fire fighter, lieutenant, captain, or chief officer, if responsible for command of a single company).

**3.3.20 Compensation/Claims Unit.** Functional unit within the finance/administrative section responsible for financial concerns resulting from injuries or fatalities at incident.

**3.3.21 Cooperating Agency.** An agency supplying assistance other than direct suppression, rescue, support, or service functions to the incident management efforts (Red Cross, law enforcement agency, telephone company, etc.).

**3.3.22 Cost Unit.** Functional unit within the finance/administration section responsible for tracking costs, analyzing cost data, making cost estimates, and recommending cost-saving measures.

**3.3.23 Demobilization Unit.** Functional unit within the planning section responsible for ensuring orderly, safe, efficient demobilization of resources committed to the incident or planned event.

**N 3.3.24\* Department Operations Center (DOC).** An operations center established by an individual agency to manage that agency's resources and coverage within the jurisdiction. [1561, 2020]

**3.3.25\* Deputy.** A fully qualified individual who, in the absence of a superior, could be delegated the authority to manage a functional operation or perform a specific task. [1561, 2020]

**3.3.26 Director.** Incident Command System title for individual responsible for supervision of a branch.

**3.3.27 Dispatch Center.** A facility from which resources are directly assigned to an incident or planned event.

**3.3.28\* Division.** That organizational level having responsibility for operations within a defined geographic area.

**3.3.29 Documentation Unit.** Functional unit within the planning section responsible for recording/protecting all documents relevant to the incident or planned event.

**N 3.3.30\* Emergency Operations Center (EOC).** The physical location at which the coordination of information and resources to support incident management (on-scene operations) activities normally takes place. [1561, 2020]

**3.3.31\* Facilities Unit.** Functional unit within the support branch of the logistics section providing fixed facilities for the incident or planned event.

**3.3.32 Finance/Administration Section.** Section responsible for all costs and financial actions of the incident or planned event, including the time unit, procurement unit, compensation/claims unit, and the cost unit.

**3.3.33 Food Unit.** Functional unit within the service branch of the logistics section responsible for providing meals for personnel involved with an incident or planned event.

**3.3.34 General Staff.** A group of incident management personnel organized according to function and reporting to the Incident Commander, normally consisting of the operations section chief, planning section chief, logistics section chief, and finance/administration section chief.

**3.3.35 Ground Support Unit.** Functional unit within the support branch of the logistics section responsible for fueling/maintaining/repairing vehicles and transporting of personnel and supplies.

**3.3.36\* Group.** Established to divide the incident management structure into functional assignments of operation. (See also 3.3.28, *Division*.)

**3.3.37 HIPAA.** Health Insurance Portability and Accountability Act of 1996, a U.S. federal law that regulates all information pertinent to health matters.

▲ **3.3.38 Incident.** An occurrence, either human-caused or a natural phenomenon, that requires action or support by emergency services personnel to prevent or minimize loss of life or damage to property and/or natural resources. [1140, 2022]

**3.3.39\* Incident Action Plan (IAP).** A verbal or written plan containing incident objectives reflecting the overall strategy and specific control actions where appropriate for managing an incident or planned event.

**3.3.40 Incident Command Post (ICP).** The field location at which the primary tactical-level, on-scene incident command functions are performed.

**3.3.41\* Incident Command System (ICS).** A standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries.

**3.3.42\* Incident Commander (IC).** The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and release of resources.

**3.3.43\* Incident Management Team (IMT).** The Incident Commander and other incident management personnel assigned to an incident or planned event.

**3.3.44 Incident Objectives.** Statements of guidance and direction that are achievable, measurable, and necessary for the selection of appropriate strategy(ies) and the tactical direction of resources.

**3.3.45 Initial Action.** The actions taken by those responders first to arrive at an incident site.

■ **3.3.46\* Intelligence/Investigation Function.** Efforts to determine the source or cause of an incident (e.g., disease outbreak, fire, complex coordinated attack, or cyber incident) to control its impact and/or help prevent the occurrence of similar incidents.

■ **3.3.47 Intelligence/Investigation Group Supervisor.** Manages and coordinates the gathering and dissemination of intelligence and intelligence-related information throughout an operational response.

■ **3.3.48 Intelligence/Investigation Section.** The section responsible for the following three major functions during an operational response: (1) information intake and assessment; (2) operations security, operational security, and information security; and (3) management of investigation/intelligence and intelligence-related information.

**3.3.49 Job Performance Requirement (JPR).** A written statement that describes a specific job task, lists the items necessary to complete the task, and defines measurable or observable outcomes and evaluation areas for the specific task. [1000, 2022]

**3.3.50 Leader.** The individual responsible for command of a task force, strike team, or functional unit.

**3.3.51 Liaison Officer.** A member of the Command Staff, the point of contact for assisting or coordinating agencies.

**3.3.52 Logistics Section.** Section responsible for providing facilities, services, and materials for the incident or planned event, including the communications unit, medical unit, and food unit within the service branch and the supply unit, facilities unit, and ground support unit within the support branch.

**3.3.53\* Medical Unit.** Functional unit within the service branch of the logistics section responsible for providing emergency medical treatment of emergency personnel.

**3.3.54\* Multi-Agency Coordination Systems (MACS).** Systems that provide the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination.

**3.3.55\* Multi-Jurisdictional Incident.** An incident requiring action from multiple agencies that each have jurisdiction to manage certain aspects of an incident or planned event.

**3.3.56 Mutual Aid Agreement.** Written agreement between agencies and/or jurisdictions that they will assist one another on request, by furnishing personnel, equipment, and/or expertise in a specified manner.

▲ **3.3.57\* National Incident Management System (NIMS).** A system mandated by *Homeland Security Presidential Directive-5 (HSPD-5)* that provides a systematic, proactive approach to guide government agencies at all levels, the private sector, and nongovernmental organizations to work seamlessly to prepare for, prevent, respond to, recover from, and mitigate the effects of incidents, regardless of their cause, size, location, or complexity, to reduce the loss of life or property and harm to the environment.

**3.3.58 National Response Framework.** A guide to how the nation conducts all-hazards incident management.

**3.3.59 Officer.** The Command Staff positions of safety, liaison, and public information.

**3.3.60\* Operational Period.** The time scheduled for executing a given set of operation actions, as specified in the Incident Action Plan.

▲ **3.3.61 Operations Section.** Section responsible for all tactical operations at the incident or planned event.

**3.3.62 Organization.** Any governmental, private sector, or non-governmental association or group of persons with like objectives.

**3.3.63 Personal Protective Equipment (PPE).** Protective ensembles, ensemble elements, and protective equipment designed to provide protection from hazards to which an individual is likely to be exposed and that is suitable for the tasks the individual is expected to perform.

**3.3.64\* Personnel Accountability.** The ability to account for the location and welfare of incident personnel.

**3.3.65 Personnel Accountability Reports (PARs).** Periodic reports verifying the status of responders assigned to an incident or planned event.

**3.3.66\* Planned Event.** An occurrence that allows for the development of an Incident Action Plan prior to the occurrence.

**3.3.67\* Planning Meeting.** A meeting held as needed prior to and throughout the duration of an incident or planned event to select specific strategies and tactics for incident control operations and for service and support planning.

**3.3.68\* Planning Section.** Section responsible for the collection, evaluation, dissemination, and use of information related to the incident situation, resource status, and incident forecast.

Δ **3.3.69 Procedure.** The series of actions, conducted in an approved manner and sequence, designed to achieve an intended outcome.

**3.3.70 Procurement Unit.** A functional unit within the finance/administration section responsible for financial matters involving vendors.

**3.3.71 Public Information Officer.** A member of the Command Staff responsible for interfacing with the public and media or with other agencies with incident-related information requirements. [1030, 2024]

**3.3.72\* Reporting Locations.** Any one of six facilities/locations where incident-assigned resources can check in.

Δ **3.3.73 Requisite Knowledge.** Fundamental knowledge one must have in order to perform a specific task. [1030, 2024]

Δ **3.3.74 Requisite Skills.** The essential skills one must have in order to perform a specific task. [1030, 2024]

**3.3.75\* Resource Management.** Under the NIMS, includes mutual-aid agreements; the use of special federal, state, local, and tribal teams; and resource mobilization protocols.

**3.3.76 Resource Unit.** Functional unit within the planning section responsible for recording the status and accounting for resources committed to incident as well as evaluation of resources currently committed, resources responding to the incident, and anticipated resource needs.

**3.3.77\* Resources.** Personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained.

**3.3.78\* Responder Rehabilitation.** The function and location that include medical evaluation and treatment, food and fluid replenishment, and relief from extreme climatic conditions for emergency responders, according to the circumstances of the incident.

**3.3.79\* Safety Officer.** A member of the Command Staff responsible for monitoring and assessing safety hazards or unsafe situations and for developing measures for ensuring personnel safety.

**3.3.80\* Section.** The organization level having functional responsibility for primary segments of incident operations such as operations, planning, logistics, and finance/administration.

**3.3.81 Section Chief.** Title that refers to a member of the general staff (Planning Section Chief, Operations Section Chief, Finance/Administration Section Chief, Logistics Section Chief).

**3.3.82 Service Branch.** A branch within the logistics section responsible for service activities at an incident or planned event, including the communications unit, medical unit, and food unit.

**3.3.83 Single Resource.** An individual, a piece of equipment and its personnel, or a crew or team of individuals with an identified supervisor that can be used on an incident or planned event.

**3.3.84 Situation Unit.** Functional unit within the planning section responsible for analysis of a situation as it progresses; reports to planning section chief.

**3.3.85\* Staging Area.** Location established where resources can be placed while they await a tactical assignment.

**3.3.86 Stakeholders.** Any person, group, or organization affected by and having a vested interest in the incident and/or the response operation.

**3.3.87\* Strategic.** Elements of incident management characterized by continuous long-term, high-level planning by organizations headed by elected or other senior officials.

**3.3.88 Strategy.** The general plan or direction selected to accomplish incident objectives.

Δ **3.3.89 Strike Team.** Specified combinations of the same kind and type of resources, with common communications and a leader. [1140, 2022]

**3.3.90 Supervisor.** The individual responsible for a division or group.

**3.3.91 Supply Unit.** Functional unit within the support branch of the logistics section responsible for ordering equipment and supplies required for incident operations.

**3.3.92 Support Branch.** A branch within the logistics section responsible for providing the personnel, equipment, and supplies to support incident operations, including the supply unit, facilities unit, and ground support unit.

Δ **3.3.93 Tactics.** Deploying and directing resources on an incident to accomplish the objectives designated by strategy. [1140, 2022]

**3.3.94\* Task Force.** A group of resources with common communications and a leader that can be pre-established and sent to an incident or planned event or formed at an incident or planned event.

**3.3.95 Tasks.** Specific directions given to companies for the purpose of meeting tactical-level requirements.

**3.3.96 Team.** Two or more individuals who have been assigned a common task and are in communication with each other, coordinate their activities as a work group, and support the safety of one another.

**3.3.97\* Technical Specialists.** Personnel with special skills who are activated only when needed.

N **3.3.98 Temporary Traffic Control (TTC).** The primary function of TTC is to provide for the reasonably safe and effective movement of road users through or around TTC zones while reasonably protecting road users, workers, responders to traffic incidents, and equipment. [1091, 2019]



**N 3.3.99\* Temporary Traffic Control Device (TTCD).** The primary functions at a traffic incident management area are to inform road users of the incident and to provide guidance information on the path to follow through the incident area. [1091, 2019]

**3.3.100 Time Unit.** A functional unit within the finance/administration section responsible for record keeping of time for personnel working an incident or planned event.

**N 3.3.101\* Traffic Incident Management Area (TIMA).** An area of a roadway where temporary traffic controls (TTCs) are installed, as authorized by a public authority or the official having jurisdiction of the roadway. [1091, 2019]

**N 3.3.102\* Traffic Incident Management Personnel (TIMP).** Emergency incident responders with specified training as prescribed by the AHJ for traffic control at roadway incidents and who are properly equipped to establish temporary traffic controls (TTCs) at roadway incidents or special events. [1091, 2019]

**3.3.103 Transfer of Command.** The formal procedure for transferring the duties of an Incident Commander at an incident scene.

**3.3.104 Unified Area Command.** A command established where incidents under an area command are multi-agency or -jurisdictional. (See also 3.3.4, *Area Command*.)

**3.3.105\* Unified Command.** A team effort that allows all agencies with jurisdictional responsibility for an incident or planned event, either geographical or functional, to manage the incident or planned event by establishing a common set of incident objectives and strategies.

**3.3.106 Unit.** The organizational element having functional responsibility for a specific incident operations, planning, logistics, or finance/administration activity.

**3.3.107\* Unit Log.** A recording of activities within a specified portion of the incident command structure.

**3.3.108\* Unity of Command.** The concept by which each person within an organization reports to one and only one designated person.

## Chapter 4 Incident Commander

### 4.1 General.

**4.1.1\*** For qualification at the Incident Commander (IC) level, the candidate shall meet the general knowledge requirements in 4.1.1.1, the general skill requirements in 4.1.1.2, and the job performance requirements (JPRs) defined in Sections 4.2 through 4.4.

**4.1.1.1 General Knowledge Requirements.** An understanding of the importance of command presence to an IC, familiarity with the National Response Framework and how it relates to the role of IC, knowledge of the National Incident Management System (NIMS) and the Incident Command System (ICS), and knowledge of procedures for stopping unsafe or incorrect acts or operations.

**4.1.1.2 General Skill Requirements.** Prioritizing tasks so as to accomplish the most critical first, making effective decisions in an environment with a large number of unknowns; evaluating material resource needs; recognizing the need for supplemen-

tal technical knowledge; and anticipating hazards, taking action in a proactive manner to ensure responder safety and health, and recognizing and identifying unsafe acts and operations.

**4.2\* Assume, Transfer, and Receive Command.** This duty shall involve assuming initial command of an incident or planned event, preparing to transfer command to a later arriving officer, and receiving command during an established incident or planned event, according to the job performance requirements of 4.2.1 through 4.2.3.

**4.2.1** Assume initial command of an incident or planned event, given an incident or planned event, a tactical command worksheet or other documentation, a radio or communication device, assigned resources, and the NIMS-ICS, so that the incident conditions are accurately assessed, the safety of all responders is ensured, a detailed size-up report is transmitted, an appropriate initial Incident Action Plan (IAP) is developed, resources are assigned according to the plan, and the person assuming command and his or her location are identified.

**(A) Requisite Knowledge.** Agency standard operating procedures, responsibilities and authority of the IC, Command Staff and other personnel under NIMS-ICS, elements of the National Response Framework, correct strategies and tactics for various types of incidents, elements of a correct size-up report, applicable locations for an incident command post, safety factors and considerations involved with incident operations, capabilities of resources assigned to an incident or planned event, various command documentation used by the AHJ, and principles of unified command.

**(B) Requisite Skills.** Analyzing incident conditions and developing a plan of action, transmitting an accurate size-up report, filling out incident worksheets and documentation, selecting a command post location, setting up a functional command post, delegating responsibilities to other responders, coordinating operations with other response disciplines, and operating incident communications equipment.

**4.2.2** Assume command of an established incident scene, given an incident or planned event, an initial action plan, transition documents, incident documentation, resources assigned to the incident or planned event, NIMS-ICS, and incident command and communications equipment and facilities, so that situational awareness is maintained, information is exchanged with the outgoing IC, team roles and relationships are assessed and defined, resource capabilities and relationships are assessed, coordination of jurisdictions and boundaries of agencies are defined and maintained, communications with personnel and stakeholders are established, incident objectives are communicated to internal and external stakeholders, and safety and accountability systems are implemented.

**(A) Requisite Knowledge.** Agency standard operating procedures, responsibilities and authority of the IC, Command Staff, and other personnel under NIMS-ICS; elements of the National Response Framework; applicable strategies and tactics for various types of incidents; capabilities of resources assigned to an incident or planned event; various command documentation used by the AHJ; principles of unified command; and procedures for transferring command.

**(B) Requisite Skills.** Conducting transfer of command meetings, analyzing incident situations and predicting future conditions, filling out incident worksheets and documentation,

coordinating operations with other response disciplines, organizing large quantities of resources within an expanding ICS structure, operating incident communications equipment, and delegating responsibilities to other responders.

**4.2.3** Manage the transfer of command at an incident or planned event, given an incident or planned event, an established command structure, an IAP, current situation status, incident resources, a command post, incident documentation, and communications equipment, so that incident information is exchanged, reports and plans for the subsequent operational period are completed, the new IC is fully briefed on the incident or planned event, and the new Incident Management Team members are identified to all personnel and stakeholders.

**(A) Requisite Knowledge.** Who are the affected internal and external stakeholders at an incident or planned event, transfer of command procedures, and knowledge of how an incident management team functions, agency standard operating procedures, responsibilities and authority of the IC, Command Staff and other personnel under NIMS-ICS, elements of the National Response Framework, appropriate strategies and tactics for various types of incidents, capabilities of resources assigned to an incident, various command documentation used by the AHJ, principles of unified command, and identification of affected stakeholders.

**(B) Requisite Skills.** Completing ICS forms, developing and reading incident scene maps, recognizing the need to expand and/or transfer command in the ICS structure, reviewing and understanding documents used for transfer of command and identifying affected stakeholders and determining perceived needs.

**4.3 Communications.** This duty shall involve establishing and managing communications systems in the rapidly changing, high-risk environment of an incident or planned event, according to the JPR in 4.3.1.

**4.3.1** Communicate relevant information to internal and external stakeholders, given an incident or planned event, communications equipment, and internal and external stakeholders, so that key transition documents are reviewed, support staff duties are delegated, incoming resources and section chiefs are briefed, hazardous situations are communicated, and incident objectives are validated and revised.

**(A) Requisite Knowledge.** Who are the affected internal and external stakeholders at an incident or planned event, AHJ standard operating procedures for communications, procedures for establishing communications systems, sources for communications equipment and technical assistance, the difference between relevant and irrelevant information, and communications protocols.

**(B) Requisite Skills.** Identifying stakeholders and their perceived needs; communicating well, both verbally and in writing; completing ICS forms and documentation; and managing communications operations.

**4.4 Management and Administration.** This duty shall involve developing, managing, and administering an incident management structure, as well as making effective decisions, in the rapidly changing, high-risk environment of an incident or planned event, according to the JPRs of 4.4.1 through 4.4.11.

**4.4.1\*** Develop and manage an incident management organization capable of accomplishing strategic objectives, given an incident or planned event, incident status information, ICS forms and documentation, situational awareness, a communications system, incident resources and an IAP, so that an ICS organization is established and maintained; applicable span of control is maintained through the use of Division/Group Supervisors, Branch Directors, and the Operations Section Chief positions; resources and personnel cooperating in incident objectives are obtained and managed effectively; adjustments are made to the command structure when necessary; and the command structure remains in place until the incident or planned event is terminated.

**(A) Requisite Knowledge.** NIMS, ICS, ICS forms and documentation; unity of command; procedures for ordering resources specific to the AHJ; communications protocols; kinds and types of resources available to the AHJ; resource management techniques, roles, and responsibilities; and authority of responders and response agencies available to the AHJ.

**(B) Requisite Skills.** Completing ICS forms and documentation, operating incident communications equipment, deploying applicable resources for incident-specific functions, and determining changing incident situations and matching the ICS structure and resources to meet them.

**4.4.2** Conduct a situational analysis, given an incident or planned event and event- or incident-related information, so that incident life safety risks, environmental risks, and property risks are assessed, and a clear situational picture is obtained.

**(A) Requisite Knowledge.** Applicable strategies and tactics for various types of incidents, safety factors and considerations for incident operations, and variables and conditions that affect incident outcomes.

**(B) Requisite Skills.** Performing a size-up and interpreting incident information for the purpose of verifying the effectiveness, applicability, and safety of the size-up.

**4.4.3** Develop an IAP, including a safety plan component, given an incident or planned event, a situational analysis of the incident or planned event, assigned resources, and ICS forms and documentation, so that strategic objectives are defined and communicated, the incident command structure is adjusted as necessary, resources are deployed in order to meet the goals of the plan, and the plan is documented in writing in the format established by the AHJ.

**(A) Requisite Knowledge.** NIMS, ICS, jurisdictional authority and boundaries, scope of responsibility for the IC and involved agencies, roles of various people and resources within the ICS, and safety considerations for incident operations.

**(B) Requisite Skills.** Making effective decisions, conducting a size-up or analysis of incident conditions, using applicable ICS forms and documentation, prioritizing needs and actions based on rapidly changing conditions, and developing an incident safety plan.

**4.4.4** Acquire workspace and resources to perform assigned duties in coordination with facilities and supply units, given an incident or planned event and the duties of the IC, so that a functional workspace is established and the resources necessary to command the incident are acquired and documented.

**(A) Requisite Knowledge.** Resource requirements needed to support the IC, incident command responsibilities and capabilities.

ities, ICS forms, types of information sources, documentation methods and requirements, and communications methods.

**(B) Requisite Skills.** Using coordination skills to acquire resources, using assessment skills to determine resource needs of the branch, collecting and organizing information, and assessing workspace and resource requirements.

**4.4.5** Manage the workflow process and set time schedules to accomplish duties assigned at an incident or planned event, given an incident or planned event and duties assigned to the IC, so that procedures are established for work activities, work schedules are established, staff resources to perform needed tasks are obtained, and tasks are assigned.

**(A) Requisite Knowledge.** Resource requirements and position duties of the IC, time management requirements, management processes, types of information sources, schedule types and display methods, and ICS forms and specific uses.

**(B) Requisite Skills.** Managing staff, giving direction and setting goals and priorities for staff, managing time, collecting and organizing information, assessing scheduling requirements and developing a timeline for activities, and acquiring and documenting information and orders from other incident command personnel.

**Δ 4.4.6\*** Implement and monitor incident assignments, given incident assignments, resources, situation status information, and operational procedures, so that organizational entities are established to accomplish tactical and support tasks, **personnel** are assigned, specific work tasks are assigned to specific individuals, applicable span of control is maintained, plans and assignments are modified as dictated by incident conditions, resource needs for the personnel assigned are obtained, and command and general staff are notified of changes necessary to the IAP.

**(A) Requisite Knowledge.** ICS organization structure expansion procedures, communication skills, span of control procedures, tactics for the incident, accountability, **and** transfer of duty procedures.

**(B) Requisite Skills.** Communicating by radio and other means and knowing the accountability procedures and tactical operations specific to the incident.

**4.4.7\*** Coordinate IAP priorities and strategic objectives with jurisdictional Emergency Operations Center/Multi-Agency Coordination (EOC/MAC) Groups, when the EOC/MAC Groups exist, given an incident situation, resources, situation status information, and operational procedures, so that coordination of IAP strategic priorities among all jurisdictional response entities (e.g., multiple incident commanders, Area Commands) are established and resource priorities are prioritized to accomplish tactical and support tasks, IAPs and/or strategic priorities are modified as dictated by resource availability, and Command and General Staff are notified of necessary changes to the IAP.

**(A) Requisite Knowledge.** ICS organization structure expansion procedures, EOC/ICS interface policies and procedures, communication skills.

**(B) Requisite Skills.** Communicating by radio and other means, knowing accountability procedures, and determining the impact of resource availability to support strategic and tactical operations specific for the incident.

**N 4.4.8** Perform field reduction of contaminants following an incident, given an assignment to establish and operate a field reduction of contaminants site, knowledge of the level of contaminants, and approved tools, equipment, and PPE, so that the field reduction of contaminants site is established and maintained; approved PPE is selected and used in the proper manner; exposures and personnel are protected; safety procedures are followed; hazards are avoided or minimized; assignments are completed; field reduction of contaminants is performed; and the tools, equipment, and PPE are prepared for reuse.

**N (A) Requisite Knowledge.** Necessary safety precautions when working at incidents; the purpose, advantages, and limitations of field reduction of contaminants; the need for field reduction of contaminants based on the tasks performed and contamination in place; sources and hazards of carcinogens at incident scenes; field reduction of contaminants; and cleaning, disinfecting, and inspecting tools, equipment, and PPE.

**N (B) Requisite Skills.** Establishing and maintaining scene control; inspecting, donning, working in, going through decontamination while wearing, and doffing approved PPE; setting up a field reduction of contaminants site in a safe area; isolating contaminated tools, equipment, and PPE; conducting field reduction of contaminants; and cleaning, disinfecting, and inspecting approved tools, equipment, and PPE and preparing them for reuse.

**N 4.4.9\*** Identify actions for member-related physical, medical, or behavioral health problems, given a situation requiring assistance and member assistance policies and procedures, so that the situation is identified and the actions taken are within the established policies and procedures.

**N (A) Requisite Knowledge.** The signs and symptoms of member-related problems (such as physical, medical, or behavioral health issues), national death and injury statistics, suicide prevention initiatives, member safety and wellness initiatives, agency policies, development of personnel resiliency, causes of personnel stress, signs and symptoms of behavioral and emotional distress, adverse effects of stress on the performance of personnel, aspects of the member assistance program, and importance of physical fitness and a healthy lifestyle to the performance of duties.

**N (B) Requisite Skills.** Communicating and recommending a course of action for a member in need of assistance.

**4.4.10** Create and implement an incident demobilization plan, given an incident or planned event, an incident command structure, assigned resources and agency demobilization procedures, so that staffing requirements are identified, relationships with stakeholder organizations are maintained, life safety and accountability considerations are identified, and control of the scene is returned to the AHJ or other responsible party.

**(A) Requisite Knowledge.** Jurisdictional standard operating procedures related to incident termination and demobilization.

**(B) Requisite Skills.** Accurately estimating the resources that can handle the remaining functions at an incident or planned event, using applicable ICS forms and documentation, communicating demobilization information to assigned resources, and adjusting an IAP to meet incident demobilization needs.



**4.4.11** Direct an after-action review and debriefing, given incident records and reports, documentation procedures used by the AHJ, and personnel who were assigned to the incident or planned event, so that the effectiveness of incident operations is measured to improve future operations, completion of incident objectives is determined, performance evaluations are discussed with subordinates and other participants, and after-incident reports are prepared and submitted according to the procedures of the AHJ.

**(A) Requisite Knowledge.** NIMS, ICS, purpose and operation of an IAP, standard operating procedures of the AHJ, and incident reporting and documentation procedures used by the AHJ.

**(B) Requisite Skills.** Using forms, programs, and equipment for documenting incident outcomes, conducting an after-action meeting, recording information during the course of a meeting, and handling people with strong or conflicting opinions.

## Chapter 5 Safety Officer

### 5.1 General.

**5.1.1\*** For qualification at the Safety Officer level, the candidate shall meet the general knowledge requirements in 5.1.1.1, the general skill requirements in 5.1.1.2, and the job performance requirements (JPRs) defined in Sections 5.2 and 5.3.

**5.1.1.1 General Knowledge Requirements.** Familiarity with the National Response Framework and how it relates to the role of Safety Officer, knowledge of the National Incident Management System (NIMS) and the Incident Command System (ICS), process of managing scene safety including recognition of the types of risk that can occur at an incident or planned event commensurate with this level of qualification, safety and health hazards involved in emergency operations, and personnel accountability practices.

**5.1.1.2 General Skill Requirements.** Prioritizing tasks so as to accomplish the most critical first, making decisions in an environment with a large number of unknowns, evaluating material resource needs, recognizing the need for supplemental technical knowledge, and anticipating hazards and taking action in a proactive manner to ensure responder safety and health.

**5.2 Establish, Transfer, and Assume the Position of Safety Officer.** This duty shall involve establishing or assuming the role of Safety Officer at an incident or planned event, assigning Assistant Safety Officers (as required), and transferring Safety Officer duties to another Safety Officer at the correct time, according to the job performance requirements of 5.2.1 and 5.2.2.

**5.2.1** Establish or assume the role of Safety Officer within an ICS at an incident or planned event, given an incident or planned event, an ICS structure, a command post, a briefing from an Incident Commander (IC) or outgoing Safety Officer, standard operating procedures related to health and safety, an Incident Action Plan (IAP), applicable personal protective equipment, and communications and information recording equipment, so that the assignment is received and understood; situational information about the incident or planned event is received; incident priorities, goals, and objectives are transferred; and applicable communication means are employed.

**(A) Requisite Knowledge.** Understand accepted safety and health principles, including issues such as the hierarchy of controls, specific technical or regulatory areas pertinent to the response, and the accepted management principles needed to promote safety in the response environment.

**(B) Requisite Skills.** Prioritizing tasks, making decisions in an environment with a large number of unknowns, evaluating resource needs, recognizing the need for supplemental technical knowledge, and taking action in a proactive manner to ensure responder safety and health.

**5.2.2** Manage the transfer of Safety Officer duties at an incident or planned event, given an incident or planned event, an established command structure and Safety Officer, an IAP, an incident safety plan, a current situation status, incident resources, a command post, incident documentation, and communications equipment, so that incident information is exchanged, reports and plans for the subsequent operational period are completed, continuity of authority and situational awareness are maintained, changes in incident or planned event complexity are accounted for, the new Safety Officer is fully briefed on the incident or planned event, and the new Safety Officer is identified.

**(A) Requisite Knowledge.** Procedures for transfer of duty; information sources; resource accountability and tracking process; use of ICS forms; the role and duties of a Safety Officer within an ICS; organizational policies and procedures for safety; accountability protocols; resource types and deployment methods; documentation methods and requirements; availability, capabilities, and limitations of responders and other resources; communication problems and needs; communications requirements; operational periods for Safety Officer functions; and types of tasks and assignment responsibilities.

**(B) Requisite Skills.** Conducting a transfer briefing meeting; acquiring and documenting information and orders from the IC; using reference materials; evaluating incident information; managing communications; completing required ICS and health and safety forms; recognizing the need to expand and/or transfer the safety function in the ICS structure; reviewing, understanding, and conducting a transfer of duty briefing, including the completion of the transfer documents; and communicating in a manner such that information is transferred and objectives are met.

**5.3 Monitor and Manage Hazards at an Incident or Planned Event.** This duty shall involve monitoring incident operations for health and safety hazards and managing those hazards according to the JPRs of 5.3.1 through 5.3.14.

**5.3.1** Develop a safety action plan that identifies corrective or preventive actions, given an IAP that includes situation and resource status information, an incident safety analysis form (ICS Form 215A or its equivalent), weather condition information, special technical data (such as **safety data sheets** and topographical information, blueprints, building drawings), and predetermined incident information, so that safety data are obtained, an incident safety plan is developed with coordinating documentation, elements of the plan are incorporated in the IAP, changes in incident safety conditions are noted and reported, judgment is offered to the IC for the establishment of control zone(s) and exclusion zone(s), and **assistant safety officers** are appointed as necessary.

**(A) Requisite Knowledge.** Different types of technical health and safety issues related to specific incidents; ICS processes and procedures; the components, structure, and purpose of a safety plan; available resources for obtaining additional safety information; procedures for requesting and obtaining additional safety resources at an incident or planned event; strategies, tactics, and tasks for performing responsibilities; and familiarity with the type of situations that require suspension of activities at an incident or planned event scene.

**(B) Requisite Skills.** Conducting a hazards analysis and prioritizing hazards, translating field observations into viable written health and safety programs, interpreting IAPs, providing situation and resource status reports to glean safety and health information, completing incident safety forms and documentation, recognizing significant health and safety hazards and associated levels of risk at an incident or planned event and applying applicable measures to mitigate them, determining the need for additional applicable health and safety measures, conducting incident audits and comparing them to existing standard operating procedures (SOPs) or best practices for health and safety measures, understanding and activating procedures for suspending or immediately terminating hazardous activities at an incident site, and updating a safety plan as incident hazards evolve or change.

**5.3.2\*** Apply technical knowledge of safety and health, given technical knowledge pertinent to the incident or planned event, ICS processes and procedures, understanding of personal limitations so as to enlist outside assistance when needed, an IAP, including situation and resource status, an accident/incident analysis form, and knowledge and experience in conducting an incident/accident/near-miss investigation, so that the hazards at an incident or planned event are identified and mitigated to protect responder and public safety.

**(A) Requisite Knowledge.** Technology and issues pertinent to safety and health for various types of incidents to which the Safety Officer might respond.

**(B) Requisite Skills.** Applying technical knowledge to practical field applications, translating concepts into actionable plans, adapting traditional control measures and/or developing new methods to address unique situations, interpreting statistical data and applying them to hazard control, anticipating new or evolving hazards at the incident or planned event site, recognizing personal limits and seeking assistance as needed, and functioning as an effective agent of the Incident Command, recognizing hazards at an emergency scene, communicating hazard information to other personnel, determining methods for correcting identified health and safety hazards, and recognizing personnel who are in need of rehabilitation or critical incident stress debriefing.

**5.3.3** Acquire workspace and resources to perform the assigned duties of the Safety Officer, given an incident or planned event and the duties of Safety Officer, so that a functional workspace is established and the resources necessary to perform the duties are acquired and documented.

**(A) Requisite Knowledge.** Resource requirements needed to support the duties of the Safety Officer, Safety Officer responsibilities and capabilities, ICS forms, types of information sources, documentation methods and requirements, and communication methods.

**(B) Requisite Skills.** Using coordination skills to acquire resources, determining resource needs of the Safety Officer, collecting and organizing information, and assessing workspace and resource requirements.

**5.3.4** Communicate an incident health and safety plan to personnel operating at an incident, given an incident, personnel assigned to an incident, an IAP, an incident health and safety plan (ICS Form 215A or equivalent), and communications equipment, so that all incident personnel receive information pertinent to health and safety, specific information on unsafe acts and conditions are relayed, and written documentation is completed.

**(A) Requisite Knowledge.** Procedures for communicating health and safety information used by the AHJ, format used by the AHJ for organizing and documenting a health and safety plan, practices for effective verbal communication, techniques to ensure reader comprehension of written material, accepted formats used for health and safety plans, current methods to promote a proactive safety and health program, and means to convey information in time-constrained environments.

**(B) Requisite Skills.** Completing health and safety forms and documentation, operating communications equipment, communicating important information to other personnel, conducting a health and safety briefing, coordinating a health and safety plan with an IAP, addressing and correcting identified health and safety concerns, communicating verbally and in writing, abstracting key facts from complex information, conveying messages to personnel of widely differing backgrounds so that they can be understood and acted upon, operating communications equipment, conducting command-level health and safety briefings, addressing questions to ensure audience understanding, and coordinating health and safety messages with the safety plan and IAP.

**5.3.5** Identify situations affecting responder health and safety, given the necessary technical knowledge; an IAP, situation, and resource status information; technical specialists; material resources; and communications equipment, so that risks to personnel are identified, reduced, or eliminated; the AHJ's incident standard operating guidelines (SOGs) and SOPs are followed, hazard information is relayed to Incident Command staff, personnel operating at the scene are monitored to ensure their welfare, and health and safety policies of the AHJ are followed by personnel.

**Δ (A)\* Requisite Knowledge.** Technology pertinent to safety and health for the incident type, including but not limited to confined space entry; heavy equipment operation; rigging/hoisting; building construction; structural collapse; excavation/shoring; use and application of personal protective equipment (PPE); chemical, biological, radiological, and physical (e.g., noise, heat stress) hazards; contamination control reduction; potential risks of extended work shifts (work/rest cycles); professionally accepted procedures and tools; fire safety; traffic incident management safety; and applicable regulations, guidelines, and consensus standards.

**(B) Requisite Skills.** Recognizing hazards at an emergency scene; prioritizing to address on a most-critical-first basis; communicating hazard information to personnel directly, via the incident safety plan, IAP, and safety briefings; determining methods for correcting health and safety hazards; auditing conditions to ensure policies are being followed; formulating recommendations for Incident Command action; exercising

authority to suspend imminent danger operations; recognizing personnel who are in need of rehabilitation or critical incident stress debriefing; anticipating evolving site conditions that require program changes; and developing systems to monitor regulatory compliance.

**N 5.3.6** Operate as a member of a team within a traffic incident management area (TIMA), utilizing an incident management system (IMS) at a traffic incident, given a traffic incident, an assignment, temporary traffic control (TTC) devices, an assigned team, and approved PPE so that the assignment is accomplished, accountability is maintained, and safety policies are followed. [1091:4.2.5]

**N (A) Requisite Knowledge.** Legislative guidelines, policies, and procedures, the role within the IMS, pre-incident plans, procedures for safe work at traffic incidents, personnel accountability system, telecommunication procedures, and types of TTC devices and their uses. [1091:4.2.5(A)]

**N (B) Requisite Skills.** Perform assigned duties within the IMS, communicate, operate telecommunication devices, work as a team member, follow safety policies and accountability procedures, utilize TTC devices and apparatus emergency lighting, and alert responders and involved persons of dangers. [1091:4.2.5(B)]

**N 5.3.7** Manage noninvolved persons found near or within a TIMA, given an incident scene, noninvolved persons, TTC devices, legislative guidelines and policies and procedures for entering or exiting a TIMA, so that noninvolved persons are identified, denied access, and directed to a safe location. [1091:4.2.6]

**N (A) Requisite Knowledge.** Legislative guidelines, policies and procedures, scene and perimeter control techniques, limited access procedures for noninvolved persons and victims, procedures for safe work at traffic incidents, and pre-incident plans. [1091:4.2.6(A)]

**N (B) Requisite Skills.** Utilize and control noninvolved persons, use equipment and techniques to control access to and exit from the traffic incident scene, implement and operate an accountability system, use verbal communication skills, and operate telecommunication devices. [1091:4.2.6(B)]

**N 5.3.8** Monitor and adjust the TTC measures at a traffic incident, given a TIMA, a TTC problem or changing condition, and an ICS/unified command structure, so that TTC problems or changing conditions are identified, reported, and the TTC measures are adjusted. [1091:4.2.7]

**N (A) Requisite Knowledge.** Legislative guidelines, policies and procedures, uses of TTC devices, TTC concepts, change in work environment, telecommunication procedures, ICS/unified command structure, and procedures for safe work at traffic incidents. [1091:4.2.7(A)]

**N (B) Requisite Skills.** The ability to use verbal communication skills, operate telecommunication devices, deploy TTC devices, adjust for a problem or changing condition, don approved PPE, and issue warning signals for immediate threats to life safety. [1091:4.2.7(B)]

**N 5.3.9** Adapt the TIMA in response to a hazard, given an existing traffic incident, special hazard, natural hazard, legislative guidelines, policies and procedures, approved PPE, and TTC devices, so that protection is maintained, the hazard is recog-

nized and addressed, and safe operations are continued. [1091:4.2.8]

**N (A) Requisite Knowledge.** Legislative guidelines, policies and procedures, types of special and natural hazard threats to TIMA, accountability, and warning signals. [1091:4.2.8(A)]

**N (B) Requisite Skills.** Measure risk, alter response, control and coordinate responders' and involved persons' safety, maintain and adjust TIMA, and augment and adjust TTC devices, equipment, and responders as needed. [1091:4.2.8(B)]

**N 5.3.10\*** Identify the environmental conditions and contaminants at an incident, given an incident or planned event, so that identified hazards can be communicated to the IC and division and/or group supervisors and the need for contamination control procedures for PPE, personnel hygiene, and utilized equipment can be determined and implemented prior to incident departure to help prevent continued exposure and cross-contamination from known and potential contaminants.

**N (A)\* Requisite Knowledge.** Common by-products of combustion and pyrolysis, including toxic chemicals, biological pathogens, particulate matter, and aromatics; NFPA 1851; AHJ SOP/Gs for on-scene PPE contamination control and cancer prevention; methods and levels of equipment cleaning prescribed by equipment manufacturers; NFPA 1584; and roles and responsibilities of an exposure and contamination control program officer.

**N (B)\* Requisite Skills.** Evaluating fire, smoke, and environmental conditions; determining member exposures to those conditions; communicating contamination judgments to the IC and tactical work members; recognizing issues of equipment contamination with regards to use, transportation, separation, and storage during incident operations and demobilization; judging contamination reduction efforts and developing further exposure prevention measures; communicating the exposure prevention measures to members; acquiring and documenting exposure and contamination control program procedures; utilizing the coordination skills necessary to revise the program; assessing the requirements of NFPA 1584; integrating the occupational health and safety aspects of the risk management program into exposure and contamination control program training and education programs; and educating members.

**5.3.11** Conduct a safety and health investigation of an accident, incident, or planned event or near miss, given applicable documents and techniques, so that the circumstances surrounding it are identified, deviations from SOPs established by the AHJ and health and safety policies are noted, recommendations are made for preventing similar violations/losses in the future, and all information gathered in the investigation is documented, reported, and recorded according to policies established by the AHJ.

**(A) Requisite Knowledge.** Procedures for conducting, documenting, recording, and reporting a safety investigation, SOPs and health and safety policies used by the AHJ, procedures for preserving evidence and documentation, and the technical knowledge pertinent to the incident under investigation.

**(B) Requisite Skills.** Analyzing information from different data sources; interacting with or interviewing personnel associated with the incident, often under conditions of personal stress; completing safety investigation documentation; identify-



ing cause(s) of injury, death, or property damage; and determining corrections to prevent similar future losses.

**5.3.12** Manage the workflow process and set time schedules to accomplish duties assigned at an incident or planned event, given an incident or planned event and duties assigned to the Safety Officer, so that procedures are established for work activities, work schedules are established, staff resources to perform needed tasks are obtained, and tasks are assigned.

**(A) Requisite Knowledge.** Resource requirements and position duties of the Safety Officer, time management requirements, management processes, types of information sources, schedule types and display methods, and ICS forms and specific uses.

**(B) Requisite Skills.** Managing staff, giving direction and setting goals and priorities for staff, managing time, collecting and organizing information, assessing scheduling requirements and developing a timeline for activities, and acquiring and documenting information and orders from other incident command personnel.

**5.3.13\*** Stop an unsafe act or operation at an incident or planned event, given an incident or planned event, an unsafe act or operation, an established ICS structure, and procedures for stopping unsafe acts, so that the unsafe act or operation is halted, personnel are removed from danger, and the IC is notified of the halted action.

**(A) Requisite Knowledge.** Conditions that warrant halting incident or planned event operations, technical knowledge necessary to evaluate the situation, procedures for halting unsafe acts or operations, and procedures for notifying command of halted operations.

**(B) Requisite Skills.** Recognizing dangerous conditions, conducting a situation assessment quickly, making decisions, and communicating outcome to affected personnel and incident command.

**5.3.14** Supervise the demobilization of the Safety Officer and Assistant Safety Officer, if created, at an incident, given an incident, a demobilization plan, and agency policies for the transfer of information and records, so that demobilization procedures are followed; time records, safety and health records, incident accident and injury reports, health and safety sampling results, and other documents are completed and submitted; demobilization is coordinated with other parts of the command structure; and all records and documentation are stored appropriately.

**(A) Requisite Knowledge.** Nature of the record types that might require future access, regulatory requirements for record keeping, filing practices to assist later retrieval, current technology to assist records maintenance, and an understanding of the issues that could require long-term follow-up after conclusion of the response (e.g., workers' compensation claims), number of staff assigned, work periods and the required forms to be used, and data-processing software and hardware requirements.

**(B) Requisite Skills.** Categorizing and organizing records into similar types; tracking documents through clearance processes; developing retrieval procedures; instituting long-term follow-up mechanisms; interfacing with governmental, medical, and legal authorities; tracking and recording resources; and communicating by radio and other means.

## Chapter 6 Public Information Officer

### 6.1 General.

**6.1.1\*** For qualification at the Public Information Officer (PIO) level, the candidate shall meet the general knowledge requirements in 6.1.1.1, the general skill requirements in 6.1.1.2, and the job performance requirements (JPRs) defined in Sections 6.2 and 6.3.

**6.1.1.1 General Knowledge Requirements.** Familiarity with the National Response Framework and how it relates to the role of the PIO, knowledge of the National Incident Management System (NIMS) and the Incident Command System (ICS), and knowledge of procedures for stopping unsafe or incorrect acts or operations.

**6.1.1.2 General Skill Requirements.** Prioritizing tasks so as to accomplish the most critical first, making decisions in an environment with a large number of unknowns, evaluating material resources needs, recognizing the need for supplemental technical knowledge, anticipating hazards and taking action in a proactive manner to ensure responder safety and health, and recognizing and identifying unsafe acts and operations.

**6.2 Assume and Transfer the Position of Public Information Officer.** This duty shall involve assuming the role of a PIO at an incident or planned event, assigning Assistant PIOs (as needed), and transferring PIO duties to another person at the appropriate time, according to the following job performance requirements.

**6.2.1** Assume role of a PIO within an ICS at an incident or planned event, given an incident or planned event, an Incident Action Plan (IAP), an incident briefing, standard operating procedures, and communications equipment, so that relevant situational information of the incident or planned event is gained and maintained; the relationship with the outgoing PIO or other personnel performing the function is established and maintained; the priorities, goals, and objectives of the Incident Commander (IC) are received and understood; notification of position assumption is verbalized and documented; and the location of public information is identified and confirmed with the IC.

**(A) Requisite Knowledge.** The role and duties of a PIO within ICS and organizational policies and procedures for the PIO.

**(B) Requisite Skills.** Acquiring and documenting information and orders from the IC.

**6.2.2** Manage the transfer of PIO duties at an incident or planned event, given an incident or planned event, an established command structure and a PIO, an IAP, a current situation status, a command post, incident documentation, and communications equipment, so that incident information is exchanged, reports and plans for the subsequent operational period are completed, continuity of authority and situational awareness are maintained, changes in incident complexity are accounted for, the new PIO is fully briefed on the incident or planned event, and the new PIO is identified.

**(A) Requisite Knowledge.** Transfer of duty procedures, information sources; resource accountability and tracking process; use of ICS forms; the role and duties of a PIO within ICS; organizational policies and procedures for the PIO; accountability protocols; resource types and deployment methods; documentation methods and requirements; availability, capabilities,

and limitations of responders and other resources; communication problems and needs; communications requirements, methods, and means; and types of tasks and assignment responsibilities.

**(B) Requisite Skills.** Conducting a transfer briefing meeting, acquiring and documenting information and orders from the IC, using reference materials, evaluating incident information, managing communications, and transferring information that allows objectives to be met.

**6.3 Manage Public Information at an Incident or Planned Event.** This duty shall involve managing the gathering and dissemination of public information at an incident or planned event and developing a public information plan for an incident or planned event, according to the following JPRs.

**6.3.1** Gather and develop information about an incident or planned event, given an incident or planned event, an IAP, sources of information, AHJ policies and procedures, applicable forms, and information-gathering equipment, so that all available incident information is obtained; available documentation is reviewed, evaluated, and maintained; material for use in media briefings, presentations, and displays is developed; rumors are identified and rumor control action is taken; incident information is kept current; incident fact sheets are developed; plans for special situations (contingencies) within the incident or planned event are developed; VIP visits and special situations within the incident or planned event are supported; an information demobilization plan preparation is supported; and the IC is informed of sensitive information and community concerns.

**(A) Requisite Knowledge.** Good management principles, procedures for releasing information regarding the incident or planned event, public information policies used by the AHJ, and procedures for documenting and reporting.

**(B) Requisite Skills.** Prioritize tasks so as to accomplish the most important first, make decisions, recognize the need for supplemental technical knowledge, analyze various forms of information and documentation, and identify with the IC appropriate information to be released.

**6.3.2** Release information about an incident or planned event, given an incident or planned event; an IAP; information related to the incident or planned event; a joint information system; AHJ policies, procedures, and protocols for approving information release; and IC approval obtained for release of all information so that media relations are facilitated; escorts are provided to maintain safety and impart needed information; contact with the media is initiated; inquiries from the media are responded to; updates are provided to media, stakeholders, and community leaders as required; interviews are concise, accurate, well planned in accordance with protocols, and consistent with current information; dissemination of relevant information to incident personnel is maintained; and coordination with other information functions (e.g., dispatch, cooperating and assisting agencies, JIC) is accomplished.

**(A) Requisite Knowledge.** Procedures for releasing information regarding the incident or planned event, public information policies used by the AHJ, procedures for documenting and reporting, and procedures for documentation.

**(B) Requisite Skills.** Analyzing various forms of information, documenting the information, identifying with the IC informa-

tion to be released, and being able to interface with the news media.

**6.3.3\*** Coordinate the flow of information within an incident command structure, given an incident or planned event; an incident command structure; an IAP; information related to the incident; a joint information system; and AHJ policies, procedures, and protocols for conveying information so that information is communicated and coordinated with all Command and General Staff; feedback is provided to subordinates; written documentation is completed according to procedures; demobilization efforts are communicated with the planning section chief and are communicated to local agencies and staff; rumors are identified and rumor control action is taken; interviews are concise, accurate, well planned in accordance with protocols, and consistent with current information; support staff are aware of planning meeting assignments; and priorities, tactics, and any changes are communicated and understood within the public information function.

**(A) Requisite Knowledge.** Procedures for releasing information regarding the incident or planned event, public information policies used by the AHJ, procedures for documenting and reporting, and procedures for documentation.

**(B) Requisite Skills.** Analyzing various forms of information, documenting the information, and identifying with the IC information to be released.

**6.3.4** Acquire workspace and resources to perform assigned duties of the PIO, given an incident or planned event and the duties of the PIO, so that an adequate workspace is established and the resources necessary to perform the duties are acquired and documented.

**(A) Requisite Knowledge.** Resource requirements needed to support the PIO duties, PIO responsibilities and capabilities, ICS forms, types of information sources, documentation methods and requirements, and communications methods.

**(B) Requisite Skills.** Using coordination skills to acquire resources, determining resource needs of the Safety Officer, collecting and organizing information, and assessing workspace and resource requirements.

**6.3.5** Manage the workflow process and set time schedules to accomplish duties assigned at an incident or planned event, given an incident or planned event and duties assigned to the PIO, so that procedures are established for work activities, work schedules are established, staff resources to perform needed tasks are obtained, and tasks are assigned.

**(A) Requisite Knowledge.** Resource requirements and position duties of the PIO, time management requirements, management processes, types of information sources, schedule types and display methods, and ICS forms and specific uses.

**(B) Requisite Skills.** Managing staff, giving direction and setting goals and priorities for staff, managing time, collecting and organizing information, assessing scheduling requirements and developing a timeline for activities, and acquiring and documenting information and orders from other Incident Command personnel.

**6.3.6** Develop a public information plan for an incident or planned event, given an incident or planned event, incident objectives and desired outcomes, incident situation and resource status information, Assistant PIOs (if required), references, methods of acquiring resources, and AHJ policies and



procedures relative to public information, so that incident public information needs are supported to allow incident objectives and desired outcomes to be met, span of control is maintained, interpersonal and interagency working relationships are established and maintained, resource needs are prioritized based on incident conditions, and the “service concept” is practiced with the public, media, and incident personnel.

**(A) Requisite Knowledge.** Procedures for releasing information regarding the incident or planned event, public information policies used by the AHJ, procedures for documenting and reporting, and procedures for documentation.

**(B) Requisite Skills.** Analyzing various forms of information, documenting the information, and identifying with the IC information to be released.

**6.3.7** Manage the demobilization process for assigned staff, given an incident or planned event, assigned staff, and a demobilization plan, so that staff members understand the demobilization process, procedures in the plan are followed, performance ratings are completed and staff are released according to the plan, and transportation home is completed.

**(A) Requisite Knowledge.** Local and incident-specific procedures for incident termination and demobilization.

**(B) Requisite Skills.** Estimating of resources needed to handle remaining workload, using ICS forms correctly, and communicating demobilization information to assigned resources.

## Chapter 7 Liaison Officer

### 7.1 General.

**7.1.1\*** For qualification at the Liaison Officer level, the candidate shall meet the general knowledge requirements in 7.1.1.1, the general skill requirements in 7.1.1.2, and the job performance requirements (JPRs) defined in Sections 7.2 and 7.3.

**7.1.1.1 General Knowledge Requirements.** Familiarity with the National Response Framework and how it relates to the role of Liaison Officer, knowledge of the National Incident Management System (NIMS) and the Incident Command System (ICS), and knowledge of procedures for stopping unsafe or incorrect acts or operations.

**7.1.1.2 General Skill Requirements.** Prioritizing tasks so as to accomplish the most critical first, making decisions in an environment with a large number of unknowns, evaluating material resources needs, recognizing the need for supplemental technical knowledge, anticipating hazards and taking action in a proactive manner to ensure responder safety and health, and recognizing and identifying unsafe acts and operations.

**7.2 Assume and Transfer the Position of Liaison Officer.** This duty shall involve assuming the role of Liaison Officer at an incident or planned event, assigning Assistant Liaison Officers (as needed), and transferring Liaison Officer duties to another person at the applicable time, according to the JPRs of 7.2.1 and 7.2.2.

**7.2.1** Assume the role of Liaison Officer within an ICS at an incident or planned event, given an incident or planned event, an Incident Action Plan (IAP), an incident briefing, standard operating procedures, and communications equipment, so that

relevant situational information about the incident or planned event is gained and maintained; the relationship with the outgoing Liaison Officer or other personnel performing the function is established and maintained; the priorities, goals and objectives of the Incident Commander (IC) are received and understood; notification of position assumption is verbalized and documented, and the location of the Liaison Officer is identified and confirmed with the IC.

**(A) Requisite Knowledge.** The role and duties of a Liaison Officer within the ICS; organizational policies and procedures for the Liaison Officer; accountability protocols; resource types and deployment methods; documentation methods and requirements; availability, capabilities, and limitations of responders and other resources; communication problems and needs; communications requirements, methods, and means; types of tasks and assignment responsibilities; and technical references related to the type of incident or planned event.

**(B) Requisite Skills.** Acquiring and documenting information and orders from the IC, using reference materials, evaluating incident information, managing communications, and communicating in a manner such that information is successfully transferred and objectives are met.

**7.2.2** Manage the transfer of Liaison Officer duties at an incident or planned event, given an incident or planned event, an established command structure and Liaison Officer, an IAP, a current situation status, a command post, incident documentation, and communications equipment, so that incident information is exchanged, reports and plans for the subsequent operational period are completed, continuity of authority and situational awareness are maintained, changes in incident complexity are accounted for, the new Liaison Officer is fully briefed on the incident, and the new Liaison Officer is identified.

**(A) Requisite Knowledge.** Procedures for transfer of duty; information sources; resource accountability and tracking process; use of ICS forms; the role and duties of a Liaison Officer within the ICS; organizational policies and procedures for the Liaison Officer; accountability protocols, resource types, and deployment methods; documentation methods and requirements; availability, capabilities, and limitations of responders and other resources; communication problems and needs; communications requirements; and types of tasks and assignment responsibilities.

**(B) Requisite Skills.** Conducting a transfer briefing meeting, acquiring and documenting information and orders from the IC, using reference materials, evaluating incident information, managing communications, and communicating in a manner such that information is successfully transferred and objectives are met.

**7.3 Perform the Role of Liaison Officer at an Incident or Planned Event.** This duty shall involve interacting with the Command and General Staff within an ICS and the representatives of cooperating and assisting agencies, agency representatives, and stakeholders, at an incident or planned event, according to the JPRs of 7.3.1 through 7.3.6.

**7.3.1** Communicate incident information to cooperating and assisting agencies and stakeholders, given an incident or planned event, incident information, communications equipment, documentation equipment and supplies, cooperating and assisting agency contact information, and cooperating and

assisting agency representatives, so that periodic briefings are conducted, cooperating and assisting agencies are informed of planned actions, information is assembled for use in answering requests and resolving problems with cooperating and assisting agencies, a location for posting agency information is established, information on personnel and equipment priorities is gathered and maintained, a point of contact for cooperating and assisting agencies is established and maintained, and interpersonal and interagency working relationships are assured.

**(A) Requisite Knowledge.** Communications resources, documentation methods, response agency capabilities, cooperating and assisting agency capabilities and limitations, information assembly and dissemination methods, reporting and briefing techniques, interpersonal communications techniques, and agencies likely to be involved in various types of incidents.

**(B) Requisite Skills.** Assembling information in a logical and concise manner, communicating verbally and in writing, and operating communications devices.

**7.3.2** Provide cooperating and assisting agency and stakeholder information to Command and General Staff, given an incident or planned event, cooperating and assisting agencies and stakeholders assigned to an incident or planned event, communications equipment, and documentation equipment and supplies, so that information is collected from cooperating and assisting agencies and stakeholders, the information is analyzed and documented correctly, and Command and General Staff are made aware of pertinent cooperating and assisting agency and stakeholder concerns.

**(A) Requisite Knowledge.** Communications resources, documentation methods, response agency capabilities, cooperating and assisting agency capabilities and limitations, information assembly and dissemination methods, reporting and briefing techniques, interpersonal communications techniques, and types of information needed by Command and General Staff.

**(B) Requisite Skills.** Assembling information in a logical and concise manner, analyzing information to determine its relevance to Command and General Staff, communicating verbally and in writing with responders both inside and outside the Liaison Officer's own discipline or department, and operating communications devices.

**7.3.3** Acquire workspace and resources to perform the duties assigned to the Liaison Officer, given an incident or planned event and the duties of the Liaison Officer, so that a workspace is established and the resources necessary to perform the duties are acquired and documented.

**(A) Requisite Knowledge.** Resource requirements needed to support the duties of the Liaison Officer, Liaison Officer responsibilities and capabilities, ICS forms, types of information sources, documentation methods and requirements, and communications methods.

**(B) Requisite Skills.** Using coordination skills to acquire resources, determining resource needs of the Liaison Officer, collecting and organizing information, and assessing workspace and resource requirements.

**7.3.4** Manage the workflow process and set time schedules to accomplish duties assigned at an incident or planned event, given an incident or planned event and duties assigned to the Liaison Officer, so that procedures are established for work

activities, work schedules are established, staff resources to perform needed tasks are obtained, and tasks are assigned.

**(A) Requisite Knowledge.** Resource requirements and position duties of the Liaison Officer, time management requirements, management processes, types of information sources, schedule types and display methods, and ICS forms and specific uses.

**(B) Requisite Skills.** Managing staff, giving direction and setting goals and priorities for staff, managing time, collecting and organizing information, assessing scheduling requirements and developing a timeline for activities, and acquiring and documenting information and orders from other Incident Command personnel.

**7.3.5** Monitor incident or planned event operations, given an incident or planned event, an IAP, incident resource and status information, and communications equipment, so that current and potential interorganizational relationship needs and problems are identified and this information is reported to Command and General Staff.

**(A) Requisite Knowledge.** The best communications methods for given situations, IAPs, incident complexities, incident evaluation techniques, and situations that require the cooperation of multiple agencies or disciplines.

**(B) Requisite Skills.** Managing communications, evaluating incident information, evaluating information contained in an IAP, and recognizing situations that require coordinating with or involving other agencies or stakeholders.

**7.3.6** Manage the demobilization process for assigned staff, given an incident or planned event, assigned staff, and a Demobilization Plan, so that staff members understand the demobilization process, procedures in the plan are followed, performance ratings are completed, and staff are released according to the plan.

**(A) Requisite Knowledge.** Local and incident-specific procedures for incident termination and demobilization.

**(B) Requisite Skills.** Estimating of resources needed to handle remaining workload, using ICS forms correctly, and communicating demobilization information to assigned resources.

## Chapter 8 Operations Section Chief

### 8.1 General.

**8.1.1\*** For qualification at the Operations Section Chief level, the candidate shall meet the general knowledge requirements in 8.1.1.1, the general skill requirements in 8.1.1.2, and the job performance requirements (JPRs) defined in Sections 8.2 and 8.3.

**8.1.1.1 General Knowledge Requirements.** Familiarity with the National Response Framework and how it relates to the role of Operations Section Chief, knowledge of the National Incident Management System (NIMS) and the Incident Command System (ICS), and knowledge of procedures for stopping unsafe or incorrect acts or operations.

**8.1.1.2 General Skill Requirements.** Prioritizing tasks so as to accomplish the most critical first, making effective decisions in an environment with a large number of unknowns, evaluating

material resources needs, recognizing the need for supplemental technical knowledge, anticipating hazards and taking action in a proactive manner to ensure responder safety and health, and recognizing and identifying unsafe acts and operations.

**8.2 Assume and Transfer the Position of Operations Section Chief.** This duty shall involve assuming the role of Operations Section Chief at an incident or planned event and transferring the duties of that role to another person at the appropriate time, according to the following JPRs.

**8.2.1** Assume role of Operations Section Chief within an ICS at an incident or planned event, given an incident or planned event, an Incident Action Plan (IAP), an incident briefing, standard operating procedures, and communications equipment, so that an Operations Section is established, relevant situational information of the incident is gained and maintained, the relationship with the outgoing Operations Section Chief or other personnel performing the function (if previously established) is established and maintained, the priorities, goals, and objectives of the Incident Commander (IC) are received and understood, notification of position assumption is verbalized and documented, and the location of the Operations Section Chief is identified and confirmed with the IC.

**(A) Requisite Knowledge.** The role and duties of an Operations Section Chief within ICS; organizational policies and procedures for the Operations Section Chief; accountability protocols; resource types and deployment methods; documentation methods and requirements; availability, capabilities, and limitations of responders and other resources; appropriate strategies and tactics for handling various types of incidents; delegation procedures for assigning resources to incidents; communication problems and needs; communications requirements, methods, and means; types of tasks and assignment responsibilities; and technical references related to the type of incident or planned event.

**(B) Requisite Skills.** Acquiring and documenting information and orders from the IC, using reference materials, evaluating incident information, managing communications, and communicating in a manner so that information is successfully transferred and objectives are met.

**8.2.2** Manage the transfer of Operations Section Chief duties at an incident or planned event, given an incident or planned event, an established command structure and Operations Section Chief, an IAP, a current situation status, a command post, incident documentation, and communications equipment, so that incident information is exchanged, reports and plans for the subsequent operational period are completed, continuity of authority and situational awareness are maintained, changes in incident complexity are accounted for, the new Operations Section Chief is fully briefed on the incident or planned event, and the new Operations Section Chief is identified to all personnel and stakeholders.

**(A) Requisite Knowledge.** Transfer of duty procedures; information sources; resource accountability and tracking process; use of ICS forms; the role and duties of an Operations Section Chief within ICS; organizational policies and procedures for the Operations Section Chief; accountability protocols; resource types and deployment methods; documentation methods and requirements; availability, capabilities, and limitations of responders and other resources; communication prob-

lems and needs; communications requirements, methods, and means; and types of tasks and assignment responsibilities.

**(B) Requisite Skills.** Conducting a transfer briefing meeting, acquiring and documenting information and orders from the IC, using reference materials, evaluating incident information, managing communications, and communicating in a manner so that information is successfully transferred and objectives are met.

**8.3 Perform the Role of Operations Section Chief at an Incident or Planned Event.** This duty shall involve management of the Operations Section within ICS at an incident or planned event and directing incident resources toward the successful completion of incident duties, according to the following JPRs.

**8.3.1** Select appropriate strategies and tactics to mitigate an incident or planned event, given an incident or planned event, an IAP, an ICS Form 215, assigned resources, situation and resource status information, incident documentation supplies and equipment, and communication equipment, so that incident conditions are monitored, incident operational needs are determined, and correct strategies and tactics for the given incident or planned event are selected.

**(A) Requisite Knowledge.** The role and duties of an Operations Section Chief within ICS; organizational policies and procedures for the Operations Section Chief; accountability protocols; resource types and deployment methods; documentation methods and requirements; availability, capabilities, and limitations of responders and other resources; appropriate strategies and tactics for handling various types of incidents; delegation procedures for assigning resources to incidents; communication problems and needs; communications requirements, methods, and means; types of tasks and assignment responsibilities; and technical references related to the type of incident or planned event.

**(B) Requisite Skills.** Acquiring and documenting information and orders from the IC, using reference materials, evaluating incident information, managing communications, and communicating in such a manner that information is successfully transferred and objectives are met.

**8.3.2\*** Request resources to support incident strategic and tactical goals, given an incident or planned event, an IAP, an ICS Form 215, available incident resources, personnel and equipment time records, performance ratings, incident documentation, and communications equipment, so that immediate, ongoing, and future resource needs are determined and managed, appropriate span-of-control is maintained through the use of Division or Group Supervisors and Branch Directors, incident communications capabilities are maintained, and cost constraints are managed.

**(A) Requisite Knowledge.** The role and duties of an Operations Section Chief within ICS; organizational policies and procedures for the Operations Section Chief; accountability protocols; resource types and deployment methods; documentation methods and requirements; availability, capabilities, and limitations of responders and other resources; appropriate strategies and tactics for handling various types of incidents; delegation procedures for assigning resources to incidents; communication problems and needs; communications requirements, methods, and means; types of tasks and assignment responsibilities; and technical references related to the type of incident or planned event.



**(B) Requisite Skills.** Acquiring and documenting information and orders from the IC, using reference materials, evaluating incident information, managing communications, and communicating information to successfully meet objectives.

**8.3.3** Acquire workspace and resources to perform assigned duties of the Operations Section Chief, given an incident or planned event and the duties of the Operations Section Chief, so that an adequate workspace is established and the resources necessary to perform the duties are acquired and documented.

**(A) Requisite Knowledge.** Resource requirements needed to support the Operations Section Chief duties, Operations Section Chief responsibilities and capabilities, ICS forms, types of information sources, documentation methods and requirements, and communications methods.

**(B) Requisite Skills.** Using coordination skills to acquire resources, determining resource needs of the Operations Section Chief, collecting and organizing information, and assessing workspace and resource requirements.

**8.3.4** Deploy resources at an incident or planned event, given an incident or planned event, available resources, an IAP, incident documentation equipment and supplies, and communications equipment, so that appropriate resources are selected and assigned to the incident or planned event, span-of-control is maintained, resource deficits and excesses are communicated to Command, strategic and tactical priorities are met, communications equipment is used correctly, resources receive clear direction and assignments, safety and accountability systems are employed, assignments are documented according to AHJ standard operating procedures (SOPs) and standard operating guidelines (SOGs), and effective resource span-of-control is maintained.

**(A) Requisite Knowledge.** The role and duties of an Operations Section Chief within ICS; organizational policies and procedures for the Operations Section Chief; accountability protocols; resource types and deployment methods; documentation methods and requirements; availability, capabilities, and limitations of responders and other resources; appropriate strategies and tactics for handling various types of incidents; delegation procedures for assigning resources to incidents; communication problems and needs; communications requirements, methods, and means; types of tasks and assignment responsibilities; and technical references related to the type of incident or planned event.

**(B) Requisite Skills.** Acquiring and documenting information and orders from the IC, using reference materials, evaluating incident information, managing communications, and communicating in such a manner that information is successfully transferred and objectives are met.

**8.3.5** Manage the workflow process and set time schedules to accomplish assigned duties at an incident or planned event, given an incident or planned event and duties assigned to the Operations Section Chief, so that procedures are established for work activities, work schedules are established, staff resources to perform needed tasks are obtained, and tasks are assigned.

**(A) Requisite Knowledge.** Resource requirements and position duties of the Operations Section Chief, time management requirements, management processes, types of information sources, schedule types and display methods, and ICS forms and specific uses.

**(B) Requisite Skills.** Managing staff, giving direction and setting goals and priorities for staff, managing time, collecting and organizing information, assessing scheduling requirements and developing a timeline for activities, and acquiring and documenting information and orders from other Incident Command personnel.

**8.3.6** Maintain the Operations Section activity log, given an Operations Section, situation and resources status information, and assignment or IAP, and incident documentation equipment and supplies, so that accurate records of resources and activities are maintained, work hours are tracked, the need for relief can be determined, and significant events and accomplishments are documented.

**(A) Requisite Knowledge.** Documentation procedures and AHJ/ICS policy and procedures.

**(B) Requisite Skills.** Tracking and recording resources, communicating by radio and other means.

**8.3.7** Coordinate the demobilization of the Operations Section at an incident or planned event, given an incident or planned event, resources assigned to the incident or planned event, an IAP, resource and situation status information, a demobilization plan, incident documentation equipment and supplies, and communications equipment, so that development, approval, and implementation of the demobilization are coordinated with the Planning Section (Demobilization Team), demobilization procedures are communicated to all involved parties, the remaining operational needs of the incident or planned event are met, resources are clear on their demobilization procedures and orders, and incident documentation is completed correctly.

**(A) Requisite Knowledge.** The role and duties of an Operations Section Chief within ICS; organizational policies and procedures for the Operations Section Chief; accountability protocols; resource types and redeployment methods; documentation methods and requirements; availability, capabilities, and limitations of responders and other resources; appropriate strategies and tactics for handling various types of incidents; delegation procedures for assigning resources to incidents; communication problems and needs; communications requirements; types of tasks and assignment responsibilities; and technical references related to the type of incident or planned event.

**(B) Requisite Skills.** Acquiring and documenting information and orders from the Incident Commander, using reference materials, evaluating incident information, managing communications, and communicating in a manner so that information is successfully transferred and objectives are met.

## Chapter 9 Staging Area Manager

### 9.1 General.

**9.1.1\*** For qualification at the Staging Area Manager level, the candidate shall meet the general knowledge requirements in 9.1.1.1, the general skill requirements in 9.1.1.2, and the job performance requirements (JPRs) defined in Sections 9.2 and 9.3.

**9.1.1.1 General Knowledge Requirements.** Familiarity with the National Response Framework and how it relates to the role of Staging Area Manager, knowledge of the National Inci-

dent Management System (NIMS) and the Incident Command System (ICS), types of resources and resource typing, and knowledge of procedures for stopping unsafe or incorrect acts or operations.

**9.1.1.2 General Skill Requirements.** Prioritizing tasks so as to accomplish the most critical first, making effective decisions in an environment with a large number of unknowns, evaluating material resources needs, recognizing the need for supplemental technical knowledge, anticipating hazards and taking action in a proactive manner to ensure responder safety and health, and recognizing and identifying unsafe acts and operations.

**9.2 Assume and Transfer the Position of Staging Area Manager.** This duty shall involve assuming the role of Staging Area Manager at an incident or planned event and transferring the duties of that role to another person at the appropriate time, according to the following JPRs.

**9.2.1** Assume role of Staging Area Manager within the Operations Section of an incident or planned event, given an incident or planned event, an incident briefing, available resources, standard operating procedures, and communications equipment, so that a staging area is established, relevant situational information of the incident or planned event is gained and maintained, resources are deployed to designated tactical assignments, and tactical and safety concerns are communicated.

**(A) Requisite Knowledge.** Role and duties of a Staging Area Manager within the ICS; organizational policies and procedures for the Staging Area Manager; accountability protocols; resource types and deployment methods; availability, capabilities, and limitations of responders and other resources; communication procedures; and communications requirements, methods, and means.

**(B) Requisite Skills.** Acquiring and documenting information and orders from the Incident Commander, Operations Section Chief, or Branch Director, assigning resources to achieve tactical goals at an incident or planned event, evaluating incident information, managing communications, and communicating in such a manner that information is successfully transferred and objectives are met.

**9.2.2** Manage the transfer of Staging Area Manager duties at an incident or planned event, given an incident or planned event, an established command structure and Staging Area Manager, a current situation status, incident documentation, and communications equipment, so that incident information is exchanged, continuity of authority and situational awareness are maintained, changes in incident complexity are accounted for, the new Staging Area Manager is fully briefed on the incident or planned event, and the new Staging Area Manager is identified.

**(A) Requisite Knowledge.** Transfer of duty procedures; information sources; resource accountability and tracking process; use of ICS forms; the role and duties of a Staging Area Manager within ICS; organizational policies and procedures for the Staging Area Manager; accountability protocols; resource types and deployment methods; documentation methods and requirements; availability, capabilities, and limitations of responders and other resources; communication problems and needs; communications requirements; and types of tasks and assignment responsibilities.

**(B) Requisite Skills.** Conducting a transfer briefing meeting, acquiring and documenting information and orders from the IC, using reference materials, evaluating incident information, managing communications, and communicating in such a manner that information is successfully transferred and objectives are met.

**9.3 Perform the Role of Staging Area Manager at an Incident or Planned Event.** This duty shall involve managing all activities within a staging area at an incident or planned event, which include the ordering, assembling, and dispatching of resources to support the incident or planned event.

**9.3.1** Establish a staging area layout, given a location and necessary supplies, so that support needs for equipment for feeding, sanitation, and security are obtained, a check-in function is established, areas are posted for identification and traffic control, and requests for resource assignments can be met.

**(A) Requisite Knowledge.** Traffic flow, control and safety procedures, identification and requisition procedures for equipment and supplies to support staging operations, check-in policies and procedures, accountability systems, and use of logs and forms.

**(B) Requisite Skills.** Tracking and recording resources and communications by radio and other means.

**9.3.2** Manage required resource levels as identified by the Operations Section Chief and report when reserve levels reach minimums, given a staging area and a tactical assignment, so that the required resources are identified, resource needs are communicated to supervisors, assigned resources are allocated, and the assignments are carried out.

**(A) Requisite Knowledge.** Resources available to the AHJ, methods of request or requisition, communication methods, and location and application of policies and procedures.

**(B) Requisite Skills.** Tracking and recording resources and communications by radio and other means.

**9.3.3** Assemble Strike Teams and Task Forces at staging, given an incident and incident information, information on what kinds and types of strike teams and task forces are needed, single resources at staging, incident documentation supplies, and communications equipment, so that additional resources are ordered, received, and maintained to meet incident needs; assembly priorities are established and work is coordinated within staging; resources are activated to meet resource needs; work locations and leaders are assigned; additional resource needs are identified and requested; the safety, welfare, and accountability of assigned personnel during the entire operating period are ensured; effective span-of-control is maintained; and communications equipment is used.

**(A) Requisite Knowledge.** CS forms and specific uses, accountability systems and procedures, resource types, resource ordering procedures, resource assembly procedures, documentation methods and requirements, and availability, capabilities, and limitations of resources,

**(B) Requisite Skills.** Locating and assembling single resources into strike teams and task forces to meet operational needs, receiving and logging in resources at an incident, managing staff, giving direction and setting goals and priorities for staff, analyzing information and determining critical data, acquiring and documenting information and orders from superiors, using reference materials, managing communications, commu-

nicating in such a manner that information is transferred and objectives are met, and identifying training deficiencies within assigned staff.

**9.3.4** Acquire workspace and resources to perform the assigned duties of the Staging Area Manager, given an incident or planned event and the duties of Staging Area Manager, so that an adequate workspace is established and the resources necessary to perform the duties are acquired and documented.

**(A) Requisite Knowledge.** Resource requirements needed to support the Staging Area Manager duties, Staging Area Manager responsibilities and capabilities, ICS forms, types of information sources, documentation methods and requirements, and communication methods.

**(B) Requisite Skills.** Using coordination skills to acquire resources, determining resource needs of the Staging Area Manager, collecting and organizing information, and assessing workspace and resource requirements.

**9.3.5** Maintain and provide resource status information to the Operations Section Chief of all resources in the Staging Area, given tactical assignments, resources, situation status information, and operational procedures, so that requests for maintenance service of equipment at the staging area are made as appropriate and resources are deployed as directed to support tactical objectives.

**(A) Requisite Knowledge.** Resources available to the AHJ, methods of request or requisition, communication methods, location and application of policies and procedures, and maintenance resources needed to keep resources in service.

**(B) Requisite Skills.** Tracking and recording resources and communications by radio and other means.

**9.3.6** Manage the work flow process and set time schedules to accomplish assigned duties at an incident or planned event, given an incident or planned event and assigned duties to the Staging Area Manager, so that procedures are established for work activities, work schedules are established, staff resources to perform needed tasks are obtained, and tasks are assigned.

**(A) Requisite Knowledge.** Resource requirements and position duties of the Staging Area Manager, time management requirements, management processes, types of information sources, schedule types and display methods, and ICS forms and specific uses.

**(B) Requisite Skills.** Managing staff, giving direction and setting goals and priorities for staff, managing time, collecting and organizing information, assessing scheduling requirements and developing a timeline for activities, and acquiring and documenting information and orders from other Incident Command personnel.

**9.3.7** Maintain a unit log, given an operational staging area, incident situation, and resource status information; an assignment or Incident Action Plan (IAP); incident documentation equipment and supplies; and a unit log form, so that accurate records of resources and activities are maintained, work hours are tracked, the need for relief can be determined, and significant events and accomplishments are documented.

**(A) Requisite Knowledge.** Resources available to the AHJ, methods of request or requisition, communication methods, and location and application of policies and procedures.

**(B) Requisite Skills.** Communicating by radio and other means, and tracking and recording resources.

**9.3.8** Manage the demobilization process for assigned staff, given an incident or planned event, assigned staff, and a demobilization plan, so that staff understand the demobilization process, procedures in the plan are followed, performance ratings are completed, and staff are released according to the plan.

**(A) Requisite Knowledge.** Local and incident-specific procedures for incident termination and demobilization.

**(B) Requisite Skills.** Estimating of resources needed to handle remaining workload, using ICS forms, and communicating demobilization information to assigned resources.

## Chapter 10 Operations Branch Director

### 10.1 General.

**10.1.1\*** For qualification at the Operations Branch Director level, the candidate shall meet the general knowledge requirements in 10.1.1.1, the general skill requirements in 10.1.1.2, and the job performance requirements (JPRs) defined in Sections 10.2 and 10.3.

**10.1.1.1 General Knowledge Requirements.** Familiarity with the National Response Framework and how it relates to the role of Operations Branch Director; knowledge of the National Incident Management System (NIMS) and the Incident Command System (ICS), and knowledge of procedures for stopping unsafe or incorrect acts or operations.

**10.1.1.2 General Skill Requirements.** Prioritizing tasks so as to accomplish the most critical first, making effective decisions in an environment with a large number of unknowns, evaluating material resource needs, recognizing the need for supplemental technical knowledge, anticipating hazards and taking action in a proactive manner to ensure responder safety and health, and recognizing and identifying unsafe acts and operations.

**10.2 Assume and Transfer the Position of Operations Branch Director.** This duty shall involve assuming the role of Operations Branch Director at an incident or planned event and transferring the duties of that role to another person at the appropriate time, according to the following JPRs.

**10.2.1** Assume the role of Branch Director within the Operations Section of an ICS at an incident or planned event, given an incident or planned event, an established Operations Section, an Incident Action Plan (IAP), an incident briefing, standard operating procedures, and communications equipment, so that a Branch is established, relevant situational information of the incident or planned event is gained and maintained, the relationship with the outgoing Operations Branch Director or other personnel performing the function (if previously established) is established and maintained, the priorities, goals, and objectives of the Incident Commander (IC) or Operations Section Chief are received and understood, notification of position assumption is verbalized and documented, and the location of the Branch is identified and confirmed with the IC.

**(A) Requisite Knowledge.** The role and duties of an Operations Branch Director within the ICS; organizational policies and procedures for the Operations Branch Director; accountability protocols; resource types and deployment methods;



appropriate strategies and tactics for various types of incidents; availability, capabilities, and limitations of responders and other resources; communication problems and needs; and communications requirements, methods, and means.

**(B) Requisite Skills.** Acquiring and documenting information and orders from the Operations Section Chief, organizing and assigning resources to achieve tactical goals at an incident or planned event, evaluating incident information, managing communications, and communicating in such a manner that information is successfully transferred and objectives are met.

**10.2.2** Manage the transfer of Operations Branch Director duties at an incident or planned event, given an incident or planned event, an established command structure and an Operations Branch Director, an IAP, a current situation status, a command post, incident documentation, and communications equipment, so that incident information is exchanged, reports and plans for the subsequent operational period are completed, continuity of authority and situational awareness are maintained, changes in incident complexity are accounted for, the new Operations Branch Director is fully briefed on the incident or planned event, and the new Operations Branch Director is identified.

**(A) Requisite Knowledge.** Transfer of duty procedures, information sources, resource accountability and tracking process, use of ICS forms, the role and duties of an Operations Branch Director within ICS, organizational policies and procedures for the Operations Branch Director, accountability protocols, resource types and deployment methods, documentation methods and requirements, availability, capabilities, and limitations of responders and other resources, communication problems and needs, communications requirements, and types of tasks and assignment responsibilities.

**(B) Requisite Skills.** Conducting a transfer briefing meeting, acquiring and documenting information and orders from the IC, using reference materials, evaluating incident information, managing communications, and communicating in such a manner that information is successfully transferred and objectives are met.

**10.3\* Perform the Role of Operations Branch Director at an Incident or Planned Event.** This duty shall involve command of a Branch within the Operations Section of an ICS at an incident or planned event, monitoring incident conditions and needs, providing necessary information to Command and General Staff, and assigning and deploying resources to achieve incident tactical goals, according to the following JPRs.

**10.3.1** Participate in planning meetings at the request of the Operations Section Chief, given a planning meeting, operational objectives, strategic approaches, and procedures, so that operational objectives and strategies are clarified, operational tactical objectives are selected, resource needs are identified, and the IAP is developed for the Branch and for subordinate divisions and groups.

**(A) Requisite Knowledge.** Appropriate strategies and tactics for the given functional or geographic assignment of the Branch assigned, capabilities of resources assigned to the Branch, principles of unified command, and planning meeting procedures.

**(B) Requisite Skills.** Making decisions and prioritizing needs and actions based on rapidly changing conditions.

**10.3.2** Develop the Branch control operations in conjunction with subordinates, given subordinates, IAP operational objectives, a tactical approach from the Operations Section Chief and/or IC, and operational procedures, so that the control operations selected support accomplishment of the IAP objectives, information is continually updated, and alternatives are identified, evaluated, and selected.

**(A) Requisite Knowledge.** ICS organization structure, communication skills, strategies and tactics for the Branch, and transfer of duty procedures.

**(B) Requisite Skills.** Communicating by radio and other means, knowing tactical operations for the assigned Branch, and practicing accountability procedures.

**10.3.3** Acquire workspace and resources to perform the assigned duties of the Branch Director, given an incident or planned event and the duties of Branch Director, so that an adequate workspace is established and the resources necessary to perform the duties are acquired and documented.

**(A) Requisite Knowledge.** Resource requirements needed to support the Branch Director duties, Branch Director responsibilities and capabilities, ICS forms, types of information sources, documentation methods and requirements, and communications methods.

**(B) Requisite Skills.** Using coordination skills to acquire resources, determining resource needs of the Branch Director, collecting and organizing information, and assessing workspace and resource requirements.

**10.3.4** Implement and monitor Branch control operations assignments, given Branch control operations assignments, resources, situation status information, and operational procedures, so that division and groups are established to accomplish tactical tasks, specific work tasks are assigned to Division and Group Supervisors, appropriate span-of-control is maintained, specific work tasks are assigned to divisions and groups, plans and/or assignments are modified as dictated by incident conditions, resource needs for the personnel assigned are obtained, and the Operations Section Chief is notified of necessary changes to the IAP.

**(A) Requisite Knowledge.** ICS organization structure expansion procedures, communication skills, span-of-control procedures, tactics for the Branch, accountability, and transfer of duty procedures.

**(B) Requisite Skills.** Communicating by radio and other means, practicing accountability procedures, and administering tactical operations specific for the assigned Branch.

**10.3.5** Manage the workflow process and set time schedules to accomplish duties assigned at an incident or planned event, given an incident or planned event and assigned duties to the Operations Branch Director, so that procedures are established for work activities, work schedules are established, staff resources to perform needed tasks are obtained, and tasks are assigned.

**(A) Requisite Knowledge.** Resource requirements and position duties of the Operations Branch Director, time management requirements, management processes, types of information sources, schedule types and display methods, and ICS forms and specific uses.

**(B) Requisite Skills.** Managing staff, giving direction and setting goals and priorities for staff, managing time, collecting and organizing information, assessing scheduling requirements and developing a timeline for activities, and acquiring and documenting information and orders from other Incident Command personnel.

**10.3.6** Approve accident and medical reports, given an injury or illness and documentation of the injury or illness, so that documentation of medical treatment and accidents are reviewed, approved, and tracked according to policies and procedures of the AHJ.

**(A) Requisite Knowledge.** Accident reporting forms for accident and injury reporting.

**(B) Requisite Skills.** Tracking and recording resources and communication by radio and other means.

**10.3.7** Maintain a unit log, given an incident or planned event assignment and a unit log form, so that significant decisions, actions, events, and work activities are captured and the form is completed.

**(A) Requisite Knowledge.** Purpose and requirement for ICS forms, agency standard operational procedures, information tracking methods, documentation methods, and an understanding of critical incident information.

**(B) Requisite Skills.** Documenting actions taken within the position and utilizing ICS forms.

**10.3.8** Manage the demobilization process for assigned staff, given an incident or planned event, assigned staff, and a Demobilization Plan, so that staff understands the demobilization process, procedures in the plan are followed, performance ratings are completed, and staff are released according to the plan.

**(A) Requisite Knowledge.** Local and incident-specific procedures for incident termination and demobilization.

**(B) Requisite Skills.** Estimating resources needed to handle remaining workload, using ICS forms, and communicating demobilization information to assigned resources.

## Chapter 11 Operations Division/Group Supervisor

### 11.1 General.

**11.1.1\*** For qualification at the Division or Group Supervisor level, the candidate shall meet the general knowledge requirements in 11.1.1.1, the general skill requirements in 11.1.1.2, and the job performance requirements (JPRs) defined in Sections 11.2 and 11.3.

**11.1.1.1 General Knowledge Requirements.** Familiarity with the National Response Framework and how it relates to the role of Operations Division or Group Supervisor; knowledge of the National Incident Management System (NIMS) and the Incident Command System (ICS), and knowledge of procedures for stopping unsafe or incorrect acts or operations.

**11.1.1.2 General Skill Requirements.** Prioritizing tasks so as to accomplish the most critical first, making effective decisions in an environment with a large number of unknowns, evaluating material resource needs, recognizing the need for supplemental technical knowledge, anticipating hazards and taking action

in a proactive manner to ensure responder safety and health, and recognizing and identifying unsafe acts and operations.

**11.2 Assume and Transfer the Position of Division/Group Supervisor.** This duty shall involve assuming the role of Division/Group Supervisor at an incident or planned event and transferring the duties of that role to another person at the appropriate time, according to the following JPRs.

**11.2.1** Assume the role of Division/Group Supervisor within the Operations Section of an incident or planned event, given an incident or planned event, an established Operations Section, an Incident Action Plan (IAP), an incident briefing, standard operating procedures, and communications equipment, so that a division/group is established; relevant situational information of the incident is gained and maintained; the relationship with the outgoing Division/Group Supervisor or other personnel performing the function is established and maintained; the priorities, goals, and objectives of the Incident Commander (IC), Operations Section Chief, or Branch Director are received and understood; notification of position assumption is verbalized and documented; and the location of geographic Division or functional Group Supervisor is identified and confirmed with the IC.

**(A) Requisite Knowledge.** The role and duties of a Division/Group Supervisor within the ICS; organizational policies and procedures for the Division/Group Supervisor; accountability protocols; resource types and deployment methods; appropriate strategies and tactics for various types of incidents; availability, capabilities, and limitations of responders and other resources; communication problems and needs; and communications requirements, methods, and means.

**(B) Requisite Skills.** Acquiring and documenting information and orders from the IC, Operations Section Chief, or Branch Director; organizing and assigning resources to achieve tactical goals at an incident or planned event; evaluating incident information, managing communications, and communicating in such a manner that information is successfully transferred and objectives are met.

**11.2.2** Manage the transfer of Division/Group Supervisor duties at an incident or planned event, given an incident or planned event, an established command structure and a Division/Group Supervisor, an IAP, a current situation status, a command post, incident documentation, and communications equipment, so that incident information is exchanged, reports and plans for the subsequent operational period are completed, continuity of authority and situational awareness are maintained, changes in incident complexity are accounted for, the new Division/Group Supervisor is fully briefed on the incident or planned event, and the new Division/Group Supervisor is identified.

**(A) Requisite Knowledge.** Transfer of duty procedures; information sources; resource accountability and tracking process; use of ICS forms; the role and duties of a Division/Group Supervisor within ICS; organizational policies and procedures for the Division/Group Supervisor; accountability protocols; resource types and deployment methods; documentation methods and requirements; availability, capabilities, and limitations of responders and other resources; communication problems and needs; communications requirements; and types of tasks and assignment responsibilities.



**(B) Requisite Skills.** Conducting a transfer briefing meeting, acquiring and documenting information and orders from the IC, using reference materials, evaluating incident information, managing communications, and communicating in such a manner that information is successfully transferred and objectives are met.

**11.3 Perform the Role of Division/Group Supervisor at an Incident or Planned Event.** This duty shall involve command of a Division or Group within the Operations Section of an incident or planned event; establishing and maintaining an appropriate relationship with the IC, Operations Section Chief, or Branch Director; coordinating activities with adjacent Division/Group Supervisors and other personnel with relevant duties; reporting hazardous situations, special occurrences, and significant events (e.g., accidents, sickness) to the immediate supervisor; resolving logistics problems within a Division or Group; monitoring incident conditions and needs; providing necessary information to Command and General Staff; and assigning and deploying resources to achieve incident tactical goals, according to the following JPRs.

**11.3.1\*** Take direction from the next level of command (IC, Operations Section Chief, or Branch Director, as appropriate) regarding operational objectives strategic approaches and procedures, given an incident or planned event and an established Operations Section Chief, so that operational objectives and strategies are clarified, operational tactical objectives are selected, resource needs are identified, accomplishments are reported, and input is provided to the Operations Section Chief for the development of the next operational period.

**(A) Requisite Knowledge.** Appropriate strategies and tactics for the given functional or geographic assignment of the Division/Group Supervisor assigned, capabilities of resources assigned to the Branch, principles of unified command, and planning meeting procedures.

**(B) Requisite Skills.** Making decisions, prioritizing needs and actions based on rapidly changing conditions, communicating.

**11.3.2** Develop the Division/Group control operations in conjunction with subordinates, given subordinates, IAP operational objectives, a tactical approach from the Operations Section Chief and/or IC, and operational procedures, so that the control operations selected support accomplishment of the IAP objectives, information is continually updated, and alternatives are identified, evaluated, and selected.

**(A) Requisite Knowledge.** Appropriate strategies and tactics for the given functional or geographic assignment of the Division/Group Supervisor assigned and capabilities of resources assigned to the Division/Group.

**(B) Requisite Skills.** Coordinating activities with subordinates to develop alternatives for Division or Group control operations, ensuring information is communicated to assigned resources, upwards to supervisor, and across functional areas in a timely manner.

**11.3.3** Request and allocate resources appropriate to the tactical assignments of assigned divisions/groups, given an incident or planned event, and assignment, assigned resources, and additional available resources, so that immediate and ongoing resource needs meet the needs of the IAP or supervisor briefing, future resource needs are anticipated, and logistical problems are reported appropriately.

**(A) Requisite Knowledge.** ICS organization structure expansion procedures, communication skills, span-of-control procedures, tactics for the Division/Group Supervisor, and accountability and transfer of duty procedures.

**(B) Requisite Skills.** Communicating by radio and other means, implementing accountability procedures, and performing tactical operations specific to the assigned Division/Group Supervisor.

**11.3.4** Acquire workspace and resources to perform the assigned duties of the Division/Group Supervisor, given an incident or planned event and the duties of a Division/Group Supervisor, so that an adequate workspace is established and the resources necessary to perform the duties are acquired and documented.

**(A) Requisite Knowledge.** Resource requirements needed to support the Division/Group Supervisor duties, Division/Group Supervisor responsibilities and capabilities, ICS forms, types of information sources, documentation methods and requirements, and communications methods.

**(B) Requisite Skills.** Using coordination skills to acquire resources, determining resource needs of the Division/Group Supervisor, collecting and organizing information, and assessing workspace and resource requirements.

**11.3.5** Implement and monitor division/group control operations assignments, given division/group control operational assignments, resources, situation status information, and operational procedures, so that division and groups are established to accomplish tactical tasks, appropriate span-of-control is maintained, specific work tasks are assigned to divisions/groups, plans and/or assignments are modified as dictated by incident conditions, resource needs for the personnel assigned are obtained, and the IC, Operations Section Chief, or Branch Director to which the Division/Group Supervisor is reporting is notified of necessary changes to the IAP.

**(A) Requisite Knowledge.** ICS organization structure expansion procedures, communication skills, span-of-control procedures, tactics for the Division/Group Supervisor, and accountability and transfer of duty procedures.

**(B) Requisite Skills.** Communicating by radio and other means, being aware of accountability procedures, and implementing tactical operations specific for the assigned Division/Group Supervisor.

**11.3.6** Manage the workflow process and set time schedules to accomplish assigned duties at an incident or planned event, given an incident or planned event and duties assigned to the Division/Group Supervisor, so that procedures are established for work activities, work schedules are established, staff resources to perform needed tasks are obtained, and tasks are assigned.

**(A) Requisite Knowledge.** Resource requirements and position duties of the Division/Group Supervisor, time management requirements, management processes, types of information sources, schedule types and display methods, and ICS forms and specific uses.

**(B) Requisite Skills.** Managing staff, giving direction and setting goals and priorities for staff, managing time, collecting and organizing information, assessing scheduling requirements and developing a timeline for activities, and acquiring and

documenting information and orders from other Incident Command personnel.

**11.3.7** Approve accident and medical reports, given an injury or illness and documentation of the injury or illness, so that documentation of medical treatment and accidents is reviewed, approved, and tracked according to the policies and procedures of the AHJ.

**(A) Requisite Knowledge.** Accident-reporting forms for accident and injury reporting.

**(B) Requisite Skills.** Tracking and recording resources and communication by radio and other means.

**11.3.8** Maintain a unit log, given an incident or planned event assignment and the unit log form, so that significant decisions, actions, events, and work activities are documented and the form is completed.

**(A) Requisite Knowledge.** Purpose and requirement of ICS forms, agency standard operational procedures, information-tracking methods, documentation methods, and an understanding of critical incident information.

**(B) Requisite Skills.** Documenting actions taken within the position and utilizing ICS forms.

**11.3.9** Initiate an incident demobilization plan, given an incident or planned event, an incident command structure, assigned resources, and a demobilization plan, so that staffing requirements are recommended, relationships with stakeholder organizations are maintained, life safety and accountability considerations are identified, and control of the scene is returned to the AHJ or other responsible party.

**(A) Requisite Knowledge.** Jurisdictional standard operating procedures related to incident termination and demobilization.

**(B) Requisite Skills.** Accurately estimating the resources that can handle the remaining functions at an incident or planned event, using appropriate ICS forms and documentation, communicating demobilization information to assigned resources, and adjusting an IAP to meet incident demobilization needs.

## Chapter 12 Strike Team/Task Force Leader

### 12.1 General.

**12.1.1\*** For qualification at the Strike Team/Task Force Leader level, the candidate shall meet the general knowledge requirements in 12.1.1.1, the general skill requirements in 12.1.1.2, and the job performance requirements (JPRs) defined in Sections 12.2 and 12.3.

**12.1.1.1 General Knowledge Requirements.** Familiarity with the National Response Framework and how it relates to the role of Strike Team or Task Force Leader, knowledge of the National Incident Management System (NIMS) and the Incident Command System (ICS), use of communications devices, knowledge of agency standard operating procedures, and knowledge of procedures for stopping unsafe or incorrect acts or operations.

**12.1.1.2 General Skill Requirements.** Prioritizing tasks so as to accomplish the most critical first, making effective decisions in an environment with a large number of unknowns, evaluating

material resource needs, recognizing the need for supplemental technical knowledge, anticipating hazards and taking action in a proactive manner to ensure responder safety and health, developing alternative plans, identifying training needs and/or levels of assigned personnel, and recognizing and identifying unsafe acts and operations.

**12.2 Assume and Transfer the Position of Strike Team/Task Force Leader.** This duty shall involve assuming the role of Strike Team/Task Force Leader at an incident or planned event and transferring those duties to another person at the appropriate time, according to the following JPRs.

**12.2.1** Assume the role of the Strike Team/Task Force Leader within the Operations Section of an incident or planned event, given an incident or planned event, an incident briefing, a tactical assignment, standard operating procedures, and communications equipment, so that a command is established, relevant situational information of the incident or planned event is gained and maintained, tactical objectives are received and understood, and tactical and safety concerns are communicated to the personnel within the command.

**(A) Requisite Knowledge.** The role and duties of a Strike Team/Task Force Leader within the ICS; organizational policies and procedures for the Strike Team/Task Force Leader; accountability protocols; resource types and deployment methods; appropriate strategies and tactics for various types of incidents; availability, capabilities, and limitations of responders and other resources; communication problems and needs; and communications requirements, methods, and means.

**(B) Requisite Skills.** Acquiring and documenting information and orders from the Incident Commander (IC), Operations Section Chief, Branch Director, or Division/Group Supervisor (as appropriate), organizing and assigning resources to achieve tactical goals at an incident or planned event, evaluating incident information, managing communications, and communicating in such a manner that information is successfully transferred and objectives are met.

**12.2.2** Manage the transfer of Strike Team/Task Force Leader duties at an incident or planned event, given an incident or planned event, an established command structure and a Strike Team/Task Force Leader, a current situation status, incident documentation, and communications equipment, so that incident information is exchanged, continuity of authority and situational awareness are maintained, changes in incident complexity are accounted for, the new Strike Team/Task Force Leader is fully briefed on the incident or planned event, and the new Strike Team/Task Force Leader is identified to all personnel and stakeholders.

**(A) Requisite Knowledge.** Transfer of duty procedures; information sources; resource accountability and tracking process; use of ICS forms; the role and duties of a Strike Team/Task Force Leader within the ICS; organizational policies and procedures for the Strike Team/Task Force Leader; accountability protocols; resource types and deployment methods; documentation methods and requirements; availability, capabilities, and limitations of responders and other resources; communication problems and needs; communications requirements, methods, and means; and types of tasks and assignment responsibilities.

**(B) Requisite Skills.** Conducting a transfer briefing meeting, acquiring and documenting information and orders from the IC, using reference materials, evaluating incident information,

managing communications, and communicating in such a manner that information is successfully transferred and objectives are met.

**12.3 Perform the Role of Strike Team/Task Force Leader at an Incident or Planned Event.** This duty shall involve reporting to a Division or Group Supervisor and being responsible for performing tactical assignments assigned to the strike team or task force. The Strike Team/Task Force Leader shall report work progress and the status of resources, maintain work records on assigned personnel, and relay other important information to his or her supervisor.

**12.3.1\*** Take direction from the next level of command (IC, Operations Section Chief, Branch Director, or Division/Group Supervisor, as appropriate) regarding strategic approaches to operational tactical objectives and procedures, given an incident or planned event and an established Operations Section Chief, so that operational objectives and strategies are clarified, operational tactical objectives are selected, resource needs are identified, accomplishments are reported, and input is provided to the Operations Section Chief for the development of the next operational period.

**(A) Requisite Knowledge.** Appropriate strategies and tactics for the given functional or geographic assignment of the Division/Group Supervisor assigned, capabilities of resources assigned to the branch, principles of unified command, and planning meeting procedures.

**(B) Requisite Skills.** Making decisions, prioritizing needs and actions based on rapidly changing conditions, and communicating by various means.

**12.3.2** Determine and communicate IAP operational objectives of an incident action plan (IAP) and required resources needed to accomplish the assignment, given a tactical approach from the Operations Section, assigned resources, and operational procedures, so that the required resources are identified and communicated to supervisors, assigned resources are allocated and the assignments are carried out, the tactical assignments are carried out, and the results are monitored and communicated to Command.

**(A) Requisite Knowledge.** ICS organization structure expansion procedures, communication skills, span-of-control procedures, tactics for the Strike Team/Task Force Leader, and accountability and transfer of duty procedures.

**(B) Requisite Skills.** Communicating by radio and other means, implementing accountability procedures and tactical operations specific to the incident, anticipating resource needs, ensuring that assigned resources meet qualification requirements and are adequate to meet objectives, and resolving logistical problems reported by subordinates.

**12.3.3** Implement and monitor Strike Team/Task Force control operations assignments, given Strike Team/Task Force control operational assignments, resources, situation status information, and operational procedures, so that divisions and groups are established to accomplish tactical tasks, appropriate span-of-control is maintained, specific work tasks are assigned to divisions or groups, plans and/or assignments are modified as dictated by incident conditions, resource needs for the personnel assigned are obtained, and the Operations Section Chief is notified of necessary changes to the IAP.

**(A) Requisite Knowledge.** ICS organization structure expansion procedures, communication skills, span-of-control procedures, tactics for the Strike Team/Task Force Leader, and accountability and transfer of duty procedures.

**(B) Requisite Skills.** Communicating by radio and other means, implementing accountability procedures, and performing tactical operations specified for the assigned Strike Team/Task Force Leader.

**12.3.4** Manage the workflow process and set time schedules to accomplish assigned duties at an incident or planned event, given an incident or planned event and duties assigned to the Strike Team/Task Force Leader, so that procedures are established for work activities, work schedules are established, staff resources to perform needed tasks are obtained, and tasks are assigned.

**(A) Requisite Knowledge.** Resource requirements and position duties of the Strike Team/Task Force Leader, time management requirements, management processes, types of information sources, schedule types and display methods, and ICS forms and specific uses.

**(B) Requisite Skills.** Managing staff, giving direction and setting goals and priorities for staff, managing time, collecting and organizing information, assessing scheduling requirements and developing a timeline for activities, and acquiring and documenting information and orders from other Incident Command personnel.

**12.3.5** Approve accident and medical reports, given an injury or illness and documentation of the injury or illness, so that documentation of medical treatment and accidents is reviewed, approved, and tracked according to the policies and procedures of the AHJ.

**(A) Requisite Knowledge.** Accident-reporting forms for accident or injury reporting.

**(B) Requisite Skills.** Tracking and recording resources and communicating by radio and other means.

**12.3.6** Maintain a unit log, given an incident or planned event assignment and a unit log form, so that significant decisions, actions, events, and work activities are documented and the form is completed according to procedures.

**(A) Requisite Knowledge.** Purpose and requirement of ICS forms, agency standard operational procedures, information-tracking methods, documentation methods, and an understanding of critical incident information.

**(B) Requisite Skills.** Documenting actions taken within the position and utilizing ICS forms.

**12.3.7** Manage the demobilization process for assigned staff, given an incident or planned event, assigned staff, and a demobilization plan, so that staff understands the demobilization process, procedures in the plan are followed, performance ratings are completed, and staff are released according to the plan.

**(A) Requisite Knowledge.** Local and incident-specific procedures for incident termination and demobilization.

**(B) Requisite Skills.** Estimating of resources needed to handle remaining workload, using ICS forms, and communicating demobilization information to assigned resources.



## Chapter 13 Air Operations Branch Director

### 13.1 General.

**13.1.1\*** For qualification at the Air Operations Branch Director level, the candidate shall meet the general knowledge requirements in 13.1.1.1, the general skill requirements in 13.1.1.2, and the job performance requirements (JPRs) defined in Sections 13.2 and 13.3.

**13.1.1.1 General Knowledge Requirements.** Familiarity with the National Response Framework and how it relates to the role of Air Operations Branch Director; knowledge of the National Incident Management System (NIMS) and the Incident Command System (ICS), and knowledge of procedures for stopping unsafe or incorrect acts or operations.

**13.1.1.2 General Skill Requirements.** Prioritizing tasks so as to accomplish the most critical first, making effective decisions in an environment with a large number of unknowns, evaluating material resource needs, recognizing the need for supplemental technical knowledge, anticipating hazards and taking action in a proactive manner to ensure responder safety and health, and recognizing and identifying unsafe acts and operations.

**13.2 Assume and Transfer the Position of Air Operations Branch Director.** This duty shall involve assuming the role of Air Operations Branch Director at an incident or planned event and transferring the duties of that role to another person at the appropriate time, according to the following JPRs.

**13.2.1** Assume the role of Air Operations Branch Director within the Operations Section of an ICS at an incident or planned event, given an incident or planned event, an established Operations Section, an Incident Action Plan (IAP), an incident briefing, standard operating procedures, and communications equipment, so that an air operations branch is established; relevant situational information of the incident is gained and maintained; the relationship with the outgoing Air Operations Branch Director or other personnel performing the function (if previously established) is established and maintained; the priorities, goals and objectives of the Incident Commander (IC) and/or Operations Section Chief are received and understood; notification of position assumption is verbalized and documented; and the location of the Air Operations Branch is identified and confirmed with the IC.

**(A) Requisite Knowledge.** The role and duties of an Air Operations Branch Director within the ICS; organizational policies and procedures for the Air Operations Branch Director; accountability protocols; resource types and deployment methods; appropriate strategies and tactics for various types of incidents; availability, capabilities, and limitations of responders and other resources; communication problems and needs; and communications requirements.

**(B) Requisite Skills.** Acquiring and documenting information and orders from the Operations Section Chief, organizing and assigning aviation resources to achieve tactical goals at an incident or planned event, evaluating incident information, managing communications, and communicating in such a manner that information is successfully transferred and objectives are met.

**13.2.2** Manage the transfer of Air Operations Branch Director duties at an incident or planned event, given an incident or planned event, an established command structure and an Air Operations Branch Director, an IAP, a current situation status,

a command post, incident documentation, and communications equipment, so that incident information is exchanged, reports and plans for the subsequent operational period are completed, continuity of authority and situational awareness are maintained, changes in incident complexity are accounted for, the new Air Operations Branch Director is fully briefed on the incident or planned event, and the new Air Operations Branch Director is identified.

**(A) Requisite Knowledge.** Transfer of duty procedures; information sources, resource accountability, and tracking process; use of ICS forms; the role and duties of an Air Operations Branch Director within the ICS; organizational policies and procedures for the Air Operations Branch Director; accountability protocols; resource types and deployment methods; documentation methods and requirements; availability, capabilities, and limitations of responders and other resources; communication problems and needs; communications requirements, methods, and means; and types of tasks and assignment responsibilities.

**(B) Requisite Skills.** Conducting a transfer briefing meeting, acquiring and documenting information and orders from the IC, using reference materials, evaluating incident information, managing communications, and communicating in such a manner that information is successfully transferred and objectives are met.

**13.3 Perform the Role of Air Operations Branch Director at an Incident or Planned Event.** This duty shall involve command of the Air Operations Branch within the Operations Section of an ICS at an incident or planned event, monitoring incident conditions and needs, providing necessary information to Command and General Staff, and assigning and deploying air-related resources to achieve incident tactical goals, according to the following JPRs.

**13.3.1** Participate in planning meetings at the request of the Operations Section Chief, given a planning meeting, tactical air objectives, strategic approaches, and procedures specific to the AHJ, so that operational objectives and strategies are clarified, operational tactical objectives are selected, resource needs are identified, and the IAP is developed for the Air Operations Branch.

**(A) Requisite Knowledge.** Procedures to request declaration or cancellation of restricted airspace, air traffic control requirements of assigned aircraft, procedures for emergency reassignment of aircraft, procedures for scheduling of approved flights of nonincident aircraft in restricted airspace, uses of non-tactical aircraft, and familiarization with procedures necessary to report and initiate an aircraft accident investigation.

**(B) Requisite Skills.** Preparing air operations forms and summary sheets and coordinating and scheduling infrared aircraft flights.

**13.3.2** Develop the air operations control procedures in conjunction with subordinates, given subordinates, IAP air operational objectives, a tactical approach, and operational procedures, so that the air control operations accomplish the IAP objectives, information is continually updated, and alternatives are identified, evaluated, and selected.

**(A) Requisite Knowledge.** ICS organization structure expansion procedures, communication skills, span-of-control procedures, tactics for the Air Operations Branch Director, and accountability and transfer of duty procedures.

**(B) Requisite Skills.** Communicating by radio and other means, using accountability procedures, and implementing tactical operations specified for the assigned Air Operations Branch Director.

**13.3.3** Implement and monitor air operation assignments, given an air tactical group supervisor and helicopter coordinator, air operations resources, situation status information, and operational procedures, so that divisions and groups are established to accomplish tactical tasks, specific work tasks are assigned to Air Operations, appropriate span-of-control is maintained, plans and/or assignments are modified as dictated by incident conditions, resource needs for the personnel assigned are obtained, and the Operations Section Chief is notified of necessary changes to the IAP.

**(A) Requisite Knowledge.** ICS organization structure expansion procedures, communication skills, span-of-control procedures, tactics for the Air Operations Branch Director, and accountability and transfer of duty procedures.

**(B) Requisite Skills.** Communicating by radio and other means, using accountability procedures, and implementing tactical operations specified for the assigned Air Operations Branch Director.

**13.3.4** Approve accident and medical reports, given an injury or illness and documentation of the injury or illness, so that documentation of medical treatment and accidents is reviewed, approved, and tracked according to the policies and procedures of the AHJ.

**(A) Requisite Knowledge.** Accident-reporting forms for accident and injury reporting.

**(B) Requisite Skills.** Tracking and recording resources, and communicating by radio and other means.

**13.3.5** Manage the workflow process and set time schedules to accomplish assigned duties at an incident or planned event, given an incident or planned event and duties assigned to the Air Operations Branch Director, so that procedures are established for work activities, work schedules are established, staff resources to perform needed tasks are obtained, and tasks are assigned.

**(A) Requisite Knowledge.** Resource requirements and position duties of the Air Operations Branch Director, time management requirements, management processes, types of information sources, schedule types and display methods, and ICS forms and specific uses.

**(B) Requisite Skills.** Managing staff, giving direction and setting goals and priorities for staff, managing time, collecting and organizing information, assessing scheduling requirements and developing a timeline for activities, and acquiring and documenting information and orders from other Incident Command personnel.

**13.3.6** Maintain a unit log, given an incident or planned event assignment and a unit log form, so that significant decisions, actions, events, and work activities are documented and the form is completed according to procedures.

**(A) Requisite Knowledge.** Purpose and requirement of ICS forms, agency standard operational procedures, information-tracking methods, documentation methods, and understanding of critical incident information.

**(B) Requisite Skills.** Documenting actions taken within the position and utilizing ICS forms.

**13.3.7** Manage the demobilization process for assigned staff, given an incident or planned event, assigned staff, and a demobilization plan, so that staff understands the demobilization process, procedures in the plan are followed, performance ratings are completed, and staff are released according to the plan.

**(A) Requisite Knowledge.** Local and incident-specific procedures for incident termination and demobilization.

**(B) Requisite Skills.** Estimating resources needed to handle remaining workload, using ICS forms, and communicating demobilization information to assigned resources.

## Chapter 14 Air Support Group Supervisor

### 14.1 General.

**14.1.1\*** For qualification at the Air Support Group Supervisor level, the candidate shall meet the general knowledge requirements in 14.1.1.1, the general skill requirements in 14.1.1.2, and the job performance requirements (JPRs) defined in Sections 14.2 and 14.3.

**14.1.1.1 General Knowledge Requirements.** Familiarity with the National Response Framework and how it relates to the role of Air Support Group Supervisor, knowledge of the National Incident Management System (NIMS) and the Incident Command System (ICS), and knowledge of procedures for stopping unsafe or incorrect acts or operations.

**14.1.1.2 General Skill Requirements.** Prioritizing tasks so as to accomplish the most critical first, making effective decisions in an environment with a large number of unknowns, evaluating material resource needs, recognizing the need for supplemental technical knowledge, anticipating hazards and taking action in a proactive manner to ensure responder safety and health, and recognizing and identifying unsafe acts and operations.

**14.2 Assume and Transfer the Position of Air Support Group Supervisor.** This duty shall involve assuming the role of Air Support Group Supervisor at an incident or planned event and transferring the duties of that role to another person at the appropriate time, according to the following JPRs.

**14.2.1** Assume the role of Air Support Group Supervisor within the Operations Section of an ICS at an incident or planned event, given an incident or planned event, an established Operations Section, an Incident Action Plan (IAP), an incident briefing, standard operating procedures, and communications equipment, so that an Air Operations branch is established, relevant situational information of the incident is gained and maintained; the relationship with the outgoing Air Support Group Supervisor or other personnel performing the function (if previously established) is established and maintained; the priorities, goals, and objectives of the Incident Commander (IC) and/or Operations Section Chief are received and understood; notification of position assumption is verbalized and documented; and the location of the Air Operations branch is identified and confirmed with the IC.

**(A) Requisite Knowledge.** The role and duties of an Air Support Group Supervisor within the ICS; organizational policies and procedures for the Air Support Group Supervisor; accountability protocols; resource types and deployment meth-

ods; appropriate strategies and tactics for various types of incidents; availability, capabilities, and limitations of responders and other resources; communication problems and needs; and communications requirements, methods, and means.

**(B) Requisite Skills.** Acquiring and documenting information and orders from the IC or Operations Section Chief, organizing and assigning aviation resources to achieve tactical goals at an incident or planned event, evaluating incident information, managing communications, and communicating in such a manner that information is successfully transferred and objectives are met.

**14.2.2** Manage the transfer of Air Support Group Supervisor duties at an incident or planned event, given an incident or planned event, an established command structure and an Air Support Group Supervisor, an IAP, a current situation status, a command post, incident documentation, and communications equipment, so that incident information is exchanged, reports and plans for the subsequent operational period are completed, continuity of authority and situational awareness are maintained, changes in incident complexity are accounted for, the new Air Support Group Supervisor is fully briefed on the incident or planned event, and the new Air Support Group Supervisor is identified.

**(A) Requisite Knowledge.** Transfer of duty procedures; information sources; resource accountability and tracking process; use of ICS forms; the role and duties of an Air Support Group Supervisor within the ICS; organizational policies and procedures for the Air Support Group Supervisor; accountability protocols; resource types and deployment methods; documentation methods and requirements; availability, capabilities, and limitations of responders and other resources; communication problems and needs; communications requirements; and types of tasks and assignment responsibilities.

**(B) Requisite Skills.** Conducting a transfer briefing meeting, acquiring and documenting information and orders from the IC, using reference materials, evaluating incident information, managing communications, and communicating in such a manner that information is successfully transferred and objectives are met.

**14.3 Perform the Role of Air Support Group Supervisor at an Incident or Planned Event.** This duty shall involve command of the Air Operations Branch within the Operations Section of an ICS at an incident or planned event, monitoring incident conditions and needs, providing necessary information to Command and General Staff, and assigning and deploying air-related resources to achieve incident tactical goals, according to the following JPRs.

**14.3.1\*** Participate in planning meetings at the request of the Operations Section Chief or IC, given a planning meeting, tactical air objectives, strategic approaches, and procedures specific to the AHJ, so that operational objectives and strategies are clarified, operational tactical objectives are selected, resource needs are identified, and the IAP is developed for the Air Operations Branch.

**(A) Requisite Knowledge.** Procedures to request declaration or cancellation of restricted airspace, air traffic control requirements of assigned aircraft, procedures for emergency reassignment of aircraft, procedures for scheduling of approved flights of nonincident aircraft in restricted airspace, uses of nontacti-

cal aircraft, and familiarization with procedures necessary to report and initiate an aircraft accident investigation.

**(B) Requisite Skills.** Preparation of air operations forms and summary sheets and coordination and scheduling of infrared aircraft flights.

**14.3.2** Implement air support procedures in conjunction with subordinates, given subordinates, IAP air operational objectives, a tactical approach, and operational procedures, so that the air operations accomplish the IAP objectives, information is continually updated, air support is provided, and alternatives are identified, evaluated, and selected.

**(A) Requisite Knowledge.** ICS organization structure expansion procedures, communication skills, span-of-control procedures, duties of the Air Support Group Supervisor, and accountability and transfer of duty procedures.

**(B) Requisite Skills.** Communicating by radio and other means, implementing accountability procedures, and performing tactical operations specific to the Air Support Group Supervisor.

**14.3.3** Implement and monitor air operation assignments, given an Air Tactical Group Supervisor and helicopter coordinator, air operations resources, situation status information, and operational procedures, so that divisions and groups are known to the assigned personnel to accomplish tasks, specific work tasks are assigned to Air Operations, appropriate span-of-control is maintained, plans and/or assignments are modified as dictated by incident conditions, resource needs for the personnel assigned are obtained, and the Operations Section Chief is notified of necessary changes to the IAP.

**(A) Requisite Knowledge.** ICS organization structure, expansion procedures, communication skills, span of control procedures, tactics for the Air Support Group Supervisor's accountability, and transfer of duty procedures.

**(B) Requisite Skills.** Communicating by radio and other means, implementing accountability procedures, and performing tactical operations specific for the assigned Air Support Group Supervisor.

**14.3.4** Approve accident and medical reports, given an injury or illness and documentation of the injury or illness, so that documentation of medical treatment and accidents is reviewed, approved, and tracked according to the policies and procedures of the AHJ.

**(A) Requisite Knowledge.** Accident-reporting forms for accident and injury reporting.

**(B) Requisite Skills.** Tracking and recording activity and communicating by radio and other means.

**14.3.5** Manage the workflow process and set time schedules to accomplish assigned duties at an incident or planned event, given an incident or planned event and duties assigned to the Air Support Group Supervisor, so that procedures are established for work activities, work schedules are established, staff resources to perform needed tasks are obtained, and tasks are assigned.

**(A) Requisite Knowledge.** Resource requirements and position duties of the Air Support Group Supervisor, time management requirements, management processes, types of



information sources, schedule types and display methods, and ICS forms and specific uses.

**(B) Requisite Skills.** Managing staff, giving direction and setting goals and priorities for staff, managing time, collecting and organizing information, assessing scheduling requirements and developing a timeline for activities, and acquiring and documenting information and orders from other Incident Command personnel.

**14.3.6** Maintain a unit log, given an incident or planned event assignment and the unit log form, so that significant decisions, actions, events, and work activities are documented and the form is completed.

**(A) Requisite Knowledge.** Purpose and requirement of ICS forms, agency standard operational procedures, information-tracking methods, documentation methods, and understanding of critical incident information.

**(B) Requisite Skills.** Documenting actions taken within the position and utilizing ICS forms.

**14.3.7** Manage the demobilization process for assigned staff, given an incident or planned event, assigned staff, and a demobilization plan, so that staff understands the demobilization process, procedures in the plan are followed, performance ratings are completed, and staff are released according to the plan.

**(A) Requisite Knowledge.** Local and incident-specific procedures for incident termination and demobilization.

**(B) Requisite Skills.** Estimating resources needed to handle remaining workload, using ICS forms, and communicating demobilization information to assigned resources.

## Chapter 15 Air Tactical Group Supervisor

### 15.1 General.

**15.1.1\*** For qualification at the Air Tactical Group Supervisor level, the candidate shall meet the general knowledge requirements in 15.1.1.1, the general skill requirements in 15.1.1.2, and the job performance requirements (JPRs) defined in Sections 15.2 and 15.3.

**15.1.1.1 General Knowledge Requirements.** Familiarity with the National Response Framework and how it relates to the role of Air Tactical Group Supervisor, knowledge of the National Incident Management System (NIMS) and the Incident Command System (ICS), and knowledge of procedures for stopping unsafe or incorrect acts or operations.

**15.1.1.2 General Skill Requirements.** Prioritizing tasks so as to accomplish the most critical first, making effective decisions in an environment with a large number of unknowns, evaluating material resource needs, recognizing the need for supplemental technical knowledge, anticipating hazards and taking action in a proactive manner to ensure responder safety and health, and recognizing and identifying unsafe acts and operations.

**15.2 Assume and Transfer the Position of Air Tactical Group Supervisor.** This duty shall involve assuming the role of Air Tactical Group Supervisor at an incident or planned event and transferring those duties to another person at the appropriate time, according to the following JPRs.

**15.2.1** Assume the role of Air Tactical Group Supervisor within the Operations Section of an ICS at an incident or planned event, given an incident or planned event, an established Operations Section, an Incident Action Plan (IAP), an incident briefing, standard operating procedures, and communications equipment, so that aircraft coordination is maintained when fixed and/or rotary wing aircraft are operating; approved flights of nonincident aircraft or nontactical flights in restricted airspace area are coordinated; relevant situational information of the incident is gained and maintained; the relationship with the outgoing Air Tactical Group Supervisor or other personnel performing the function (if previously established) is established and maintained; the priorities, goals, and objectives of the Incident Commander (IC) and/or Operations Section Chief are received and understood; and notification of position assumption is verbalized and documented.

**(A) Requisite Knowledge.** The role and duties of an Air Tactical Group Supervisor within the ICS; organizational policies and procedures for the Air Tactical Group Supervisor; accountability protocols; resource types and deployment methods; appropriate strategies and tactics for various types of aircraft; availability, capabilities, and limitations of aircraft; responders and other resources; communication problems and needs; and communications requirements, methods, and means.

**(B) Requisite Skills.** Acquiring and documenting information and orders from the IC or Operations Section Chief, organizing and assigning aviation resources to achieve tactical goals at an incident or planned event, evaluating incident information, managing communications, and communicating in such a manner that information is successfully transferred and objectives are met.

**15.2.2** Manage the transfer of Air Tactical Group Supervisor duties at an incident or planned event, given an incident or planned event, an established command structure and an Air Tactical Group Supervisor, an IAP, a current situation status, incident documentation, and communications equipment, so that incident information is exchanged, reports and plans for the subsequent operational period are completed, continuity of authority and situational awareness are maintained, changes in incident complexity are accounted for, the new Air Tactical Group Supervisor is fully briefed on the incident or planned event, and the new Air Tactical Group Supervisor is identified.

**(A) Requisite Knowledge.** Transfer of duty procedures; information sources; resource accountability and tracking process; use of ICS forms; the role and duties of an Air Tactical Group Supervisor within the ICS; organizational policies and procedures for the Air Tactical Group; accountability protocols; resource types and deployment methods; documentation methods and requirements; availability, capabilities, and limitations of responders and other resources; communication problems and needs; communications requirements; and types of tasks and assignment responsibilities.

**(B) Requisite Skills.** Conducting a transfer briefing meeting, acquiring and documenting information and orders from the IC, using reference materials, evaluating incident information, managing communications, and communicating in such a manner that information is successfully transferred and objectives are met.

**15.3 Perform the Role of Air Tactical Group Supervisor at an Incident or Planned Event.** This duty shall involve command of the Air Tactical Operations within the Operations Section of

an ICS at an incident or planned event, monitoring incident conditions and needs, providing necessary information to Command and General Staff, and assigning and deploying air-related resources to achieve incident tactical goals, according to the following JPRs.

**15.3.1\*** Participate in planning meetings at the request of the Operations Section Chief or IC, given a planning meeting, tactical air objectives, strategic approaches, and procedures specific to the AHJ, so that operational objectives and strategies are clarified, operational tactical objectives are selected, resource needs are identified, and information is provided as required for the development of the IAP.

**(A) Requisite Knowledge.** Procedures to request declaration or cancellation of restricted airspace; maintenance of air traffic control communication requirements with assigned aircraft; communications with the Operations Section, Helicopter Coordinator, Tanker/Fixed Wing Coordinator, Air Support Group (usually Helibase Manager), and fixed wing support bases; procedures for emergency reassignment of aircraft; procedures for scheduling of approved flights of nonincident aircraft in restricted airspace; uses of nontactical aircraft; and familiarization with procedures necessary to report and initiate an aircraft accident investigation.

**(B) Requisite Skills.** Preparing air operations forms and summary sheets and coordinating and scheduling infrared aircraft flights.

**15.3.2** Implement air support procedures in conjunction with subordinates, given subordinates, IAP air operational objectives, a tactical approach, and operational procedures, so that the air operations accomplish the IAP objectives, information is continually updated, air support is provided, and alternatives are identified, evaluated, and selected.

**(A) Requisite Knowledge.** ICS organization structure expansion procedures, communication skills, span-of-control procedures, duties of the Air Tactical Group Supervisor, and accountability and transfer of duty procedures.

**(B) Requisite Skills.** Communicating by radio and other means, implementing accountability procedures, and performing tactical operations specific to the Air Support Group Supervisor.

**15.3.3** Implement and supervise air operation assignments, given helicopter coordinator, air operations resources, situation status information, and operational procedures, so that divisions and groups are known to the assigned personnel to accomplish tasks, specific work tasks are assigned to air operations, appropriate span-of-control is maintained, plans and/or assignments are modified as dictated by incident conditions, resource needs for the personnel assigned are obtained, and the Operations Section Chief is notified of necessary changes to the IAP.

**(A) Requisite Knowledge.** ICS organization structure, expansion procedures, communication skills, span-of-control procedures, and tactics for the air operations, accountability, and transfer of duty procedures.

**(B) Requisite Skills.** Communicating by radio and other means, implementing accountability procedures, and performing tactical operations specific to the assigned Air Tactical Group Supervisor.

**15.3.4** Approve accident and medical reports, given an injury or illness and documentation of the injury or illness, so that documentation of medical treatment and accidents is reviewed, approved, and tracked according to the policies and procedures of the AHJ.

**(A) Requisite Knowledge.** Accident reporting forms for accident and injury reporting.

**(B) Requisite Skills.** Tracking and recording activity and communicating by radio and other means.

**15.3.5** Manage the workflow process and set time schedules to accomplish assigned duties at an incident or planned event, given an incident or planned event and duties assigned to the Air Tactical Group Supervisor, so that procedures are established for work activities, work schedules are established, staff resources to perform needed tasks are obtained, and tasks are assigned.

**(A) Requisite Knowledge.** Resource requirements and position duties of the Air Tactical Group Supervisor, time management requirements, management processes, types of information sources, schedule types and display methods, and ICS forms and specific uses.

**(B) Requisite Skills.** Managing staff, giving direction and setting goals and priorities for staff, managing time, collecting and organizing information, assessing scheduling requirements and developing a timeline for activities, and acquiring and documenting information and orders from other Incident Command personnel.

**15.3.6** Maintain a unit log, given an incident or planned event assignment and a unit log form, so that significant decisions, actions, events, and work activities are documented and the form is completed according to procedures.

**(A) Requisite Knowledge.** Purpose and requirement of ICS forms, agency standard operational procedures, information-tracking methods, documentation methods, and understanding of critical incident information.

**(B) Requisite Skills.** Documenting actions taken within the position and utilizing ICS forms.

**15.3.7** Manage the demobilization process for assigned staff, given an incident or planned event, assigned staff, and a demobilization plan, so that staff understands the demobilization process, procedures in the plan are followed, performance ratings are completed, and staff are released according to the plan.

**(A) Requisite Knowledge.** Local and incident-specific procedures for incident termination and demobilization.

**(B) Requisite Skills.** Estimating resources needed to handle remaining workload, using ICS forms, and communicating demobilization information to assigned resources.



## Chapter 16 Planning Section Chief

### 16.1 General.

**16.1.1\*** For qualification at the Planning Section Chief level, the candidate shall meet the general knowledge requirements in 16.1.1.1, the general skill requirements in 16.1.1.2, and the job performance requirements (JPRs) defined in Sections 16.2 and 16.3.

**16.1.1.1 General Knowledge Requirements.** Familiarity with the National Response Framework and how it relates to the role of Planning Section Chief, knowledge of the National Incident Management System (NIMS) and the Incident Command System (ICS), Incident Action Plan (IAP) development process, typical IAP content, ICS forms, information display types, use of communications devices, use of office supplies and equipment for planning duties, requirements of managing a planning briefing, JPRs of the planning section staff, standard operating procedures for the AHJ, and procedures for stopping unsafe or incorrect acts or operations.

**16.1.1.2 General Skill Requirements.** Prioritizing tasks so as to accomplish the most critical first, making effective decisions in an environment with a large number of unknowns, evaluating material resource needs, recognizing the need for supplemental technical knowledge, anticipating hazards and taking action in a proactive manner to ensure responder safety and health, and recognizing and identifying unsafe acts and operations.

**16.2 Assume and Transfer the Position of Planning Section Chief.** This duty shall involve assuming the role of Planning Section Chief at an incident or planned event and transferring the duties of that role to another person at the appropriate time, according to the following JPRs.

**16.2.1** Assume role of Planning Section Chief within an ICS at an incident or planned event, given an incident or planned event, an IAP, an incident briefing, standard operating procedures, and communications equipment, so that a Planning Section is established; relevant situational information of the incident is gained and maintained; the relationship with the outgoing Planning Section Chief or other personnel performing the function (if previously established) is established and maintained; the priorities, goals, and objectives of the Incident Commander (IC) are received and understood; notification of position assumption is verbalized and documented; and the location of the Planning Section Chief is identified and confirmed with the IC.

**(A) Requisite Knowledge.** The role and duties of a Planning Section Chief within the ICS; organizational policies and procedures for the Planning Section Chief; accountability protocols; resource types and deployment methods; Planning Section work tasks; documentation methods and requirements; availability, capabilities, and limitations of responders and other resources; appropriate strategies and tactics for handling various types of incidents; communication problems and needs; communications requirements, methods, and means; types of planning tasks and assignment responsibilities; and technical references related to the type of incident or planned event.

**(B) Requisite Skills.** Acquiring and documenting information and orders from the IC, using reference materials, evaluating incident information, understanding incident complexities and priorities, operating communications equipment, and commu-

nicating in such a manner that information is successfully transferred and objectives are met.

**16.2.2** Manage the transfer of Planning Section Chief duties at an incident or planned event, given an incident or planned event, an established command structure and a Planning Section Chief, an IAP, a current situation status, a command post, incident documentation, and communications equipment, so that incident information is exchanged, reports and plans for the subsequent operational period are completed, continuity of authority and situational awareness are maintained, changes in incident complexity are accounted for, the new Planning Section Chief is fully briefed on the incident or planned event, and the new Planning Section Chief is identified.

**(A) Requisite Knowledge.** Transfer of duty procedures; the role and duties of a Planning Section Chief within the ICS; organizational policies and procedures for the Planning Section Chief; accountability protocols; resource types and deployment methods; documentation methods and requirements; briefing requirements; availability, capabilities, and limitations of responders and other resources; appropriate strategies and tactics for handling various types of incidents; communication problems and needs; communications requirements; types of planning; incident priorities and critical incident information for various types of incidents; tasks and assignment responsibilities; and technical references related to the type of incident or planned event.

**(B) Requisite Skills.** Conducting a transfer briefing meeting, acquiring and documenting information and orders from the IC, using reference materials, evaluating incident information, managing communications, communicating in such a manner that information is successfully transferred and objectives are met, and developing an IAP.

**16.3 Perform the Role of Planning Section Chief at an Incident or Planned Event.** This duty shall involve management of the Planning Section within the ICS at an incident or planned event, monitoring incident conditions and needs, providing necessary information to Command and General Staff, and developing and maintaining an IAP, according to the following JPRs.

**16.3.1** Manage the Planning Section staff, given an incident or planned event, incident information, Planning Section staff, incident documentation supplies, and communications equipment, so that Planning Section priorities are established and units are coordinated within the section; a planning cycle is established for the incident or planned event and all Command and General Staff are informed; Planning Units are activated to meet section resource needs; work locations are assigned; units within the section are coordinated; additional planning resource needs are identified and requested; the safety, welfare, and accountability of assigned planning personnel during the entire period of command during the incident or planned event are ensured; interpersonal and interagency working relationships are initiated and maintained; flexibility in decision making related to other section needs and incident conditions is demonstrated, effective span-of-control is maintained, and communication equipment is used correctly.

**(A) Requisite Knowledge.** Types of incident hazards; work cycles and personnel rehabilitation requirements; ICS forms and specific uses; accountability systems and procedures; resource types and deployment methods; documentation meth-

ods and requirements; availability, capabilities, and limitations of responders and other resources; appropriate strategies and tactics for handling various types of incidents; strategic planning; situation analysis procedures; communications methods; and information display methods.

**(B) Requisite Skills.** Recognizing potentially hazardous situations, informing subordinates of hazards, managing staff, giving direction and setting goals and priorities for staff, analyzing information and determining critical data, acquiring and documenting information and orders from the IC, using reference materials, managing communications, communicating in such a manner that information is successfully transferred and objectives are met, and identifying training deficiencies within assigned staff.

**16.3.2** Collect, evaluate, and process resource and situational incident information, given an incident or planned event, resource and situation status information, incident documentation supplies and equipment, and communication equipment, so that all incident information is obtained, situational awareness is achieved and maintained, the present plan of action is assessed, a planning cycle is established for the incident or planned event and all Command and General Staff are informed, Planning Unit priorities are established, additional incident resource needs are identified, incident status is monitored and alternative strategies are developed, necessary information is presented during operational briefings, demobilization is considered throughout the incident or planned event in resource planning decisions, incident documentation is completed correctly, and communication equipment is used correctly.

**(A) Requisite Knowledge.** Types of incident hazards; work cycles and personnel rehabilitation requirements; ICS forms and specific uses; accountability systems and procedures; resource types and deployment methods; documentation methods and requirements; availability, capabilities, and limitations of responders and other resources; appropriate strategies and tactics for handling various types of incidents; strategic planning; situation analysis procedures; weather data collection options; demobilization planning; communication methods; and information display methods.

**(B) Requisite Skills.** Managing staff, establishing information requirements and reporting requirements for section, giving direction and setting goals and priorities for staff, analyzing information and determining critical data, acquiring and documenting information and orders from the IC, using reference materials, managing communications, communicating in such a manner that information is successfully transferred and objectives are met, and identifying training deficiencies within assigned staff.

**16.3.3** Conduct a planning meeting at an incident or planned event, given an incident or planned event, resource and situation status information, resources assigned to the Planning Section, incident strategic and tactical goals information, potential meeting facilities, and incident documentation equipment and supplies, so that support staff are aware of meeting assignments; a functional meeting facility is selected; an agenda reflecting the needs of the incident or planned event is developed; Command Staff members are able to identify requirements for their respective sections; relevant political considerations and/or agency policy and legal or fiscal constraints are used when reviewing strategic plans and an IAP; the IAP can be implemented and supported; elements of the

IAP required from other sections are identified; the meeting meets its objectives and covers the agenda in scheduled time; information developed at the meeting is transmitted to the appropriate members of the ICS structure in a timely and efficient manner; the development, approval, and implementation of transfer of command is coordinated when the incident escalates/deescalates; and incident documentation equipment and supplies are used correctly.

**(A) Requisite Knowledge.** Planning meeting requirements and elements, planning staff support requirements, meeting facility requirements, information displays, agenda setting, planning meeting coordination and management requirements, and communication methods.

**(B) Requisite Skills.** Coordinating, facilitating, and managing meetings, developing meeting agendas, managing group time frames, developing information displays, and using communications devices.

**16.3.4** Coordinate the development or revision of an IAP, given an incident or planned event, situation and resource status information, incident documentation equipment and supplies, and communication equipment, so that Planning Section staff completes the required elements of the IAP within required time frames of the planning cycle, the IAP meets the operational needs of the incident or planned event, the IAP is approved by the IC and distributed to appropriate recipients, changes from an existing IAP are emphasized in the operational period briefing, incident documentation equipment and supplies are used correctly, and communications equipment is used correctly.

**(A) Requisite Knowledge.** Types of incident hazards, work cycles and personnel rehabilitation requirements, ICS forms and specific uses, accountability systems and procedures, mobilization procedures and requirements, check-in procedures, strategic planning, situation analysis procedures, planning cycle requirements (including the "Planning P"), communications methods, information display methods, IAP elements, operational briefing requirements, types of situation information sources, understanding of operational periods and work cycles, weather data collection requirements, traffic plan requirements, and alternative strategy development. *(See Annex D for further information on the all-hazard "Planning P.")*

**(B) Requisite Skills.** Managing staff, giving direction and setting goals and priorities for staff, establishing information requirements and reporting schedules, using ICS forms, developing written communications, developing incident maps and charts, developing information displays, using communications devices, developing alternative strategies, identifying need for use of specialized resources or technical experts, presenting IAP information clearly and participating in discussion of IAP elements, and predicting incident outcomes.

**16.3.5** Evaluate the need for and coordinate the use of Technical Specialists, given an incident or planned event and specific operational needs so that technical specialists with specialized knowledge and expertise are integrated into the ICS structure for consultation and their input is included in the development of alternative strategies for control objectives and the IAP.

**(A) Requisite Knowledge.** Types of technical specialists for various incidents, contact information for acquiring technical

specialists, technical specialist support requirements, and capabilities, uses, and limitations of various technical specialists.

**(B) Requisite Skills.** Communicating with outside agency representatives and technical specialists, analyzing situation status information to determine the need for technical specialists, and coordinating the use of outside resources.

**16.3.6** Manage the workflow process and set time schedules to accomplish assigned duties at an incident or planned event, given an incident or planned event and assigned duties to the Planning Section Chief, so that procedures are established for work activities, work schedules are established, staff resources to perform needed tasks are obtained, and tasks are assigned.

**(A) Requisite Knowledge.** Resource requirements and position duties of the Planning Section Chief, time management requirements, management processes, types of information sources, schedule types and display methods, and ICS forms and specific uses.

**(B) Requisite Skills.** Managing staff, giving direction and setting goals and priorities for staff, managing time, collecting and organizing information, assessing scheduling requirements and developing a timeline for activities, and acquiring and documenting information and orders from other Incident Command personnel.

**16.3.7** Maintain a unit log, given an incident or planned event assignment and the unit log form, so that significant decisions, actions, events, and work activities are documented and the form is completed.

**(A) Requisite Knowledge.** Purpose and requirement of ICS forms, agency standard operational procedures, information-tracking methods, documentation methods, and understanding of critical incident information.

**(B) Requisite Skills.** Documenting actions taken within the position and utilizing ICS forms.

**16.3.8** Manage the demobilization process for assigned staff, given an incident or planned event, assigned staff, and a demobilization plan, so that staff understands the demobilization process, procedures in the plan are followed, performance ratings are completed, and staff are released according to the plan.

**(A) Requisite Knowledge.** Local and incident-specific procedures for incident termination and demobilization.

**(B) Requisite Skills.** Estimating resources needed to handle remaining workload, using ICS forms, and communicating demobilization information to assigned resources.

## Chapter 17 Resources Unit Leader

### 17.1 General.

**17.1.1\*** For qualification at the Resources Unit Leader level, the candidate shall meet the general knowledge requirements in 17.1.1.1, the general skill requirements in 17.1.1.2, and the job performance requirements (JPRs) defined in Sections 17.2 and 17.3.

**17.1.1.1 General Knowledge Requirements.** Familiarity with the National Response Framework and how it relates to the role of Resources Unit Leader, knowledge of the National Incident Management System (NIMS) and the Incident Command

System (ICS), Incident Action Plan (IAP) content, ICS forms, office supplies and equipment used for planning duties, types of resources commonly used at emergency events, agency standard operating procedures, and procedures for stopping unsafe or incorrect acts or operations.

**17.1.1.2 General Skill Requirements.** Prioritizing tasks so as to accomplish the most critical first, making effective decisions in an environment with a large number of unknowns, evaluating material resource needs, recognizing the need for supplemental technical knowledge, and anticipating hazards and taking action in a proactive manner to ensure responder safety and health, organizing tasks and tracking location of resources, utilizing communications devices, presenting information in a clear and logical fashion, and recognizing and identifying unsafe acts and operations.

**17.2 Assume and Transfer the Position of Resources Unit Leader.** This duty shall involve assuming the role of Resources Unit Leader at an incident or planned event and transferring the duties of that role to another person at the appropriate time, according to the following JPRs.

**17.2.1** Assume the role of Resources Unit Leader within an ICS at an incident or planned event, given an incident or planned event, an IAP, an incident briefing, standard operating procedures, and communications equipment, so that a Resources Unit is established; relevant situational information of the incident is gained and maintained; the relationship with the outgoing Resources Unit Leader or other personnel performing the function (if previously established) is established and maintained; the priorities, goals, and objectives of the Incident Commander (IC) and Planning Section are received and understood; notification of position assumption is verbalized and documented; and the location of the Resources Unit Leader is identified and confirmed with the Planning Section Chief or IC.

**(A) Requisite Knowledge.** The role and duties of a Resources Unit Leader within the ICS; organizational policies and procedures for the Resources Unit Leader; accountability protocols; resource types and deployment methods; use of ICS forms; documentation methods and requirements; availability, capabilities, and limitations of responders and other resources; communication problems and needs; communications requirements, methods, and means; types of tasks; and assignment responsibilities.

**(B) Requisite Skills.** Acquiring and documenting information and orders from the IC or Planning Section Chief, using reference materials, evaluating incident information, managing communications, completing ICS forms, and communicating in such a manner that information is successfully transferred and objectives are met.

**17.2.2** Manage the transfer of Resources Unit Leader duties at an incident or planned event, given an incident or planned event, an established command structure and a Resources Unit Leader, an IAP either written or verbal, a current situation status, a command post, incident documentation, and communications equipment, so that incident information is exchanged, reports and plans for the subsequent operational period are completed, continuity of authority and situational awareness are maintained, changes in incident complexity are accounted for, the new Resources Unit Leader is fully briefed on the incident or planned event, and the new Resources Unit Leader is identified.



**(A) Requisite Knowledge.** Transfer of duty procedures; information sources; resource accountability and tracking process; use of ICS forms; the role and duties of a Resources Unit Leader within an ICS; organizational policies and procedures for the Resources Unit Leader; accountability protocols; resource types and deployment methods; documentation methods and requirements; availability, capabilities, and limitations of responders and other resources; communication problems and needs; communications requirements; types of tasks; and assignment responsibilities.

**(B) Requisite Skills.** Conducting a transfer briefing meeting, acquiring and documenting information and orders from the IC or Planning Section Chief, using reference materials, evaluating incident information, managing communications, and communicating in such a manner that information is successfully transferred and objectives are met.

**17.3 Perform the Role of Resources Unit Leader at an Incident or Planned Event.** This duty shall involve establishing incident check-in activities; acquiring adequate workspace and resources to do the job; preparing and processing resource status information; preparing and maintaining displays, charts, and lists that reflect the current status and location of incident resources, transportation, and support vehicles; and maintaining a master check-in list of resources with credentialing and typing information assigned to the incident or planned event, according to the following JPRs.

**17.3.1** Establish the check-in function at the incident facilities and verify that resources on the scene are checked in, given an incident or planned event, existing resource status and situation status information, incident documentation supplies and equipment, and communication equipment, so that contact with incident facilities are established, all resources arriving at incident facilities are checked in and accounted for, the accuracy of the resources list is maintained, credentialing is verified, resource status documentation is completed correctly, and communications equipment is used correctly.

**(A) Requisite Knowledge.** The role and duties of a status check-in recorder within ICS; organizational policies and procedures for the Resources Unit Leader; accountability protocols, resource credentialing and types; documentation methods and requirements; capabilities, availability, and limitations of responders and other resources; communication problems and needs; communications requirements, methods, and means; types of tasks and assignment responsibilities; facilities where check-in may occur; and appropriate ICS forms.

**(B) Requisite Skills.** Collecting, evaluating, and processing resource check-in and status information, maintaining documentation, and using ICS forms.

**17.3.2** Acquire workspace and resources to perform assigned duties in coordination with facilities and supply units, given an incident or planned event and the duties of a Resources Unit Leader, so that adequate workspace is established at each facility and resources to assure documentation of check-in and tracking of resources are acquired.

**(A) Requisite Knowledge.** Resource requirements needed to support the Resource Unit Leader duties, Logistics Section responsibilities and capabilities, documentation requirements, and ICS forms.

**(B) Requisite Skills.** Using coordination skills to acquire resources from the Logistics Section and using assessment skills to determine the resource needs of the unit.

**17.3.3** Prepare for and participate in planning meetings at an incident or planned event, given an incident or planned event, resource and status information, ICS incident planning forms, and incident documentation equipment and supplies, so that accurate resource status information is provided for use at planning meetings and incident documentation forms, equipment, and supplies are used correctly.

**(A) Requisite Knowledge.** Use of ICS forms, resource tracking methods, resource display and documentation methods, and planning briefing requirements.

**(B) Requisite Skills.** Organizing resource status information, developing resource information displays, using ICS forms, communicating in writing and verbally, forecasting critical resource shortages, and estimating potential resource needs.

**17.3.4** Prepare and maintain the ongoing resource status display and summary information, given an incident or planned event, resource status information, display format, other display requirements of Command Staff, incident documentation equipment and supplies, and communications equipment, so that all resources on the incident or planned event are accounted for, locations and assignments are displayed or summarized in the required format (master list), other display requirements of Command Staff are met, surpluses of resources are identified and shared in the planning and demobilization process, incident documentation equipment and supplies are used correctly, and communications equipment is used.

**(A) Requisite Knowledge.** ICS forms and specific uses, accountability systems and procedures, resource types and deployment methods, resource typing and allocation, and documentation methods and requirements.

**(B) Requisite Skills.** Organizing resource status information, developing resource information displays, using ICS forms, communicating in writing and verbally, forecasting critical resource shortages, and estimating potential resource needs.

**17.3.5** Assemble and disassemble task forces and strike teams when directed, given direction from the Operations Section Chief or the IC on the type and kind of resource needed, an incident or planned event, resource and status information, ICS incident planning forms, and incident documentation equipment and supplies, so that task forces and strike teams are organized upon request using available resources and span-of-control is maintained.

**(A) Requisite Knowledge.** Resource typing systems, ICS forms, and documentation requirements.

**(B) Requisite Skills.** Using the Resource typing reference book, using ICS forms, organizing resources, and documenting information.

**17.3.6** Maintain and update the IAP based on changes made during the operational briefing, given an IAP, an operational briefing meeting, and changes made to the plan during the meeting, so that the plan is corrected to reflect the changes made during the briefing and the IAP is given to the Documentation Unit for filing.

**(A) Requisite Knowledge.** Elements of an IAP, Planning Section documentation requirements, and use of ICS forms.



**(B) Requisite Skills.** Using documentation skills, coordination skills, and developing clear written communications.

**17.3.7** Maintain a unit log, given an incident or planned event assignment and a unit log form, so that significant decisions, actions, events, and work activities are documented and the form is completed according to procedures.

**(A) Requisite Knowledge.** Use of ICS forms, agency standard operational procedures, information tracking methods, documentation methods, and understanding of critical incident information.

**(B) Requisite Skills.** Documenting actions taken within the position and utilizing ICS forms.

**17.3.8** Manage the workflow process and set time schedules to accomplish assigned duties, given an incident or planned event, duties of the Resources Unit, and special requests for information, so that procedures are established for work activities, work schedules are established, staff resources to perform needed tasks are obtained, and tasks are assigned.

**(A) Requisite Knowledge.** Resource requirements of the Resources Unit, time management requirements, duties of Resources Unit positions, management processes, types of information sources, schedule types and display methods, and ICS forms and specific uses.

**(B) Requisite Skills.** Managing staff, giving direction and setting goals and priorities for staff, managing time, collecting and organizing information, assessing scheduling requirements and developing a timeline for activities, and acquiring and documenting information and orders from the IC or Planning Section Chief.

**17.3.9** Manage the demobilization process for assigned staff, given an incident or planned event, assigned staff, and a demobilization plan, so that staff understand the demobilization process, procedures in the plan are followed, performance ratings are completed, and staff are released according to the plan.

**(A) Requisite Knowledge.** Local and incident-specific procedures for incident termination and demobilization.

**(B) Requisite Skills.** Estimating resources needed to handle remaining workload, using ICS forms, and communicating demobilization information to assigned resources.

## Chapter 18 Situation Unit Leader

### 18.1 General.

**18.1.1\*** For qualification at the Situation Unit Leader level, the candidate shall meet the general knowledge requirements in 18.1.1.1, the general skill requirements in 18.1.1.2, and the job performance requirements (JPRs) defined in Sections 18.2 and 18.3.

**18.1.1.1 General Knowledge Requirements.** Familiarity with the National Response Framework and how it relates to the role of Situation Unit Leader, knowledge of the National Incident Management System (NIMS) and the Incident Command System (ICS), Incident Action Plan (IAP) content, ICS forms, information display types, office supplies and equipment for planning duties, requirements of a planning briefing, JPRs of the situation unit staff, knowledge of agency standard operat-

ing procedures, and procedures for stopping unsafe or incorrect acts or operations.

**18.1.1.2 General Skill Requirements.** Prioritizing tasks so as to accomplish the most critical first, making effective decisions in an environment with a large number of unknowns, evaluating material resource needs, recognizing the need for supplemental technical knowledge, anticipating hazards and taking action in a proactive manner to ensure responder safety and health, and recognizing and identifying unsafe acts and operations.

**18.2 Assume and Transfer the Position of Situation Unit Leader.** This duty shall involve assuming the role of Situation Unit Leader at an incident or planned event and transferring the duties of that role to another person at the appropriate time, according to the following JPRs.

**18.2.1** Assume role of Situation Unit Leader within an ICS at an incident or planned event, given an incident or planned event, an IAP, an incident briefing, standard operating procedures, and communications equipment, so that a Situation Unit is established; relevant situational information of the incident is gained and maintained; the relationship with the outgoing Situation Unit Leader or other personnel performing the function (if previously established) is established and maintained; the priorities, goals, and objectives of the Incident Commander (IC) and Planning Section are received and understood, notification of position assumption is verbalized and documented; and the location of the Situation Unit Leader is identified and confirmed with the Planning Section Chief or IC.

**(A) Requisite Knowledge.** The role and duties of a Situation Unit Leader within an ICS; organizational policies and procedures for the Situation Unit Leader; accountability protocols; resource types and deployment methods; documentation methods and requirements; availability, capabilities, and limitations of responders and other resources; communication problems and needs; communications requirements, methods, and means; types of tasks; and assignment responsibilities.

**(B) Requisite Skills.** Acquiring and documenting information and orders from the IC or Planning Section Chief, using reference materials, evaluating incident information, managing communications, and communicating in such a manner that information is successfully transferred and objectives are met.

**18.2.2** Manage the transfer of Situation Unit Leader duties at an incident or planned event, given an incident or planned event, an established command structure and a Situation Unit Leader, an IAP either written or verbal, a current situation status, a command post, incident documentation, and communications equipment, so that incident information is exchanged, reports and plans for the subsequent operational period are completed, continuity of authority and situational awareness are maintained, changes in incident complexity are accounted for, the new Situation Unit Leader is fully briefed on the incident or planned event, and the new Situation Unit Leader is identified.

**(A) Requisite Knowledge.** Transfer of duty procedures; information sources; resource accountability and tracking process; use of ICS forms; the role and duties of a Situation Unit Leader within ICS; organizational policies and procedures for the Situation Unit Leader; accountability protocols; resource types and deployment methods; documentation methods and requirements; availability, capabilities, and limitations of

responders and other resources; communication problems and needs; communications requirements, methods, and means; and types of tasks and assignment responsibilities.

**(B) Requisite Skills.** Conducting a transfer briefing meeting, acquiring and documenting information and orders from the IC or Planning Section Chief, using reference materials, evaluating incident information, managing communications, and communicating in such a manner that information is successfully transferred and objectives are met.

**18.3\* Perform the Role of Situation Unit Leader at an Incident or Planned Event.** This duty shall involve collection, processing, and organization of incident status and situational information and the evaluation, analysis, display, and dissemination of that information for use by the incident personnel, stakeholders, and agency dispatchers.

**18.3.1** Collect and analyze situation data, given an incident or planned event and sources of information, so that emergency operations plans, mobilization plans, maps, remote sensing data, photographs, and other situational data (e.g., real-time observations and intelligence) are obtained and a common operational picture is created.

**(A) Requisite Knowledge.** Types of information sources, resource types and deployment methods, ICS forms and specific uses, documentation methods and requirements, strategies and tactics for handling various types of incidents, situational analysis procedures, communications methods, and information display methods.

**(B) Requisite Skills.** Collecting and organizing information, analyzing information and determining critical data, acquiring and documenting information and orders from the IC or Planning Section Chief, using reference materials, managing communications, and communicating in such a manner that information is successfully transferred and objectives are met.

**18.3.2** Prepare predictions or forecast changes in the common operational picture when requested, given a request, an incident or planned event, and sources of information, so that probable changes are identified, impacts are analyzed, and results are communicated.

**(A) Requisite Knowledge.** Types of information sources, resource types and deployment methods, ICS forms and specific uses, documentation methods and requirements, strategies and tactics for handling various types of incidents, situational analysis procedures, communications methods, and information display methods.

**(B) Requisite Skills.** Collecting and organizing information, analyzing information and determining critical data, acquiring and documenting information and orders from the IC or Planning Section Chief, using reference materials, managing communications, and communicating in such a manner that information is successfully transferred and objectives are met.

**18.3.3** Prepare and maintain the command post situation status display, given an incident or planned event, situation status information, display format, other display requirements of Command staff, incident documentation equipment and supplies, and communications equipment, so that the common operational picture of the incident or planned event is developed and displayed, other display requirements of Command staff are met, incident documentation equipment and supplies

are used correctly, and communications equipment is used correctly.

**(A) Requisite Knowledge.** Types of information sources, resource types and deployment methods, ICS forms and specific uses, documentation methods and requirements, communications methods, and information display methods.

**(B) Requisite Skills.** Collecting and organizing information, acquiring and documenting information and orders from the IC or Planning Section Chief, using reference materials, managing communications, and communicating in such a manner that information is successfully transferred and objectives are met.

**18.3.4** Prepare the incident status summary, given an incident or planned event; situational status information; input from the IC, Resources Status Unit, Finance/Administration Section Chief, and Safety Officer; and incident documentation equipment and supplies, so that the common operating picture is documented and communicated.

**(A) Requisite Knowledge.** Types of information sources, resource types and deployment methods, ICS forms and specific uses, documentation methods and requirements, strategies and tactics for handling various types of incidents, situational analysis procedures, communications methods, and information display methods.

**(B) Requisite Skills.** Collecting and organizing information, analyzing information and determining critical data, acquiring and documenting information and orders from the IC or Planning Section Chief, using reference materials, managing communications, and communicating in such a manner that information is successfully transferred and objectives are met.

**18.3.5** Prepare for and participate in planning meetings at an incident or planned event, given an incident or planned event, situational status information, ICS incident planning forms, and incident documentation equipment and supplies, so that accurate situational status information is provided for use at planning meetings; information such as helispots, drop points, and staging areas identified by the Operations Section Chief are tracked and mapped for use in maps and the IAP; and incident documentation forms, equipment, and supplies are used according to standard operating procedures (SOPs).

**(A) Requisite Knowledge.** Planning meeting requirements, types of information sources, resource types and deployment methods, incident facility types, ICS forms and specific uses, mapping methods, documentation methods and requirements, communications methods, and information display methods.

**(B) Requisite Skills.** Collecting and organizing information, acquiring and documenting information and orders from the IC or Planning Section Chief, using reference materials, managing communications, and communicating in such a manner that information is successfully transferred and objectives are met.

**18.3.6** Prepare a traffic plan, given an incident or planned event, assistance from the Ground Support Unit, and safety considerations, so that the traffic plan identifies the points of access for the incident or planned event, routes of travel and direction of traffic flow between incident facilities and within the incident perimeter, and safety considerations are incorporated.

**(A) Requisite Knowledge.** Types of information sources, resource types and deployment methods, ICS forms and specific uses, mapping methods, documentation methods and requirements, communications methods, and information display methods.

**(B) Requisite Skills.** Collecting and organizing information, analyzing information and determining critical data, acquiring and documenting information and orders from the IC or Planning Section Chief, using reference materials, managing communications, and communicating in such a manner that information is successfully transferred and objectives are met.

**18.3.7** Maintain incident history on maps, photographs, and other records, given an incident or planned event, periodic situation status reports, and maps so that the incident chronology, accomplishment of operational benchmarks, and changes in incident size and complexity are documented and the incident narrative is completed according to procedures for use in the postincident analysis and the After Action Report.

**(A) Requisite Knowledge.** Types of information sources, resource types and deployment methods, ICS forms and specific uses, documentation methods and requirements, communications methods, and information display methods.

**(B) Requisite Skills.** Collecting and organizing information, analyzing information and determining critical data, acquiring and documenting information and orders from the IC or Planning Section Chief, using reference materials, managing communications, and communicating in such a manner that information is successfully transferred and objectives are met.

**18.3.8** Maintain a unit log, given an incident or planned event assignment and a unit log form, so that significant decisions, actions, events, and work activities are documented and the form is completed.

**(A) Requisite Knowledge.** Purpose and requirement of ICS forms, agency standard operational procedures, information-tracking methods, documentation methods, and understanding of critical incident information.

**(B) Requisite Skills.** Documenting actions taken within the position and utilizing ICS forms.

**18.3.9** Acquire the workspace and resources needed to perform assigned duties in coordination with facilities and supply units, given an incident and the duties of the Situation Unit, so that workspace is established at each facility and resources to assure documentation of check-in and tracking of resources are acquired.

**(A) Requisite Knowledge.** Resource requirements needed to support the Situation Unit duties, Logistics Section responsibilities and capabilities, ICS forms, types of information sources, documentation methods and requirements, communications methods, and information display methods.

**(B) Requisite Skills.** Using coordination skills to acquire resources from the Logistics Section, using assessment skills to determine resource needs of the unit, collecting and organizing information, and assessing workspace and resource requirements.

**18.3.10** Manage the workflow process and set time schedules to accomplish assigned duties, given an incident or planned event, duties of a Situation Unit, and special requests for information, so that procedures are established for work activities,

work schedules are established, staff resources to perform needed tasks are obtained, and tasks are assigned.

**(A) Requisite Knowledge.** Resource requirements of the Situation Unit, time management requirements, the duties of the Situation Unit positions, management processes, types of information sources, schedule types and display methods, and ICS forms and specific uses.

**(B) Requisite Skills.** Managing staff, giving direction and setting goals and priorities for staff, managing time, collecting and organizing information, assessing scheduling requirements and developing a timeline for activities, and acquiring and documenting information and orders from the IC or Planning Section Chief.

**18.3.11** Manage the demobilization process for assigned staff, given an incident or planned event, assigned staff, and a demobilization plan, so that staff understand the demobilization process, procedures in the plan are followed, performance ratings are completed, and staff are released according to the plan.

**(A) Requisite Knowledge.** Local and incident-specific procedures for incident termination and demobilization.

**(B) Requisite Skills.** Estimating resources needed to handle remaining workload, using ICS forms, and communicating demobilization information to assigned resources.

## Chapter 19 Documentation Unit Leader

### 19.1 General.

**19.1.1\*** For qualification at the Documentation Unit Leader level, the candidate shall meet the general knowledge requirements in 19.1.1.1, the general skill requirements in 19.1.1.2, and the job performance requirements (JPRs) defined in Sections 19.2 and 19.3.

**19.1.1.1 General Knowledge Requirements.** Familiarity with the National Response Framework and how it relates to the role of Documentation Unit Leader; knowledge of the National Incident Management System (NIMS) and the Incident Command System (ICS), ICS forms, communications devices, Planning Section functions, Planning Section positions and responsibilities, and knowledge of procedures for stopping unsafe or incorrect acts or operations.

**19.1.1.2 General Skill Requirements.** Prioritizing tasks so as to accomplish the most critical first, making effective decisions in an environment with a large number of unknowns, evaluating material resource needs, recognizing the need for supplemental technical knowledge, anticipating hazards and taking action in a proactive manner to ensure responder safety and health, documenting with skill, communicating verbally and in writing, using ICS forms, and recognizing and identifying unsafe acts and operations.

**19.2 Assume and Transfer Position of Documentation Unit Leader.** This duty shall involve assuming the role of Documentation Unit Leader at an incident or planned event and transferring the duties of that role to another person at the appropriate time, according to the following JPRs.

**19.2.1** Assume role of Documentation Unit Leader within an ICS at an incident or planned event, given an incident or planned event, an Incident Action Plan (IAP), an incident briefing,



standard operating procedures, and communications equipment, so that a Documentation Unit is established; situational information of the incident is gained and maintained; the relationship with the outgoing Documentation Unit Leader or other personnel performing the function (if previously established) is established and maintained; the priorities, goals, and objectives of the Incident Commander (IC) and Planning Section Chief are received and understood; notification of position assumption is verbalized and documented; and the location of Documentation Unit Leader is identified and confirmed with the Planning Section Chief or IC.

**(A) Requisite Knowledge.** The role and duties of a Documentation Unit Leader within the ICS; organizational policies and procedures for the Documentation Unit Leader; accountability protocols; resource types and deployment methods; documentation methods and requirements; availability, capabilities, and limitations of responders and other resources; communication problems and needs; communications requirements, methods, and means; and types of tasks and assignment responsibilities.

**(B) Requisite Skills.** Acquiring and documenting information and orders from the IC or Planning Section Chief, using reference materials, evaluating incident information, managing communications, and communicating in such a manner that information is successfully transferred and objectives are met.

**19.2.2** Manage the transfer of Documentation Unit Leader duties at an incident or planned event, given an incident or planned event, an established command structure and a Documentation Unit Leader, an IAP either written or verbal, a current situation status, a command post, incident documentation, and communications equipment, so that incident information is exchanged, reports and plans for the subsequent operational period are completed, continuity of authority and situational awareness are maintained, changes in incident complexity are accounted for, the new Documentation Unit Leader is fully briefed on the incident or planned event, and the new Documentation Unit Leader is identified.

**(A) Requisite Knowledge.** Transfer of duty procedures; information sources; resource accountability and tracking process; use of the ICS forms; the role and duties of a Documentation Unit Leader within the ICS; organizational policies and procedures for the Documentation Unit Leader; accountability protocols; resource types and deployment methods; documentation methods and requirements; availability, capabilities, and limitations of responders and other resources; communication problems and needs; communications requirements; types of tasks; and assignment responsibilities.

**(B) Requisite Skills.** Conducting a transfer briefing meeting, acquiring and documenting information and orders from the IC or Planning Section Chief, using reference materials, evaluating incident information, managing communications, and communicating in such a manner that information is successfully transferred and objectives are met.

**19.3 Perform the Role of Documentation Unit Leader at an Incident or Planned Event.** This duty shall involve maintaining accurate and complete incident or planned event files, providing duplication services to incident personnel, and packing and storing incident files.

**19.3.1** Establish, organize, and maintain incident files, given an incident or planned event and incident files, so that the files contain, at a minimum, the original IAP and duplicate copies

of all official forms and reports, including those generated electronically; the files are organized by operational periods and by ICS function within the operational period; and the records are checked for accuracy and completeness.

**(A) Requisite Knowledge.** Information sources, use of ICS forms, the role and duties of a Documentation Unit Leader within the ICS, organizational policies and procedures for the Documentation Unit Leader, types of incident documents and files, IAP contents, ICS reporting processes, operational period concept, and ICS functions.

**(B) Requisite Skills.** Organizing ICS forms and other incident documentation, maintaining files, maintaining accuracy of incident information, using ICS forms, using electronic files and forms, and assessing completeness of documentation.

**19.3.2** Provide duplication services at an incident or planned event, given an incident or planned event, duplication equipment and supplies, or a duplication provider, so that requests for duplication services are fulfilled as required.

**(A) Requisite Knowledge.** Types of duplication services required at an emergency event; duplication methods, supplies, and materials; and uses of various kinds of duplication equipment.

**(B) Requisite Skills.** Using duplication equipment, supplies, and materials.

**19.3.3** Provide for the storage of incident records, given an incident or planned event, incident records, and a storage system, so that records are stored according to procedures.

**(A) Requisite Knowledge.** Types of incident records and documentation, types of storage systems and supplies, storage methods, and agency storage policies and procedures.

**(B) Requisite Skills.** Using storage systems and supplies.

**19.3.4** Acquire workspace and resources to perform assigned duties in coordination with facilities and supply units, given an incident or planned event and the duties of Documentation Unit, so that workspace is established at each facility and resources to assure documentation of check-in and tracking of resources are acquired.

**(A) Requisite Knowledge.** Resource requirements needed to support the Documentation Unit duties, Planning Section responsibilities and capabilities, ICS forms, types of information sources, documentation methods and requirements, communications methods, and information display methods.

**(B) Requisite Skills.** Using coordination skills to acquire resources from Logistics Section, using assessment skills to determine resource needs of the unit, collecting and organizing information, and assessing workspace and resource requirements.

**19.3.5** Manage the workflow process and set time schedules to accomplish assigned duties, given an incident or planned event, duties of the Documentation Unit, and special requests for information, so that procedures are established for work activities, work schedules are established, staff resources to perform needed tasks are obtained, and tasks are assigned.

**(A) Requisite Knowledge.** Resource requirements of the Documentation Unit, time management requirements, duties of Documentation Unit positions, management processes,



types of information sources, schedule types and display methods, and ICS forms and specific uses.

**(B) Requisite Skills.** Managing staff, giving direction and setting goals and priorities for staff, managing time, collecting and organizing information, assessing scheduling requirements and developing a timeline for activities, and acquiring and documenting information and orders from the IC or Planning Section Chief.

**19.3.6** Maintain a unit log, given an incident assignment and a unit log form, so that significant decisions, actions, events, and work activities are documented and the form is completed according to procedures.

**(A) Requisite Knowledge.** Use of ICS forms, agency standard operational procedures, information-tracking methods, documentation methods, and understanding of critical incident information.

**(B) Requisite Skills.** Documenting actions taken within the position and utilizing ICS forms.

**19.3.7** Manage the demobilization process for assigned staff, given an incident or planned event, assigned staff, and a demobilization plan, so that staff understand the demobilization process, procedures in the plan are followed, performance ratings are completed, and staff are released according to the plan.

**(A) Requisite Knowledge.** Local and incident-specific procedures for incident termination and demobilization.

**(B) Requisite Skills.** Estimating resources needed to handle remaining workload, using ICS forms, and communicating demobilization information to assigned resources.

## **N Chapter 20 Intelligence/Investigation Unit Leader**

### **N 20.1\* General.**

**N 20.1.1** For qualification at the Intelligence/Investigation Unit Leader, the candidate shall meet the general knowledge requirements in 20.1.1.1, the general skill requirements in 20.1.1.2, and the job performance requirements (JPRs) defined in Sections 20.2 and 20.3.

**N 20.1.1.1\* General Knowledge Requirements.** Familiarity with the National Response Framework and how it relates to the role of Intelligence/Investigation Unit Leader; knowledge of the National Incident Management System (NIMS) and the Incident Command System (ICS); acceptable investigation practices; necessary ICS forms; basic incident information; incident names; locations of command posts, Incident Commander (IC), and other ICS positions; common responsibilities in the ICS; requirements for managing a briefing; JPRs of the Intelligence/Investigation Unit Leader; agency standard operating procedures (SOPs); and procedures for stopping unsafe or incorrect acts or operations.

**N 20.1.1.2 General Skill Requirements.** Prioritizing tasks so as to accomplish the most critical first, making effective decisions in an environment with a large number of unknowns, evaluating material resource needs, recognizing the need for supplemental technical knowledge, anticipating hazards and taking action in a proactive manner to ensure responder safety and health, determining which AHJ documents to use, determining the financial reporting requirements of an incident or planned

event, and recognizing and identifying unsafe acts and operations.

**N 20.2 Assume and Transfer the Position of Intelligence/Investigation Unit Leader.** This duty shall involve assuming the role of Intelligence/Investigation Unit Leader at an incident or planned event and transferring the duties of that role to another person at the appropriate time according to the following JPRs.

**N 20.2.1** Assume the role of the Intelligence/Investigation Unit Leader within an ICS at an incident or planned event, given an incident or planned event, an incident action plan (IAP), an incident briefing, SOPs, and communications equipment, so that an Intelligence/Investigation Unit Leader is established; relevant situational information of the incident or planned event is gained and maintained; the relationship with the outgoing Intelligence/Investigation Unit Leader or other personnel performing the function (if previously established) is established and maintained; the priorities, goals, and objectives of the IC are received and understood; notification of position assumption is verbalized and documented; and the location of the Intelligence/Investigation Unit Leader is identified and confirmed with the IC.

**N (A) Requisite Knowledge.** The role and duties of an Intelligence/Investigation Unit Leader within the ICS; organizational policies and procedures for the Intelligence/Investigation Unit Leader; accountability protocols; resource types and deployment methods; documentation methods and requirements; availability, capabilities, and limitations of responders and other resources; communication problems and needs; communications requirements, methods, and means; and financial and accounting procedures used by the AHJ.

**N (B) Requisite Skills.** Acquiring and documenting information and orders from the IC, using reference materials, evaluating incident information, managing communications, and communicating in such a manner that information is successfully transferred and objectives are met.

**N 20.2.2** Manage the transfer of Intelligence/Investigation Unit Leader duties at an incident or planned event, given an incident or planned event, an established command structure and Intelligence/Investigation Unit, an IAP, a current situation status, a command post, incident documentation, and communications equipment, so that incident information is exchanged, reports and plans for the subsequent operational period are completed, continuity of authority and situational awareness are maintained, changes in incident complexity are accounted for, the new Intelligence/Investigation Unit Leader is fully briefed on the incident or planned event, and the new Intelligence/Investigation Unit Leader is identified.

**N (A) Requisite Knowledge.** Transfer of duty procedures; the role and duties of an Intelligence/Investigation Unit Leader within the ICS; organizational policies and procedures for the Intelligence/Investigation Unit Leader; investigation protocols, resources, documentation methods, and requirements; briefing requirements; availability, capabilities, and limitations of intelligence/investigation service providers; data collection methods; communication problems and needs; communications requirements; incident priorities; and technical references related to the type of incident or planned event.

**N (B) Requisite Skills.** Conducting a transfer briefing meeting; using intelligence/investigation protocol skills, such as inter-

viewing and investigation techniques; acquiring and documenting information and orders from the IC; using reference materials; evaluating incident information; managing communications; communicating in such a manner that information is successfully transferred and objectives are met; and developing an IAP.

**N 20.3 Perform the Role of Intelligence/Investigation Unit Leader at an Incident or Planned Event.** This duty shall involve managing the Intelligence/Investigation Unit within the ICS at an incident or planned event; monitoring incident conditions and needs; providing necessary information to Command and General Staff; developing, implementing, and maintaining an incident intelligence/investigation plan; reviewing investigation plans and local, state, and federal memoranda of understanding, as well as cooperative agreements for incident management and application; determining the need for local, state, and federal law enforcement operations; providing input on intelligence/investigation matters; and maintaining time records according to the following JPRs.

**N 20.3.1** Collect, evaluate, and process incident intelligence/investigation information, given an incident or planned event, resource and situation status information, incident documentation supplies and communications equipment, and law enforcement resources, so that all relevant information is obtained; incident status is monitored and alternative financial or administrative strategies are developed; necessary information is presented during operational briefings; demobilization is considered throughout the incident or planned event; interpersonal and interagency working relationships are initiated and maintained; the impact on contractual agreements, memoranda of understanding, and working agreements is assessed; flexibility in decision-making related to other section needs and incident conditions is demonstrated; effective span-of-control is maintained; incident documentation is completed correctly; and communications equipment is used correctly.

**N (A) Requisite Knowledge.** The role and duties of an Intelligence/Investigation Unit Leader within the ICS; organizational policies and procedures for the Intelligence/Investigation Unit Leader; security protocols; resource types and deployment methods; documentation methods and requirements; availability, capabilities, and limitations of responders and other resources; communication problems and needs; communications requirements, methods, and means; and financial and accounting procedures used by the AHJ.

**N (B) Requisite Skills.** Acquiring and documenting information and orders from the IC, using reference materials, evaluating incident information, managing communications, and communicating in such a manner that information is successfully transferred and objectives are met.

**N 20.3.2** Create or update a written intelligence/investigation plan for an incident or planned event, given an incident or planned event, an IAP, security and investigation information, injury reports and claims, planning meetings, situation and resource status information, incident documentation equipment and supplies, and communications equipment, so that all relevant incident information is obtained; the potential for incident injury, compensation, pay, claims, and procurement needs is identified; immediate and long-range intelligence/investigation requirements are addressed; the plan reflects the scope of incident operations; Intelligence/Investigation Unit priorities are identified and conveyed to the appropriate parties; appropriate intelligence/investigation resources are

activated and coordinated as required; work locations are assigned; the needs of the IAP are reflected in the plan; incident documentation, equipment, and supplies are used correctly; and communications equipment is used correctly.

**N (A) Requisite Knowledge.** Knowledge of the size and complexity of the incident or planned event, personnel assignments and workloads, necessary ICS forms, worker compensation requirements for the responding organizations, security information management procedures of local agencies, components of an intelligence/investigation plan per the AHJ's procedures, and spreadsheets and other intelligence/investigation database and word processing tools.

**N (B) Requisite Skills.** Operating data processing (computer) equipment and software needed to create an intelligence/investigation plan.

**N 20.3.3** Implement an incident intelligence/investigation plan, given an incident or planned event, an IAP, requests for resources, injury and accident reports, incident resource data, vendors, incident documentation equipment and supplies, and communications equipment, so that the plan is implemented as written, the necessary resources are ordered and delivered, arrangements for financial reimbursement of acquired resources are documented, accurate records for post-incident security requirements and intelligence/investigation policies are maintained, security analysis measures are implemented, excess resources are identified, pertinent information is relayed to Command and General Staff, incident documentation equipment is operated correctly, and communications equipment is used correctly.

**N (A) Requisite Knowledge.** Knowledge of the IAP and the intelligence/investigation plan, resources available to the Intelligence/Investigation Unit to implement the plan, space and working areas necessary to implement the plan, and initial section operating procedures.

**N (B) Requisite Skills.** Identifying the data needed to implement the intelligence/investigation plan.

**N 20.3.4** Conduct an intelligence/investigation meeting at an incident or planned event, given an incident or planned event, resource and situation status information, resources assigned to the Intelligence/Investigation Unit, incident intelligence/investigation information, meeting facilities, and incident documentation equipment and supplies, so that support staff are aware of the meeting assignments; an agenda reflecting the needs of the incident or planned event is developed; Command Staff members are able to identify the requirements for their respective sections; legal constraint information is provided to Command and General Staff; the meeting meets its objectives and covers the agenda in the scheduled time; information developed at the meeting is transmitted to the appropriate members of the ICS structure in a timely and efficient manner; the development, approval, and implementation of transfer of command is coordinated when the incident escalates/de-escalates; and incident documentation equipment and supplies are used correctly.

**N (A) Requisite Knowledge.** Knowledge of the IAP and the intelligence/investigation portion of the plan and the information needed as a result of an intelligence/investigation meeting.

**N (B) Requisite Skills.** Conducting a meeting using verbal, recording, and facilitation skills and communicating information in a timely manner.

**N 20.3.5** Manage the workflow process and set time schedules to accomplish assigned duties at an incident or planned event, given an incident or planned event and duties assigned to the Intelligence/Investigation Unit Leader, so that procedures are established for work activities, work schedules are established, staffing resources to perform needed tasks are obtained, and tasks are assigned.

**N (A) Requisite Knowledge.** Resource requirements and position duties of the Intelligence/Investigation Unit Leader, time management requirements, management processes, types of information sources, schedule types and display methods, and ICS forms and specific uses.

**N (B) Requisite Skills.** Managing staff, giving direction, setting goals and priorities for staff, managing time, collecting and organizing information, assessing scheduling requirements, developing a timeline for activities, and acquiring and documenting information and orders from other Incident Command personnel.

**N 20.3.6** Maintain a unit log, given an incident or planned event assignment and a unit log form, so that significant decisions, actions, events, and work activities are captured and the form is completed according to procedures.

**N (A) Requisite Knowledge.** Use of a unit log form, agency SOPs, information tracking methods, documentation methods, and an understanding of critical incident information.

**N (B) Requisite Skills.** Documenting actions taken within the position and utilizing ICS forms.

**N 20.3.7** Manage the demobilization process for assigned staff, given an incident or planned event, assigned staff, and a demobilization plan, so that staff understand the demobilization process, procedures in the plan are followed, performance ratings are completed, and staff are released according to the plan.

**N (A) Requisite Knowledge.** Local and incident-specific procedures for incident termination and demobilization.

**N (B) Requisite Skills.** Estimating resources needed to handle the remaining workload, using ICS forms, and communicating demobilization information to assigned resources.

## Chapter 21 Demobilization Unit Leader

### 21.1 General.

**21.1.1\*** For qualification at the Demobilization Unit Leader level, the candidate shall meet the general knowledge requirements in 21.1.1.1, the general skill requirements in 21.1.1.2, and the job performance requirements (JPRs) defined in Sections 21.2 and 21.3.

**21.1.1.1 General Knowledge Requirements.** Familiarity with the National Response Framework and how it relates to the role of Demobilization Unit Leader, knowledge of the National Incident Management System (NIMS) and the Incident Command System (ICS), Incident Action Plan (IAP) content, ICS forms, information display types, types of communications devices, office supplies and equipment for planning duties,

requirements of a planning briefing, JPRs of the Documentation Unit staff, knowledge of agency standard operating procedures, and knowledge of procedures for stopping unsafe or incorrect acts or operations.

**21.1.1.2 General Skill Requirements.** Prioritizing tasks so as to accomplish the most critical first, making effective decisions in an environment with a large number of unknowns, evaluating material resource needs, recognizing the need for supplemental technical knowledge, anticipating hazards and taking action in a proactive manner to ensure responder safety and health, communicating verbally and in writing, utilizing communications devices, organizing and presenting information in a clear and logical fashion, identifying training needs of assigned staff personnel, and recognizing and identifying unsafe acts and operations.

**21.2 Assume and Transfer the Position of Demobilization Unit Leader.** This duty shall involve assuming the role of Demobilization Unit Leader at an incident or planned event and transferring the duties of that role to another person at the appropriate time, according to the following JPRs.

**21.2.1** Assume role of Demobilization Unit Leader within an ICS at an incident or planned event, given an incident or planned event, an IAP, an incident briefing, standard operating procedures, and communications equipment, so that a Demobilization Unit is established; situational information of the incident is gained and maintained; the relationship with the outgoing Demobilization Unit Leader or other personnel performing the function (if previously established) is established and maintained; the priorities, goals and objectives of the Incident Commander (IC) and Planning Section Chief are received and understood; notification of position assumption is verbalized and documented; and the location of Demobilization Unit Leader is identified and confirmed with the Planning Section Chief or IC.

**(A) Requisite Knowledge.** The role and duties of a Demobilization Unit Leader within the ICS; organizational policies and procedures for the Demobilization Unit Leader; accountability protocols; resource types and deployment methods; documentation methods and requirements; availability, capabilities, and limitations of responders and other resources; communication problems and needs; communications requirements, methods, and means; and types of tasks and assignment responsibilities.

**(B) Requisite Skills.** Acquiring and documenting information and orders from the IC or Planning Section Chief, using reference materials, evaluating incident information, managing communications, and communicating in such a manner that information is successfully transferred and objectives are met.

**21.2.2** Manage the transfer of Demobilization Unit Leader duties at an incident or planned event, given an incident or planned event, an established command structure and a Demobilization Unit Leader, an IAP either written or verbal, a current situation status, a command post, incident documentation, and communications equipment, so that incident information is exchanged, reports and plans for the subsequent operational period are completed, continuity of authority and situational awareness are maintained, changes in incident complexity are accounted for, the new Demobilization Unit Leader is fully briefed on the incident or planned event, and the new Demobilization Unit Leader is identified.



**(A) Requisite Knowledge.** Transfer of duty procedures; information sources; resource accountability and tracking process; use of ICS forms; the role and duties of a Demobilization Unit Leader within the ICS; organizational policies and procedures for the Demobilization Unit Leader; accountability protocols; resource types and deployment methods; documentation methods and requirements; availability, capabilities, and limitations of responders and other resources; communication problems and needs; communications requirements; and types of tasks and assignment responsibilities.

**(B) Requisite Skills.** Conducting a transfer briefing meeting, acquiring and documenting information and orders from the IC or Planning Section Chief, using reference materials, evaluating incident information, managing communications, and communicating in such a manner that information is successfully transferred and objectives are met.

**21.3 Perform the Role of Demobilization Unit Leader at an Incident or Planned Event.** This duty shall involve the preparation of the demobilization plan and schedule, and assists the Command and General Staff in ensuring an orderly, safe, and efficient movement of personnel and equipment from the incident or planned event.

**21.3.1** Prepare the demobilization plan for an incident or planned event, given an incident or planned event, resources assigned to the incident or planned event, the priorities and objectives of the IC, Operations Section resource needs, agency representatives' needs and priorities, possibility of an emergency demobilization, sources of information for Finance/Administration Section Chief, supply and other incident check-out stops, logistics and transportation capabilities needed, and communications methods with off-incident facilities, so that the demobilization plan meets the IC's priorities and objectives, the Operations Section and stakeholder needs, check-out procedures are included, procedures for emergency demobilization are included, and movement of resources is achieved in an orderly, safe, and efficient manner according to procedures, and the plan is approved.

**(A) Requisite Knowledge.** Types of information sources, resource types and demobilization methods, ICS forms and specific uses, documentation methods and requirements, communications methods, information display methods, and understanding of standard and emergency operating procedures.

**(B) Requisite Skills.** Collecting and organizing information, analyzing information and determining critical data, acquiring and documenting information and orders from the IC or Planning Section Chief, using reference materials, managing communications, and communicating in such a manner that information is successfully transferred and objectives are met.

**21.3.2** Implement the demobilization plan for an incident or planned event and the Demobilization Unit, given an incident or planned event, the demobilization plan, and methods of communication, so that the plan is distributed, the schedule and process are understood by those affected, progress is monitored, procedures are followed and corrective action is taken to resolve problems, and staff assigned to the Demobilization Unit

are released when no longer required for the incident or planned event.

**(A) Requisite Knowledge.** Types of information sources, resource types and deployment methods, ICS forms and specific uses, documentation methods and requirements, communications methods, and information display methods.

**(B) Requisite Skills.** Collecting and organizing information, analyzing information and determining critical data, acquiring and documenting information and orders from the IC or Planning Section Chief, and managing communications.

**21.3.3** Acquire workspace and resources to perform assigned duties in coordination with the Facilities Unit Leader and the Supply Unit Leader, given an incident or planned event and the duties of the Demobilization Unit, so that a workspace is established at each facility and resources to assure documentation of check-in and tracking of resources are acquired.

**(A) Requisite Knowledge.** Resource requirements needed to support the Demobilization Unit duties, Planning Section responsibilities and capabilities, ICS forms, types of information sources, documentation methods and requirements, communications methods, and information display methods.

**(B) Requisite Skills.** Using coordination skills to acquire resources from Logistics Section, using assessment skills to determine resource needs of the unit, collecting and organizing information, and assessing workspace and resource requirements.

**21.3.4** Manage the workflow process and set time schedules to accomplish assigned duties, given an incident or planned event, the duties of the Demobilization Unit, and special requests for information, so that procedures are established for work activities, work schedules are established, staff resources to perform needed tasks are obtained, and tasks are assigned.

**(A) Requisite Knowledge.** Resource requirements of the Demobilization Unit, time management requirements, duties of Demobilization Unit positions, management processes, types of information sources, schedule types and display methods, and ICS forms and specific uses.

**(B) Requisite Skills.** Managing staff, giving direction and setting goals and priorities for staff, managing time, collecting and organizing information, assessing scheduling requirements and developing a timeline for activities, and acquiring and documenting information and orders from the IC or Planning Section Chief.

**21.3.5** Maintain a unit log, given an incident assignment and a unit log form, so that significant decisions, actions, events, and work activities are documented and the form is completed.

**(A) Requisite Knowledge.** Use of ICS forms, agency standard operational procedures, information-tracking methods, documentation methods, and understanding of critical incident information.

**(B) Requisite Skills.** Documenting actions taken within the position and utilizing ICS forms.



## Chapter 22 Logistics Section Chief

### 22.1 General.

**22.1.1\*** For qualification at the Logistics Section Chief level, the candidate shall meet the general knowledge requirements in **22.1.1.1**, the general skill requirements in **22.1.1.2**, and the job performance requirements (JPRs) defined in Sections **22.2** and **22.3**.

**22.1.1.1 General Knowledge Requirements.** Familiarity with the National Response Framework and how it relates to the role of Logistics Section Chief, knowledge of the National Incident Management System (NIMS) and the Incident Command System (ICS), Incident Action Plan (IAP) content, ICS forms, information display types, types of communications devices, office supplies and equipment for Logistics duties, requirements of managing the Logistics function, JPRs of the Logistics section staff, knowledge of agency standard operating procedures, and knowledge of procedures for stopping unsafe or incorrect acts or operations.

**22.1.1.2 General Skill Requirements.** Prioritizing tasks so as to accomplish the most critical first, making effective decisions in an environment with a large number of unknowns, evaluating material resource needs, recognizing the need for supplemental technical knowledge, anticipating hazards and taking action in a proactive manner to ensure responder safety and health, managing effective communications, and recognizing and identifying unsafe acts and operations.

**22.2 Establish, Transfer, and Assume the Position of Logistics Section Chief.** This duty shall involve assuming the role of Logistics Section Chief at an incident or planned event and transferring the duties of that role to another person at the appropriate time, according to the following JPRs.

**22.2.1** Establish and assume the role of Logistics Section Chief within an ICS at an incident or planned event, given an incident or planned event, an IAP, an incident briefing, standard operating procedures, and communications equipment, so that a Logistics Section is established; relevant situational information of the incident or planned event is gained and maintained; the relationship with the outgoing Logistics Section Chief or other personnel performing the function (if previously established) is established and maintained; the priorities, goals, and objectives of the Incident Commander (IC) are received and understood; notification of position assumption is verbalized and documented; and the location of Logistics Section Chief is identified and confirmed with the IC.

**(A) Requisite Knowledge.** The role and duties of a Logistics Section Chief within the ICS; organizational policies and procedures for the Logistics Section Chief; accountability protocols; resource types and deployment methods; documentation methods and requirements; availability, capabilities, and limitations of responders and other resources; appropriate strategies and tactics for handling various types of incidents; communication problems and needs; types of tasks and assignment responsibilities; and technical references related to the type of incident or planned event.

**(B) Requisite Skills.** Acquiring and documenting information and orders from the IC, using reference materials, evaluating incident information, managing communications resources, and communicating in such a manner that information is successfully transferred and objectives are met.

**22.2.2** Manage the transfer of Logistics Section Chief duties at an incident or planned event, given an incident or planned event, an established command structure and a Logistics Section Chief, an IAP, a current situation status, a command post, incident documentation, and communications equipment, so that incident information is exchanged, reports and plans for the subsequent operational period are completed, continuity of authority and situational awareness are maintained, changes in incident complexity are accounted for, the new Logistics Section Chief is fully briefed on the incident or planned event, and the new Logistics Section Chief is identified.

**(A) Requisite Knowledge.** Transfer of duty procedures; information sources; resource accountability and tracking process; use of ICS forms; the role and duties of a Logistics Section Chief within the ICS; organizational policies and procedures for the Logistics Section Chief; accountability protocols; resource types and deployment methods; documentation methods and requirements; availability, capabilities, and limitations of responders and other resources; communication problems and needs; communications requirements; and types of tasks and assignment responsibilities.

**(B) Requisite Skills.** Conducting a transfer briefing meeting, acquiring and documenting information and orders from the IC, using reference materials, evaluating incident information, managing communications, and communicating in such a manner that information is successfully transferred and objectives are met.

**22.3 Perform the Role of Logistics Section Chief at an Incident or Planned Event.** This duty shall involve the management of the Logistics Section within the ICS at an incident or planned event, monitoring incident conditions and needs, providing necessary information to Command and General Staff, and developing and maintaining an incident logistics plan, according to the following JPRs.

**22.3.1** Determine the logistical needs of an incident or planned event, given an incident or planned event, incident resource and situation status information, an IAP, incident documentation equipment and supplies, and communications equipment, so that available logistical need information is obtained; resources are assigned; en route, on-order, and local resources status is obtained and reviewed; Logistics Units are activated to meet section resource needs; work locations are assigned; Logistical Unit priorities are established; units within the section are coordinated; additional resource needs are requested; unnecessary resources are identified and reassigned or released; future logistical needs are identified; a long-range logistical plan is developed; information on logistical needs of the incident are transmitted to Command and General Staff, and the Planning Section is apprised of logistical needs pertinent to the IAP.

**(A) Requisite Knowledge.** The role and duties of a Logistics Section Chief within the ICS; organizational policies and procedures for the Logistics Section Chief; accountability protocols; resource types and deployment methods; documentation methods and requirements; availability, capabilities, and limitations of responders and other resources; appropriate strategies and tactics for logistical operations; communications requirements; types of tasks and assignment responsibilities; and technical references related to the type of incident or planned event.

**(B) Requisite Skills.** Acquiring and documenting information and orders from the IC, using reference materials, evaluating incident information, communicating in such a manner that information is successfully transferred and objectives are met.

**22.3.2** Request the logistical resources necessary to support an incident or planned event, given an incident or planned event, an IAP, available resources, incident documentation equipment and supplies, and communication equipment, so that immediate, ongoing, and future logistical resource needs are ordered and managed, and cost constraints are monitored.

**(A) Requisite Knowledge.** IAP components required; documentation procedures; NIMS resource typing; ordering procedures; and at the local, state, and national levels, an understanding of the needs of facilities, food, medical, communications, receiving, distribution, and supply.

**(B) Requisite Skills.** Identifying and requesting logistical resources required to support the needs of the incident or planned event, using communications skills, and recording and documenting information related to incident logistics using agency methods.

**22.3.3** Deploy logistical resources at an incident or planned event, given an incident or planned event, available resources, an IAP, incident documentation equipment and supplies, and communications equipment, so that appropriate logistical resources are selected and assigned to the incident or planned event, service and support resource deficits and excesses are communicated to Command, strategic and tactical priorities are met, communications equipment is used correctly, resources receive clear direction and assignments, safety and accountability systems are employed, assignments are documented according to the standard operating procedures (SOPs) and the standard operating guidelines (SOGs) of the AHJ, and effective resource span-of-control is maintained.

**(A) Requisite Knowledge.** The role and duties of a Logistics Section Chief within the ICS; organizational policies and procedures for the Logistics Section Chief; accountability protocols; resource types and deployment methods; documentation methods and requirements; availability, capabilities, and limitations of responders and other resources; appropriate strategies and tactics for handling various types of incidents; communication problems and needs; communications requirements, methods, and means; types of tasks and assignment responsibilities; and technical references related to the type of incident or planned event.

**(B) Requisite Skills.** Acquiring and documenting information and orders from the IC, using reference materials, evaluating incident information, managing communications, and communicating in such a manner that information is successfully transferred and objectives are met.

**22.3.4** Manage the workflow process and set time schedules to accomplish duties assigned at an incident or planned event, given an incident or planned event and duties assigned to the Logistics Section Chief, so that procedures are established for work activities, work schedules are established, staff resources to perform needed tasks are obtained, and tasks are assigned.

**(A) Requisite Knowledge.** Resource requirements and position duties of the Logistics Section Chief, time management requirements, management processes, types of information sources, schedule types and display methods, and ICS forms and specific uses.

**(B) Requisite Skills.** Managing staff, giving direction and setting goals and priorities for staff, managing time, collecting and organizing information, assessing scheduling requirements and developing a timeline for activities, and acquiring and documenting information and orders from other Incident Command personnel.

**22.3.5** Maintain a unit log, given an incident or planned event assignment and a unit log form so that significant decisions, actions, events, and work activities are documented and the form is completed according to procedures.

**(A) Requisite Knowledge.** Use of ICS forms, agency standard operational procedures, information-tracking methods, documentation methods, and understanding of what critical incident information needs to be recorded.

**(B) Requisite Skills.** Documenting actions taken within the position and utilizing ICS forms.

**22.3.6** Manage the demobilization process for assigned staff, given an incident or planned event, assigned staff, and a demobilization plan, so that staff understands the demobilization process, procedures in the plan are followed, performance ratings are completed, and staff are released according to the plan.

**(A) Requisite Knowledge.** Local and incident-specific procedures for incident termination and demobilization.

**(B) Requisite Skills.** Estimating resources needed to handle remaining workload, using ICS forms, and communicating demobilization information to assigned resources.

## Chapter 23 Service Branch Director

### 23.1 General.

**23.1.1\*** For qualification at the Service Branch Director level, the candidate shall meet the general knowledge requirements in **23.1.1.1**, the general skill requirements in **23.1.1.2**, and the job performance requirements (JPRs) defined in Sections **23.2** and **23.3**.

**23.1.1.1 General Knowledge Requirements.** Familiarity with the National Response Framework and how it relates to the role of Service Branch Director, knowledge of the National Incident Management System (NIMS) and the Incident Command System (ICS), Incident Action Plan (IAP) content, ICS forms, information display types, types of communications devices, office supplies and equipment for Service Branch duties, requirements of managing the Service Branch, JPRs of the Service Branch Staff, knowledge of agency standard operating procedures, and knowledge of procedures for stopping unsafe or incorrect acts or operations.

**23.1.1.2 General Skill Requirements.** Prioritizing tasks so as to accomplish the most critical first, making effective decisions in an environment with a large number of unknowns, evaluating material resource needs, recognizing the need for supplemental technical knowledge, anticipating hazards and taking action in a proactive manner to ensure responder safety and health, managing communications, and recognizing and identifying unsafe acts and operations.

**23.2 Assume and Transfer the Position of Service Branch Director.** This duty shall involve assuming the role of Service Branch Director at an incident or planned event and transfer-

ring the duties of that role to another person at the appropriate time, according to the following JPRs.

**23.2.1** Establish/assume role of Service Branch Director within an ICS at an incident or planned event, given an incident or planned event, an IAP, an incident briefing, standard operating procedures, and communications equipment, so that a Logistics Section is established; relevant situational information of the incident or planned event is gained and maintained; the relationship with the outgoing Service Branch Director or other personnel performing the function (if previously established) is established and maintained; the priorities, goals, and objectives of the Incident Commander (IC) are received and understood; notification of position assumption is verbalized and documented; and the location of the Service Branch Director is identified and confirmed with the IC.

**(A) Requisite Knowledge.** The role and duties of a Service Branch Director within the ICS; organizational policies and procedures for the Service Branch Director; accountability protocols; resource types and deployment methods; documentation methods and requirements; availability, capabilities, and limitations of responders and other resources; appropriate strategies and tactics for handling various types of incidents; communication problems and needs; communications requirements, methods, and means; types of tasks and assignment responsibilities; and technical references related to the type of incident or planned event.

**(B) Requisite Skills.** Acquiring and documenting information and orders from the IC, using reference materials, evaluating incident information, managing communications, and communicating in such a manner that information is successfully transferred and objectives are met.

**23.2.2** Manage the transfer of Service Branch Director duties at an incident or planned event, given an incident or planned event, an established command structure and a Service Branch Director, an IAP, a current situation status, a command post, incident documentation, and communications equipment, so that incident information is exchanged, reports and plans for the subsequent operational period are completed, continuity of authority and situational awareness are maintained, changes in incident complexity are accounted for, the new Service Branch Director is fully briefed on the incident or planned event, and the new Service Branch Director is identified.

**(A) Requisite Knowledge.** Transfer of duty procedures; information sources; resource accountability and tracking process; use of ICS forms; the role and duties of a Service Branch Director within ICS; organizational policies and procedures for the Service Branch Director; accountability protocols; resource types and deployment methods; documentation methods and requirements; availability, capabilities, and limitations of responders and other resources; communication problems and needs; communications requirements; and types of tasks and assignment responsibilities.

**(B) Requisite Skills.** Conducting a transfer briefing meeting, acquiring and documenting information and orders from the IC, using reference materials, evaluating incident information, managing communications, and communicating in such a manner that information is successfully transferred and objectives are met.

**23.3 Perform the Role of Service Branch Director at an Incident or Planned Event.** This duty shall involve command of

the Service Branch within the ICS at an incident or planned event, monitoring incident conditions and needs, providing necessary information to the Logistics Section Chief, and developing and maintaining the service requirements of the incident logistics plan, according to the following JPRs.

**23.3.1** Provide input into the development of the IAP and demobilization plan, given an incident or planned event, an IAP, a demobilization plan, and sources of information on the service needs of the incident or planned event, so that the service needs of the incident or planned event are identified and included in the IAP and in the demobilization plan.

**(A) Requisite Knowledge.** Level of services required to support operations, specific goals identified by the Logistics Section Chief, and units that function under the Service Branch of the Logistics Section.

**(B) Requisite Skills.** Acquiring and documenting information and orders from the IC, using reference materials, evaluating incident information, managing communications, and communicating in such a manner that information is successfully transferred and objectives are met.

**23.3.2** Manage the workflow process and set time schedules of the Service Branch to accomplish assigned duties, given an incident or planned event, duties of the Service Branch, and special requests for resources, so that procedures are established for work activities, work schedules are established, staff resources to perform needed tasks are obtained and tasks are assigned, the communications plan and medical plan are developed and provided to the Planning Section, and food needs of the incident or planned event are met.

**(A) Requisite Knowledge.** Resource requirements of the Service Branch, time management requirements, duties of Service Branch positions, management processes, types of information sources, schedule types and display methods, and ICS forms and specific uses.

**(B) Requisite Skills.** Managing staff, giving direction and setting goals and priorities for staff, managing time, collecting and organizing information, assessing scheduling requirements and developing a timeline for activities, and acquiring and documenting information and orders from the IC or Logistics Section Chief.

**23.3.3** Acquire workspace and resources to perform assigned duties in coordination with facilities and supply units, given an incident or planned event and the duties of the Service Branch, so that an adequate workspace is established at each facility and resources to assure documentation of check-in and tracking of resources are acquired and implemented.

**(A) Requisite Knowledge.** Resource requirements needed to support the service branch duties, logistics section responsibilities and capabilities, ICS forms, types of information sources, documentation methods and requirements, communications methods, and information display methods.

**(B) Requisite Skills.** Using coordination skills to acquire resources, using assessment skills to determine resource needs of the branch, collecting and organizing information, and assessing workspace and resource requirements.

**23.3.4** Maintain a unit log, given an incident or planned event assignment and a unit log form, so that significant decisions, actions, events, and work activities are documented and the form is completed according to procedures.



**(A) Requisite Knowledge.** Use of unit log forms, agency standard operational procedures, information-tracking methods, documentation methods, and an understanding of what critical incident information needs to be recorded.

**(B) Requisite Skills.** Documenting actions taken within the position and utilizing ICS forms.

**23.3.5** Manage the demobilization process for assigned staff, given an incident or planned event, assigned staff, and a demobilization plan, so that staff understands the demobilization process, procedures in the plan are followed, performance ratings are completed, and staff are released according to the plan.

**(A) Requisite Knowledge.** Local and incident-specific procedures for incident termination and demobilization.

**(B) Requisite Skills.** Estimating resources needed to handle remaining workload, using ICS forms, and communicating demobilization information to assigned resources.

## Chapter 24 Communications Unit Leader

### 24.1 General.

**24.1.1\*** For qualification at the Communications Unit Leader level, the candidate shall meet the general knowledge requirements in 24.1.1.1, the general skill requirements in 24.1.1.2, and the job performance requirements (JPRs) defined in Sections 24.2 and 24.3.

**24.1.1.1 General Knowledge Requirements.** Familiarity with the National Response Framework and how it relates to the role of Communications Unit Leader, knowledge of the National Incident Management System (NIMS) and the Incident Command System (ICS), Incident Action Plan (IAP) content, ICS forms, types of communications equipment and devices, office supplies and equipment for Communications Unit duties, requirements of managing the Communications Unit, JPRs of the Communications Unit staff, knowledge of agency standard operating procedures, and knowledge of procedures for stopping unsafe or incorrect acts or operations.

**24.1.1.2 General Skill Requirements.** Prioritizing tasks so as to accomplish the most critical first, making effective decisions in an environment with a large number of unknowns, evaluating material resource needs, recognizing the need for supplemental technical knowledge, and anticipating hazards and taking action in a proactive manner to ensure responder safety and health, and recognizing and identifying unsafe acts and operations.

**24.2 Assume and Transfer the Position of Communications Unit Leader.** This duty shall involve assuming the role of Communications Unit Leader at an incident or planned event and transferring the duties of that role to another person at the appropriate time, according to the following JPRs.

**24.2.1** Assume role of Communications Unit Leader within an ICS at an incident or planned event, given an incident or planned event, an IAP, an incident briefing, standard operating procedures, and communications equipment, so that a Communications Unit is established; relevant situational information of the incident or planned event is gained and maintained; the relationship with the outgoing Communications Unit Leader or other personnel performing the function (if previously established) is established and maintained; the

priorities, goals, and objectives of the Incident Commander (IC) and Logistics Section are received and understood; notification of position assumption is verbalized and documented; and the location of Communications Unit Leader is identified and confirmed with the Logistics Section Chief or IC.

**(A) Requisite Knowledge.** The role and duties of a Communications Unit Leader within the ICS; organizational policies and procedures and interoperable communications plans for the Communications Unit Leader; accountability protocols; resource types and deployment methods; documentation methods and requirements; availability, capabilities, and limitations of responders and other resources; communication problems and needs; communications interoperability requirements; methods, means, limitations, and capabilities of communications systems; and dispatch protocols.

**(B) Requisite Skills.** Using reference materials, evaluating incident information, setting up and managing communications, and communicating in such a manner that information is successfully transferred and objectives are met.

**24.2.2** Manage the transfer of Communications Unit Leader duties at an incident or planned event, given an incident or planned event, an established command structure and Communications Unit Leader, an IAP either written or verbal, a current situation status, a command post, incident documentation, and communications equipment, so that incident information is exchanged, reports and plans for the subsequent operational period are completed, continuity of authority and situational awareness are maintained, changes in incident complexity are accounted for, the new Communications Unit Leader is fully briefed on the incident, and the new Communications Unit Leader is identified.

**(A) Requisite Knowledge.** Transfer of duty procedures; information sources; resource accountability and tracking process; use of ICS forms; the role and duties of a Communications Unit Leader within the ICS; organizational policies and procedures for the Communications Unit Leader; accountability protocols; resource types and deployment methods; documentation methods and requirements; availability, capabilities, and limitations of responders and other resources; communication problems and needs; communications requirements; and types of tasks and assignment responsibilities.

**(B) Requisite Skills.** Conducting a transfer briefing meeting, acquiring and documenting information and orders from the IC or Logistics Section Chief or Service Branch Director, using reference materials, evaluating incident information, managing communications, and communicating in such a manner that information is successfully transferred and objectives are met.

**24.3 Perform the Role of Communications Unit Leader at an Incident or Planned Event.** The Communications Unit Leader, under the direction of the Service Branch Director or Logistics Section Chief, shall be responsible for developing plans for the effective use of incident communications equipment and facilities, installation and testing of communications equipment, supervision of the Incident Communications Center, distribution of communications equipment to incident personnel, and the maintenance and repair of communications equipment.

**24.3.1\*** Prepare and implement the incident communications plan, given an incident or planned event, sources of information on existing resource and situation status information, inci-



dent priorities and objectives, incident documentation supplies and equipment, applicable incident communications plan forms, and communications equipment, so that the communications plan supports incident needs, interoperability issues are resolved, and communications equipment is used according to procedures.

**(A) Requisite Knowledge.** Knowledge of applicable incident communications plan forms, knowledge of incident communications needs and equipment, and documentation procedures and process.

**(B) Requisite Skills.** Using written and verbal communication skills, using interpersonal skills, evaluating incident information, managing communications, and communicating in such a manner that information is successfully transferred and objectives are met.

**24.3.2** Manage the distribution and accountability of communications equipment at an incident or planned event, given an incident or planned event, personnel, communications equipment, a communications plan, and a demobilization plan, so that the equipment accountability system is established; communications distribution and maintenance locations are established within base/camp(s); communications equipment from the cache is distributed according to the communications plan; communications equipment is tested and maintained; records of equipment distribution, use, testing, and repair are maintained; and distributed equipment is recovered from relieved or released units.

**(A) Requisite Knowledge.** Resource tracking system, knowledge of the IAP, communications plan, demobilization plan, and communications equipment maintenance and service protocols.

**(B) Requisite Skills.** Utilizing the resource tracking system; using written and verbal communication skills, organizational skills, and interpersonal skills; evaluating incident information, managing communications, and communicating in such a manner that information is successfully transferred and objectives are met.

**24.3.3** Create and manage incident communications and/or message center(s), given an incident or planned event, communications equipment, personnel, communications needs, and a location for the center(s), so that the centers are established, internal and external communications capabilities are established, and all required communications are accurately transferred to their intended receiver.

**(A) Requisite Knowledge.** Communications center and message center functions, incident communications equipment and capabilities, and documentation procedures and process.

**(B) Requisite Skills.** Using written and verbal communication skills and interpersonal skills, evaluating incident information, managing communications, and communicating in such a manner that information is successfully transferred and objectives are met.

**24.3.4** Acquire workspace and resources to perform assigned duties in coordination with Facilities and Supply units at an incident or planned event, given an incident or planned event, established Facilities and Supply Units, and the duties of the Communications Unit, so that workspace is established at each facility and resources to assure documentation of check-in and tracking of resources are acquired.

**(A) Requisite Knowledge.** Resource requirements needed to support the Communications Unit responsibilities and capabilities, ICS forms, types of information sources, documentation methods and requirements, communications methods, and information display methods.

**(B) Requisite Skills.** Using coordination skills to acquire resources, using assessment skills to determine resource needs of the branch, collecting and organizing information, and assessing workspace and resource requirements.

**24.3.5** Prepare for and participate in planning meetings at an incident or planned event, given an incident or planned event, communications resource and status information, ICS incident planning forms, and incident documentation equipment and supplies, so that accurate communications information is provided for use at planning meetings and incident documentation forms, equipment, and supplies are used correctly.

**(A) Requisite Knowledge.** Knowledge of the IAP, planning forms, documentation protocols, and meeting procedures.

**(B) Requisite Skills.** Using written and verbal communication skills, using interpersonal skills, evaluating incident information, managing communications, and communicating in such a manner that information is successfully transferred and objectives are met.

**24.3.6** Manage the workflow process and set time schedules to accomplish assigned duties at an incident or planned event, given an incident or planned event, duties assigned to the Communications unit, and special requests for information, so that procedures are established for work activities, work schedules are established, staff resources to perform needed tasks are obtained, and tasks are assigned.

**(A) Requisite Knowledge.** Resource requirements of the Communications Unit, time management requirements, duties of Communications Unit positions, management processes, types of information sources, schedule types and display methods, and ICS forms and specific uses.

**(B) Requisite Skills.** Managing staff, giving direction and setting goals and priorities for staff, managing time, collecting and organizing information, assessing scheduling requirements and developing a timeline for activities, and acquiring and documenting information and orders from the IC, Logistics Section Chief, or Service Branch Director.

**24.3.7** Maintain a unit log, given an incident or planned event, an assignment, and a unit log form, so that significant decisions, actions, events, and work activities are documented and the form is completed according to procedures.

**(A) Requisite Knowledge.** Use of a unit log form, agency standard operational procedures, information tracking methods, documentation methods, and an understanding of what critical incident information needs to be recorded.

**(B) Requisite Skills.** Documenting actions taken within the position and utilizing ICS forms.

**24.3.8** Manage the demobilization process for assigned staff, given an incident or planned event, assigned staff, and a demobilization plan, so that staff understand the demobilization process, procedures in the plan are followed, performance ratings are completed, and staff are released according to the plan.

**(A) Requisite Knowledge.** Local and incident-specific procedures for incident termination and demobilization.

**(B) Requisite Skills.** Estimating resources needed to handle remaining workload, using ICS forms, and communicating demobilization information to assigned resources.

## Chapter 25 Medical Unit Leader

### 25.1 General.

**25.1.1\*** For qualification at the Medical Unit Leader level, the candidate shall meet the general knowledge requirements in 25.1.1.1, the general skill requirements in 25.1.1.2, and the job performance requirements (JPRs) defined in Sections 25.2 and 25.3.

**25.1.1.1 General Knowledge Requirements.** Familiarity with the National Response Framework and how it relates to the role of Medical Unit Leader; knowledge of the National Incident Management System (NIMS) and the Incident Command System (ICS), Incident Action Plan (IAP) content, ICS forms, types of communications equipment and devices, office supplies and equipment for Medical Unit duties, requirements of managing the Medical Unit, JPRs of the Medical Unit Staff, knowledge of agency standard operating procedures, and knowledge of procedures for stopping unsafe or incorrect acts or operations.

**25.1.1.2 General Skill Requirements.** Prioritizing tasks so as to accomplish the most critical first, making effective decisions in an environment with a large number of unknowns, evaluating material resource needs, recognizing the need for supplemental technical knowledge, anticipating hazards and taking action in a proactive manner to ensure responder safety and health, and recognizing and identifying unsafe acts and operations.

**25.2 Assume and Transfer the Position of Medical Unit Leader.** This duty shall involve assuming the role of Medical Unit Leader at an incident or planned event and transferring the duties of that role to another person at the appropriate time, according to the following JPRs.

**25.2.1** Assume the role of Medical Unit Leader within an ICS at an incident or planned event, given an incident or planned event, an IAP, an incident briefing, standard operating procedures, and communications equipment, so that a Medical Unit is established; relevant situational information of the incident or planned event is gained and maintained; the relationship with the outgoing Medical Unit Leader or other personnel performing the function (if previously established) is established and maintained; the priorities, goals, and objectives of the Incident Commander (IC), Logistics Section, and Service Branch Director are received and understood, notification of position assumption is verbalized and documented, and the location of the Medical Unit Leader is identified and confirmed with the Service Branch Director, Logistics Section Chief, or IC.

**(A) Requisite Knowledge.** The role and duties of a Medical Unit Leader within the ICS; organizational policies and procedures for the Medical Unit Leader; accountability protocols; resource types and deployment methods; documentation methods and requirements; availability, capabilities, certification/license levels, and limitations of responders and other resources; communication problems and needs; communications interoperability requirements, methods, and means; limitations

and capabilities of communications systems; and dispatch protocols.

**(B) Requisite Skills.** Using reference materials, evaluating incident information, managing communications, and communicating in such a manner that information is successfully transferred and objectives are met.

**25.2.2** Manage the transfer of Medical Unit Leader duties at an incident or planned event, given an incident or planned event, an established command structure and Medical Unit Leader, an IAP either written or verbal, a current situation status, a command post, incident documentation, and communications equipment, so that incident information is exchanged, reports and plans for the subsequent operational period are completed, continuity of authority and situational awareness are maintained, changes in incident complexity are accounted for, the new Medical Unit Leader is fully briefed on the incident or planned event, and the new Medical Unit Leader is identified.

**(A) Requisite Knowledge.** Transfer of duty procedures; information sources; resource accountability and tracking process; use of ICS forms; the role and duties of a Medical Unit Leader within the ICS; organizational policies and procedures for the Medical Unit Leader; accountability protocols; resource types and deployment methods; documentation methods and requirements; availability, capabilities, and limitations of responders and other resources; communication problems and needs; communications requirements; and types of tasks and assignment responsibilities.

**(B) Requisite Skills.** Conducting a transfer briefing meeting; acquiring and documenting information and orders from the IC, Logistics Section Chief, or Service Branch Director; using reference materials; evaluating incident information; managing communications; and communicating in such a manner that information is successfully transferred and objectives are met.

**25.3 Perform the Role of Medical Unit Leader at an Incident or Planned Event.** The Medical Unit Leader, under the direction of the Service Branch Director or Logistics Section Chief, shall be primarily responsible for developing the Medical Plan, obtaining medical aid and transportation for injured and ill incident personnel, establishing responder rehabilitation, and preparing reports and records.

**25.3.1\*** Prepare and implement the medical plan at an incident or planned event, given an incident or planned event; sources of information on potential medical needs of the incident or planned event; priorities and objectives of the IC, Logistics Section Chief, and Service Branch Director; incident documentation supplies and equipment; an applicable medical plan form; and communications equipment, so that the Medical Plan supports incident needs, procedures are developed for medical care and patient transportation (ground and air) in coordination with the Operations Section Chief, medical aid and responder rehabilitation facilities are established, medical emergencies are declared as needed, and medical care, supplies, and transportation for incident personnel are provided according to procedures.

**(A) Requisite Knowledge.** Knowledge of applicable medical plan forms, IAP, patient care protocol, transport protocol, triage standard practices, medical personnel and provider network available, responder rehabilitation procedures, and protocol for location of care and transport services.

**(B) Requisite Skills.** Using written and verbal communication skills, using interpersonal skills, evaluating incident information, managing communications, and communicating in such a manner that information is successfully transferred and objectives are met.

**25.3.2** Manage the distribution and accountability of over-the-counter and controlled medications dispensed by the Medical Unit at an incident or planned event, given an incident or planned event, a medical plan, procedures of the AHJ, and medications, so that a drug accountability system is established, drug distribution and maintenance locations are established, procedures are followed, and records of drug distribution are maintained.

**(A) Requisite Knowledge.** Accountability standards, reporting requirements, medical protocols, applicable drug dispensing regulations and protocols, space and equipment needs, and reporting format and forms.

**(B) Requisite Skills.** Using written and verbal communication skills, using interpersonal skills, evaluating incident information, managing communications, and communicating in such a manner that information is successfully transferred and objectives are met.

**25.3.3** Establish coordination procedures with the Finance/Administration Section on worker injuries at an incident or planned event, given an incident or planned event, an established Finance/Administration Section or IC, injured workers, and workers' compensation reporting requirements, so that notification is made for all reportable workers compensation injuries, procedures are followed to capture required information, and space is provided for Compensation-for-Injury Specialists as needed.

**(A) Requisite Knowledge.** Knowledge of forms and reporting procedures, workers compensation practices and procedures, incident-reporting protocols, and ability to recognize the need for Compensation-for-Injury Specialists.

**(B) Requisite Skills.** Using written and verbal communication skills, using interpersonal skills, evaluating incident information, managing communications, and communicating in such a manner that information is successfully transferred and objectives are met.

**25.3.4** Acquire workspace and resources to perform assigned duties in coordination with Facilities and Supply Units at an incident or planned event, given an incident or planned event, established Facilities and Supply Units, and the duties of the Medical Unit, so that an adequate workspace is established at each facility and resources to ensure medical care are acquired.

**(A) Requisite Knowledge.** Resource requirements needed to support the Medical Unit responsibilities and capabilities, ICS forms, types of information sources, documentation methods and requirements, communications methods, and information display methods.

**(B) Requisite Skills.** Using coordination skills to acquire resources, using assessment skills to determine resource needs of the branch, collecting and organizing information, and assessing workspace and resource requirements.

**25.3.5** Prepare for and participate in planning meetings as requested at an incident or planned event, given an incident or planned event, medical resource and status information, ICS incident planning forms, and incident documentation equipment and supplies, so that accurate medical information is provided for use at planning meetings and incident documentation forms, equipment, and supplies are used correctly.

**(A) Requisite Knowledge.** Knowledge of the IAP, planning forms, documentation protocols, and meeting procedures.

**(B) Requisite Skills.** Using written and verbal communication skills, using interpersonal skills, evaluating incident information, managing communications, and communicating in such a manner that information is successfully transferred and objectives are met.

**25.3.6** Manage the workflow process and set time schedules to accomplish assigned duties at an incident or planned event, given an incident or planned event, duties of the Medical Unit, and special requests for information, so that procedures are established for work activities, work schedules are established, staff resources to perform needed tasks are obtained, and tasks are assigned.

**(A) Requisite Knowledge.** Resource requirements of the Medical Unit, time management requirements, duties of service branch positions, management processes, types of information sources, schedule types and display methods, and ICS forms and specific uses.

**(B) Requisite Skills.** Managing staff, giving directions and setting goals and priorities for staff, managing time, collecting and organizing information, assessing scheduling requirements and developing timelines for activities, and acquiring and documenting information and orders from the IC, Logistics Section Chief, or Service Branch Director.

**25.3.7** Maintain a unit log, given an incident or planned event and a unit log form, so that significant decisions, actions, events, and work activities are documented and the form is completed and submitted according to procedures.

**(A) Requisite Knowledge.** Use of a unit log form, agency standard operational procedures, information-tracking methods, documentation methods, and an understanding of what critical incident information needs to be recorded.

**(B) Requisite Skills.** Documenting actions taken within the position and utilizing ICS forms.

**25.3.8** Manage the demobilization process for assigned staff, given an incident or planned event, assigned staff, and a demobilization plan, so that staff understands the demobilization process, procedures in the plan are followed, performance ratings are completed, and staff are released according to the plan.

**(A) Requisite Knowledge.** Local and incident-specific procedures for incident termination and demobilization.

**(B) Requisite Skills.** Estimating resources needed to handle remaining workload, using ICS forms, and communicating demobilization information to assigned resources.



## Chapter 26 Food Unit Leader

### 26.1 General.

**26.1.1\*** For qualification at the Food Unit Leader level, the candidate shall meet the general knowledge requirements in 26.1.1.1, the general skill requirements in 26.1.1.2, and the job performance requirements (JPRs) defined in Sections 26.2 and 26.3.

**26.1.1.1 General Knowledge Requirements.** Familiarity with the National Response Framework and how it relates to the role of Food Unit Leader, knowledge of the National Incident Management System (NIMS) and the Incident Command System (ICS), Incident Action Plan (IAP) content, ICS forms, types of communications equipment and devices, office supplies and equipment for Food Unit duties, requirements of managing the Food Unit, JPRs of the Food Unit staff, knowledge of agency standard operating procedures, and knowledge of procedures for stopping unsafe or incorrect acts or operations.

**26.1.1.2 General Skill Requirements.** Prioritizing tasks so as to accomplish the most critical first, making effective decisions in an environment with a large number of unknowns, evaluating material resource needs, recognizing the need for supplemental technical knowledge, and anticipating hazards and taking action in a proactive manner to ensure responder safety and health, using written and verbal communication skills, using interpersonal skills, evaluating incident information, managing communications, and recognizing and identifying unsafe acts and operations.

**26.2 Assume and Transfer the Position of Food Unit Leader.** This duty shall involve assuming the role of Food Unit Leader at an incident or planned event and transferring the duties of that role to another person at the appropriate time, according to the following JPRs.

**26.2.1** Assume the role of Food Unit Leader within an ICS at an incident or planned event, given an incident or planned event, an IAP, an incident briefing, standard operating procedures, and communications equipment, so that a Food Unit is established; relevant situational information of the incident or planned event is gained and maintained; the relationship with the outgoing Food Unit Leader or other personnel performing the function (if previously established) is established and maintained; the priorities, goals, and objectives of the Incident Commander (IC) and Logistics Section are received and understood; notification of position assumption is verbalized and documented; and the location of the Food Unit Leader is identified and confirmed with the Logistics Section Chief or the IC.

**(A) Requisite Knowledge.** The role and duties of a Food Unit Leader within the ICS; organizational policies and procedures for the Food Unit Leader; accountability protocols; resource types and deployment methods; documentation methods and requirements; availability, capabilities, and limitations of responders and other resources; communication problems and needs; communications interoperability requirements, methods, and means; limitations and capabilities of communications systems, and dispatch protocols.

**(B) Requisite Skills.** Using reference materials, evaluating incident information, managing communications, and commu-

nicating in such a manner that information is successfully transferred and objectives are met.

**26.2.2** Manage the transfer of Food Unit Leader duties at an incident or planned event, given an incident or planned event, an established command structure and a Food Unit Leader, an incident or planned event action plan either written or verbal, a current situation status, a command post, incident documentation, and communications equipment, so that incident information is exchanged, reports and plans for the subsequent operational period are completed, continuity of authority and situational awareness are maintained, changes in incident complexity are accounted for, the new Food Unit Leader is fully briefed on the incident or planned event, and the new Food Unit Leader is identified.

**(A) Requisite Knowledge.** Transfer of duty procedures; information sources; resource accountability and tracking process; use of ICS forms; the role and duties of a Food Unit Leader within the ICS; organizational policies and procedures for the Food Unit Leader; accountability protocols; resource types and deployment methods; documentation methods and requirements; availability, capabilities, and limitations of responders and other resources; communication problems and needs; communications requirements; and types of tasks and assignment responsibilities.

**(B) Requisite Skills.** Conducting a transfer briefing meeting; acquiring and documenting information and orders from the IC, Logistics Section Chief, or Service Branch Director; using reference materials; evaluating incident information; managing communications; and communicating in such a manner that information is successfully transferred and objectives are met.

**26.3 Perform the Role of Food Unit Leader at an Incident or Planned Event.** The Food Unit Leader shall be responsible for determining feeding requirements at all incident facilities, menu planning, determining cooking facilities required, food preparation, serving, providing potable water, and general maintenance of the food service areas as well as providing food and potable water for personnel unable to leave tactical field assignments.

**26.3.1** Prepare and implement a plan to provide food and water for incident personnel, given an incident or planned event, personnel, sources of information on potential food and fluid replenishment needs of the incident or planned event, IC and Logistics Section Chief priorities and objectives, incident documentation supplies and equipment, and communications equipment, so that the plan supports incident needs; menus are nutritionally balanced, taste good, and are not boring; procedures are developed for food and potable water preparation and distribution; feeding and hydration facilities are established; food and potable water supplies are obtained; and the plan is implemented according to procedures.

**(A) Requisite Knowledge.** Food preparation; storage, handling, and distribution methods; health and sanitation requirements; ICS Form 205; incident food and hydration needs and equipment; documentation procedures and process; and locations of facilities and field assignments requiring food.

**(B) Requisite Skills.** Forecasting food and water needs; preparing, storing, handling, and distributing food and water according to requirements and procedures; and operating food preparation and storage equipment.



**26.3.2** Acquire workspace and resources to perform assigned duties in coordination with Facilities and Supply Units at an incident or planned event, given an incident or planned event, established Facilities and Supply Units, and the duties of the Food Unit, so that an adequate workspace is established at each facility and resources to assure documentation are acquired.

**(A) Requisite Knowledge.** Resource requirements needed to support the responsibilities and capabilities of the Food Unit, ICS forms, types of information sources, documentation methods and requirements, communications methods, and information display methods.

**(B) Requisite Skills.** Using coordination skills to acquire resources, using assessment skills to determine resource needs of the branch, collecting and organizing information, and assessing workspace and resource requirements.

**26.3.3** Prepare for and participate in planning meetings as requested at an incident or planned event, given an incident or planned event, resource and status information, ICS incident planning forms, and incident documentation equipment and supplies, so that accurate feeding and hydration information is provided for use at planning meetings and incident documentation forms, equipment, and supplies are used correctly.

**(A) Requisite Knowledge.** Knowledge of the IAP, planning forms, documentation protocols, and meeting procedures.

**(B) Requisite Skills.** Using written and verbal communication skills, using interpersonal skills, evaluating incident information, managing communications, and communicating in such a manner that information is successfully transferred and objectives are met.

**26.3.4** Manage the workflow process and set time schedules to accomplish assigned duties at an incident or planned event, given an incident or planned event, duties of the Food Unit, tools and equipment, and special requests for resources and information, so that procedures are established for work activities, work schedules are established, staff resources to perform needed tasks are obtained, and tasks are assigned.

**(A) Requisite Knowledge.** Resource requirements of the Food Unit, time management requirements, duties of service branch positions, management processes, types of information sources, schedule types and display methods, and ICS forms and specific uses.

**(B) Requisite Skills.** Managing staff, giving direction and setting goals and priorities for staff, managing time, collecting and organizing information, assessing scheduling requirements and developing a timeline for activities, and acquiring and documenting information and orders from the IC, Logistics Section Chief, or Service Branch Director.

**26.3.5** Maintain a unit log, given an incident or planned event and a unit log form, so that significant decisions, actions, events, and work activities are documented and the form is completed and submitted according to procedures.

**(A) Requisite Knowledge.** Use of a unit log form, agency standard operational procedures, information-tracking methods, documentation methods, and an understanding of what critical incident information needs to be recorded.

**(B) Requisite Skills.** Documenting actions taken within the position and utilizing ICS forms.

**26.3.6** Manage the demobilization process for assigned staff, given an incident or planned event, assigned staff, and a demobilization plan, so that staff understand the demobilization process, procedures in the plan are followed, performance ratings are completed, and staff are released according to the plan.

**(A) Requisite Knowledge.** Local and incident-specific procedures for incident termination and demobilization.

**(B) Requisite Skills.** Estimating resources needed to handle remaining workload, using ICS forms, and communicating demobilization information to assigned resources.

## Chapter 27 Support Branch Director

### 27.1 General.

**27.1.1\*** For qualification at the Support Branch Director level, the candidate shall meet the general knowledge requirements in 27.1.1.1, the general skill requirements in 27.1.1.2, and the job performance requirements (JPRs) defined in Sections 27.2 and 27.3.

**27.1.1.1 General Knowledge Requirements.** Familiarity with the National Response Framework and how it relates to the role of Support Branch Director, knowledge of the National Incident Management System (NIMS) and the Incident Command System (ICS), Incident Action Plan (IAP) content, ICS forms, information display types, types of communications devices, office supplies and equipment for Support Branch duties, requirements of managing the Support Branch, JPRs of the Support Branch staff, knowledge of agency standard operating procedures, and knowledge of procedures for stopping unsafe or incorrect acts or operations.

**27.1.1.2 General Skill Requirements.** Prioritizing tasks so as to accomplish the most critical first, making effective decisions in an environment with a large number of unknowns, evaluating material resource needs, recognizing the need for supplemental technical knowledge, and anticipating hazards and taking action in a proactive manner to ensure responder safety and health, using written and verbal communication skills, using interpersonal skills, evaluating incident information, managing communications, and recognizing and identifying unsafe acts and operations.

**27.2 Assume and Transfer the Position of Support Branch Director.** This duty shall involve assuming the role of Support Branch Director at an incident and transferring those duties to another person at the appropriate time, according to the following JPRs.

**27.2.1** Assume the role of the Support Branch Director within an ICS at an incident or planned event, given an incident or planned event, an IAP, an incident briefing, standard operating procedures, and communications equipment, so that a Support Branch is established; relevant situational information of the incident or planned event is gained and maintained; the relationship with the outgoing Support Branch Director or other personnel performing the function (if previously established) is established and maintained; the priorities, goals, and objectives of the Incident Commander (IC) and Planning Section are received and understood; notification of position assumption is verbalized and documented; and the location of Support Branch Director is identified and confirmed with the Planning Section Chief or IC.

**(A) Requisite Knowledge.** The role and duties of a Support Branch Director within the ICS; organizational policies and procedures for the Support Branch Director; accountability protocols; resource types and deployment methods; documentation methods and requirements; availability, capabilities, and limitations of responders and other resources; communication problems and needs; communications requirements, methods, and means; and types of tasks and assignment responsibilities.

**(B) Requisite Skills.** Acquiring and documenting information and orders from the IC or Logistics Section Chief, using reference materials, evaluating incident information, managing communications, and communicating in such a manner that information is successfully transferred and objectives are met.

**27.2.2** Manage the transfer of Support Branch Director duties at an incident or planned event, given an incident or planned event, an established command structure and Support Branch Director, an IAP either written or verbal, a current situation status, a command post, incident documentation, and communications equipment, so that incident information is exchanged, reports and plans for the subsequent operational period are completed, continuity of authority and situational awareness are maintained, changes in incident complexity are accounted for, the new Support Branch Director is fully briefed on the incident or planned event, and the new Support Branch Director is identified.

**(A) Requisite Knowledge.** Transfer of duty procedures; information sources; resource accountability and tracking process; use of ICS forms; the role and duties of a Support Branch Director within the ICS; organizational policies and procedures for the Support Branch Director; accountability protocols; resource types and deployment methods; documentation methods and requirements; availability, capabilities, and limitations of responders and other resources; communication problems and needs; communications requirements; and types of tasks and assignment responsibilities.

**(B) Requisite Skills.** Conducting a transfer briefing meeting, acquiring and documenting information and orders from the IC or Logistics Section Chief, using reference materials, evaluating incident information, managing communications, and communicating in such a manner that information is successfully transferred and objectives are met.

**27.3 Perform the Role of Support Branch Director at an Incident or Planned Event.** This duty shall involve the management of all support activities at the incident or planned event. The Support Branch Director shall supervise the operations of the Supply, Facilities, and Ground Support Unit Leaders.

**27.3.1** Provide input into the development of the IAP and the demobilization plan, given an incident or planned event, an IAP, a demobilization plan, and sources of information on the Support Branch needs of the incident or planned event, so that the service needs of the incident or planned event are identified and included in the IAP and in the demobilization plan.

**(A) Requisite Knowledge.** Level of services required to support operations, specific goals identified by the Logistics Section Chief, and units that function under the Support Branch of the Logistics Section.

**(B) Requisite Skills.** Acquiring and documenting information and orders from the IC, using reference materials, evaluating incident information, managing communications, and commu-

nicating in such a manner that information is successfully transferred and objectives are met.

**27.3.2** Manage the workflow process and set time schedules of the Support Branch to accomplish assigned duties, given an incident or planned event, duties of the Support Branch, and special requests for resources, so that procedures are established for work activities, work schedules are established, staff resources to perform needed tasks are obtained and tasks are assigned, the facilities plan and supply plan are developed and provided to the Planning Section, and Ground Support needs of the incident or planned event are met.

**(A) Requisite Knowledge.** Resource requirements of the Support Branch, time management requirements, duties of Support Branch positions, management processes, types of information sources, schedule types and display methods, and ICS forms and specific uses.

**(B) Requisite Skills.** Managing staff, giving direction and setting goals and priorities for staff, managing time, collecting and organizing information, assessing scheduling requirements and developing a timeline for activities, and acquiring and documenting information and orders from the IC and the Logistics Section Chief.

**27.3.3** Acquire workspace and resources to perform assigned duties in coordination with Facilities, Supply, and Ground Support Units at an incident or planned event, given an incident or planned event and the duties of the Support Branch, so that an adequate workspace is established at each facility and resources to assure documentation of check-in and tracking of resources are acquired and implemented.

**(A) Requisite Knowledge.** Resource requirements needed to support the Support Branch responsibilities and capabilities, ICS forms, types of information sources, documentation methods and requirements, communications methods, and information display methods.

**(B) Requisite Skills.** Using coordination skills to acquire resources, using assessment skills to determine resource needs of the branch, collecting and organizing information, and assessing workspace and resource requirements.

**27.3.4** Maintain a unit log, given an incident or planned event assignment and a unit log form, so that significant decisions, actions, events, and work activities are documented and the form is completed according to procedures.

**(A) Requisite Knowledge.** Use of a unit log form, agency standard operational procedures, information tracking methods, documentation methods, and an understanding of what critical incident information needs to be recorded.

**(B) Requisite Skills.** Documenting actions taken within the position and utilizing ICS forms.

**27.3.5** Manage the demobilization process for assigned staff, given an incident or planned event, assigned staff, and a demobilization plan, so that staff understand the demobilization process, procedures in the plan are followed, performance ratings are completed, staff are released according to the plan, and transportation home is provided.

**(A) Requisite Knowledge.** Local and incident-specific procedures for incident termination and demobilization.

**(B) Requisite Skills.** Estimating resources needed to handle remaining workload, using ICS forms, and communicating demobilization information to assigned resources.

## Chapter 28 Supply Unit Leader

### 28.1 General.

**28.1.1\*** For qualification at the Supply Unit Leader level, the candidate shall meet the general knowledge requirements in 28.1.1.1, the general skill requirements in 28.1.1.2, and the job performance requirements (JPRs) defined in Sections 28.2 and 28.3.

**28.1.1.1 General Knowledge Requirements.** Familiarity with the National Response Framework and how it relates to the role of Supply Unit Leader; knowledge of the National Incident Management System (NIMS) and the Incident Command System (ICS); Incident Action Plan (IAP) content, ICS forms, types of communications equipment and devices, office supplies and equipment for Supply Unit duties, requirements of managing the Supply Unit, JPRs of the Supply Unit staff, and knowledge of agency standard operating procedures and knowledge of procedures for stopping unsafe or incorrect acts or operations.

**28.1.1.2 General Skill Requirements.** Prioritizing tasks so as to accomplish the most critical first, making effective decisions in an environment with a large number of unknowns, evaluating material resource needs, recognizing the need for supplemental technical knowledge, anticipating hazards and taking action in a proactive manner to ensure responder safety and health, using written and verbal communication skills, using interpersonal skills, evaluating incident information, managing communications, communicating in such a manner that information is successfully transferred and objectives are met, and recognizing and identifying unsafe acts and operations.

**28.2 Assume and Transfer the Position of Supply Unit Leader.** This duty shall involve assuming the role of Supply Unit Leader at an incident or planned event and transferring the duties of that role to another person at the appropriate time, according to the following JPRs.

**28.2.1** Assume the role of the Supply Unit Leader within an ICS at an incident or planned event, given an incident or planned event, an IAP, an incident briefing, standard operating procedures, and communications equipment, so that a Supply Unit is established; relevant situational information of the incident or planned event is gained and maintained; the relationship with the outgoing Supply Unit Leader or other personnel performing the function (if previously established) is established and maintained; the priorities, goals, and objectives of the Incident Commander (IC) and Logistics Section are received and understood; notification of position assumption is verbalized and documented; and the location of Supply Unit Leader is identified and confirmed with the Logistics Section Chief or IC.

**(A) Requisite Knowledge.** The role and duties of a Supply Unit Leader within the ICS; organizational policies and procedures for the Supply Unit Leader; accountability protocols; resource types and deployment methods; documentation methods and requirements; availability, capabilities, and limitations of responders and other resources; communication problems and needs; communications interoperability requirements,

methods, and means; limitations and capabilities of communications systems; and dispatch protocols.

**(B) Requisite Skills.** Using reference materials, evaluating incident information, managing communications, and communicating in such a manner that information is successfully transferred and objectives are met.

**28.2.2** Manage the transfer of Supply Unit Leader duties at an incident or planned event, given an incident or planned event, an established command structure and a Supply Unit Leader, an IAP either written or verbal, a current situation status, a command post, incident documentation, and communications equipment, so that incident information is exchanged, reports and plans for the subsequent operational period are completed, continuity of authority and situational awareness are maintained, changes in incident complexity are accounted for, the new Supply Unit Leader is fully briefed on the incident or planned event, and the new Supply Unit Leader is identified.

**(A) Requisite Knowledge.** Transfer of duty procedures; information sources; resource accountability and tracking process; use of ICS forms; the role and duties of a Supply Unit Leader within the ICS; organizational policies and procedures for the Supply Unit Leader; accountability protocols; resource types and deployment methods; documentation methods and requirements; availability, capabilities, and limitations of responders and other resources; communication problems and needs; communications requirements; and types of tasks and assignment responsibilities.

**(B) Requisite Skills.** Conducting a transfer briefing meeting, acquiring and documenting information and orders from the IC or Planning Section Chief, using reference materials, evaluating incident information, managing communications, and communicating in such a manner that information is successfully transferred and objectives are met.

**28.3 Perform the Role of Supply Unit Leader at an Incident or Planned Event.** The Supply Unit Leader shall be responsible for ordering personnel, equipment, and supplies; receiving and storing all supplies for the incident or planned event; maintaining an inventory of supplies; and servicing non-expendable supplies and equipment.

**28.3.1** Prepare and implement a plan to provide the supplies necessary to support an incident or planned event, given an incident or planned event; personnel; sources of information on potential supply needs and sources; IC, Logistics Section Chief, and Service Branch Director's priorities and objectives; incident documentation supplies and equipment; and communication equipment; so that the plan supports incident needs; adequate supplies are ordered, managed, and distributed through the incident or planned event to meet incident or planned event needs; and the plan is implemented according to procedures.

**(A) Requisite Knowledge.** IAPs, potential supplies necessary to support the IAP, forecasting methods for future supply needs, purchasing and procurement protocols, and distribution processes and procedures.

**(B) Requisite Skills.** Forecasting supply needs for an incident or planned event and using resource inventory management and distribution systems.

**28.3.2** Acquire workspace and resources to perform assigned duties in coordination with Facilities and Ground Support



Units at an incident or planned event, given an incident or planned event, established Facilities and Ground Support Units, and the duties of the Supply Unit, so that an adequate workspace is established at each facility and the resources needed to perform the assigned duties are acquired and documented.

**(A) Requisite Knowledge.** Resource requirements needed to support the Supply Unit responsibilities and capabilities, ICS forms, types of information sources, documentation methods and requirements, communications methods, and information display methods.

**(B) Requisite Skills.** Using coordination skills to acquire resources, using assessment skills to determine resource needs of the branch, collecting and organizing information, and assessing workspace and resource requirements.

**28.3.3** Prepare for and provide information for use in planning meetings as requested at an incident or planned event, given an incident or planned event, resource and status information, ICS incident planning forms, and incident documentation equipment and supplies, so that accurate supply requirement information is provided for use at planning meetings and incident documentation forms, equipment, and supplies are used correctly.

**(A) Requisite Knowledge.** IAPs, planning forms, potential supplies necessary to support the IAP, and documentation protocols.

**(B) Requisite Skills.** Using the IAP, forecasting methods for future supply needs, employing purchasing and procurement protocols, and performing distribution processes and procedures.

**28.3.4** Manage the workflow process and set time schedules to accomplish assigned duties at an incident or planned event, given an incident or planned event, duties of the Supply Unit, tools and equipment, and special requests for resources and information, so that procedures are established for work activities, work schedules are established, staff resources to perform needed tasks are obtained, and tasks are assigned.

**(A) Requisite Knowledge.** Resource requirements of the Supply Unit, time management requirements, duties of service branch positions, management processes, types of information sources, schedule types and display methods, and ICS forms and specific uses.

**(B) Requisite Skills.** Managing staff, giving direction and setting goals and priorities for staff, managing time, collecting and organizing information, assessing scheduling requirements and developing a timeline for activities, and acquiring and documenting information and orders from the IC, Logistics Section Chief, or Support Branch Director.

**28.3.5** Maintain a unit log, given an incident or planned event and a unit log form, so that significant decisions, actions, events, and work activities are documented and the form is completed and submitted according to procedures.

**(A) Requisite Knowledge.** Use of unit log form, agency standard operational procedures, information-tracking methods, documentation methods, and an understanding of what critical incident information needs to be recorded.

**(B) Requisite Skills.** Documenting actions taken within the position and utilizing ICS forms.

**28.3.6** Manage the demobilization process for assigned staff, given an incident or planned event, assigned staff, and a demobilization plan, so that staff understand the demobilization process, procedures in the plan are followed, performance ratings are completed, and staff are released according to the plan.

**(A) Requisite Knowledge.** Local and incident-specific procedures for incident termination and demobilization.

**(B) Requisite Skills.** Estimating resources needed to handle remaining workload, using ICS forms, and communicating demobilization information to assigned resources.

## Chapter 29 Facilities Unit Leader

### 29.1 General.

**29.1.1\*** For qualifications at the Facilities Unit Leader level, the candidate shall meet the general knowledge requirements in 29.1.1.1, the general skill requirements in 29.1.1.2, and the job performance requirements (JPRs) defined in Sections 29.2 and 29.3 of this standard.

**29.1.1.1 General Knowledge Requirements.** Familiarity with the National Response Framework and how it relates to the role of Facilities Unit Leader, knowledge of the National Incident Management System (NIMS) and the Incident Command System (ICS), Incident Action Plan (IAP) content, ICS forms, types of communications equipment and devices, office supplies and equipment for Facilities Unit duties, requirements of managing the Facilities Unit, job performance requirements of the Facilities Unit staff, knowledge of agency standard operating procedures, and knowledge of procedures for stopping unsafe or incorrect acts or operations.

**29.1.1.2 General Skill Requirements.** Prioritizing tasks so as to accomplish the most critical first, making effective decisions in an environment with a large number of unknowns, evaluating material resource needs, recognizing the need for supplemental technical knowledge, and anticipating hazards and taking action in a proactive manner to ensure responder safety and health, and recognizing and identifying unsafe acts and operations.

**29.2 Assume and Transfer the Position of Facilities Unit Leader.** This duty shall involve assuming the role of Facilities Unit Leader at an incident or planned event and transferring those duties to another person at the appropriate time, according to the following JPRs.

**29.2.1** Assume role of Facilities Unit Leader within an ICS at an incident or planned event, given an incident or planned event, an IAP, an incident briefing, standard operating procedures, and communications equipment, so that a Facilities Unit is established; relevant situational information of the incident or planned event is gained and maintained; the relationship with the outgoing Facilities Unit Leader or other personnel performing the function (if previously established) is established and maintained; the priorities, goals, and objectives of the Incident Commander (IC) and Logistics Section are received and understood; notification of position assumption is verbalized and documented; and the location of Facilities Unit Leader is identified and confirmed with the Logistics Section Chief or IC.



**(A) Requisite Knowledge.** The role and duties of a Facilities Unit Leader within the ICS; organizational policies and procedures for the Facilities Unit Leader; accountability protocols; resource types and deployment methods; documentation methods and requirements; availability, capabilities, and limitations of responders and other resources; communication problems and needs; communications interoperability requirements, methods, and means; limitations and capabilities of communications systems; and dispatch protocols.

**(B) Requisite Skills.** Using reference materials, evaluating incident information, managing communications, and communicating in such a manner that information is successfully transferred and objectives are met.

**29.2.2** Manage the transfer of Facilities Unit Leader duties at an incident or planned event, given an incident or planned event, an established command structure and a Facilities Unit Leader, an IAP either written or verbal, a current situation status, a command post, incident documentation, and communications equipment, so that incident information is exchanged, reports and plans for the subsequent operational period are completed, continuity of authority and situational awareness are maintained, changes in incident complexity are accounted for, the new Facilities Unit Leader is fully briefed on the incident or planned event, and the new Facilities Unit Leader is identified.

**(A) Requisite Knowledge.** Transfer of duty procedures; information sources; resource accountability and tracking process; use of ICS forms; the role and duties of a Facilities Unit Leader within the ICS; organizational policies and procedures for the Facilities Unit Leader; accountability protocols; resource types and deployment methods; documentation methods and requirements; availability, capabilities, and limitations of responders and other resources; communication problems and needs; communications requirements; and types of tasks and assignment responsibilities.

**(B) Requisite Skills.** Conducting a transfer briefing meeting, acquiring and documenting information and orders from the IC or Planning Section Chief, using reference materials, evaluating incident information, managing communications, and communicating in such a manner that information is successfully transferred and objectives are met.

**29.3\* Perform the Role of Facilities Unit Leader at an Incident or Planned Event.** This duty shall involve being responsible for determining facility and security requirements at all incident facilities and for the layout and activation of incident facilities [e.g., Base, Camp(s), and Incident Command Post].

**29.3.1** Prepare and implement a plan to provide the facilities and security procedures necessary to support an incident or planned event, given an incident or planned event, personnel, sources of information on potential facility needs and sources, priorities and objectives of the IC and Logistics Section Chief, incident documentation supplies and equipment, and communications equipment, so that the plan supports incident needs; adequate facilities are established, managed, secured, and distributed throughout the incident or planned event; and the plan is implemented according to procedures.

**(A) Requisite Knowledge.** IAP, potential facilities necessary to support the IAP, forecasting methods for future facility needs, facility security procedures, acquisition of needed materials, and environmental and safety regulations and constraints.

**(B) Requisite Skills.** Forecasting facility needs for an incident or planned event, coordinating with affected ICS components, and setting up the facility to meet user needs.

**29.3.2** Acquire workspace and resources to perform assigned duties in coordination with Supply and Ground Support Units at an incident or planned event, given an incident or planned event, established Supply and Ground Support Units, and the duties of the Facilities Unit, so that an adequate workspace is established for the Facilities Unit and the resources needed to perform the assigned duties are acquired and documented.

**(A) Requisite Knowledge.** Resource requirements needed to support the Facilities Unit responsibilities and capabilities, ICS forms, types of information sources, documentation methods and requirements, communications methods, and information display methods.

**(B) Requisite Skills.** Using coordination skills to acquire resources, using assessment skills to determine resource needs of the Facilities Unit, collecting and organizing information, and assessing workspace and resource requirements.

**29.3.3** Prepare for and provide information to be used in planning meetings as requested at an incident or planned event, given an incident or planned event, resource and status information, ICS incident planning forms, and incident documentation equipment and supplies, so that accurate supply requirement information is provided for use at planning meetings and incident documentation forms, equipment, and supplies are used correctly.

**(A) Requisite Knowledge.** IAP content and application, planning forms, potential supplies necessary to support the IAP, and documentation protocols.

**(B) Requisite Skills.** Using the IAP, forecasting methods for future supply needs, employing purchasing and procurement protocols, and performing distribution processes and procedures.

**29.3.4** Manage the workflow process and set time schedules to accomplish assigned duties at an incident or planned event, given an incident or planned event, duties of the Facilities Unit, tools and equipment, and special requests for resources and information, so that procedures are established for work activities, work schedules are established, staff resources to perform needed tasks are obtained, and tasks are assigned.

**(A) Requisite Knowledge.** Resource requirements of the Facilities Unit, time management requirements, duties of Facilities Unit positions, management processes, types of information sources, schedule types and display methods, and ICS forms and specific uses.

**(B) Requisite Skills.** Managing staff, giving direction and setting goals and priorities for staff, managing time, collecting and organizing information, assessing scheduling requirements and developing a timeline for activities, and acquiring and documenting information and orders from the IC, Logistics Section Chief, or Support Branch Director.

**29.3.5** Maintain a unit log, given an incident or planned event and a unit log form, so that significant decisions, actions, events, and work activities are documented and the form is completed and submitted according to procedures.

**(A) Requisite Knowledge.** Use of a unit log form, agency standard operational procedures, information-tracking meth-

ods, documentation methods, and an understanding of what critical incident information needs to be recorded.

**(B) Requisite Skills.** Documenting actions taken within the position and utilizing ICS forms.

**29.3.6** Manage the demobilization process for assigned staff, given an incident or planned event, assigned staff, and a demobilization plan, so that staff understand the demobilization process, procedures in the plan are followed, performance ratings are completed, and staff are released according to the plan.

**(A) Requisite Knowledge.** Local and incident-specific procedures for incident termination and demobilization.

**(B) Requisite Skills.** Estimating resources needed to handle remaining workload, using ICS forms, and communicating demobilization information to assigned resources.

## Chapter 30 Ground Support Unit Leader

### 30.1 General.

**30.1.1\*** For qualification at the Ground Support Unit Leader level, the candidate shall meet the general knowledge requirements in 30.1.1.1, the general skill requirements in 30.1.1.2, and the job performance requirements (JPRs) defined in Sections 30.2 and 30.3.

**30.1.1.1 General Knowledge Requirements.** Familiarity with the National Response Framework and how it relates to the role of Ground Support Unit Leader, knowledge of the National Incident Management System (NIMS) and the Incident Command System (ICS), Incident Action Plan (IAP) content, ICS forms, types of communications equipment and devices, office supplies and equipment for Ground Support Unit duties, requirements of managing the Ground Support Unit, JPRs of the Ground Support Unit staff, knowledge of agency standard operating procedures, and knowledge of procedures for stopping unsafe or incorrect acts or operations.

**30.1.1.2 General Skill Requirements.** Prioritizing tasks so as to accomplish the most critical first, making effective decisions in an environment with a large number of unknowns, evaluating material resource needs, recognizing the need for supplemental technical knowledge, anticipating hazards and taking action in a proactive manner to ensure responder safety and health, communicating verbally and in written form, using interpersonal skills, evaluating incident information, managing communications, communicating in such a manner that information is successfully transferred and objectives are met, and recognizing and identifying unsafe acts and operations.

**30.2 Assume and Transfer the Position of Ground Support Unit Leader.** This duty shall involve assuming the role of Ground Support Unit Leader at an incident or planned event and transferring the duties of that role to another person at the appropriate time, according to the following JPRs.

**30.2.1** Assume the role of Ground Support Unit Leader within an ICS at an incident or planned event, given an incident or planned event, an IAP, an incident briefing, standard operating procedures, and communications equipment, so that a Ground Support Unit is established; relevant situational information of the incident or planned event is gained and maintained; the relationship with the outgoing Ground Support Unit Leader or other personnel performing the function (if previously estab-

lished) is established and maintained; the priorities, goals, and objectives of the Incident Commander (IC) and Logistics Section are received and understood; notification of position assumption is verbalized and documented; and the location of Ground Support Unit Leader is identified and confirmed with the Logistics Section Chief or IC.

**(A) Requisite Knowledge.** The role and duties of a Ground Support Unit Leader within the ICS; organizational policies and procedures for the Ground Support Unit Leader; accountability protocols; resource types and deployment methods; documentation methods and requirements; availability, capabilities, and limitations of responders and other resources; communication problems and needs; communications interoperability requirements, methods, and means; limitations and capabilities of communications systems; and dispatch protocols.

**(B) Requisite Skills.** Using reference materials, evaluating incident information, managing communications, and communicating in such a manner that information is successfully transferred and objectives are met.

**30.2.2** Manage the transfer of Ground Support Unit Leader duties at an incident or planned event, given an incident or planned event, an established command structure and a Ground Support Unit Leader, an IAP either written or verbal, a current situation status, a command post, incident documentation, and communications equipment, so that incident information is exchanged, reports and plans for the subsequent operational period are completed, continuity of authority and situational awareness are maintained, changes in incident complexity are accounted for, the new Ground Support Unit Leader is fully briefed on the incident or planned event, and the new Ground Support Unit Leader is identified.

**(A) Requisite Knowledge.** Transfer of duty procedures; information sources, resource accountability and tracking process; use of ICS forms; the role and duties of a Ground Support Unit Leader within the ICS; organizational policies and procedures for the Ground Support Unit Leader; accountability protocols; resource types and deployment methods; documentation methods and requirements; availability, capabilities, and limitations of responders and other resources; communication problems and needs; communications requirements; and types of tasks and assignment responsibilities.

**(B) Requisite Skills.** Conducting a transfer briefing meeting, acquiring and documenting information and orders from the IC or Planning Section Chief, using reference materials, evaluating incident information, managing communications, and communicating in such a manner that information is successfully transferred and objectives are met.

**30.3 Perform the Role of Ground Support Unit Leader at an Incident or Planned Event.** This duty shall involve being responsible for the support of out-of-service resources; transportation of personnel, supplies, food, and equipment; fueling service; maintenance and repair of vehicles and other ground support equipment; and development and implementation of the incident traffic plan.

**30.3.1** Prepare and implement a plan to provide the ground support services necessary to support an incident or planned event, given an incident or planned event, personnel, sources of information on potential facility and ground support needs and sources, priorities and objectives of the IC and Logistics Section Chief, incident documentation supplies and equip-

ment, and communication equipment, so that the plan supports incident needs, adequate ground support functions are established and managed through the incident or planned event, and the plan is implemented according to procedures.

**(A) Requisite Knowledge.** IAP content and application; necessary support of out-of-service resources; methods and procedures for transportation of personnel, supplies, food, and equipment; fueling, service, maintenance, and repair of vehicles and other ground support equipment; development and implementation of an incident traffic plan; and how to forecast changes in incident needs.

**(B) Requisite Skills.** Forecasting ground support needs for an incident or planned event and coordinating with affected ICS components.

**30.3.2** Acquire workspace and resources to perform assigned duties in coordination with Facilities and Ground Support Units at an incident or planned event, given an incident or planned event, established Facilities and Supply Units, and the duties of Ground Support Unit, so that an adequate workspace is established at each facility and the resources needed to perform the assigned duties are acquired and documented.

**(A) Requisite Knowledge.** Resource requirements needed to support the Ground Support responsibilities and capabilities, ICS forms, types of information sources, documentation methods and requirements, communications methods, and information display methods.

**(B) Requisite Skills.** Using coordination skills to acquire resources, using assessment skills to determine resource needs of the branch, collecting and organizing information, and assessing workspace and resource requirements.

**30.3.3** Prepare for and provide information needed in planning meetings as requested at an incident or planned event, given an incident or planned event, resource and status information, ICS incident planning forms, and incident documentation equipment and supplies, so that accurate ground support requirement information is provided for use at planning meetings and incident documentation forms, equipment, and supplies are used correctly.

**(A) Requisite Knowledge.** Knowledge of the IAP, planning forms, and documentation protocols.

**(B) Requisite Skills.** Using the IAP, determining potential ground support resources necessary to support the IAP, and forecasting methods for future ground support needs.

**30.3.4** Manage the workflow process and set time schedules to accomplish assigned duties at an incident or planned event, given an incident or planned event, duties of the Ground Support Unit, tools and equipment, and special requests for resources and information, so that procedures are established for work activities, work schedules are established, staff resources to perform needed tasks are obtained, and tasks are assigned.

**(A) Requisite Knowledge.** Resource requirements of the Ground Support Unit, time management requirements, duties of Ground Support Unit positions, management processes, types of information sources, schedule types and display methods, and ICS forms and specific uses.

**(B) Requisite Skills.** Managing staff, giving direction and setting goals and priorities for staff, managing time, collecting

and organizing information, assessing scheduling requirements and developing a timeline for activities, and acquiring and documenting information and orders from the IC, Logistics Section Chief, or Support Branch Director.

**30.3.5** Maintain a unit log, given an incident or planned event and a unit log form, so that significant decisions, actions, events, and work activities are documented and the form is completed and submitted according to procedures.

**(A) Requisite Knowledge.** Use of a unit log form, agency standard operational procedures, information-tracking methods, documentation methods, and an understanding of what critical incident information needs to be recorded.

**(B) Requisite Skills.** Documenting actions taken within the position and utilizing ICS forms.

**30.3.6** Manage the demobilization process for assigned staff, given an incident or planned event, assigned staff, and a demobilization plan, so that staff understand the demobilization process, procedures in the plan are followed, performance ratings are completed, and staff are released according to the plan.

**(A) Requisite Knowledge.** Local and incident-specific procedures for incident termination and demobilization.

**(B) Requisite Skills.** Estimating resources needed to handle remaining workload, using ICS forms, and communicating demobilization information to assigned resources.

## Chapter 31 Finance/Administration Section Chief

### 31.1 General.

**31.1.1\*** For qualification at the Finance/Administration Section Chief level, the candidate shall meet the general knowledge requirements in 31.1.1.1, the general skill requirements in 31.1.1.2, and the job performance requirements (JPRs) defined in Sections 31.2 and 31.3.

**31.1.1.1 General Knowledge Requirements.** Familiarity with the National Response Framework and how it relates to the role of Finance/Administration Section Chief; knowledge of the National Incident Management System (NIMS) and the Incident Command System (ICS); generally acceptable accounting practices; necessary ICS forms; basic incident information; name of the incident; location of command post, Incident Commander (IC), and others; knowledge of common responsibilities in the ICS requirements of managing a briefing; JPRs of the finance/administration section staff; agency standard operating procedures; and knowledge of procedures for stopping unsafe or incorrect acts or operations.

**31.1.1.2 General Skill Requirements.** Prioritizing tasks so as to accomplish the most critical first, making effective decisions in an environment with a large number of unknowns, evaluating material resource needs, recognizing the need for supplemental technical knowledge, anticipating hazards and taking action in a proactive manner to ensure responder safety and health, determining which documents of the AHJ are to be used, determining the financial reporting requirements of an incident or planned event, and recognizing and identifying unsafe acts and operations.

**31.2 Assume and Transfer the Position of Finance/Administration Section Chief.** This duty shall involve assuming the role



of Finance/Administration Section Chief at an incident or planned event and transferring the duties of that role to another person at the appropriate time, according to the following JPRs.

**31.2.1** Assume the role of the Finance/Administration Section Chief within an ICS at an incident or planned event, given an incident or planned event, an Incident Action Plan(IAP), an incident briefing, standard operating procedures, and communications equipment, so that a **finance/administration section** is established; relevant situational information of the incident or planned event is gained and maintained; the relationship with the outgoing Finance/Administration Section Chief or other personnel performing the function (if previously established) is established and maintained; the priorities, goals, and objectives of the IC are received and understood; notification of position assumption is verbalized and documented; and the location of the Finance/Administration Section Chief is identified and confirmed with the IC.

**(A) Requisite Knowledge.** The role and duties of a Finance/Administration Section Chief within the ICS; organizational policies and procedures for the Finance/Administration Section Chief; accountability protocols; resource types and deployment methods; documentation methods and requirements; availability, capabilities, and limitations of responders and other resources; communication problems and needs; communications requirements, methods, and means; and financial and accounting procedures used by the AHJ.

**(B) Requisite Skills.** Acquiring and documenting information and orders from the IC, using reference materials, evaluating incident information, managing communications, and communicating in such a manner that information is successfully transferred and objectives are met.

**31.2.2** Manage the transfer of Finance/Administration Section Chief duties at an incident or planned event, given an incident or planned event, an established command structure and Finance/Administration Section Chief; an IAP, a current situation status, a command post, incident documentation, and communications equipment, so that incident information is exchanged, reports and plans for the subsequent operational period are completed, continuity of authority and situational awareness are maintained, changes in incident complexity are accounted for, the new Finance/Administration Section Chief is fully briefed on the incident or planned event, and the new Finance/Administration Section Chief is identified.

**(A) Requisite Knowledge.** Transfer of duty procedures; the role and duties of a Finance/Administration Section Chief within the ICS; organizational policies and procedures for the Finance/Administration Section Chief; accounting protocols, resources, documentation methods, and requirements; briefing requirements; availability, capabilities, and limitations of finance/administration services providers; data collection methods; communication problems and needs; communications requirements; incident priorities; and technical references related to the type of incident or planned event.

**(B) Requisite Skills.** Conducting a transfer briefing meeting, using financial/administration protocol skills such as accounting and computer services, acquiring and documenting information and orders from the IC, using reference materials, evaluating incident information, managing communications,

communicating in such a manner that information is successfully transferred and objectives are met, and developing an IAP.

**31.3 Perform the Role of Finance/Administration Section Chief at an Incident or Planned Event.** This duty shall involve management of the **finance/administration section** within the ICS at an incident or planned event; monitoring incident conditions and needs; providing necessary information to Command and General Staff; and developing, implementing, and maintaining an incident finance/administration plan; reviewing contracts, memoranda of understanding, and cooperative agreements for incident management and application; determining the need for commissary operations; providing input on financial and cost analysis matters; and maintaining time records, according to the following JPRs.

**31.3.1** Collect, evaluate, and process incident financial and administrative information, given an incident or planned event, resource and situation status information, incident documentation supplies and equipment, and communications equipment, so that all relevant information is obtained; incident status is monitored and alternative financial or administrative strategies are developed; necessary information is presented during operational briefings; demobilization is considered throughout the incident or planned event; inter-personal and interagency working relationships are initiated and maintained; the impact on contractual agreements, memoranda of understanding, and working agreements are assessed; flexibility in decision making related to other section needs and incident conditions is demonstrated; effective span-of-control is maintained; incident documentation is completed correctly; and communications equipment is used correctly.

**(A) Requisite Knowledge.** The role and duties of a Finance/Administration Section Chief within the ICS; organizational policies and procedures for the Finance/Administration Section Chief; accountability protocols; resource types and deployment methods; documentation methods and requirements; availability, capabilities, and limitations of responders and other resources; communication problems and needs; communications requirements, methods, and means; and financial and accounting procedures used by the AHJ.

**(B) Requisite Skills.** Acquiring and documenting information and orders from the IC, using reference materials, evaluating incident information, managing communications, and communicating in such a manner that information is successfully transferred and objectives are met.

**31.3.2** Create or update a written **finance/administration** plan for an incident or planned event, given an incident or planned event, an IAP, financial/administrative business information, injury reports and claims, planning meetings, situation and resource status information, incident documentation equipment and supplies, and communications equipment, so that all relevant incident information is obtained; the potential for incident injury, compensation, pay, claims, and procurement needs are identified; immediate and long-range financial requirements are addressed; the plan reflects the scope of incident operations; **finance/administration section** priorities are identified and conveyed to the appropriate parties; appropriate **finance/administration units** are activated and coordinated as required; work locations are assigned; the needs of the IAP are reflected in the plan; incident documentation equipment and supplies are used correctly; and communications equipment is used correctly.



**(A) Requisite Knowledge.** Knowledge of the size and complexity of the incident or planned event, personnel assignments and workloads, necessary ICS forms, worker compensation requirements for the responding organizations, budgeting and cost management procedures of local agencies, the components of a **finance/administration** plan per the AHJ's procedures, and spreadsheets and other **finance/administration** database and word processing tools.

**(B) Requisite Skills.** Operating data processing (computer) equipment and software needed to create a **finance/administration** plan.

**31.3.3** Implement an incident **finance/administration** plan, given an incident or planned event, an IAP, requests for resources, injury and accident reports, incident resource data, vendors, incident documentation equipment and supplies, and communications equipment, so that the plan is implemented as written, the necessary resources are ordered and delivered, arrangements for financial reimbursement of acquired resources are documented, accurate records for post-incident accounting and reimbursement are maintained, on-going cost analysis measures are implemented, excess resources are identified, pertinent information is relayed to Command and General Staff, incident documentation equipment is correctly operated, and communications equipment is used correctly.

**(A) Requisite Knowledge.** Knowledge of the IAP and the **finance/administration** plan, resources available in the **finance/administration** section to implement the plan, space and working areas necessary to implement the plan, and initial section operating procedures.

**(B) Requisite Skills.** Identifying the data needed to implement the **finance/administration** plan.

**31.3.4** Conduct a **finance/administration** meeting at an incident or planned event, given an incident or planned event, resource and situation status information, resources assigned to the **finance/administration** section, incident financial and administrative information, meeting facilities, and incident documentation equipment and supplies, so that support staff are aware of meeting assignments; an agenda reflecting the needs of the incident or planned event is developed; Command Staff members are able to identify requirements for their respective sections; legal or fiscal constraint information is provided to Command and General Staff; the meeting meets its objectives and covers the agenda in scheduled time; information developed at the meeting is transmitted to the appropriate members of the ICS structure in a timely and efficient manner; the development, approval, and implementation of transfer of command is coordinated when the incident escalates/deescalates; and incident documentation equipment and supplies are used correctly.

**(A) Requisite Knowledge.** Knowledge of the IAP and the **finance/administration** portion of that plan and the information needed as the outcome of a **finance/administration** meeting.

**(B) Requisite Skills.** Conducting a meeting using verbal skills, recording skills, facilitation skills, and the skill to communicate information in a timely manner.

**31.3.5** Manage the workflow process and set time schedules to accomplish assigned duties at an incident or planned event, given an incident or planned event and duties assigned to the Finance/Administration Section Chief, so that procedures are

established for work activities, work schedules are established, staff resources to perform needed tasks are obtained, and tasks are assigned.

**(A) Requisite Knowledge.** Resource requirements and position duties of the Finance/Administration Section Chief, time management requirements, management processes, types of information sources, schedule types and display methods, and ICS forms and specific uses.

**(B) Requisite Skills.** Managing staff, giving direction and setting goals and priorities for staff, managing time, collecting and organizing information, assessing scheduling requirements and developing a timeline for activities, and acquiring and documenting information and orders from other Incident Command personnel.

**31.3.6** Maintain a unit log, given an incident or planned event assignment and a unit log form, so that significant decisions, actions, events, and work activities are captured and the form is completed according to procedures.

**(A) Requisite Knowledge.** Use of a unit log form, agency standard operational procedures, information-tracking methods, documentation methods, and an understanding of critical incident information.

**(B) Requisite Skills.** Documenting actions taken within the position and utilizing ICS forms.

**31.3.7** Manage the demobilization process for assigned staff, given an incident or planned event, assigned staff, and a demobilization plan, so that staff understand the demobilization process, procedures in the plan are followed, performance ratings are completed, and staff are released according to the plan.

**(A) Requisite Knowledge.** Local and incident-specific procedures for incident termination and demobilization.

**(B) Requisite Skills.** Estimating resources needed to handle remaining workload, using ICS forms, and communicating demobilization information to assigned resources.

## Chapter 32 Compensation/Claims Unit Leader

### 32.1 General.

**32.1.1\*** For qualification at the Compensation/Claims Unit Leader level, the candidate shall meet the general knowledge requirements in **32.1.1.1**, the general skill requirements in **32.1.1.2**, and the job performance requirements (JPRs) defined in Sections **32.2** and **32.3**.

**32.1.1.1 General Knowledge Requirements.** Familiarity with the National Response Framework and how it relates to the role of Compensation/Claims Unit Leader, knowledge of the National Incident Management System (NIMS) and the Incident Command System (ICS), Compensation and Claims protocols and procedures for their agencies and for the incident or planned event, understanding the medical and health and safety plans, insurance and other compensation and claims procedures, Incident Action Plan (IAP) content, ICS forms, types of communications devices, office supplies and equipment for Compensation and Claims duties, types of resources commonly used at emergency events, agency standard operating procedures, and knowledge of procedures for stopping unsafe or incorrect acts or operations.

**32.1.1.2 General Skill Requirements.** Prioritizing tasks so as to accomplish the most critical first, making effective decisions in an environment with a large number of unknowns, evaluating material resource needs, recognizing the need for supplemental technical knowledge, anticipating hazards and taking action in a proactive manner to ensure responder safety and health, organizing tasks and plans, processing compensation and claims, communicating verbally and in writing, utilizing communications devices, presenting information in a clear and logical fashion, and recognizing and identifying unsafe acts and operations.

**32.2 Assume and Transfer the Position of Compensation/Claims Unit Leader.** This duty shall involve assuming the role of Compensation/Claims Unit Leader at an incident or planned event and transferring the duties of that role to another person at the appropriate time, according to the following JPRs.

**32.2.1** Assume the role of Compensation/Claims Unit Leader within an ICS at an incident or planned event, given an incident or planned event, an IAP, an incident briefing, standard operating procedures, and communications equipment, so that a Compensation/Claims Unit is established; relevant situational information of the incident or planned event is gained and maintained; the relationship with the outgoing Compensation/Claims Unit Leader or other personnel performing the function (if previously established) is established and maintained; the priorities, goals, and objectives of the Incident Commander (IC) and other sections are received and understood; notification of position assumption is verbalized and documented; and the location of Compensation/Claims Unit Leader is identified and confirmed with the Finance/Administration Section Chief or IC.

**(A) Requisite Knowledge.** The role and duties of a Compensation/Claims Unit Leader within the ICS, organizational policies and procedures for the Compensation/Claims Unit Leader, accountability protocols, resource types and deployment methods, and documentation methods and requirements.

**(B) Requisite Skills.** Using reference materials, evaluating incident information, managing communications, communicating in such a manner that information is successfully transferred and objectives are met, and completing Compensation/Claims forms.

**32.2.2** Manage the transfer of Compensation/Claims Unit Leader duties at an incident or planned event, given an incident or planned event, an established command structure and a Compensation/Claims Unit Leader, an IAP either written or verbal, a current situation status, a command post, incident documentation, and communications equipment, so that incident information is exchanged, reports and plans for the subsequent operational period are completed, continuity of authority and situational awareness are maintained, changes in incident complexity are accounted for, the new Compensation/Claims Unit Leader is fully briefed on the incident or planned event, and the new Compensation/Claims Unit Leader is identified.

**(A) Requisite Knowledge.** Transfer of duty procedures, information sources, resource accountability and tracking process, use of ICS forms, the role and duties of a Compensation/Claims Unit Leader within the ICS, organizational policies and procedures for the Compensation/Claims Unit Leader,

accountability protocols, resource types and deployment methods, documentation methods and requirements, and types of tasks and assignment responsibilities.

**(B) Requisite Skills.** Conducting a transfer briefing meeting, acquiring and documenting information and orders from the IC or Finance/Administration Section Chief, using reference materials, evaluating incident information, managing communications, and communicating in such a manner that information is successfully transferred and objectives are met.

**32.3 Perform the Role of Compensation/Claims Unit Leader at an Incident or Planned Event.** This duty shall involve being responsible for the overall management and direction of all administration matters pertaining to compensation for injury and claims-related activities (other than injury) for an incident or planned event.

**32.3.1** Gather and store incident information on injuries and claims related to the duties of the Compensation/Claims Unit at an incident or planned event, given an incident or planned event; incident objectives; injury and claim data; workers' compensation rules and regulations; documentation equipment, supplies, and procedures; and sufficient trained personnel; so that all injuries and claims are documented in a timely manner, Compensation/Claims summaries are developed, fraudulent claims are identified and adjudicated, personnel are assigned and supervised appropriately, Compensation/Claims objectives in the IAP are met, records are stored in an organized and secure manner, and the Finance/Administration Section Chief and/or IC receive the information they require.

**(A) Requisite Knowledge.** Information gathering and storage systems, policies for maintaining data security, an understanding of what types of information are confidential, and the Health Insurance Portability and Accountability Act (HIPAA) requirements.

**(B) Requisite Skills.** Evaluating incident data for trends and for areas of improvement.

**32.3.2** Develop incident Compensation/Claims procedures at an incident or planned event, given an incident or planned event, agency policies, incident accident reports and claims, communications equipment, and access to incident, insurance, and legal personnel, so that a Compensation/Claims system is established, Compensation/Claims data can be summarized and evaluated, information is provided to other incident personnel in a timely manner, and summaries are provided to the Finance/Administration Section Chief.

**(A) Requisite Knowledge.** Federal and state workers' compensation regulations relative to the types of responders, property insurance procedures and practices, information gathering and storage systems, policies for maintaining data security, an understanding of what types of information are confidential, and HIPAA requirements.

**(B) Requisite Skills.** Developing procedures and communicating them to the Finance/Administration Section Chief and other Section Chiefs, assembling and evaluating compensation and property claims data, evaluating incident compensation and property claims data for trends and for areas of improvement, establishing a compensation/claims work area as close to the Medical Unit as possible, and establishing communications with the Medical Unit.

**32.3.3** Develop a Compensation/Claims auditing program at an incident or planned event, given an incident or planned event, trained personnel, a data collection system, guidelines for authorized expenditures, agency policies, and documentation equipment and supplies, so that all expenditures are verified, only valid costs and claims are reimbursed, all expenditures are documented, agency policies are followed, and records are stored in a proper manner for future retrieval.

**(A) Requisite Knowledge.** Standard auditing methods such as number of audits needed to reflect practices in the field, appropriate cost and claims policies and practices, and relevant agency policies and practices dealing with compensation and claims.

**(B) Requisite Skills.** Evaluating data and documents to determine the validity of expenditures and claims, interviewing personnel and acquiring needed information as part of the auditing process, and reviewing logs and forms produced by Compensation/Claims specialists to ensure compliance with agency requirements and policies.

**32.3.4** Coordinate the activities of the Compensation Injury Specialist and Claims Specialist and an incident or planned event, given an incident or planned event, assigned personnel, and agency policies and procedures, so that Compensation and Claims logs are developed and maintained, data are reviewed with the Compensation Injury Specialist and Claims Specialist, procedures are established to monitor and report on hospitalized responders, all agency policies and procedures are followed, and the unit log (ICS Form 214) is completed each shift by the Compensation Injury Specialist and by the Claims Specialist.

**(A) Requisite Knowledge.** Claims and compensation procedures and practices, proper forms for billing doctors and hospitals, necessary witness statement forms as provided by Safety and Medical Unit, mitigation of a potential claim, and knowledge of when to request further investigation of claims or compensation requests.

**(B) Requisite Skills.** Resolving potential claims, coordinating with investigation teams and external agencies, obtaining witness statements pertaining to claims, and reviewing investigations for completeness and follow-up action as needed by local agency practices.

**32.3.5** Acquire workspace and resources to perform the assigned duties of the Compensation/Claims Unit at an incident or planned event, given an incident or planned event, an established Compensation/Claims Unit, and the duties of the Compensation/Claims Unit, so that an adequate workspace is established at each facility and resources to assure documentation are acquired.

**(A) Requisite Knowledge.** Number of staff assigned, work periods and the required forms to be used, and data processing software and hardware requirements.

**(B) Requisite Skills.** Tracking and recording resources and communicating by radio and other means.

**32.3.6** Manage the workflow process and set time schedules to accomplish assigned duties at an incident or planned event, given an incident or planned event and duties assigned to the Compensation/Claims Unit Leader, so that procedures are established for work activities, work schedules are established,

staff resources to perform needed tasks are obtained, and tasks are assigned.

**(A) Requisite Knowledge.** Resource requirements and position duties of the Compensation/Claims Unit Leader, time management requirements, management processes, types of information sources, schedule types and display methods, and ICS forms and specific uses.

**(B) Requisite Skills.** Managing staff, giving direction and setting goals and priorities for staff, managing time, collecting and organizing information, assessing scheduling requirements and developing a timeline for activities, and acquiring and documenting information and orders from other Incident Command personnel.

**32.3.7** Maintain a unit log, given an incident or planned event and a unit log form, so that significant decisions, actions, events, and work activities are documented and the form is completed and submitted according to standard operating procedures (SOPs).

**(A) Requisite Knowledge.** Use of unit log forms, IAP, methods of gathering and reporting log information, types and quantities of the resources on site, and time-tracking methods.

**(B) Requisite Skills.** Operating data processing hardware and software to gather information in the Compensation/Claims Unit.

**32.3.8** Investigate compensation requests and property claims at an incident or planned event, given an incident or planned event, assigned personnel, compensation requests and property claims, agency investigative policies and procedures, investigation tools and equipment, cameras and other documentation equipment, and accident investigation reports from the Safety Officer, Medical Officer, or other incident management personnel, so that the accuracy of all compensation and property claims is determined, necessary data are collected and documented, and the site and property involved in the investigation are protected from being disturbed until the investigation is completed.

**(A) Requisite Knowledge.** Compensation and claims procedures and policies, procedures for providing written authority for persons requiring medical treatment according to agency policy, procedures for providing correct billing forms for transmittal to doctor and hospitals, required forms, content of medical, safety, and demobilization plans, and billing procedures.

**(B) Requisite Skills.** Establishing contact with the Incident Safety Officer, Liaison Officer, and agency representatives and ensuring that all compensation for Injury and Claims logs and forms are completed and routed to the appropriate agency for post-incident processing prior to demobilization.

**32.3.9** Supervise the demobilization of the Compensation/Claims Unit at an incident or planned event, given an incident or planned event, a demobilization plan, and agency policies for the transfer of information and records, so that demobilization procedures are followed, Compensation/Claims records and documents are completed and submitted, demobilization is coordinated with other parts of the command structure, and all records and documentation are stored appropriately.

**(A) Requisite Knowledge.** Knowledge of the NIMS and the National Response Framework, IAP content, ICS forms, proper use of communications devices, and agency demobilization standard operating procedures.



**(B) Requisite Skills.** Organizing and assigning tasks necessary to supervise an incident demobilization plan, communicating verbally and in writing, utilizing communications devices, presenting information in a clear and logical fashion, forecasting demobilization needs and potential outcomes, developing alternative demobilization plans and/or levels of assigned personnel, and coordinating with approved agencies to look after injured personnel in local hospitals after demobilization.

## Chapter 33 Cost Unit Leader

### 33.1 General.

**33.1.1\*** For qualification at the Cost Unit Leader level, the candidate shall meet the general knowledge requirements in 33.1.1.1, the general skill requirements in 33.1.1.2, and the job performance requirements (JPRs) defined in Sections 33.2 and 33.3.

**33.1.1.1 General Knowledge Requirements.** Familiarity with the National Response Framework and how it relates to the role of Cost Unit Leader, knowledge of the National Incident Management System (NIMS) and the Incident Command System (ICS), cost-reporting protocols and procedures for their agencies and the incident and cost-accounting protocols and procedures, Incident Action Plan (IAP) content, ICS forms, types of communications devices, office supplies and equipment for cost accounting, types of resources and costs commonly encountered at emergency events, knowledge of agency standard operating procedures, and knowledge of procedures for stopping unsafe or incorrect acts or operations.

**33.1.1.2 General Skill Requirements.** Prioritizing tasks so as to accomplish the most critical first, making effective decisions in an environment with a large number of unknowns, evaluating material resource needs, recognizing the need for supplemental technical knowledge, anticipating hazards and taking action in a proactive manner to ensure responder safety and health, organizing tasks and plans, processing cost analysis and financial information, communicating verbally and in writing, utilizing communications devices, presenting information in a clear and logical fashion, and recognizing and identifying unsafe acts and operations.

**33.2 Assume and Transfer the Position of Cost Unit Leader.** This duty shall involve assuming the role of Cost Unit Leader at an incident or planned event and transferring the duties of that role to another person at the appropriate time, according to the following JPRs.

**33.2.1** Assume the role of Cost Unit Leader within an ICS at an incident or planned event, given an incident or planned event, an IAP, an incident briefing, standard operating procedures, and communications equipment, so that a Cost Unit is established; relevant situational information of the incident or planned event is gained and maintained; the relationship with the outgoing Cost Unit Leader or other personnel performing the function (if previously established) is established and maintained; the priorities, goals, and objectives of the Incident Commander (IC) and other sections are received and understood; notification of position assumption is verbalized and documented; and the location of the Cost Unit Leader is identified and confirmed with the Finance/Administration Section Chief or IC.

**(A) Requisite Knowledge.** The role and duties of a Cost Unit Leader within the ICS, organizational policies and procedures for the Cost Unit Leader, accountability protocols, resource types and deployment methods, and documentation methods and requirements.

**(B) Requisite Skills.** Using reference materials, evaluating incident information, managing communications, communicating in such a manner that information is successfully transferred and objectives are met, and completing Cost Unit forms.

**33.2.2** Manage the transfer of Cost Unit Leader duties at an incident or planned event, given an incident or planned event, an established command structure and a Cost Unit Leader, an IAP either written or verbal, a current situation status, a command post, incident documentation, and communications equipment, so that incident information is exchanged, reports and plans for the subsequent operational period are completed, continuity of authority and situational awareness are maintained, changes in incident complexity are accounted for, the new Cost Unit Leader is fully briefed on the incident or planned event, and the new Cost Unit Leader is identified.

**(A) Requisite Knowledge.** Transfer of duty procedures, information sources, resource accountability and tracking process, use of ICS forms, the role and duties of a Cost Unit Leader within the ICS, organizational policies and procedures for the Cost Unit Leader, accountability protocols, resource types and deployment methods, documentation methods and requirements, and types of tasks and assignment responsibilities.

**(B) Requisite Skills.** Conducting a transfer briefing meeting, acquiring and documenting information and orders from the IC or Finance/Administration Section Chief, using reference materials, evaluating incident information, managing communications, and communicating in such a manner that information is successfully transferred and objectives are met.

**33.3 Perform the Role of Cost Unit Leader at an Incident or Planned Event.** The Cost Unit Leader shall be responsible for collecting and recording all cost data, preparing incident cost summaries, preparing resource-use cost estimates for the Planning section, recommending cost savings to the Finance/Administration Section Chief, maintaining cumulative incident cost records, completing all records prior to demobilization, providing reports to the Financial/Administration Section Chief, and maintaining a unit log form.

**33.3.1** Implement and maintain a cost data collection system at an incident or planned event, given an incident or planned event, incident financial objectives, incident cost data, vendor contracts and leases, and agency policies and procedures, so that the incident management team receives all the information they require, incident costs are documented in a retrievable manner, cost summaries are developed, and all agency policies and procedures are followed.

**(A) Requisite Knowledge.** Methods for gathering incident cost information.

**(B) Requisite Skills.** Participating in business management meetings.

**33.3.2** Develop incident cost procedures at an incident or planned event, given an incident or planned event, incident financial information, incident financial objectives, communications equipment, and agency policies and procedures, so that a cost management system is established, priorities are estab-



lished, cost data can be summarized and evaluated, intermediate and long-range plans are developed, information is provided to other incident personnel in a timely manner, records are stored in a secure manner, and summaries are provided to the Finance/Administration Section Chief.

**(A) Requisite Knowledge.** Agency cost procedures and policies, available cost data and cost management systems, and cost summaries practices.

**(B) Requisite Skills.** Developing cost savings recommendations and analyzing cost data.

**33.3.3** Develop a cost-auditing program at an incident or planned event, given an incident or planned event, trained personnel, a data collection system, guidelines for authorized expenditures, agency policies, and documentation equipment and supplies, so that all expenditures are verified, only valid costs are reimbursed, potential cost reduction opportunities are noted, all expenditures are documented, agency policies are followed, and records are stored in a proper manner for future retrieval.

**(A) Requisite Knowledge.** Policies and procedures associated with expenditures, documentation equipment and supplies, standard auditing methods such as number of audits needed to reflect practices in the field, appropriate cost policies and practices, and relevant agency policies and practices dealing with cost.

**(B) Requisite Skills.** Evaluating data and documents to determine the validity of expenditures and claims, interviewing personnel and acquiring needed information as part of the auditing process, reviewing logs and forms produced by the Cost Unit and other sections to ensure compliance with agency requirements and policies, auditing incident cost summaries, and auditing cost records prior to demobilization.

**33.3.4** Develop a system to receive contract, agreement, and lease cost estimate data from the Procurement Unit Leader at an incident or planned event, given an incident or planned event, a Procurement Unit Leader, a data collection system, agency policies, and documentation equipment and supplies, so that cost data on contracts, agreements, and leases are collected, documented, and provided to other incident or agency personnel.

**(A) Requisite Knowledge.** Agency procurement policies, cost management and data collection systems, and cost management practices dealing with contracts, agreements, and leases.

**(B) Requisite Skills.** Coordinating with agencies on cost-reporting procedures, collecting and recording cost data, preparing incident cost summaries, preparing resource-use cost estimates for the Planning Section, recommending cost savings to the Section Chief, developing and implementing a cost management system, and implementing all cost records prior to demobilization.

**33.3.5** Acquire workspace and resources to perform the assigned duties of the Compensation/Claims Unit at an incident or planned event, given an incident or planned event, an established Compensation/Claims Unit, and the duties of the Compensation/Claims Unit, so that an adequate workspace is established at each facility and resources to assure documentation are acquired.

**(A) Requisite Knowledge.** Number of staff assigned, work periods and the required forms to be used, and data processing software and hardware requirements.

**(B) Requisite Skills.** Tracking and recording resources and communicating by radio and other means.

**33.3.6** Manage the workflow process and set time schedules to accomplish assigned duties at an incident or planned event, given an incident or planned event and duties assigned to the Compensation/Claims Unit Leader, so that procedures are established for work activities, work schedules are established, staff resources to perform needed tasks are obtained, and tasks are assigned.

**(A) Requisite Knowledge.** Resource requirements and position duties of the Compensation/Claims Unit Leader, time management requirements, management processes, types of information sources, schedule types and display methods, and ICS forms and specific uses.

**(B) Requisite Skills.** Managing staff, giving direction and setting goals and priorities for staff, managing time, collecting and organizing information, assessing scheduling requirements and developing a timeline for activities, and acquiring and documenting information and orders from other Incident Command personnel.

**33.3.7** Maintain a unit log, given an incident or planned event and a unit log form, so that significant decisions, actions, events, and work activities are documented and the form is completed and submitted according to standard operating procedures (SOPs).

**(A) Requisite Knowledge.** ICS forms, IAP, methods of gathering and reporting log information, types and quantities of the resources on site, and time-tracking methods.

**(B) Requisite Skills.** Operating data processing hardware and software to gather information in the Compensation and Claims Unit.

**33.3.8** Investigate compensation requests and property claims at an incident or planned event, given an incident or planned event, assigned personnel, compensation requests and property claims, agency investigative policies and procedures, investigation tools and equipment, cameras and other documentation equipment, and accident investigation reports from the Safety Officer, Medical Officer, or other incident management personnel, so that the accuracy of all compensation and property claims is determined, necessary data are collected and documented, and the site and property involved in the investigation are protected from being disturbed until the investigation is completed.

**(A) Requisite Knowledge.** Compensation and claims procedures and policies, required forms, content of medical, safety, and demobilization plans, procedures for providing written authority for persons requiring medical treatment according to agency policy, procedures for providing correct billing forms for transmittal to doctors and hospitals, and billing procedures.

**(B) Requisite Skills.** Establishing contact with the Incident Safety Officer, Liaison Officer, and agency representatives, and ensuring that all compensation for Injury and Claims logs and forms are complete and routed to the appropriate agency for post-incident processing prior to demobilization.

**33.3.9** Supervise the demobilization of the Compensation/Claims Unit at an incident or planned event, given an incident or planned event, a demobilization plan, and agency policies for the transfer of information and records, so that demobilization procedures are followed, Compensation/Claims records and documents are completed and submitted, demobilization is coordinated with other parts of the command structure, and all records and documentation are stored appropriately.

**(A) Requisite Knowledge.** Knowledge of the NIMS and the National Response Framework, IAP content, ICS forms, proper use of communications devices, and agency demobilization standard operating procedures.

**(B) Requisite Skills.** Organizing and assigning tasks necessary to supervise an incident demobilization plan, communicating verbally and in writing, utilizing communications devices, presenting information in a clear and logical fashion, forecasting demobilization needs and potential outcomes, developing alternative demobilization plans and/or levels of assigned personnel, and coordinating with approved agencies to look after injured personnel in local hospitals after demobilization.

## Chapter 34 Procurement Unit Leader

### 34.1 General.

**34.1.1\*** For qualification at the Procurement Unit Leader level, the candidate shall meet the general knowledge requirements in 34.1.1.1, the general skill requirements in 34.1.1.2, and the job performance requirements (JPRs) defined in Sections 34.2 and 34.3.

**34.1.1.1 General Knowledge Requirements.** Familiarity with the National Response Framework and how it relates to the role of Procurement Unit Leader, knowledge of the National Incident Management System (NIMS) and the Incident Command System (ICS), procurement and purchasing protocols and procedures for their agencies and for the incident or planned event, cost-accounting procedures and procurement and purchasing contacts and sources, Incident Action Plan (IAP) content, ICS forms, types of communications devices, office supplies and equipment for procurement and purchasing, types of resources and costs commonly encountered at emergency events, agency standard operating procedures, and knowledge of procedures for stopping unsafe or incorrect acts or operations.

**34.1.1.2 General Skill Requirements.** Prioritizing tasks so as to accomplish the most critical first, making effective decisions in an environment with a large number of unknowns, evaluating material resource needs, recognizing the need for supplemental technical knowledge, anticipating hazards and taking action in a proactive manner to ensure responder safety and health, organizing tasks and plan, processing procurement and purchasing requests and financial information, communicating verbally and in writing, utilizing communications devices, presenting information in a clear and logical fashion, and recognizing and identifying unsafe acts and operations.

**34.2 Assume and Transfer the Position of Procurement Unit Leader.** This duty shall involve assuming the role of Procurement Unit Leader at an incident or planned event and transferring the duties of that role to another person at the appropriate time, according to the following JPRs.

**34.2.1** Assume the role of Procurement Unit Leader within an ICS at an incident or planned event, given an incident or planned event, an IAP, an incident briefing, standard operating procedures, and communications equipment, so that a Procurement Unit is established; relevant situational information of the incident or planned event is gained and maintained; the relationship with the outgoing Procurement Unit Leader or other personnel performing the function (if previously established) is established and maintained; the priorities, goals, and objectives of the Incident Commander (IC) and other sections are received and understood; notification of position assumption is verbalized and documented; and the location of Procurement Unit Leader is identified and confirmed with the Finance/Administration Section Chief or IC.

**(A) Requisite Knowledge.** The role and duties of a Procurement Unit Leader within the ICS, organizational policies and procedures for the Procurement Unit Leader, accountability protocols, resource types and deployment methods, and documentation methods and requirements.

**(B) Requisite Skills.** Using reference materials, evaluating incident information, managing communications, communicating in such a manner that information is successfully transferred and objectives are met, and completing Procurement unit forms.

**34.2.2** Manage the transfer of Procurement Unit Leader duties at an incident or planned event, given an incident or planned event, an established command structure and a Procurement Unit Leader, an IAP either written or verbal, a current situation status, a command post, incident documentation, and communications equipment, so that incident information is exchanged, reports and plans for the subsequent operational period are completed, continuity of authority and situational awareness are maintained, changes in incident complexity are accounted for, the new Procurement Unit Leader is fully briefed on the incident or planned event, and the new Procurement Unit Leader is identified.

**(A) Requisite Knowledge.** Transfer of duty procedures, information sources, resource accountability and tracking process, use of the ICS forms, the role and duties of a Procurement Unit Leader within the ICS, organizational policies and procedures for the Procurement Unit Leader, accountability protocols, resource types and deployment methods, documentation methods and requirements, and types of tasks and assignment responsibilities.

**(B) Requisite Skills.** Conducting a transfer briefing meeting, acquiring and documenting information and orders from the IC or Finance/Administration Section Chief, using reference materials, evaluating incident information, managing communications, and communicating in such a manner that information is successfully transferred and objectives are met.

**34.3 Perform the Role of Procurement Unit Leader at an Incident or Planned Event.** This duty shall involve being responsible for administering all financial matters pertaining to vendor contracts, leases, and fiscal agreements. In addition, the Procurement Unit Leader shall coordinate with local jurisdiction on plans and supply sources, develop incident procurement procedures for local purchases, prepare and sign contracts and agreements as needed, draft memoranda of understanding, establish contracts and agreements with local supply vendors as required, ensure that a system is in place that

meets agency property management requirements and accounting for all new property purchases, interpret contracts/agreements and resolve claims or disputes within delegated authority, provide for coordination between the Ordering Manager, agency dispatch, and all other procurement organizations supporting the incident or planned event, coordinate with the Compensation/Claims Unit on procedures for handling claims, complete final processing of contracts and agreements, and coordinate final processing of contracts and agreements and processing for payment.

**34.3.1** Implement and maintain a procurement system at an incident or planned event, given an incident or planned event, incident procurement objectives, potential vendors, contracts and other purchasing documents, and agency policies and procedures, so that the incident management team receives all the information they require, incident procurement needs are addressed and documented in a retrievable manner, contracts and purchase agreements are completed correctly, claims or disputes are resolved, information is provided to the Cost Unit, and all agency policies and procedures are followed.

**(A) Requisite Knowledge.** Methods for procuring incident supplies.

**(B) Requisite Skills.** Participating in business management meetings.

**34.3.2** Develop a procurement-auditing program at an incident or planned event, given an incident or planned event, trained personnel, a data collection system, incident procurement information, agency policies, and documentation equipment and supplies, so that all purchases are verified, only valid purchases are reimbursed, potential cost reduction opportunities are noted, all expenditures are documented, agency policies are followed, and records are stored in a proper manner for future retrieval.

**(A) Requisite Knowledge.** Procurement-auditing procedures, IAP content, ICS forms, use of communications devices, and agency standard operating procedures.

**(B) Requisite Skills.** Organizing and assigning tasks, communicating verbally and in writing, utilizing communications devices, presenting information in a clear and logical fashion, conducting an audit of the necessary incident financial systems, and recommending alternative plans.

**34.3.3** Acquire workspace and resources to perform the assigned duties of the Procurement Unit at an incident or planned event, given an incident or planned event, an established Procurement Unit, and the duties of the Procurement Unit, so that an adequate workspace is established at each facility and resources to assure documentation are acquired.

**(A) Requisite Knowledge.** Potential resources, workspace requirements, IAP content, ICS forms, use of communications devices, and agency standard operating procedures.

**(B) Requisite Skills.** Organizing and assigning resources and workspaces, communicating verbally and in writing, utilizing communications devices, presenting information in a clear and logical fashion, forecasting potential incident outcomes, developing alternative plans, and identifying training needs and/or levels of assigned personnel.

**34.3.4** Manage the workflow process and set time schedules to accomplish assigned duties at an incident or planned event, given an incident or planned event and duties assigned to the

Procurement Unit Leader, so that procedures are established for work activities, work schedules are established, staff resources to perform needed tasks are obtained, and tasks are assigned.

**(A) Requisite Knowledge.** Resource requirements and position duties of the Procurement Unit Leader, time management requirements, management processes, types of information sources, schedule types and display methods, and ICS forms and specific uses.

**(B) Requisite Skills.** Managing staff, giving direction and setting goals and priorities for staff, managing time, collecting and organizing information, assessing scheduling requirements and developing a timeline for activities, and acquiring and documenting information and orders from other Incident Command personnel.

**34.3.5** Maintain a unit log, given an incident or planned event and a unit log form, so that significant decisions, actions, events, and work activities are documented and the form is completed and submitted according to standard operating procedures (SOPs).

**(A) Requisite Knowledge.** Unit log forms, an IAP and methods of gathering and reporting log information, types of resources on site, and procurement methods.

**(B) Requisite Skills.** Operating needed data processing hardware and software used to gather information in the Procurement Unit.

**34.3.6** Supervise the demobilization of the Procurement Unit at an incident or planned event, given an incident or planned event, a demobilization plan, and agency policies for the transfer of information and records, so that demobilization procedures are followed, procurement records and documents are completed and submitted, demobilization is coordinated with other parts of the command structure, and all records and documentation are stored appropriately.

**(A) Requisite Knowledge.** The NIMS and the National Response Framework, IAP content, ICS forms, and agency demobilization standard operating procedures.

**(B) Requisite Skills.** Organizing and assigning tasks necessary to supervise an incident demobilization plan, communicating verbally and in writing, utilizing communications devices, presenting information in a clear and logical fashion, forecasting demobilization needs and potential outcomes, and developing alternative plans and/or levels of assigned personnel.

## Chapter 35 Time Unit Leader

### 35.1 General.

**35.1.1\*** For qualification at the Time Unit Leader level, the candidate shall meet the general knowledge requirements in **35.1.1.1**, the general skill requirements in **35.1.1.2**, and the job performance requirements (JPRs) defined in Sections **35.2** and **35.3**.

**35.1.1.1 General Knowledge Requirements.** Familiarity with the National Response Framework and how it relates to the role of Time Unit Leader, knowledge of the National Incident Management System (NIMS) and the Incident Command System (ICS), personnel time protocols and procedures for their agencies and for the incident or planned event, commis-



sary operations procedures and equipment time-recording practices, Incident Action Plan (IAP) content, ICS forms, types of communications devices, office supplies and equipment for personnel, equipment and commissary practices, types of resources and costs commonly encountered at emergency events, agency standard operating procedures, and knowledge of procedures for stopping unsafe or incorrect acts or operations.

**35.1.1.2 General Skill Requirements.** Prioritizing tasks so as to accomplish the most critical first, making effective decisions in an environment with a large number of unknowns, evaluating material resource needs, recognizing the need for supplemental technical knowledge, anticipating hazards and taking action in a proactive manner to ensure responder safety and health, organizing tasks and plans, processing personnel and equipment time records and financial information, establishing commissary operations, communicating verbally and in writing, utilizing communications devices, presenting information in a clear and logical fashion, and recognizing and identifying unsafe acts and operations.

**35.2 Assume and Transfer the Position of Time Unit Leader.** This duty shall involve assuming the role of Time Unit Leader at an incident or planned event and transferring the duties of that role to another person at the appropriate time, according to the following JPRs.

**35.2.1** Assume the role of Time Unit Leader within an ICS at an incident or planned event, given an incident or planned event, an IAP, an incident briefing, standard operating procedures, and communications equipment, so that a Time Unit is established; relevant situational information of the incident or planned event is gained and maintained; the relationship with the outgoing Time Unit Leader or other personnel performing the function (if previously established) is established and maintained; the priorities, goals, and objectives of the Incident Commander (IC) and other sections are received and understood; notification of position assumption is verbalized and documented; and the location of Time Unit Leader is identified and confirmed with the Finance/Administration Section Chief or IC.

**(A) Requisite Knowledge.** The role and duties of a Time Unit Leader within the ICS, organizational policies and procedures for the Time Unit Leader, accountability protocols, resource types and deployment methods, and documentation methods and requirements.

**(B) Requisite Skills.** Using reference materials, evaluating incident information, managing communications, communicating in such a manner that information is successfully transferred and objectives are met, and completing Time Unit forms.

**35.2.2** Manage the transfer of Time Unit Leader duties at an incident or planned event, given an incident or planned event, an established command structure and a Time Unit Leader, an IAP either written or verbal, a current situation status, a command post, incident documentation, and communications equipment, so that incident information is exchanged, reports and plans for the subsequent operational period are completed, continuity of authority and situational awareness are maintained, changes in incident complexity are accounted for, the new Time Unit Leader is fully briefed on the incident or planned event, and the new Time Unit Leader is identified.

**(A) Requisite Knowledge.** Transfer of duty procedures, information sources, resource accountability and tracking process, use of ICS forms, the role and duties of a Time Unit Leader within the ICS, organizational policies and procedures for the Time Unit Leader, accountability protocols, resource types and deployment methods, documentation methods and requirements, and types of tasks and assignment responsibilities.

**(B) Requisite Skills.** Conducting a transfer briefing meeting, acquiring and documenting information and orders from the IC or Finance/Administration Section Chief, using reference materials, evaluating incident information, managing communications, and communicating in such a manner that information is successfully transferred and objectives are met.

**35.3 Perform the Role of Time Unit Leader at an Incident or Planned Event.** This duty shall involve being responsible for ensuring proper daily recording of personnel time, in accordance with the policies of the relevant agencies. The Time Unit also shall ensure that the Logistics Section records or captures equipment usage time, through the Ground Support Unit for ground equipment and through the Air Operations Support Group for aircraft.

**35.3.1** Implement and maintain a personnel time-tracking and management system at an incident or planned event, given an incident or planned event, personnel assigned to the incident or planned event, a time information collection system, and agency policies and procedures, so that the incident management team members receive all the information they require, incident time records are obtained and documented in a retrievable manner, and all agency policies and procedures are followed.

**(A) Requisite Knowledge.** Methods for tracking time records at an incident or planned event, the NIMS and the National Response Framework, IAP content, ICS forms, agency time-tracking standard operating procedures, and appropriate labor and overtime laws for agencies involved in the incident or planned event.

**(B) Requisite Skills.** Participating in business management meetings, organizing and assigning tasks, communicating verbally and in writing, utilizing communications devices, and presenting information in a clear and logical fashion.

**35.3.2** Develop a time record-auditing program at an incident or planned event, given an incident or planned event, trained personnel, a data collection system, incident time information, agency policies, and documentation equipment and supplies, so that all time records are verified, incident management personnel receive the information they require, agency policies are followed, and records are stored in a proper manner for future retrieval.

**(A) Requisite Knowledge.** Methods of developing a data-collecting system to document times, personnel, equipment, and supplies and use of ICS Form 204.

**(B) Requisite Skills.** Using elementary accounting principles and using ICS Form 204.

**35.3.3** Acquire workspace and resources to perform the assigned duties of the Time Unit at an incident or planned event, given an incident or planned event, an established Time Unit, and the duties of the Time Unit, so that an adequate workspace is established at each facility, staff resources to perform needed tasks are obtained, and tasks are assigned.



(A) **Requisite Knowledge.** Number of staff assigned, work periods and the required forms to be used, and data-processing software and hardware requirements.

(B) **Requisite Skills.** Tracking and recording resources and communicating by radio and other means.

**35.3.4** Manage the workflow process and set time schedules to accomplish assigned duties at an incident or planned event, given an incident or planned event and duties assigned to the Time Unit Leader, so that procedures are established for work activities, work schedules are established, staff resources to perform needed tasks are obtained, and tasks are assigned.

(A) **Requisite Knowledge.** Resource requirements and position duties of the Time Unit Leader, time management requirements, management processes, types of information sources, schedule types and display methods, and ICS forms and specific uses.

(B) **Requisite Skills.** Managing staff, giving direction and setting goals and priorities for staff, managing time, collecting and organizing information, assessing scheduling requirements and developing a timeline for activities, and acquiring and documenting information and orders from other Incident Command personnel.

**35.3.5** Maintain a unit log, given an incident or planned event and a unit log form, so that significant decisions, actions, events, and work activities are documented and the form is completed and submitted according to standard operating procedures (SOPs).

(A) **Requisite Knowledge.** ICS forms, an IAP and methods of gathering and reporting log information, types of resources on site, and time-tracking methods.

(B) **Requisite Skills.** Operating data-processing hardware and software used to gather information in the Time Unit.

**35.3.6** Supervise the demobilization of the Time Unit at an incident or planned event, given an incident or planned event, a demobilization plan, and agency policies for the transfer of information and records, so that demobilization procedures are followed, time records and documents are completed and submitted, demobilization is coordinated with other parts of the command structure, and all records and documentation are stored appropriately.

(A) **Requisite Knowledge.** Number of staff assigned, work periods, required forms to be used, and data-processing software and hardware requirements.

(B) **Requisite Skills.** Tracking and recording resources and communicating by radio and other means.

## **N Chapter 36 Intelligence/Investigation Group Supervisor/ Branch Director/Section Chief**

### **N 36.1 General.**

**N 36.1.1** For qualification at the Intelligence/Investigation Group Supervisor/Branch Director/Section Chief level, the candidate shall meet the general knowledge requirements in 36.1.1.1, the general skill requirements in 36.1.1.2, and the job performance requirements (JPRs) defined in Sections 36.2 and 36.3.

**N 36.1.1.1\* General Knowledge Requirements.** Familiarity with the National Response Framework and how it relates to the role of Intelligence/Investigation Group Supervisor/Branch Director/Section Chief; knowledge of the National Incident Management System (NIMS) and the Incident Command System (ICS); acceptable investigation practices; necessary ICS forms; basic incident information; incident names; locations of command posts, Incident Commander (IC), and other ICS positions; common responsibilities in the ICS; requirements for managing a briefing; JPRs of the Intelligence/Investigation Group Supervisor/Branch Director/Section Chief; agency standard operating procedures (SOPs); and procedures for stopping unsafe or incorrect acts or operations.

**N 36.1.1.2 General Skill Requirements.** Prioritizing tasks so as to accomplish the most critical first, making effective decisions in an environment with a large number of unknowns, evaluating material resource needs, recognizing the need for supplemental technical knowledge, anticipating hazards and taking action in a proactive manner to ensure responder safety and health, determining which AHJ documents to use, determining the financial reporting requirements of an incident or planned event, and recognizing and identifying unsafe acts and operations.

**N 36.2 Assume and Transfer the Position of Intelligence/Investigation Group Supervisor/Branch Director/Section Chief.** This duty shall involve assuming the role of Intelligence/Investigation Group Supervisor/Branch Director/Section Chief at an incident or planned event and transferring the duties of that role to another person at the appropriate time, according to the following JPRs.

**N 36.2.1** Assume the role of the Intelligence/Investigation Group Supervisor/Branch Director/Section Chief within an ICS at an incident or planned event, given an incident or planned event, an incident action plan (IAP), an incident briefing, SOPs, and communications equipment, so that an Intelligence/Investigation Group/Branch/Section is established; relevant situational information of the incident or planned event is gained and maintained; the relationship with the outgoing Intelligence/Investigation Group Supervisor/Branch Director/Section Chief or other personnel performing the function (if previously established) is established and maintained; the priorities, goals, and objectives of the IC are received and understood; notification of position assumption is verbalized and documented; and the location of the Intelligence/Investigation Group Supervisor/Branch Director/Section Chief is identified and confirmed with the IC.

**N (A) Requisite Knowledge.** The role and duties of an Intelligence/Investigation Group Supervisor/Branch Director/Section Chief within the ICS; organizational policies and procedures for the Intelligence/Investigation Group Supervisor/Branch Director/Section Chief; accountability protocols; resource types and deployment methods; documentation methods and requirements; availability, capabilities, and limitations of responders and other resources; communication problems and needs; communications requirements, methods, and means; and financial and accounting procedures used by the AHJ.

**N (B) Requisite Skills.** Acquiring and documenting information and orders from the IC, using reference materials, evaluating incident information, managing communications, and communicating in such a manner that information is successfully transferred and objectives are met.

**N 36.2.2** Manage the transfer of Intelligence/Investigation Group Supervisor/Branch Director/Section Chief duties at an incident or planned event, given an incident or planned event, an established command structure and Intelligence/Investigation Group/Branch/Section, an IAP, a current situation status, a command post, incident documentation, and communications equipment, so that incident information is exchanged, reports and plans for the subsequent operational period are completed, continuity of authority and situational awareness are maintained, changes in incident complexity are accounted for, the new Intelligence/Investigation Group Supervisor/Branch Director/Section Chief is fully briefed on the incident or planned event, and the new Intelligence/Investigation Group Supervisor/Branch Director/Section Chief is identified.

**N (A) Requisite Knowledge.** Transfer of duty procedures; the role and duties of an Intelligence/Investigation Group Supervisor/Branch Director/Section Chief within the ICS; organizational policies and procedures for the Intelligence/Investigation Group Supervisor/Branch Director/Section Chief; investigation protocols, resources, documentation methods, and requirements; briefing requirements; availability, capabilities, and limitations of intelligence/investigation services providers; data collection methods; communication problems and needs; communications requirements; incident priorities; and technical references related to the type of incident or planned event.

**N (B) Requisite Skills.** Conducting a transfer briefing meeting; using intelligence/investigation protocol skills, such as interviewing and investigation techniques; acquiring and documenting information and orders from the IC; using reference materials; evaluating incident information; managing communications; communicating in such a manner that information is successfully transferred and objectives are met; and developing an IAP.

**N 36.3 Perform the Role of Intelligence/Investigation Section Chief at an Incident or Planned Event.** This duty shall involve managing the Intelligence/Investigation Group/Branch/Section within the ICS at an incident or planned event; monitoring incident conditions and needs; providing necessary information to Command and General Staff; developing, implementing, and maintaining an incident intelligence/investigation plan; reviewing investigation plans and local, state, and federal memoranda of understanding, as well as cooperative agreements for incident management and application; determining the need for local, state, and federal law enforcement operations; providing input on intelligence/investigation matters; and maintaining time records according to the following JPRs.

**N 36.3.1** Collect, evaluate, and process incident intelligence/investigation information, given an incident or planned event, resource and situation status information, incident documentation supplies and communications equipment, and law enforcement resources, so that all relevant information is obtained; incident status is monitored and alternative financial or administrative strategies are developed; necessary information is presented during operational briefings; demobilization is considered throughout the incident or planned event; inter-personal and interagency working relationships are initiated and maintained; the impact on contractual agreements, memoranda of understanding, and working agreements is assessed; flexibility in decision-making related to other section needs and incident conditions is demonstrated; effective span-of-

control is maintained; incident documentation is completed correctly; and communications equipment is used correctly.

**N (A) Requisite Knowledge.** The role and duties of an Intelligence/Investigation Group Supervisor/Branch Director/Section Chief within the ICS; organizational policies and procedures for the Intelligence/Investigation Group Supervisor/Branch Director/Section Chief; security protocols; resource types and deployment methods; documentation methods and requirements; availability, capabilities, and limitations of responders and other resources; communication problems and needs; communications requirements, methods, and means; and financial and accounting procedures used by the AHJ.

**N (B) Requisite Skills.** Acquiring and documenting information and orders from the IC, using reference materials, evaluating incident information, managing communications, and communicating in such a manner that information is successfully transferred and objectives are met.

**N 36.3.2** Create or update a written intelligence/investigation plan for an incident or planned event, given an incident or planned event, an IAP, security and investigation information, injury reports and claims, planning meetings, situation and resource status information, incident documentation equipment and supplies, and communications equipment, so that all relevant incident information is obtained; the potential for incident injury, compensation, pay, claims, and procurement needs is identified; immediate and long-range intelligence/investigation requirements are addressed; the plan reflects the scope of incident operations; Intelligence/Investigation Section priorities are identified and conveyed to the appropriate parties; appropriate Intelligence/Investigation Units are activated and coordinated as required; work locations are assigned; the needs of the IAP are reflected in the plan; incident documentation equipment and supplies are used correctly; and communications equipment is used correctly.

**N (A) Requisite Knowledge.** Knowledge of the size and complexity of the incident or planned event, personnel assignments and workloads, necessary ICS forms, worker compensation requirements for the responding organizations, security information management procedures of local agencies, components of an intelligence/investigation plan per the AHJ's procedures, and spreadsheets and other intelligence/investigation database and word processing tools.

**N (B) Requisite Skills.** Operating data processing (computer) equipment and software needed to create an intelligence/investigation plan.

**N 36.3.3** Implement an incident intelligence/investigation plan, given an incident or planned event, an IAP, requests for resources, injury and accident reports, incident resource data, vendors, incident documentation equipment and supplies, and communications equipment, so that the plan is implemented as written, the necessary resources are ordered and delivered, arrangements for financial reimbursement of acquired resources are documented, accurate records for post-incident security requirements and intelligence/investigation policies are maintained, security analysis measures are implemented, excess resources are identified, pertinent information is relayed to Command and General Staff, incident documentation equipment is operated correctly, and communications equipment is used correctly.

**(A) Requisite Knowledge.** Knowledge of the IAP and the intelligence/investigation plan, resources available to the Intelligence/Investigation Group/Branch/Section to implement the plan, space and working areas necessary to implement the plan, and initial section operating procedures.

**(B) Requisite Skills.** Identifying the data needed to implement the intelligence/investigation plan.

**36.3.4** Conduct an intelligence/investigation meeting at an incident or planned event, given an incident or planned event, resource and situation status information, resources assigned to the Intelligence/Investigation Group/Branch/Section, incident intelligence/investigation information, meeting facilities, and incident documentation equipment and supplies, so that support staff are aware of the meeting assignments; an agenda reflecting the needs of the incident or planned event is developed; Command Staff members are able to identify the requirements for their respective sections; legal constraint information is provided to Command and General Staff; the meeting meets its objectives and covers the agenda in the scheduled time; information developed at the meeting is transmitted to the appropriate members of the ICS structure in a timely and efficient manner; the development, approval, and implementation of transfer of command is coordinated when the incident escalates/de-escalates; and incident documentation equipment and supplies are used correctly.

**(A) Requisite Knowledge.** Knowledge of the IAP and the intelligence/investigation portion of the plan and the information needed as a result of an intelligence/investigation meeting.

**(B) Requisite Skills.** Conducting a meeting using verbal, recording, and facilitation skills and communicating information in a timely manner.

**36.3.5** Manage the workflow process and set time schedules to accomplish assigned duties at an incident or planned event, given an incident or planned event and duties assigned to the Intelligence/Investigation Group Supervisor/Branch Director/Section Chief, so that procedures are established for work activities, work schedules are established, staffing resources to perform needed tasks are obtained, and tasks are assigned.

**(A) Requisite Knowledge.** Resource requirements and position duties of the Intelligence/Investigation Group Supervisor/Branch Director/Section Chief, time management requirements, management processes, types of information sources, schedule types and display methods, and ICS forms and specific uses.

**(B) Requisite Skills.** Managing staff, giving direction, setting goals and priorities for staff, managing time, collecting and organizing information, assessing scheduling requirements, developing a timeline for activities, and acquiring and documenting information and orders from other Incident Command personnel.

**36.3.6** Maintain a unit log, given an incident or planned event assignment and a unit log form, so that significant decisions, actions, events, and work activities are captured and the form is completed according to procedures.

**(A) Requisite Knowledge.** Use of a unit log form, agency SOPs, information-tracking methods, documentation methods, and an understanding of critical incident information.

**(B) Requisite Skills.** Documenting actions taken within the position and utilizing ICS forms.

**36.3.7** Manage the demobilization process for assigned staff, given an incident or planned event, assigned staff, and a demobilization plan, so that staff understand the demobilization process, procedures in the plan are followed, performance ratings are completed, and staff are released according to the plan.

**(A) Requisite Knowledge.** Local and incident-specific procedures for incident termination and demobilization.

**(B) Requisite Skills.** Estimating resources needed to handle the remaining workload, using ICS forms, and communicating demobilization information to assigned resources.

## Annex A Explanatory Material

*Annex A is not a part of the requirements of this NFPA document but is included for informational purposes only. This annex contains explanatory material, numbered to correspond with the applicable text paragraphs.*

**A.1.2.3** Organization and management responsibilities should be addressed by the agency that personnel represent. The authority having jurisdiction should define the agency requirements for progression to positions of management responsibility. The agency may delegate of additional duties or other responsibilities without being considered management.

**A.1.2.6** Remaining professionally competent is important for any practitioner. In the rapidly changing and developing field of the fire service, this is particularly important. An AHJ might establish a path by which members can demonstrate continued JPR compliance and competency through continuing education or practice within the field consistent with current duties. It is recommended that any such program give consideration to the following factors:

- (1) Demonstrated and documented knowledge of and competence with additions and/or revisions to the latest edition of the standards
- (2) Documented training and education (including online) related to the standards since the last certification
- (3) Documented experience in the field (i.e., emergency operational experience for firefighters, fire officers, instructors, etc.)
- (4) Demonstrated and documented performance of duties, which might include skills assessment
- (5) Annual performance appraisals
- (6) Documented teaching and instruction related to the field
- (7) Commendations, awards, and/or recognition for the performance of related duties

Other topics for consideration might include the following:

- (1) Memberships in professional organizations, including any positions held or special activities included in the membership
- (2) Published articles in trade journals, web-based publications, and other information distribution avenues
- (3) Research and development activities related to the field
- (4) Documented attendance at relevant conferences and training events

The above list is not all-inclusive and other factors specific to the field should be considered.



**A.1.3.4** It is recommended, where practical, that evaluators be individuals who were not directly involved as instructors for the requirement being evaluated.

**A.1.3.5** The acceptance of nationally recognized governance, although not law, should be considered when the practices and procedures are applied.

**A.3.1** Definitions of action verbs used in job performance requirements in this document are based on the first definition of the word found in *Merriam-Webster's Collegiate Dictionary*.

**Δ A.3.2.1 Approved.** The National Fire Protection Association does not approve, inspect, or certify any installations, procedures, equipment, or materials nor does it approve or evaluate testing laboratories. In determining the acceptability of installations or procedures, equipment, or materials, the "authority having jurisdiction" may base acceptance on compliance with NFPA or other appropriate standards. In the absence of such standards, said authority may require evidence of proper installation, procedure, or use. The "authority having jurisdiction" may also refer to the listings or labeling practices of an organization that is concerned with product evaluations and is thus in a position to determine compliance with appropriate standards for the current production of listed items.

**A.3.2.2 Authority Having Jurisdiction (AHJ).** The phrase "authority having jurisdiction," or its acronym AHJ, is used in NFPA standards in a broad manner because jurisdictions and approval agencies vary, as do their responsibilities. Where public safety is primary, the authority having jurisdiction may be a federal, state, local, or other regional department or individual such as a fire chief; fire marshal; chief of a fire prevention bureau, labor department, or health department; building official; electrical inspector; or others having statutory authority. For insurance purposes, an insurance inspection department, rating bureau, or other insurance company representative may be the authority having jurisdiction. In many circumstances, the property owner or his or her designated agent assumes the role of the authority having jurisdiction; at government installations, the commanding officer or departmental official may be the authority having jurisdiction.

**A.3.2.3 Listed.** The means for identifying listed equipment may vary for each organization concerned with product evaluation; some organizations do not recognize equipment as listed unless it is also labeled. The authority having jurisdiction should utilize the system employed by the listing organization to identify a listed product.

**A.3.3.1 Agency.** In the Incident Command System, agencies are defined either as jurisdictional (having statutory responsibility for incident management) or as assisting or cooperating (providing resources or other assistance). Governmental organizations are most often in charge of an incident, though in certain circumstances private sector organizations might be included. Additionally, nongovernmental organizations might be included to provide support.

**A.3.3.4 Area Command (Unified Area Command).** An area command can be established anytime incidents are close enough that oversight direction is required among incident management teams to ensure conflicts do not arise.

**A.3.3.7 Assistant.** The title indicates a level of technical capability, qualifications, and responsibility subordinate to the primary positions. Assistants can also be used to supervise unit

activities at camps. Assistants are not necessarily qualified to assume the role of the staff position to which they report.

**A.3.3.10 Base.** The incident name or other designator will be added to the term *base*. There is only one base per incident, and ideally it should be located remote from the incident. A base is normally initially implemented at a high rise or wildland incident, but can also be used at large natural or manmade disasters.

**A.3.3.11 Branch.** A branch is organizationally situated between the section and the division or group in the Operations Section, and between the section and units in the Logistics Section. Branches are identified by roman numerals, function, agency, or jurisdictional name.

**A.3.3.13 Check-In.** Check-in locations include the incident command post, resources unit, incident base, camps, staging areas, or directly at the site.

**A.3.3.16 Command Staff.** Command Staff can have an assistant or assistants, as needed.

**N A.3.3.24 Department Operations Center (DOC).** A DOC could facilitate mutual aid requests, assistance for hire requests, and other agency issues such as recall of personnel and staffing of resources. [1561, 2020]

**A.3.3.25 Deputy.** In some cases, a deputy could act as relief for a superior and therefore must be fully qualified for the position. Deputies can be assigned to the incident commander, general staff, and branch directors. [1561, 2020]

**A.3.3.28 Division.** The Division level is organizationally between single resources, the task force, or the strike team and the Branch/Operations/Incident Commander.

**N A.3.3.30 Emergency Operations Center (EOC).** An EOC can be a temporary facility or be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. EOCs can be organized by major functional disciplines (e.g., fire, law enforcement, and medical services), by jurisdiction (e.g., federal, state, regional, tribal, city, county), or some combination thereof. [1561, 2020]

**A.3.3.31 Facilities Unit.** These facilities can include the incident base, feeding areas, sleeping areas, sanitary facilities, and a formal command post.

**A.3.3.36 Group.** Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division. Groups, when activated, are located between branches and resources in the Operations Section.

**A.3.3.39 Incident Action Plan (IAP).** An IAP can include the identification of operational resources and assignments. It can also include attachments that provide direction and important information for management of the incident or planned event during one or more operational periods. For simple incidents, the tactical worksheet serves as the IAP.

**A.3.3.41 Incident Command System (ICS).** The ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. The ICS is used by various jurisdictions and functional agen-



cies, both public and private, to organize field-level incident management operations.

**A.3.3.42 Incident Commander (IC).** The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.

**A.3.3.43 Incident Management Team (IMT).** An IMT is made up of the Command and General staff members in an Incident Command System (ICS) organization. Persons to fill these positions for various types of incidents or events are often pre-designated to ensure that they have the necessary training and experience to fulfill the roles and responsibilities of the ICS position. The level of training and the experience of the IMT members, coupled with the identified formal response requirements and responsibilities of the IMT, are factors in determining the “Type,” or level, of the IMT.

It is recommended that an agency- or jurisdiction-specific qualification process qualify members to function in incident management positions in a typing scheme as follows:

- (1) Type 5 — A local incident or event that might include multi-discipline or multi-agency resources that are managed from the discovery of and arrival at an incident up to and including a full operational period, as defined by the agency or jurisdiction.
- (2) Type 4 — A local incident or event that might include multi-discipline or multi-agency resources that are managed from the discovery of and arrival at an incident up to and including a full operational period, as defined by the agency or jurisdiction. Additional Command and General Staff positions might be implemented for the management of the incident or event. Personnel qualified for Type 4 incidents or events should have been previously qualified for Type 5 incidents or events.
- (3) Type 3 — Regional or state incidents or events that involve resources from multiple agencies, disciplines, and jurisdictions from the local through federal levels for multiple operational periods. Additional Command and General Staff positions are implemented for the management of the incident or event. Personnel qualified for Type 3 incidents or events should have been previously qualified for Type 4 incidents or events.
- (4) Type 2 — State incidents or events that involve resources from multiple agencies, disciplines, and jurisdictions from the local through federal levels for multiple operational periods. Additional Command and General Staff positions are implemented for the management of the incident or event. Personnel qualified for Type 2 incidents or events should have been previously qualified for Type 3 incidents or events.
- (5) Type 1 — National incidents or events that involve resources from multiple agencies, disciplines, and jurisdictions from the local through federal levels for multiple operational periods. Additional Command and General Staff positions are implemented for the management of the incident or event. Personnel qualified for Type 1 incidents or events should have been previously qualified for Type 2 incidents or events.

Qualifications for national deployment of incident management personnel will be addressed in a national credentialing system being developed as part of the National Incident Management System. Currently, the *Wildland Fire Qualification Systems Guide*, PMS 310-1 (NFES 1414), developed by the

National Wildfire Coordinating Group, establishes minimum interagency training and qualification standards for national mobilization to wildland fire assignments. The *Wildland Fire Qualification Systems Guide* is available from the NWCG web site at [www.nwcg.gov](http://www.nwcg.gov).

**A.3.3.46 Intelligence/Investigation Function.** In an ICS, this function can be accomplished by the planning section, operations section, command staff section, a separate general staff section, or by some combination of these.

**A.3.3.53 Medical Unit.** This unit does not provide treatment for civilians. Responder rehabilitation is the responsibility of this unit.

**A.3.3.54 Multi-Agency Coordination Systems (MACS).** The components of MACS include facilities, equipment, emergency operation centers, specific multi-agency coordination entities, personnel, procedures, and communications. These systems assist agencies and organizations to fully integrate the subsystems of the National Incident Management System.

**A.3.3.55 Multi-Jurisdictional Incident.** In an Incident Command System, these incidents will be managed under Unified Command.

**A.3.3.57 National Incident Management System (NIMS).** The NIMS is not an operational incident management or resource allocation plan. The NIMS represents a core set of doctrine, concepts, principles, terminology, and organizational processes that enables effective, efficient, and collaborative incident management that is applicable at all levels of government in the United States, in nongovernmental organizations, in the private sector, and across functional disciplines in an all-hazards context.

**A.3.3.60 Operational Period.** Operational periods can be of various lengths, although usually not over 24 hours.

**A.3.3.64 Personnel Accountability.** Personnel accountability is accomplished when supervisors ensure that Incident Command System principles and processes are functional and that personnel are working within established incident management guidelines.

**A.3.3.66 Planned Event.** Examples of planned events are parades, sporting events, air shows, conventions, and controversial court decisions.

**A.3.3.67 Planning Meeting.** For larger incidents, the planning meeting is a major element in the development of the Incident Action Plan.

**A.3.3.68 Planning Section.** The Planning Section is responsible for the development of a written Incident Action Plan where required and for the development of contingency plans. It includes the Situation, Resource, Documentation, and Demobilization Units as well as technical specialists.

**A.3.3.72 Reporting Locations.** The locations are incident command post, Resource unit, base, camp, staging area, helibase, or division supervisor for direct line assignments. Check-in is at one location only.

**A.3.3.75 Resource Management.** Efficient incident management requires a system for identifying available resources at all jurisdictional levels to enable timely and unimpeded access to resources needed to prepare for, respond to, or recover from an incident.

**A.3.3.77 Resources.** Resources are described by kind and type and can be used in operational support or supervisory capacities at an incident or at an emergency operations center.

**A.3.3.78 Responder Rehabilitation.** Also called *rehab*, this is the responsibility of the Medical Unit.

**A.3.3.79 Safety Officer.** Assistant Safety Officers, including those with technical expertise on a given incident, can be appointed to assist the Safety Officer.

**A.3.3.80 Section.** The Section level is organizationally between Branch and Incident Commander (IC).

**A.3.3.85 Staging Area.** The Operations Section manages staging areas.

**A.3.3.87 Strategic.** These elements involve the adoption of long-range goals and objectives, the setting of priorities, the establishment of budgets and other fiscal decisions, policy development, and the application of measures of performance or effectiveness.

**A.3.3.94 Task Force.** A task force might be made of resources of different kinds and/or types.

**A.3.3.97 Technical Specialists.** Technical specialists might be needed in the areas of fire behavior, water resources, environmental concerns, resource use, and training. Technical specialists report initially to the Planning section but can be assigned anywhere within the Incident Command System organizational structure as needed.

**N A.3.3.99 Temporary Traffic Control Device (TTCD).** Alerting road users and establishing a well-defined path to guide road users through the incident area will serve to protect the incident responders and those involved in working at the incident scene and will aid in moving road users expeditiously past or around the traffic incident, will reduce the likelihood of secondary traffic crashes, and will preclude unnecessary use of the surrounding local road system. Examples include a stalled vehicle blocking a lane, a traffic crash blocking the traveled way, a hazardous material spill along a highway, and natural disasters such as floods and severe storm damage. [1091, 2019]

**N A.3.3.101 Traffic Incident Management Area (TIMA).** In response to a road user incident, natural disaster, hazardous material spill, or other unplanned incident. It is a type of TTC zone and extends from the first warning device (such as a sign, light, or cone) to the last TTC device or to a point where vehicles return to the original lane alignment and are clear of the incident. [1091, 2019]

**N A.3.3.102 Traffic Incident Management Personnel (TIMP).** These personnel can include firefighters, emergency medical personnel, law enforcement officers, transportation department workers, safety service patrol operators, fire police officers, auxiliary police officers, public works employees, tow operators, and any other personnel. [1091, 2019]

**A.3.3.105 Unified Command.** Unified command is accomplished without losing or abdicating agency authority, responsibility, or accountability.

**A.3.3.107 Unit Log.** For agencies that use the U.S. NIMS ICS, ICS Form 214 is the unit log form.

**A.3.3.108 Unity of Command.** The purpose of unity of command is to ensure unity of effort under one responsible commander for every objective.

**A.4.1.1** It is recommended that an Incident Commander (IC) trainee have experience as an Operations Section Chief prior to performing the duties and responsibilities of an IC. It is also recommended that the trainee be mentored or trained by an experienced IC and participate in simulations or simulator exercises that provide equivalent training. Also, see Annex E for information on area command and the requirements for an Area Commander.

**A.4.2** The exact duties required of the Incident Commander (IC) in assuming command of an incident or planned event differ slightly depending on whether the individual is the first person to assume command of the incident or planned event or if command is being assumed during the course of an established incident or planned event. Proper transfer of command procedures from one IC to the next are crucial and essential to the successful continuity of the incident or planned event.

**A.4.4.1** The Incident Commander (IC) is responsible for maintaining a manageable span of control. This can be accomplished by implementing Operations Section Chiefs, Branch Directors, and Division/Group Supervisors. The generally accepted span of control is 3 to 7, with 5 being ideal.

Additional Command Staff positions might be necessary depending on the incident and specific requirements established by incident command. The IC or Unified Command can appoint technical specialists to serve as command advisors. Command Staff Advisors are distinguished from officers because they serve in an advisory capacity and lack the authority to direct incident activities.

The IC or Unified Command is permitted to appoint the following command staff advisors to assist at the command post:

- (1) *Legal.* A legal counsel could advise on legal matters, such as those related to emergency declarations, evacuation and quarantine orders, and rights and restrictions pertaining to media access.
- (2) *Medical.* A medical advisor could provide guidance and recommendations to incident command regarding areas such as medical care, acute care, long-term care, behavioral services, mass casualties, vector control, epidemiology, or mass prophylaxis.
- (3) *Critical incident peer support.* A critical incident peer support team leader could support the mental health and welfare of the first responders engaged in the incident.
- (4) *Science and technology.* A science and technology advisor could monitor incident operations and advise incident command on the integration of science and technology into planning and decision making.
- (5) *Access and functional needs.* An access and functional needs advisor could provide expertise regarding communication, transportation, supervision, and essential services for diverse populations in an affected area.

**N A.4.4.6** The IC can appoint qualified personnel to serve as command advisors if the individual has demonstrated the required knowledge and skill, even if the individual does not hold the required ICS certification. The IC can appoint personnel to assist that person with the administrative duties of that position, such as completing ICS forms.

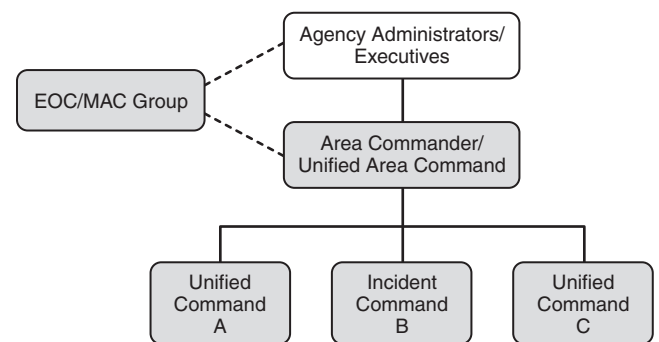
**A.4.4.7 Commonly Used MACS Nodes.** There are a number of MACS Nodes within a MACS structure, including dispatch and 911 call centers, EOCs, and MAC Groups. The following provides a description of each:

- (1) *Agency Dispatch and 911 Call Centers.* Dispatch centers have the authority to request resources from immediate mutual aid agencies to support the concepts of dispatching the closest forces and total mobility. These centers have staff who routinely manage emergency calls from the public and communicate with emergency management/response personnel. They can serve as a primary coordination and support element of the MACS for an incident until other elements of the MACS are formally established. Generally, the dispatch center is the only part of the MAC System that is in place all the time.
- (2) *Emergency Operations Centers (EOCs) and Other Facilities.* Emergency Operations Centers (EOCs) can be organized by major discipline (e.g., fire, law enforcement, or emergency medical services); by emergency support function (e.g., transportation, communications, public works and engineering, or resource support); by jurisdiction (e.g., city, county, or region); or, more likely, by some combination thereof. The physical size, staffing, and equipping of an EOC will depend on the size of the jurisdiction, availability of resources, and anticipated incident management workload. Regardless of its specific organizational structure, an EOC should include the following core functions: coordination; communications; resource allocation and tracking; and information collection, analysis, and dissemination.
- (3) *Department Operations Centers, (DOCs).* Often, agencies within a political jurisdiction will establish coordination, communications, control, logistics, and so forth at the department level for conducting overall management of their assigned resources. Governmental departments (i.e., agencies, bureaus) or private organizations can also have DOCs that serve as the interface between the ongoing operations of that organization and the emergency operations it is supporting. The DOC can directly support the incident and receive information relative to its operations. In most cases, DOCs are physically represented in a combined agency EOC by authorized agent(s) for the department or agency.
- (4) *MAC Groups.* Typically, Agency Administrators/Executives, or their designees, who are authorized to represent or commit agency resources and funds, are brought together to form MAC Groups. For clarity, an Agency Administrator/Executive is the official responsible for administering policy for an agency or jurisdiction. Personnel assigned to an EOC who meet the criteria for participation in a MAC Group can be asked to fulfill that role. A MAC Group can provide coordinated decision making and resource allocation among cooperating agencies, and can establish the priorities among incidents, harmonize agency policies, and provide strategic guidance and direction to support incident management activities. MAC Groups can also be known as multiagency committees, emergency management committees, or as otherwise defined by the system. A MAC Group does not have any direct incident involvement and will often be located some distance from the incident site(s). In many cases a MAC Group can function virtually, such as via teleconference or video teleconferencing, to accomplish its assigned tasks.

Multiagency Coordination Groups are often confused with Area Command. The functions of the two are quite different. Area Command oversees management coordination of the incident(s). In contrast, MAC Groups coordinate support and have no direct incident authority or responsibility. Table A.4.4.7 illustrates there are several significant differences between a MAC Group and an Area Command. Figure A.4.4.7 illustrates MAC Group relationships to Area Commands, Incident and Unified Commands, and Agency Administrators/Executives that staff and support a MAC Group.

**Table A.4.4.7 Differences Between a MAC Group and Area Command**

MAC Group	Area Command
Expands the off-site coordination and support systems.	Expands the on-incident command function of the Incident Command System (ICS).
Has members that are agency administrators or designees from the agencies involved or are heavily committed to the incidents.	Has members that are the most highly skilled incident management personnel.
Consists of the MAC Group (agency administrators), MAC Group Coordinator, and an intelligence and information support staff.	Consists of an Area Commander, an Area Command Planning Chief, an Area Command Logistics Chief, and an Area Command Air Operations Coordinator.
Serves as the agency administrator (line officer) or designee.	Serves as the delegated authority for specific incident(s) from the agency administrator(s).
Allocates and reallocates critical resources through the dispatch system by setting incident priorities.	Assigns and reassigns critical resources allocated to them by MAC or the normal dispatch system organization.
Coordinates agency administrator level decisions on issues that affect multiple agencies.	Ensures that incident objectives and strategies are complementary between Incident Management Teams under their supervision.



**FIGURE A.4.4.7 MAC Group Relationships to Area Commands, Incident and Unified Commands, and Agency Administrators/Executives That Staff and Support a MAC Group.**



**N A.4.4.9** A critical incident peer support (CIPS) team is a group of qualified personnel assigned to an all-hazards incident to support the mental health and welfare of the first responders engaged in the incident.

**A.5.1.1** This chapter contains requirements for someone who will be assigned the function of Safety Officer, within the Incident Command System (ICS), at an emergency incident or planned event. The person assigned to this function could be almost any member of an emergency response organization. The person filling this function does not necessarily have to be someone who occupies the ongoing role or assignment of a Department Safety Officer. NFPA 1521 contains requirements for people assigned to the ongoing role or assignment of Department Safety Officer. While it would be highly beneficial for the person assigned the Safety Officer function in the ICS to also meet the requirements of NFPA 1521, it is at the discretion of the AHJ whether this is required or not.

It is also recommended that the Safety Officer trainee be mentored or trained by an experienced Safety Officer and participate in simulations or simulator exercises that provide equivalent training.

**A.5.3.2** The types of incidents or planned events common to any particular AHJ can vary from location to location. Some incidents might require more specialized training and expertise for Safety Officers and/or Assistant Safety Officers. Examples of these incidents include, but are not limited to, confined space entry; heavy equipment operation; rigging/hoisting; building construction; structural collapse; excavation/shoring; use and application of personal protective equipment; chemical, biological, radiological, and physical (e.g., noise, heat stress) hazards; decontamination procedures; and potential risks of extended work shifts (work/rest cycles). Safety Officers should also be familiar with basic statistical data analysis; professionally accepted procedures and tools; fire safety issues and procedures; vehicle work zone safety; applicable regulations, guidelines, and consensus standards; and knowledge and experience conducting incident/accident/near-miss investigations. Depending on the levels of hazards found within the jurisdiction, departments can request Safety Officers or Assistant Safety Officers who have current certification as a Certified Industrial Hygienist, Certified Safety Professional, or specified minimum years of experience directly involved with occupational safety and health.

**N A.5.3.5(A)** See NFPA 1091 for traffic incident management safety and NFPA 1584 for contamination control procedures.

**N A.5.3.10** If the position of exposure and contamination control program officer does not exist in the emergency services organization (ESO), then the ESO's health and safety (H&S) officer can function as the ESO's exposure and contamination control program officer prior to the incident to ensure that the program objectives, as specified in the requirements of NFPA 1584, are met.

The ESO H&S officer can manage the exposure and contamination control program plan, including organizational activities, risk management plan results, the program elements outlined in NFPA 1584, and a communications method for distributing the plan so that the plan is communicated to members of the organization, elements of the plan are integrated into the organizational operation, and modifications are identified and implemented.

**N A.5.3.10(A)** NFPA 1700 provides additional guidance on contamination control.

**N A.5.3.10(B)** NFPA 1700 provides additional guidance on contamination control.

**A.5.3.13** When time allows, it is preferable for the Safety Officer to notify the Incident Commander (IC) before stopping an action on the incident or planned event scene. However, in critical situations the Safety Officer should first stop the action and then notify the IC of the action as soon as possible.

**A.6.1.1** It is recommended that a Public Information Officer (PIO) trainee have experience in the PIO function before performing the duties and responsibilities of a PIO. It is recommended that a trainee be mentored or trained by an experienced PIO and participate in simulations or simulator exercises that provide equivalent training.

**A.6.3.3** When a Joint Information Center is established, the Public Information Officer participates in the release of information at this location.

**A.7.1.1** It is recommended that a Liaison Officer trainee have experience in the Liaison Officer function before performing the duties and responsibilities of a Liaison Officer. It is recommended that a trainee be mentored or trained by an experienced Liaison Officer and participate in simulations or simulator exercises that provide equivalent training.

**A.8.1.1** It is recommended that an Operations Section Chief trainee have experience as a Division/Group Supervisor prior to performing the duties and responsibilities of an Operations Section Chief. It is recommended that the trainee be mentored or trained by an experienced Operations Section Chief and participate in simulations or simulator exercises that provide equivalent training. The Operations Section Chief should also be knowledgeable in the roles of their subordinates.

**A.8.3.2** The Operations Section Chief is responsible for maintaining a manageable span-of-control. This can be accomplished by implementing Branch Directors and Division/Group Supervisors. The generally accepted span-of-control is 3 to 7, with 5 being ideal.

**A.9.1.1** It is recommended that a Staging Area Manager trainee shadow an experienced Staging Area Manager and participate in simulations or simulator exercises that provide equivalent training.

**A.10.1.1** It is recommended that an Operations Branch Director trainee have experience as a Division/Group Supervisor prior to performing the duties and responsibilities of an Operations Branch Director. It is recommended that the trainee be mentored or trained by an experienced Operations Section Chief and participate in simulations or simulator exercises that provide equivalent training.

**A.10.3** Certain Branch Directors are specialized and require specific expertise and training in order to complete their assignments.

**A.11.1.1** It is recommended that a Division/Group Supervisor trainee have experience as a Strike Team/Task Force Leader prior to performing the duties and responsibilities of a Division/Group Supervisor. It is recommended that the trainee be mentored or trained by an experienced Division/Group Supervisor and participate in simulations or simulator exercises that provide equivalent training.



**A.11.3.1** The person to whom the Division/Group Supervisor will report will depend on what positions within the Incident Command System have been implemented at the incident or planned event.

**A.12.1.1** It is recommended that a Strike Team/Task Force Leader trainee have experience as a Single Unit Supervisor prior to performing the duties and responsibilities of a Strike Team/Task Force Leader. It is recommended that the trainee shadow an experienced Strike Team/Task Force Leader and participate in simulations or simulator exercises that provide equivalent training.

**A.12.3.1** The person to whom the Strike Team/Task Force Leader will report will depend on what positions within the Incident Command System have been implemented at the incident or planned event.

**A.13.1.1** It is recommended that an Air Operations Branch Director trainee have experience as an Air Support Group Supervisor prior to performing the duties and responsibilities of an Air Operations Branch Director. It is recommended that the trainee be mentored or trained by an experienced Air Operations Branch Director and participate in simulations or simulator exercises that provide equivalent training.

**A.14.1.1** It is recommended that an Air Support Group Supervisor trainee have experience as a Helibase Manager prior to performing the duties and responsibilities of an Air Support Group Supervisor. It is recommended that the trainee be mentored or trained by an experienced Air Support Group Supervisor and participate in simulations or simulator exercises that provide equivalent training.

**A.14.3.1** The person to whom the Air Support Group Supervisor will report will depend on what positions within the Incident Command System have been implemented at the incident or planned event.

**A.15.1.1** It is recommended that an Air Tactical Group Supervisor trainee have experience as a Helibase Manager prior to performing the duties and responsibilities of an Air Tactical Group Supervisor. It is recommended that the trainee be mentored or trained by an experienced Air Tactical Group Supervisor and participate in simulations or simulator exercises that provide equivalent training.

**A.15.3.1** The person to whom the Air Tactical Group Supervisor will report will depend on what other Incident Command System positions have been activated for that particular incident.

**A.16.1.1** It is recommended that a Planning Section Chief trainee have experience in Planning Section Positions prior to performing the duties and responsibilities of a Planning Section Chief. It is recommended that the trainee be mentored or trained by an experienced Planning Section Chief and participate in simulations or simulator exercises that provide equivalent training. The Planning Section Chief should be knowledgeable in the subordinate unit leader positions.

**A.17.1.1** It is recommended that a Resources Unit Leader trainee have experience in the Resource Unit prior to performing the duties and responsibilities of a Resources Unit Leader. It is recommended that the trainee be mentored or trained by an experienced Resources Unit Leader and participate in simulations or simulator exercises that provide equivalent training.

**A.18.1.1** It is recommended that a Situation Unit Leader trainee have experience in the Situation Unit prior to performing the duties and responsibilities of a Situation Unit Leader. It is recommended that the trainee be mentored or trained by an experienced Situation Unit Leader and participate in simulations or simulator exercises that provide equivalent training.

**A.18.3** The National Incident Management System (NIMS) includes an Intelligence/Investigations function within the Incident Command System (ICS). The normal position for this function is within the Situation Unit. However, NIMS also provides the option of performing the Intelligence/Investigations function in four other areas of the ICS structure, depending on the needs of the incident or planned event and preference of the AHJ. These locations are as follows:

- (1) As a Unit or Technical Specialist within the Planning Section
- (2) As a branch within the Operations Section
- (3) As an officer within the Command Staff
- (4) As a separate General Staff Section

**A.19.1.1** It is recommended that a Documentation Unit Leader trainee should have experience in the Decontamination Unit prior to performing the duties and responsibilities of a Documentation Unit Leader. It is recommended that the trainee be mentored or trained by an experienced Documentation Unit Leader and participate in simulations or simulator exercises that provide equivalent training.

**N A.20.1** See Chapter 35 for other ICS organizational options.

**N A.20.1.1.1** NIMS allows the following four positions to carry out the duties of the investigation/intelligence function: Unit Leader, Group Supervisor, Branch Director, and Section Chief. The JPRs for a Unit Leader under the planning section are described in Chapter 20. The JPRs for Group Supervisor, Branch Director, and Section Chief are described in Chapter 35.

**A.21.1.1** It is recommended that a Demobilization Unit Leader trainee have experience in the Demobilization Unit prior to performing the duties and responsibilities of a Demobilization Unit Leader. It is recommended that the trainee be mentored or trained by an experienced Demobilization Unit Leader and participate in simulations or simulator exercises that provide equivalent training.

**A.22.1.1** It is recommended that a Logistics Section Chief trainee have experience in the Logistics Section prior to performing the duties and responsibilities of a Logistics Section Chief. It is recommended that a trainee be mentored or trained by an experienced Logistics Section Chief and participate in simulations or simulator exercises that provide equivalent training. The Logistics Section Chief should be knowledgeable in the subordinate unit leader positions.

**A.23.1.1** It is recommended that a Service Branch Director trainee have experience in several of the Service Branch Unit Leader positions prior to performing the duties and responsibilities of a Service Branch Director. It is recommended that the trainee be mentored or trained by an experienced Service Branch Director and participate in simulations or simulator exercises that provide equivalent training.

**A.24.1.1** It is recommended that a Communications Unit Leader trainee have experience in the Communications Unit prior to performing the duties and responsibilities of a

Communications Unit Leader. It is recommended that the trainee be mentored or trained by an experienced Communications Unit Leader and participate in simulations or simulator exercises that provide equivalent training.

**A.24.3.1** For agencies that use the U.S. NIMS ICS system, the applicable incident communications plan form is ICS Form 205.

**A.25.1.1** It is recommended that a Medical Unit Leader trainee have experience in the Medical Unit prior to performing the duties and responsibilities of a Medical Unit Leader. It is recommended that the trainee be mentored or trained by an experienced Medical Unit Leader and participate in simulations or simulator exercises that provide equivalent training.

**A.25.3.1** For agencies that use the U.S. NIMS ICS system, the applicable medical plan form is ICS Form 206.

**A.26.1.1** It is recommended that the trainee be mentored or trained by an experienced Food Unit Leader and participate in simulations or simulator exercises that provide equivalent training.

**A.27.1.1** It is recommended that a Support Branch Director trainee have experience in several of the Service Branch Unit Leader positions prior to performing the duties and responsibilities of a Support Branch Director. It is recommended that the trainee be mentored or trained by an experienced Support Branch Director and participate in simulations or simulator exercises that provide equivalent training.

**A.28.1.1** It is recommended that a Supply Unit Leader trainee have experience in the Supply Unit prior to performing the duties and responsibilities of a Supply Unit Leader. It is recommended that the trainee be mentored or trained by an experienced Supply Unit Leader and participate in simulations or simulator exercises that provide equivalent training.

**A.29.1.1** It is recommended that a Facilities Unit Leader trainee have experience in the Facilities Unit prior to performing the duties and responsibilities of a Facilities Unit Leader. It is recommended that the trainee be mentored or trained by an experienced Facilities Unit Leader and participate in simulations or simulator exercises that provide equivalent training.

**A.29.3** Incident facilities can include the command post, base, camp(s), staging area(s), helispot, and helibase.

**A.30.1.1** It is recommended that a Ground Support Unit Leader trainee have experience in the Ground Support Unit prior to performing the duties and responsibilities of a Ground Support Unit Leader. It is recommended that the trainee be mentored or trained by an experienced Ground Support Unit Leader and participate in simulations or simulator exercises that provide equivalent training.

**A.31.1.1** It is recommended that a Finance/Administration Section Chief trainee have experience in several of the Finance/Administration Unit Leader positions prior to performing the duties and responsibilities of a Finance/Administration Section Chief. It is recommended that the trainee be mentored or trained by an experienced Finance/Administration Section Chief and participate in tabletop exercises that provide equivalent training. The Logistics Section Chief should be knowledgeable in the subordinate unit leader positions.

**A.32.1.1** It is recommended that a Compensation/Claims Unit Leader trainee have experience in the Compensation/Claims Unit prior to performing the duties and responsibilities of the Compensation/Claims Unit Leader. It is recommended that the trainee be mentored or trained by an experienced Compensation/Claims Unit Leader and participate in tabletop exercises that provide equivalent training.

**A.33.1.1** It is recommended that a Cost Unit Leader trainee have experience in the Cost Unit prior to performing the duties and responsibilities of a Cost Unit Leader. It is recommended that the trainee be mentored or trained by an experienced Cost Unit Leader and participate in tabletop exercises that provide equivalent training.

**A.34.1.1** It is recommended that a Procurement Unit Leader trainee have experience in the Procurement Unit prior to performing the duties and responsibilities of a Procurement Unit Leader. It is recommended that the trainee be mentored or trained by an experienced Procurement Unit Leader and participate in simulations or tabletop exercises that provide equivalent training.

**A.35.1.1** It is recommended that a Time Unit Leader trainee have experience in the Time Unit prior to performing the duties and responsibilities of a Time Unit Leader. It is recommended that the trainee be mentored or trained by an experienced Time Unit Leader and participate in simulations or tabletop exercises that provide equivalent training.

**N A.36.1.1.1** NIMS allows the following four positions to carry out the duties of the investigation/intelligence function: Unit Leader, Group Supervisor, Branch Director, and Section Chief. The JPRs for a Unit Leader under the planning section are described in Chapter 20. The JPRs for Group Supervisor, Branch Director, and Section Chief are described in Chapter 36.

## Annex B Explanation of the Professional Qualifications Standards and Concepts of JPRs

*This annex is not a part of the requirements of this NFPA document but is included for informational purposes only.*

**Δ B.1 Explanation of the Professional Qualifications Standards and Concepts of Job Performance Requirements (JPRs).** The primary benefit of establishing national professional qualifications standards is to provide both public and private sectors with a framework of the job requirements for emergency services personnel. Other benefits include enhancement of the profession, individual as well as organizational growth and development, and standardization of practices.

NFPA professional qualifications standards identify the minimum job performance requirements (JPRs) for specific emergency services levels and positions. The standards can be used for training design and evaluation, certification, measuring and critiquing on-the-job performance, defining hiring practices, job descriptions, and setting organizational policies, procedures, and goals.

Professional qualifications standards for specific jobs are organized by major areas of responsibility defined as *duties*. For example, the firefighter's duties might include fire department communications, fireground operations, and preparedness and maintenance, whereas the fire and life safety educator's duties might include education and implementation, planning and

development, and evaluation. Duties are major functional areas of responsibility within a specific job.

The professional qualifications standards are written as JPRs. JPRs describe the performance required for a specific job and are grouped according to the duties of the job. The complete list of JPRs for each duty defines what an individual must be able to do in order to perform and achieve that duty.

## B.2 The Parts of a JPR.

**B.2.1 Critical Components.** The JPR comprises three critical components, which are as follows:

- (1) Task to be performed, partial description using an action verb (See Figure B.2.1 for examples of action verbs used in the creation of JPRs.)
- (2) Tools, equipment, or materials that are to be provided to complete the task
- (3) Evaluation parameters and performance outcomes

Table B.2.1 gives an example of the critical components of a JPR.

**B.2.1.1 The Task to Be Performed.** The first component is a concise statement of what the person is required to do. A significant aspect of that phrase is the use of an action verb, which sets the expectation for what is to be accomplished.

Δ Table B.2.1 Example of a JPR

(1) Task to be performed	(1) Perform overhaul at a fire scene,
(2) Tools, equipment, or materials	(2) given PPE, attack line, hand tools, flashlight, and an assignment,
(3) Evaluation parameters and performance outcomes	(3) so that structural integrity is not compromised, all hidden fires are discovered, fire cause evidence is preserved, and the fire is extinguished.

**B.2.1.2 Tools, Equipment, or Materials That Should Be Provided for Successful Completion of the Task.** This component ensures that all the individuals completing the task are given the same tools, equipment, or materials when they are being evaluated. Both the individual and the evaluator will know what should be provided in order for the individual to complete the task.

**B.2.1.3 Evaluation Parameters and Performance Outcomes.** This component defines — for both the performer and the evaluator — how well the individual should perform each task. The JPR guides performance toward successful completion by identifying evaluation parameters and performance outcomes. This portion of the JPR promotes consistency in evaluation by reducing the variables used to gauge performance.

**B.2.2 Requisite Knowledge and Skills.** In addition to these three components, a JPR describes requisite knowledge and skills. As the term requisite suggests, these are the necessary knowledge and skills the individual should have prior to being able to perform the task. Requisite knowledge and skills are the foundation for task performance.

Δ **B.2.3 Examples.** With the components and requisites combined, a JPR might be similar to the two examples in B.2.3.1 and B.2.3.2.

**B.2.3.1 Example: Firefighter I.** Perform overhaul at a fire scene, given PPE, attack line, hand tools, flashlight, and an assignment, so that structural integrity is not compromised, all hidden fires are discovered, fire cause evidence is preserved, and the fire is extinguished.

**(A) Requisite Knowledge.** Knowledge of types of fire attack lines and water application devices for overhaul, water application methods for extinguishment that limit water damage, types of tools and methods used to expose hidden fire, dangers associated with overhaul, signs of area of origin or signs of arson, and reasons for protection of fire scene.

<div> <div>Action Verb Progression</div> <div>1</div> <div>2</div> <div>3</div> <div>4</div> <div>5</div> </div>	<b>1 Pre-operational</b>		Associate	Display	Itemize	Paraphrase	Respond
	<b>2 Basic Skills Application</b>		Begin	Distinguish	Label	Proceed	Specify
	<b>3 Superior Skills</b>		Cite	Explain	List	React	Spot
	<b>4 Skills Bridging</b>		Define	Express	Match	Recite	Start
	<b>5 Creation and Evaluation</b>		Depict	Identify	Name	Recognize	State
			Describe	Inventory	Outline	Reproduce	Tell
			Advance	Climb	Dismantle	Extinguish	Manipulate
			Apply	Collect	Display	Fasten	Measure
			Assemble	Compress	Don	File	Overhaul
			Attach	Compute	Doff	Fix	Perform
			Build	Determine	Drag	Gather	Photograph
			Calibrate	Discharge	Extend	Interview	Practice
							Prepare
							Raise
							Show
							Record
							Remove
							Search
							Secure
							Select
							Sketch
							Use
							Utilize
							Work
							Write
							Render
							Repair
							Report
							Resolve
							Schedule
							Solve
							Supervise
							Support
							Teach
							Train
							Administer
							Advise
							Approve
							Attain
							Calculate
							Check
							Coach
							Conduct
							Deliver
							Detect
							Diagram
							Direct
							Document
							Enforce
							Facilitate
							Guide
							Implement
							Impact
							Lead
							Maintain
							Manage
							Monitor
							Proceed
							Produce
							Protect
							Regulate
							Relate
							Reorganize
							Replace
							Revise
							Separate
							Survey
							Synthesize
							Transform
							Translate
							Verify
							Analyze
							Anticipate
							Appraise
							Assess
							Compose
							Conceptualize
							Conclude
							Construct
							Create
							Critique
							Evaluate
							Examine
							Forecast
							Generate
							Interpret
							Judge
							Justify
							Reconcile
							Plan
							Predict
							Prescribe
							Prevent
							Project
							Research
							Summarize

N FIGURE B.2.1 Examples of Action Verbs.



**(B) Requisite Skills.** The ability to deploy and operate an attack line; remove flooring, ceiling, and wall components to expose void spaces without compromising structural integrity; apply water for maximum effectiveness; expose and extinguish hidden fires in walls, ceilings, and subfloor spaces; recognize and preserve signs of area of origin and arson; and evaluate for complete extinguishment.

**B.2.3.2 Example: Fire and Life Safety Educator II.** Prepare a written budget proposal for a specific program or activity, given budgetary guidelines, program needs, and delivery expense projections, so that all guidelines are followed and the budget identifies all the program needs.

**(A) Requisite Knowledge.** Knowledge of budgetary process; governmental accounting procedures; federal, tribal, state, and local laws; organizational bidding process; and organization purchase requests.

**(B) Requisite Skills.** The ability to estimate project costs; complete budget forms; requisition/purchase orders; collect, organize, and format budgetary information; complete program budget proposal; and complete purchase requests.

### B.3 Potential Uses for JPRs.

**Δ B.3.1 Certification.** JPRs can be used to establish the evaluation criteria for certification at a specific job level. When used for certification, evaluation should be based on the successful completion of JPRs.

The evaluator would verify the attainment of requisite knowledge and skills prior to JPRs evaluation. Verification could be through documentation review or testing.

The individual seeking certification should be evaluated on the completion of the JPRs. The individual should perform the task and be evaluated based on the evaluation parameters and performance outcomes. This performance-based evaluation is based on practical exercises for psychomotor skills and written examinations for cognitive skills.

Psychomotor skills are those physical skills that can be demonstrated or observed. Cognitive skills cannot be observed but rather are evaluated on how an individual completes a task (process-oriented) or a task's outcome (product-oriented).

Performance evaluation requires that individuals be given the tools, equipment, or materials listed in the JPRs in order to complete the task.

Table B.3.1 provides examples of how assessment methodologies can be utilized by a certifying body.

**B.3.2 Curriculum Development and Training Design and Evaluation.** The statements contained in this document that refer to job performance were designed and written as JPRs. Although a resemblance to instructional objectives might be present, these statements should not be used in a teaching situation until after they have been modified for instructional use.

JPRs state the behaviors required to perform specific skills on the job, as opposed to a learning situation. These statements should be converted into instructional objectives with behaviors, conditions, and the degree to be measured within the educational environment.

While the differences between JPRs and instructional objectives are subtle in appearance, their purposes differ. JPRs state what is necessary to perform the job in practical and actual experience. Instructional objectives, on the other hand, are used to identify what students should do at the end of a training session and are stated in behavioral terms that are measurable in the training environment.

By converting JPRs into instructional objectives, instructors would be able to clarify performance expectations and avoid confusion caused by the use of statements designed for purposes other than teaching. Instructors would also be able to add jurisdictional elements of performance into the learning objectives as intended by the developers.

Requisite skills and knowledge could be converted into enabling objectives, which would help to define the course content. The course content would include each item of the requisite knowledge and skills ensuring that the course content supports the terminal objective.

**Δ B.3.2.1 Example: Converting a Firefighter I JPR into an Instructional Objective.** The instructional objectives are just two of several instructional objectives that would be written to support the terminal objective based on the JPR.

*JPR:* Perform overhaul at a fire scene, given PPE, attack line, hand tools, flashlight, and an assignment, so that structural integrity is not compromised, all hidden fires are discovered, fire cause evidence is preserved, and the fire is extinguished.

*Instructional Objective (Cognitive):* The Firefighter I will identify and describe five safety considerations associated with structural integrity compromise during overhaul as part of a written examination.

*Instructional Objective (Psychomotor):* The Firefighter I will demonstrate the designed use of tools and equipment during overhaul to locate and extinguish hidden fires without compromising structural integrity.

**B.3.2.2 Example: Converting a Fire and Life Safety Educator II JPR into an Instructional Objective.** This instructional objective is just one of several instructional objectives that could be written to support the terminal objective based on the JPR.

*JPR:* Prepare a written budget proposal for a specific program or activity, given budgetary guidelines, program needs, and delivery expense projections, so that all guidelines are followed and the budget identifies all program needs.

*Instructional Objective (Cognitive):* The Fire and Life Safety Educator II will list and describe the bidding process for the purchase of a published program using budgetary guidelines, program needs, and the guidelines established by local organizational procedures as part of a written examination.

*Instructional Objective (Psychomotor):* The Fire and Life Safety Educator II will lead in the purchase of a specific fire and life safety educational program by following the bidding process to completion, using local organizational guidelines, including budgetary procedures, program needs, and delivery expense projections.



**N** Table B.3.1 Assessment Methodology Sample Utilization

Assessment of...	How Assessed?	How Scored?	Methodology is Likely...
Knowledge/facts <i>Action verb examples:</i> identify, define, list, cite, state, choose, name	A written test in which the candidate is required to provide specific answers to specific questions related to the JPRs <i>Examples:</i> multiple choice, sequencing, true/false, fill-in-the- blank	Responses are scored in relation to the answer that has been determined to be correct.	Cognitive
A manipulative skill in real time <i>Action verb examples:</i> climb, build, perform, raise, haul, don	A skills test to evaluate a candidate's ability to perform physical tasks in real time <i>Examples:</i> donning SCBA, raising ladders, tying rescue knots	The directly observed performance with the correct performance outcome of the skill is normally indicated as part of the yes/no or pass/fail scoring checklist.	Psychomotor (skills)
A cognitive skill that cannot be directly observed; the application of knowledge to yield a product <i>Action verb examples:</i> develop, create, write	A work product created by the candidate usually outside of the classroom setting <i>Examples:</i> creating a budget, report, proposal, lesson plan, incident action plan	Scoring rubric for expected responses evaluating how a candidate completes the task outcome after submission. Used to differentiate consistently between different degrees of candidate performance.	Product
A mental activity to perform a cognitive skill in real time that cannot be directly observed <i>Action verb examples:</i> inspect, investigate	Candidate performs the activity in the presence of the evaluator; the verbalization of mental thought "First, I..., then I..., " etc. <i>Examples:</i> performing an inspection, conducting an investigation	Scoring rubric with questions and expected verbal responses. Used to differentiate consistently between different degrees of candidate performance.	Process
Documentation of the candidate's experience, training, and education against all JPRs <i>Action verb examples:</i> attend, participate, testify	A list of acceptable documents or items for each and every JPR <i>Examples:</i> coursework at training or college, participation in a certain number of investigations, testifying at court	This portfolio is evaluated using criteria that have been identified by the agency.	Portfolio