NFPA® 1026

Standard for Incident Management Personnel Professional Qualifications

2009 Edition

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NFPA® 1026

Standard for

Incident Management Personnel Professional Qualifications

2009 Edition

This edition of NFPA 1026, *Standard for Incident Management Personnel Professional Qualifications,* was prepared by the Technical Committee on Incident Management Professional Qualifications and released by the Technical Correlating Committee on Professional Qualifications. It was issued by the Standards Council on May 30, 2008, with an effective date of July 18, 2008.

This edition of NFPA 1026 was approved as an American National Standard on July 18, 2008.

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 qualification 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 a 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 is to identify the minimum job performance requirements for personnel performing roles within an all-hazard incident management system. It is the intent of the committee that individuals meeting this standard for a specific position will also meet the NIMS ICS Core Competencies for that position, and that individuals meeting the NIMS ICS Core Competencies for a specific position will also meet the requirement of this standard for that position.

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A reference in brackets [ ] following a section or paragraph indicates material that has been extracted from another NFPA document. As an aid to the user, the complete title and edition of the source documents for extracts in mandatory sections of the document are given in Chapter 2 and those for extracts in informational sections are given in Annex E. 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 publications can be found in Chapter 2 and Annex E.

Chapter 1 Administration

1.1 Scope. This standard shall identify the minimum job performance requirements (JPRs) for personnel performing roles within an all-hazard incident management system.

1.2 Purpose.

1.2.1 The purpose of this standard shall be to specify minimum job performance requirements for personnel performing roles within an all-hazard incident management system.

1.2.2 It shall not be the intent of this standard to restrict any jurisdiction from exceeding these requirements.

1.3 General.

1.3.1 The job performance requirements shall be accomplished in accordance with the requirements of the authority having jurisdiction; NFPA 1500, *Standard on Fire Department Occupational Safety and Health Program*; and NFPA 1561, *Standard on Emergency Services Incident Management System*

1.3.2* It shall not be required that the job performance requirements be mastered in the order they appear. The authority having jurisdiction (AHJ) shall establish instructional priority and the training program content to prepare individuals to meet the job performance requirements of this standard.

1.3.3* Performance of each requirement of this standard shall be evaluated by individuals approved by the AHJ.

1.3.4* The AHJ shall establish a specific qualification process that identifies the steps to prepare a candidate for qualification at the level the candidate will be expected to perform under the auspices of that jurisdiction and to prepare the candidate in a manner consistent and compatible with the National Incident Management System (NIMS).

1.3.5* Prior to being certified at any incident management position contained in this standard, the candidate shall meet the general knowledge and skill requirements and the job performance requirements of the pertinent chapter of this standard at the typing level necessary to function safely at the kind and type(s) of incident or planned event at which the candidate would operate.

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

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

1.4 Units.

1.4.1 In this standard, values for measurement shall be followed by an equivalent in SI units, but only the first stated value shall be regarded as the requirement.

1.4.2 Equivalent values in SI units shall not be considered as the requirement, as these values can be approximate. *(See Table 1.4.2.)*

Table 1.4.2 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^2)	square meter (m^2)	1 ft^2 = 0.0929 m^2

Chapter 2 Referenced Publications

2.1 General. The documents or portions of 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 1500, *Standard on Fire Department Occupational Safety and Health Program,* 2007 edition.

NFPA 1561, *Standard on Emergency Services Incident Management System,* 2008 edition.

2.3 Other Publications.

Homeland Security Presidential Directive-5 (HSPD-5), National Incident Management System, United States Department of Homeland Security

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

National Response Framework, United States Department of Homeland Security, Washington, DC, 2004

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2.4 References for Extracts in Mandatory Sections.

NFPA 1000, *Standard for Fire Service Professional Qualifications Accreditation and Certification Systems,* 2006 edition.

NFPA 1031, *Standard for Professional Qualifications for Fire Inspector and Plan Examiner,* 2009 edition.

NFPA 1051, *Standard for Wildland Fire Fighter Professional Qualifications,* 2007 edition.

NFPA 1081, *Standard for Industrial Fire Brigade Member Professional Qualifications,* 2007 edition.

NFPA 1143, *Standard for Wildland Fire Management,* 2009 edition.

NFPA 1561, *Standard on Emergency Services Incident Management System,* 2008 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. 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. A document, the main text of which contains only mandatory provisions using the word "shall" to indicate requirements and which is in a form generally suitable for mandatory reference by another standard or code or for adoption into law. Nonmandatory provisions shall be located in an appendix or annex, footnote, or fine-print note and are not to be considered a part of the requirements of a standard.

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). Area Command is either to oversee the management of multiple incidents that are each being handled by a separate ICS organization or to oversee the 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

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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.

3.3.24* 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,** 2008]

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

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

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

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

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

3.3.30 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.

3.3.31 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.

3.3.32 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.

3.3.33 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.

3.3.34* Group. Established to divide the incident management structure into functional assignments of operation. *(See also , 3.3.27 Division.)*

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

3.3.36 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. [**1143**, 2009]

3.3.37* 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.

3.3.38* 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.

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

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

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

3.3.42 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.

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

3.3.44 Job Performance Requirement (JPR). A 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,** 2006]

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

3.3.46 Liaison Officer. A member of the command staff, the point of contact for assisting or coordinating agencies.

3.3.47 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.

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

3.3.49* 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.

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

3.3.51 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.

3.3.52* National Incident Management System (NIMS). A system mandated by *Homeland Security Presidential Directive-5 (HSPD-5)* that provides a systematic, proactive approach guiding 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 cause, size, location, or complexity, in order to reduce the loss of life or property and harm to the environment.

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

3.3.54 Officer. The command staff positions of safety, liaison, and public information.

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

3.3.56 Operations Section. Section responsible for all tactical operations at the incident or planned event, including up to 5 branches, 25 divisions/groups, and 125 single resources, task forces, or strike teams.

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

3.3.58 Personal Protective Equipment (PPE). Full personal protective clothing, plus a self-contained breathing apparatus (SCBA) and a personal alert safety system (PASS) device.

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

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

3.3.61* 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.

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

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

3.3.64 Procedure. The series of actions, conducted in an approved manner and sequence, designed to achieve an intended outcome. [**1081,** 2007]

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

3.3.66 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.

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

3.3.68 Requisite Knowledge. Fundamental knowledge one must have in order to perform a specific task. [**1031,** 2009]

3.3.69 Requisite Skills. The essential skills one must have in order to perform a specific task. [**1031,** 2009]

3.3.70 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.

3.3.71* 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.

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

3.3.73* 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.

3.3.74* 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.

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

3.3.76 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).

3.3.77 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.

3.3.78 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.

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

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

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

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

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

3.3.84 Strike Team. Specified combinations of the same kind and type of resources, with common communications and a leader. [**1051,** 2007]

3.3.85 Supervisor. The individual responsible for a division or group.

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

3.3.87 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.

3.3.88 Tactics. Deploying and directing resources on an incident to accomplish the objectives designated by strategy. [**1051,** 2007]

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

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3.3.90* 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.

3.3.91 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.

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

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

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

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

3.3.96* 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.

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

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

3.3.99* 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. 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 supplemental 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, 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

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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 JPRs of 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 administrating 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 4.4.8.

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, 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

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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.

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, specific work tasks are assigned to specific individuals, applicable 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 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, transfer of duty procedures.

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

4.4.7 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.

4.4.8 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

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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 5.3.9.

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 Material 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 (Form ICS 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, con-

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ducting 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.

(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; potential risks of extended work shifts (work/rest cycles); professionally accepted procedures and tools; fire safety; vehicle work zone 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.

5.3.6 Conduct a safety and health investigation of an accident, incident, or planned event or near miss, using 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; identifying cause(s) of injury, death, or property damage; and determining corrections to prevent similar future losses.

5.3.7 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.

5.3.8* 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.

5.3.9 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.

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

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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; 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

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(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.

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(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 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 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 command of the Operations Section within ICS at an incident or planned

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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 a 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

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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 a 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 Incident 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. The staging area manager shall be responsible for managing all activities within a staging area at an incident or planned event. These activities shall 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

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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. ICS 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, communicating 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.

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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

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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

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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

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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, a 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

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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 a 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. The Strike Team or Task Force Leader shall report to a Division or Group Supervisor and is 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

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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 informa-

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tion 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 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.

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, 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.

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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 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 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 nontactical 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, 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.

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(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

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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, 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.

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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 communicating 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 command 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 account-

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ability 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 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; 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. Manage 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, 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.

(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

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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

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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.

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(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 operating 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.

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(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

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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 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

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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.

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(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.

Chapter 20 Demobilization Unit Leader

20.1 General.

20.1.1* For qualification at the Demobilization Unit Leader level, 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.

20.1.1.1 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.

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, 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.

20.2 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.

20.2.1 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.

20.2.2 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.

20.3 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.

20.3.1 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/

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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.

20.3.2 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.

20.3.3 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.

20.3.4 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.

20.3.5 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 21 Logistics Section Chief

21.1 General.

21.1.1* For qualification at the Logistics Section Chief 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 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.

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, managing effective communications, and recognizing and identifying unsafe acts and operations.

21.2 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.

21.2.1 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 pre-

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viously 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.

21.2.2 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.

21.3 Perform the Role of Logistics Section Chief at an Incident or Planned Event. This duty shall involve the command 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.

21.3.1 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.

21.3.2 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.

21.3.3 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.

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(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.

21.3.4 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.

21.3.5 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.

21.3.6 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 22 Service Branch Director

22.1 General.

22.1.1* For qualification at the Service Branch Director 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 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.

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 communications, and recognizing and identifying unsafe acts and operations.

22.2 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 transferring the duties of that role to another person at the appropriate time, according to the following JPRs.

22.2.1 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.

22.2.2 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;

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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.

22.3 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.

22.3.1 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.

22.3.2 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.

22.3.3 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.

22.3.4 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.

22.3.5 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 23 Communications Unit Leader

23.1 General.

23.1.1* For qualification at the Communications Unit Leader 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 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.

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, and anticipating hazards and taking action in a proactive manner to ensure responder safety

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and health, and recognizing and identifying unsafe acts and operations.

23.2 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.

23.2.1 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.

23.2.2 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.

23.3 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.

23.3.1* Prepare and implement the incident communications plan, given an incident or planned event, sources of information on existing resource and situation status information, incident 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.

23.3.2 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.

23.3.3 Create and manage the 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.

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(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.

23.3.4 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.

23.3.5 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.

23.3.6 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.

23.3.7 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.

23.3.8 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 24 Medical Unit Leader

24.1 General.

24.1.1* For qualification at the Medical 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 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.

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, 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 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.

24.2.1 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

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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.

24.2.2 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.

24.3 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.

24.3.1* 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.

24.3.2 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.

24.3.3 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.

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 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

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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 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.

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 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.

24.3.7 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.

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 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 25 Food Unit Leader

25.1 General.

25.1.1* For qualification at the Food 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 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.

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, 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.

25.2 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.

25.2.1 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

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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 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.

25.3 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.

25.3.1 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.

25.3.2 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.

25.3.3 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.

25.3.4 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.

25.3.5 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.

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25.3.6 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 26 Support Branch Director

26.1 General.

26.1.1* For qualification at the Support Branch Director 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 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.

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 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.

26.2.1 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.

26.2.2 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.

26.3 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.

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

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26.3.2 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.

26.3.3 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.

26.3.4 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.

26.3.5 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 27 Supply Unit Leader

27.1 General.

27.1.1* For qualification at the Supply Unit Leader 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 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.

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, 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.

27.2 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.

27.2.1 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.

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27.2.2 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.

27.3 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 nonexpendable supplies and equipment.

27.3.1 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.

27.3.2 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.

27.3.3 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.

27.3.4 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.

27.3.5 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.

27.3.6 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.

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(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 Facilities Unit Leader

28.1 General.

28.1.1* For qualifications at the Facilities 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 of this standard.

28.1.1.1 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.

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

28.2 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.

28.2.1 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.

28.2.2 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.

28.3* Perform the Role of Facilities Unit Leader at an Incident or Planned Event. The Facilities Unit Leader shall be 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].

28.3.1 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.

28.3.2 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

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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.

28.3.3 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.

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 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.

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 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.

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 Ground Support Unit Leader

29.1 General.

29.1.1* For qualification at the Ground Support 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.

29.1.1.1 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.

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, 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.

29.2 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.

29.2.1 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 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 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

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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.

29.2.2 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.

29.3 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.

29.3.1 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 equipment, 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.

29.3.2 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.

29.3.3 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.

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 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.

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 methods,

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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 Finance/Administration Section Chief

30.1 General.

30.1.1* For qualification at the Finance/Administration Section Chief 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 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.

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, 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.

30.2 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.

30.2.1 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.

30.2.2 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.

30.3 Perform the Role of Finance/Administration Section Chief at an Incident or Planned Event. This duty shall involve command 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.

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30.3.1 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; interpersonal 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.

30.3.2 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.

30.3.3 Implement an incident finance/administration plan, given a 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.

30.3.4 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.

30.3.5 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.

30.3.6 Maintain a unit log, given an incident or planned event assignment and a unit log form, so that significant

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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.

30.3.7 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 31 Compensation/Claims Unit Leader

31.1 General.

31.1.1* For qualification at the Compensation/Claims Unit Leader 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 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.

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, 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.

31.2 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.

31.2.1 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.

31.2.2 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.

31.3 Perform the Role of Compensation/Claims Unit Leader at an Incident or Planned Event. The Compensation/Claims Unit Leader shall be 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.

31.3.1 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'

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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.

31.3.2 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.

31.3.3 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 polices 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.

31.3.4 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.

31.3.5 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.

31.3.6 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.

31.3.7 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.

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(B) Requisite Skills. Operating data processing hardware and software to gather information in the Compensation/Claims Unit.

31.3.8 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.

31.3.9 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 32 Cost Unit Leader

32.1 General.

32.1.1* For qualification at the Cost 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 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.

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 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.

32.2 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.

32.2.1 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.

32.2.2 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.

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(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.

32.3 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.

32.3.1 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.

32.3.2 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 established, 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.

32.3.3 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.

32.3.4 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.

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

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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. 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.

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, 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.

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 Procurement Unit Leader

33.1 General.

33.1.1* For qualification at the Procurement 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 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.

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 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.

33.2 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.

33.2.1 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.

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33.2.2 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.

33.3 Perform the Role of Procurement Unit Leader at an Incident or Planned Event. The Procurement Unit Leader shall be responsible for administrating 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, processing for payment.

33.3.1 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.

33.3.2 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.

33.3.3 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.

33.3.4 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.

33.3.5 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.

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(B) Requisite Skills. Operating needed data processing hardware and software used to gather information in the Procurement Unit.

33.3.6 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 34 Time Unit Leader

34.1 General.

34.1.1* For qualification at the Time 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 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, commissary 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.

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 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.

34.2 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.

34.2.1 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 Section 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.

34.2.2 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.

34.3 Perform the Role of Time Unit Leader at an Incident or Planned Event. The Time Unit Leader shall be 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.

34.3.1 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

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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.

34.3.2 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.

34.3.3 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.

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 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.

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. 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.

34.3.6 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.

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.1.3.2 See Annex D for additional information regarding the use of job performance requirements for training and evaluation.

A.1.3.3 It is recommended, where practical, that evaluators be individuals who were not directly involved as instructors for the requirement being evaluated.

A.1.3.4 The authority having jurisdiction should establish standard operating procedures that will acknowledge that the first arriving agency member will assume the duties and responsibilities of Incident Command until transfer of command takes place.

A.1.3.5 It is not the intent of this standard to create "one size fits all" incident management personnel. Many of the incident management positions contained in this standard require in-depth knowledge, skills, and abilities related to specific kinds of incidents or hazards. For example, a public health official can meet the requirements of this standard for Incident Commander or Operations Section Chief at a bioterrorism incident; however, this person would not meet the requirements for those same positions as they apply to a high rise or wildland fire. Many jurisdictions choose to deliver training in modules that allow personnel to be trained in certain tasks and to perform limited duties under direct supervision prior to meeting the complete requirements for certification.

A.1.3.6 The job performance requirements (JPRs) in this standard were developed to be consistent with, complementary to, and supportive of the NIMS ICS Core Competencies. The nature of the documents requires that the wording for the individual JPRs, competencies, behaviors, tasks, et cetera, be different. The NIMS document uses the terms *competencies* and *behaviors*, while NFPA professional qualifications documents use the term *job performance requirements*. It is intended

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that individuals meeting this standard for a specific position will also meet the NIMS ICS Core Competencies for that position, and that individuals meeting the NIMS ICS Core Competencies for a specific position will also meet the requirements of this standard for that position.

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*.

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, procedures, equipment, or materials, the authority having jurisdiction may base an acceptance on compliance with NFPA or other appropriate standards. In the absence of such standards the authority may require evidence of proper installation, procedure or use. The authority having jurisdiction may also refer to the listing 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. The phrase "authority having jurisdiction," or its acronym AHJ, is used in NFPA documents in a broad manner, since 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, and 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 department 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.

A.3.3.24 Deputy. In some cases, a deputy could act as relief for a superior and therefore must be fully qualified in the position. Deputies can be assigned to the Incident Commander, general staff, and branch directors.

A.3.3.27 Division. The Division level is organizationally between single resources, the task force, or the strike team and the Branch/Operations/Incident Commander.

A.3.3.29 Facilities Unit. These facilities can include the incident base, feeding areas, sleeping areas, sanitary facilities, and a formal command post.

A.3.3.34 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.3.3.37 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.3.3.38 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 agencies, both public and private, to organize field-level incident management operations.

A.3.3.39 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.3.3.41 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 predesignated 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.

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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 though 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 though 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 though 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.

A.3.3.48 Medical Unit. This unit does not provide treatment for civilians. Responder rehabilitation is the responsibility of this unit.

A.3.3.49 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.3.3.50 Multi-Jurisdictional Incident. In an Incident Command System, these incidents will be managed under Unified Command.

A.3.3.52 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 nongovernmental organizations, in the private sector, and across functional disciplines in an all-hazards context.

A.3.3.55 Operational Period. Operational periods can be of various lengths, although usually not over 24 hours.

A.3.3.59 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.3.3.61 Planning Meeting. For larger incidents, the planning meeting is a major element in the development of the Incident Action Plan.

A.3.3.62 Planned Event. Examples of planned events are parades, sporting events, air shows, conventions, and controversial court decisions.

A.3.3.63 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.3.3.67 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.3.3.71 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.3.3.72 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.3.3.73 Responder Rehabilitation. Also called *rehab*, this is the responsibility of the Medical Unit.

A.3.3.74 Safety Officer. Assistant Safety Officers, including those with technical expertise on a given incident, can be appointed to assist the Safety Officer.

A.3.3.75 Section. The Section level is organizationally between Branch and Incident Commander (IC).

A.3.3.80 Staging Area. The Operations Section manages staging areas.

A.3.3.83 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.3.3.90 Task Force. A task force might be made of resources of different kinds and/or types.

A.3.3.92 Technical Specialists. Technical specialists might be needed in the areas of fire behavior, water resources, environmental concerns, resource use, and training. Technical spe-

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cialists report initially to the Planning section but can be assigned anywhere within the Incident Command System organizational structure as needed.

A.3.3.96 Unified Command. Unified command is accomplished without losing or abdicating agency authority, responsibility, or accountability.

A.3.3.98 Unit Log. For agencies that use the U.S. NIMS ICS, ICS Form 214 is the unit log form.

A.3.3.99 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 C 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 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.

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, *Standard for Fire Department Safety Officer*, 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.

A.5.3.8 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

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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 a 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.

A.20.1.1 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.21.1.1 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.22.1.1 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.23.1.1 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.

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A.23.3.1 For agencies that use the U.S. NIMS ICS system, the applicable incident communications plan form is ICS Form 205.

A.24.1.1 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.24.3.1 For agencies that use the U.S. NIMS ICS system, the applicable medical plan form is ICS Form 206.

A.25.1.1 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.26.1.1 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.27.1.1 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.28.1.1 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.28.3 Incident facilities can include the command post, base, camp(s), staging area(s), helispot, and helibase.

A.29.1.1 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.30.1.1 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.31.1.1 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.32.1.1 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.33.1.1 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.34.1.1 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.

Annex B (Reserved)

Annex C Area and Unified Area Commands

This annex is not a part of the requirements of this NFPA document but is included for informational purposes only.

C.1 Area Command. An Area Command can be established when the complexity of the incident and incident management span-of-control considerations so dictate. Generally, the administrator(s) of the agency having jurisdictional responsibility for the incident makes the decision to establish an Area Command.

The purpose of an Area Command is either to oversee the management of multiple incidents that are each being handled by a separate Incident Command System (ICS) organization or to oversee the management of a very large or complex incident that has multiple incident management teams (IMTs) engaged or of a large planned event. An impacted tactical area should be identified that clearly defines the geographic area to be managed by Area Command.

This type of command is generally used when there are a number of incidents in the same area and of the same type, such as two or more HAZMAT spills or fires or two or more incidents such as an earthquake vying for like resources. Some incidents within the Area Command may be long term, and others may be short-term incidents. These incidents within the identified Area Command will be competing for the same critical resources. When incidents are of different types and/or do not have similar resource demands, they are usually handled as separate incidents. If the incidents under the authority of the Area Command span multiple jurisdictions or involve multiple agencies, a Unified Area Command should be established. This allows each jurisdiction or agency involved to have appropriate representation in the Area Command.

Area Command is particularly relevant to public health emergencies, given that these events are typically not site specific, not immediately identifiable, geographically dispersed, and evolve over time, ranging from days to weeks. Such events as these, as well as acts of biological, chemical, radiological, and nuclear terrorism, call for a coordinated intergovernmental, private industry, and nongovernmental organization response, with large-scale coordination typically conducted at a higher jurisdictional level.

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C.2 Responsibilities. For the incidents under its authority, the Area Command does the following:

(1) Sets overall agency incident-related priorities
(2) Allocates critical resources according to the established agency priorities
(3) Ensures that incidents are properly managed
(4) Ensures effective communications
(5) Ensures that incident management objectives are met and do not conflict with each other or with agency policies
(6) Identifies critical resource needs and reports them to the interagency coordination system
(7) Ensures that short-term "emergency" recovery is coordinated to assist in the transition to full recovery operations
(8) Provides for personnel accountability and a safe operating environment

The Area Command develops an action plan detailing incident management priorities, needs, and objectives. This plan should clearly state policy, objectives, and priorities; provide a structural organization with clear lines of authority and communications; and identify incident management functions to be performed by the Area Command (i.e., public communications). Area Command has a responsibility to assure that the feeding, medical care, and overall welfare of personnel assigned to function under the Area Command is provided.

C.3 Organization. The Area Command organization operates under the same basic principles as the ICS. Typically, an Area Command is not limited to but will comprise the following key personnel, as outlined in C.3.1 through C.3.4, all of whom must possess appropriate qualifications and certifications.

C.3.1 Area Commander (Unified Area Command). The Area Commander is responsible for the overall direction of the incident management teams assigned to the same incident or to incidents in close proximity. This responsibility includes ensuring that conflicts are resolved, that incident objectives are established, and that strategies are selected for the use of critical resources. The Area Command is also responsible for coordinating with federal, state, local, tribal, and participating private organizations.

C.3.2 Area Command Logistics Chief. The Area Command Logistics Chief provides facilities, services, and materials at the Area Command level and ensures the effective allocation of critical resources and supplies among the IMTs.

C.3.3 Area Command Planning Chief. The Area Command Planning Chief collects information from various IMTs to assess and evaluate potential conflicts in establishing incident objectives, strategies, and priorities for tracking and allocating critical resources.

C.3.4 Area Command Support Positions. The following positions are not limiting but should be activated as necessary:

(1) *Area Command Resources Unit Leader.* The Resources Unit Leader tracks and maintains the status and availability of critical resources assigned to each incident under the Area Command.
(2) *Area Command Situation Unit Leader.* The Situation Unit Leader monitors the status of objectives for each incident or IMT assigned to the Area Command.
(3) *Area Command Public Information Officer (PIO).* The PIO provides public information coordination between incident locations and serves as the point of contact for media requests to the Area Command.
(4) *Area Command Liaison Officer.* The Liaison Officer helps maintain off-incident interagency contacts and coordination.
(5) *Area Command Aviation Coordinator.* An Aviation Coordinator is assigned when aviation resources are competing for common airspace and critical resources, and works in coordination with incident aviation organizations to evaluate potential conflicts, develop common airspace management procedures, and prioritize critical resources.
(6) *Technical Specialists.* Technical Specialists can be assigned using personnel offering expertise in specific areas.
(7) *Area Command Staging Area Manager.* The Staging Area Manager establishes and manages a location where resources can be placed while awaiting a tactical assignment.

C.4 Location. The following guidelines should be followed in locating an Area Command:

(1) To the extent possible, the Area Command should be established in close proximity to the incidents under its authority. This makes it easier for the Area Commander and the Incident Commanders (ICs) to meet and otherwise interact.
(2) It is, however, best not to collocate an Area Command with any individual Incident Command Post. Doing so might cause confusion with the command and management activities associated with that particular incident.
(3) Area commands must establish effective, efficient communications and coordination processes and protocols with subordinate ICPs, as well as with other incident management organizations involved in incident operations.
(4) The facility used to house the organization should be large enough to accommodate a full Area Command staff. It should also be able to accommodate meetings between the Area Command staff, the ICs, and agency executive(s), as well as news media representatives.

C.5 Reporting Relationships. When an Area Command is involved in coordinating multiple incident management activities, the following reporting relationships will apply:

(1) The ICs for the incidents under the Area Command's authority report to the Area Commander.
(2) The Area Commander is accountable to the agency(s) or to the jurisdictional executive(s) or administrator(s).
(3) If one or more incidents within the Area Command are multi-jurisdictional or multi-agency, a Unified Area Command should be established. In this instance, ICs would report to the Unified Area Command.

C.6 Purpose of Area Command. The information in Section C.6 is provided by the National Incident Management System Consortium.

This section describes why, when, where, and how Area Command is established, and the organization, facilities, and communications required. It covers the organizational relationships between an Area Commander and Incident Commanders, and between Area Commander(s) and agency communication centers. The demobilization process under an Area Command organization is also described.

Experience has shown that in some large-scale occurrences, it is advantageous to implement a level of command between the agency communication center and the various incident commands. Area Command can often be gainfully used when there are a number of incidents, generally in the same geographic area, typically requiring similar types of resources.

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Area Command is implemented based upon the needs of the jurisdiction. Examples are as follows:

(1) Multiple incidents that are each handled by an ICS organization. Area Command is used when there are a number of incidents in the same general area and often of the same general kind (e.g., multiple structure fires, multiple wildland fires, collapsed buildings, EMS incidents, civil disturbance, planned events, or earthquakes). Typically, these kinds of incidents compete for the same resources.
(2) Very large incidents that have multiple Incident Commanders assigned. For example, an earthquake or wildfire that causes extensive damage over a wide area may call for an Area Command. (Many after action reports have suggested the need to establish an Area Command to more effectively prioritize resources.)
(3) Area Command can also be used for a large planned event (e.g., a large parade, air show, political convention, etc.).

Incidents, within a single jurisdictional area, that are not in close proximity and/or do not have similar resource demands would usually be handled as separate incidents through an agency communications center.

The most common situations in which Area Command has been used are wildland fires, earthquakes, civil disturbances, hurricanes, and large planned events. Area Command was used in response to such diverse situations as the *Exxon Valdez* oil spill, Los Angeles civil disturbances, Northridge earthquake, and the Presidents Cup Golf Tournament.

In situations where multiple incidents are occurring, the need for an Area Command makes Incident Commanders and Agency Administrators more effective for the following reasons:

(1) Much of the inter-incident coordination normally required of each Incident Commander will be accomplished at the Area Command level, allowing the individual Incident Commanders within the identified area to focus attention on their assigned incident.
(2) Area Command sets priorities between incidents and allocates critical resources according to priorities established by the Agency Administrator.
(3) Area Command helps Agency Administrators by ensuring that agency policies, priorities, constraints, and guidance are being communicated to the respective Incident Commanders.
(4) Area Command reduces the workload of the Agency Administrator, especially if there are multiple incidents occurring simultaneously.

Some criteria for activating and utilizing Area Command are as follows:

(1) Several major or complex incidents are in close proximity.
(2) Critical human or property values are at increased risk when multiple incidents are competing for limited resources.
(3) Difficulties with inter-incident resource allocation and coordination are encountered.

Incident Commanders must recognize critical priorities established by an Area Command Commander. Incident Commanders might not always concur with Area Command decisions on priorities and critical resource allocations; however, it is essential that each Incident Commander understand that the ability to obtain critical resources and services is balanced with the priorities established for the geographic area of impact. It is also essential for Incident Commanders to understand that they might have to adjust incident strategies, tactical objectives, and resource assignments due to a change in the resources available during a given operational period.

It is important for the Area Commander to maintain communications with Agency Administrators, assisting and cooperating agencies, and other affected or interested groups through the appropriate channels. This function, if accomplished at the Area Command, can reduce the level of coordination that individual Incident Commanders' staffs must perform, and will increase the flow of information to all interested parties. A command and tactical radio channel must be identified.

Area Command has the following six primary functions:

(1) Provide agency direction or jurisdictional authority for assigned incidents.
(2) Ensure that Incident Commanders have a clear understanding of agency expectations, intentions, and constraints related to the incident(s).
(3) Establish priorities for use of critical resources between various incidents based on incident needs and agency policy and direction.
(4) Ensure appropriate incident management organizations and staffing for the kind and complexity of the incidents involved.
(5) Maintain contact with the Agency officials in charge, assisting and cooperating agencies, and other interested groups.
(6) Coordinate the demobilization and/or reassignment of resources between assigned incidents.

C.7 Responsibilities. The Area Commander, working in cooperation with the agency/jurisdictional administrator and the assigned ICs, has the authority and the responsibility to do the following, related to individual incidents within the Area Command:

(1) Set overall strategic objectives
(2) Set overall agency incident-related priorities within the identified geographical area managed by Area Command
(3) Allocate critical resources based on priorities within the identified geographical area managed by Area Command
(4) Ensure that incidents within the identified geographical area managed by Area Command are properly managed
(5) Ensure that objectives for incidents within the identified geographical area managed by Area Command are met and do not conflict with each other or with agency policy

The Area Commander should allow the respective ICs as much flexibility as possible in implementing their respective Incident Action Plans (IAPs).

It is important to ensure that ICs have a clear understanding of agency expectations, intentions, and constraints related to the incidents. It is possible that the assigned ICs might not have had a full briefing on agency or jurisdictional expectations related to their incidents prior to the time that Area Command is established.

The Area Commander is responsible for the overall direction of IMTs assigned within their Area Command. This responsibility includes ensuring that conflicts are resolved, incident objectives are established, and strategies are selected for the use of critical resources.

Area Command also has the responsibility to coordinate with local, state, federal, and volunteer assisting and/or cooperating organizations. Area Command will be required to coordinate

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with the dispatch center and a Department Operations Center (DOC) if activated.

C.8 Authority. When Area Command is activated, an Area Commander will be designated and given appropriate delegated authority. Area Command should be established by the Agency Administrator based on established agency policies. The authority given to the Area Commander should be written as a standard operating procedure (SOP) prior to implementation of Area Command. This written procedure will eliminate confusion and provides the Area Commander with the authority to oversee management of the incidents.

C.9 Implementation. Because of the proven value of Area Command, considerable work has gone into describing how Area Command should function. An agency or jurisdiction that plans on implementing an Area Command should develop an SOP for implementation, including applicable policies, objectives, limitations, and constraints. These issues will have to be arranged at the time Area Command is established if they are not prearranged.

Area Command can function in two modes. They can prioritize resources between the multiple incidents only, or they can take over dispatch and allocate resources by deploying them within the identified impacted area.

When there is a large-scale escalating incident or an anticipated one, it might be most practical to have Area Command assume the responsibility of allocating by dispatching resources into the impacted area.

For example, in a torrential rainstorm that creates flooding, a normal dispatch center will create incidents and dispatch them to all reported incidents. By having an Area Command setup that tracks and dispatches to all the incidents within the impacted area, Area Command can focus on repetitive calls for incidents in the same area through communication with resources nearby, thus preventing duplicate dispatches and therefore can clear many incidents appearing in the same proximity. A dispatch center will become overwhelmed and continue to dispatch resources to every incident.

In this situation, the dispatch center must be capable of efficiently identifying incidents within any established impacted area, assigning these incidents to the established Area Command for dispatch, and maintaining continuous communications with Area Command. Any incidents transferred to Area Command that are determined to be outside the identified tactical area are immediately returned to the department dispatch center.

Once Area Command has been established, the Area Commander should ascertain the following:

(1) General situation
(2) Incidents and geographic area assigned to Area Command
(3) Jurisdictional delegation of authority
(4) Time of assumption of command and notification procedure
(5) Names and qualifications of assigned ICs
(6) Incidents operating under Unified Command
(7) Limitations on the Area Commander's authority over ICs (should be pre-determined)
(8) IAPs are available
(9) Policies, political factors, or other constraints (should be pre-determined)
(10) Names of agency advisors assigned
(11) Area Command facility designated
(12) Status of communications systems that operate between the agency dispatch center to Area Command and between Area Commanders to Incident Commanders
(13) Designated radio channels for communication
(14) Critical resource designations
(15) Policy and expectations for interaction with the media
(16) Area Command reporting responsibility to agency
(17) Schedules for required briefings and contacts

Agencies should be proactive when considering the use of Area Command. An agency should understand and exercise the concept prior to actual implementation. Often, agency dispatchers will be the first to recognize inter-incident coordination problems.

It can take some time to establish the Area Command. If a local department develops a plan and conducts exercises to test the plan, the activation time can be reduced significantly. If there are existing facilities that have an established communication system (fixed or mobile) that can be used (e.g., designated police and fire stations), the time needed to set up the Area Command can be reduced.

When Area Command is established, IC (s) for each of the incidents under the authority of the Area Command will report to and brief the Area Commander. Initially, such reports and briefing may be done by cell phone, landline, or radio on a command channel. The Area Commander is designated by and accountable to the agency or jurisdictional executive or administrator.

The following should apply to the implementation of an Area Command:

(1) ICs covered by the Area Command must be notified that an Area Command is being established.
(2) The Area Command staff should consist of qualified personnel with respect to their functional areas. The functions of Area Command require personnel that have training and/or experience and are qualified to facilitate dispatch and manage incidents.
(3) The Area Command organization operates under the same basic principles used in the ICS. The Area Command positions, on an as-needed basis, could consist of the following:
    (a) Area Commander
    (b) Area Command Logistics Chief
    (c) Area Command Planning Chief
    (d) Area Command Resources Unit Leader
    (e) Area Command Situation Unit Leader
    (f) Area Command Public Information Officer
    (g) Area Command Liaison Officer
    (h) Area Command Staging Area Manager

Specific positions to be established will be determined by the Area Commander. For example, the Area Commander might determine the need for Technical Specialists. This need will depend on the kinds of incidents involved. Technical Specialists within the Area Command would provide specific information and expertise relating to their specialty, for example, the following:

(1) In incidents involving the use of aircraft, an Aviation Specialist
(2) Where hazardous materials are involved, a Hazardous Materials Specialist and an Environmental Specialist
(3) In situations where multiple agencies are involved, a Communications Specialist
(4) In situations involving structural collapse, a Structural Specialist

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The Area Commander will determine the need for and application of Safety Officer and Assistant Safety Officers.

It is important to remember that Area Command does not in any way replace incident level ICS organizations or functions. The above positions, if established, are strictly related to Area Command functions.

ICs under the designated Area Commander are responsible to and part of the overall Area Command organization. These ICs request and receive resources from the Area Commander.

The Area Command should, to the extent possible, be located in close proximity to the incidents under its authority. This will facilitate meetings and direct contact between the Area Commander and ICs.

Communications must be maintained with the local dispatch center to provide information on reported incidents within the identified geographic area. In addition, Area Command must have the ability to communicate this information to the resources assigned to the Area Command. Therefore, Area Command should be located in a facility (mobile or fixed) that has sufficient communication capability to meet these needs.

It is best not to co-locate Area Command with one of the incidents it is managing. Doing so can cause confusion with the management of that incident.

Area Commands must maintain records of service requests, dispatch, and status of all resources within its identified geographical area. This can be a complex undertaking.

During a large civil disturbance or planned event where a large number of fire and Emergency Medical Service (EMS) incidents are occurring, Area Command will be faced with multiple incidents. Responding resources might, where practical, be encouraged to use a defensive mode of operation at fires, making themselves available for further dispatch by Area Command immediately after "knockdown" is accomplished.

Normally, Area Command is used to prioritize resource requests from several ICs. Experience has shown that it can also be used to dispatch for a single large-scale event, as identified above, where each incident would have an IC, but the number of incidents is so large that dispatch to all these incidents in an identified geographic impacted area must be coordinated at one facility. In the case of multiple fire and EMS incidents, resources at each individual incident will become available in a relatively short period of time. Because training to become proficient in operating an Area Command is required, an Area Command needs to be capable of maintaining an effective dispatch system, tracking resources, and generally managing incidents. The Area Command would still prioritize the number of resources they dispatch to each incident occurring within a large impacted tactical area. The strategy must be given to all officers regarding the tactics to be used within the identified area. Initially, this direction would be considered a verbal Area IAP.

Another example would be a significant natural disaster such as an earthquake or flood. The local department should have a plan of how to identify the impacted area in a timely fashion. This plan could be accomplished by companies driving through pre-assigned areas checking critical infrastructure and hospitals, schools, and multi-story or large buildings for damage. This identification could also be accomplished, in whole or in part, by using air resources available from law enforcement, fire departments, the military, public/private utilities, the news media, etc. To ensure response to all reported incident locations, a degraded dispatch mode needs to be established, reducing the number of resources that would be dispatched to incidents under normal circumstances. Once an impact area is identified [by a geographic area (e.g., fire station district, battalion, division)] as being too large for a single IC to manage effectively, an Area Commander should be established.

The location hosting the Area Command organization should be large enough to accommodate the entire Area Command staff. Ideally, the location should have the capability to accommodate meetings between the Area Command Staff, ICs, Agency Administrator(s), and news media representatives. In some cases, those meetings might have to be held outside a building.

When radios are a primary means of communication, the Area Command facility should have line of sight coverage to ICPs or to repeaters serving those incident facilities. The facility should allow for suitable locations to temporarily install radio equipment, including antennas.

Public buildings such as police and fire stations have proven to be effective Area Command Posts. Some agencies utilize trailers and/or motor-driven units that have been specially equipped to accommodate Command and General Staff functions, including Plans, Logistics, Finance/Administration, and Communications.

The Area Commander should also develop procedures to be followed within the Area Command. These procedures should be reviewed with the respective ICs. Procedures could include the following:

(1) Incident and agency or jurisdictional priorities
(2) Priorities for assignments of critical resources
(3) Schedules of meetings and briefings
(4) Reports and IAPs
(5) Points of contact with Agency Administrators
(6) Media relations and contact procedures
(7) Unusual situation or emergency procedures reporting processes
(8) Demobilization procedures
(9) Designated radio channels or methods of communication

The Area Commander should have an initial joint meeting with ICs at one location. In rapidly escalating incidents, this can be done by cell phone, landline, or radio transmission. The meeting should follow a prescribed format. The agenda for a meeting should include the following:

(1) Obtain concise individual incident briefings.
(2) Explain the role and responsibilities of an Area Commander.
(3) Review the general policy and direction for the incidents as stated by the Agency Administrator.
(4) Resolve any conflicts that might exist between Agency Administrator policy and situations at the incidents.
(5) Review appropriate procedures as outlined above.
(6) Be open for questions and input.
(7) Collect available essential information regarding each incident or IAPs.

The Area Commander must ensure that all appropriate decisions and procedures are made clear to agency dispatchers and any other organizations involved in the Area Command.

Concerns or unresolved issues brought up at the meeting should immediately be discussed with Agency Administrator(s). These could include environmental issues, political sensitivities, fiscal concerns, etc.

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Establishing priorities is one of the most important functions an Area Commander performs. In order to make timely decisions when two or more incidents are competing for critical resources and services, priorities must be established among various incidents based on incident needs, agency policy, and an objective analysis of the total Area situation. The intent is to establish critical priorities for the common good of the total situation.

There are three different types of priorities that Area Command is typically required to establish, as follows:

(1) Priorities among the incidents within Area Command (often related to the life and property values at risk)
(2) Priorities related to allocation of resources within the identified impacted area
(3) Priorities related to demobilization of resources

The Area Commander is responsible for the overall management of the assigned incidents. At the earliest opportunity, the Area Commander should review with the ICs their respective organizations and primary Command and General staff assignments. It is important to ensure that incident management staff assignments, organizations, and resources are appropriate for the kind and complexity of the incidents involved. The Area Commander can recommend or make appropriate changes and shifts in personnel or resource assignments as necessary.

It is possible that one incident can have resources assigned that would be better suited for a different incident such as a hazardous materials or urban search and rescue incident.

There are three major coordinating functions of the Area Command, as follows:

(1) *Between Agency/Jurisdictional Administrators and ICs.* Once an Area Command or a Unified Area Command is established, contact between Agency/Jurisdictional Administrators and the respective incidents should be channeled through the Area Command. This will ensure a proper chain of command, and help to eliminate mixed signals or confusion.
(2) *Between Area Command, Incident Command, and Assisting and Cooperating Agencies.* The agencies that are assisting and/or cooperating on more than one of the incidents but are not part of the Command should provide representatives to the Area Command. These representatives should be fully integrated into the Area Command organization as Agency Representatives and will report to the Area Command Liaison Officer.
(3) *Between the Media and the Incidents.* Relations between these entities will be especially important in an Area Command setting. Incidents of significant size or scope are likely to attract tremendous media attention.

The Agency or Jurisdiction Administrators should establish a policy with the Area Commander for handling the media. These decisions should be passed on to ICs and PIOs. An Area Command PIO might be utilized.

One solution related to keeping the media informed is to schedule periodic media briefings at the Area Command facility location that will update the situation for all incidents. PIOs from the various incidents can provide the updates and schedule future media tours as appropriate.

C.10 Demobilization. Demobilization planning will start at the Incident level. Area Command does not demobilize resources directly unless they are dispatching resources. The role of Area Command is to identify to the respective ICs what the priorities will be for demobilization, coordinate the demobilization of critical resources with the respective ICs, and identify what, if any, resources will be required to re-deploy to other assignments. Teams, crews, companies, task forces, or strike teams from an agency or jurisdiction that have been divided to support incidents should be reassembled prior to departure.

The Area Command demobilization plan should be provided to the ICs so that incident-level demobilization planning can proceed. Incidents should provide verbal information or copies of their demobilization schedules to the Area Command prior to actual demobilization and then wait for approval.

C.11 Unified Area Command. Some incidents operating under an Area Command might be multi-agency and/or multi-jurisdictional, and might have a Unified Command structure in place. If this is the case, then the Area Command should also be a Unified Area Command. This will require full jurisdictional representation at the Unified Area Command.

It is essential that all parties are clear on agency/jurisdictional "strategic goals" and "rules of engagement."

Some examples of "strategic goals" that might be established in a civil unrest situation:

(1) Protection of civilian, fire fighter, and police personnel life is the primary priority.
(2) Protection of schools, libraries, hospitals, churches, police and fire stations, and industrial and commercial occupancies is of primary concern to fire commanders.
(3) Fire personnel do not assume any crowd control functions.
(4) Police personnel do not assume any fire-fighting functions.

The following are examples of "rules of engagement" that might be established in a civil unrest situation:

(1) Fire fighters are not to be unnecessarily exposed to hostile action (e.g., on aerial ladders used for elevated streams).
(2) No salvage operations are to be undertaken.
(3) No "overhaul" operation is to be undertaken.

Except in extremely aggravated circumstances, arrests should not be attempted by police personnel supporting fire suppression operations.

The Area Command becomes a Unified Area Command when incidents are multi-agency or multi-jurisdictional. Major disasters such as earthquakes, floods, multiple fires, or severe storms might create a large number of incidents affecting multi-jurisdictional areas. Due to the size and potential impact, these incidents provide an appropriate environment to designate an Area Command to manage the impacted area.

C.11.1 Area Command Summary. Establishing Area Command for a spontaneous event requires a significant period of time, in that personnel need to be mobilized to assist Area Command prior to its activation. Area Command is a management tool and should only be implemented on an as-needed basis. Resources assigned to Area Command remain assigned until released by the Area Commander. As time permits, an IAP for the entire Area should be developed that will be provided and used for each operational period. When operationally practical, the dispatch of resources should be returned to the dispatch center and Area Command should be deactivated. The dispatch center can provide better incident and resource status compared to an Area Command.

Some of the criteria that should be considered when selecting an Area Command location include the following:

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(1) Close proximity to incidents
(2) Sufficient space for staff, displays, and meetings
(3) Suitability for continuous operation
(4) Adequate capabilities to support radio and other communication with incidents and agency offices, such as phone, facsimile, and computer connections
(5) Availability of backup power
(6) Adequate and secure parking
(7) Proximity to commercial sources of support for food and lodging

Most departments identify incidents by a chronological incident number assigned at the dispatch center. When Area Command is implemented, incidents will be discovered within the geographic area and communicated to Area Command. Often, time constraints or high activity do not permit the Area Command to contact the dispatch center for an incident number; a department should have a standard alternative temporary incident numbering plan at Area Command. One system that has been tested and demonstrated to work is to use the Battalion or Division identifier and use a numerical sequence behind the number. Examples are Division 1-1, 1-2, and 1-3 and Battalion 3-1, 3-2, and 3-3. As time permits, which may be at the conclusion of the incident, these incidents should be given to the dispatch center to transform them into official incident numbers.

C.12 Scenarios. Experience has demonstrated that Area Command is established as necessary to provide command authority and coordination for multiple incidents in proximity. Area Command has the option to manage all incidents in the designated area or prioritize resources with ICs assigned within the geographic area.

C.12.1 Unplanned Event. Area Command has been established in a geographic area encompassing two battalions of a city fire department impacted by a flash flood. Numerous incidents are occurring in the area, including multiple fires, collapsed structures, and trapped or stranded individuals. In this scenario Incident Commanders (ICs) are assigned to each incident. The Area Commander receives resource requests from the ICs, then coordinates and prioritizes allocation of assigned area resources to the individual incidents. The Area Command requests and obtains additional agency and mutual aid resources through the local fire department dispatch center. Area Command is assigned specific radio channels for use.

The fire department is organized in Division and Battalion boundaries. The Area Command Post is established at the Administrative Division office location in close proximity to the two impacted battalions. There are existing tools, equipment, and communications systems pre-installed to reduce the setup time for Area Command Post. In the event the pre-designated location becomes non-operable, a Command Officer's vehicle or a special communication unit will be available for use.

The Area Command has been established because of the following:

(1) Several major incidents or the potential of many incidents of a similar type in close proximity are occurring.
(2) Critical human or property values are at risk due to the incidents, which require a large demand for resources.
(3) Conflicts are encountered with resource allocation and coordination among incidents in close proximity.

The local dispatch center continues to dispatch resources to incidents as long as possible, until the Area Command is operational and able to assume this function. The dispatch and prioritization function will require a significant number of personnel to track different incidents and assigned resources. Certain company personnel have been trained during past training exercises. The Area Commander has briefed each IC that the ability to provide resources and services in the Area will be balanced with the other priorities within the jurisdiction. The Area Commander has also made it clear that ICs might have to adjust incident strategies, tactical objectives, and resource assignments due to the lack of resources during a given operational period.

Once Area Command is established, contact between agency or jurisdictional administrators and the respective incidents are channeled through the Area Command. This ensures a proper chain of command and helps eliminate mixed signals or confusion. Agencies assisting and/or cooperating on more than one of the incidents that are not part of Area Command provide an Agency Representative to Area Command through the Area Command Liaison Officer.

Media relations will be especially important in this Area Command setting. The agency administrator has established a policy that the Area Command will be the media contact. Area Command has established an Area Command PIO and a media briefing schedule at the Area Command location.

C.12.2 Examples of Unplanned Events.

C.12.2.1 Example 1: Weather-Related Event. This event occurs without the ability to preplan specific actions. A microburst spawned from a thunderstorm has created high wind damage to several structures within a one square mile area. Several small fires erupted, gas is leaking, and there are a number of injuries.

The responding Battalion Chief establishes a geographic impacted area and provides this information to the dispatch center. The dispatch center confers with the senior duty officer of the fire agency and then advises the Battalion Chief to establish an Area Command and their responsibilities will be limited to that assignment for the duration of the situation. The impacted area is identified and mapped at the dispatch center, and all incidents within this area are identified and relayed to Area Command once it is implemented. The Area Command Post and staging location for resources are established using the Battalion Chief's vehicle at a local fire station. Dedicated radio channels are provided to manage Area Command. If the impact area expands outside the established area, the dispatch center will be notified and the new area boundary established. Requested resources are provided to Area Command by the dispatch center for use within the impacted area. When responding units find a circumstance that requires multiple resources to resolve the situation, a company officer is designated as IC.

Area Command prioritizes each incident and allocates and dispatches resources to each Incident Commander. The Area Command also establishes a sufficient resource pool to handle additional incidents that might develop. Based upon the size and complexity of the incidents, additional resources are requested by Area Command through the dispatch center. The dispatch center or DOC projects the need for personnel recall and mutual aid and makes the necessary arrangements to accomplish those tasks.

C.12.2.2 Example 2: Civil Disturbance. A community experiences a civil disturbance that involves three fire department battalions. Experience has demonstrated that it will be advantageous to establish Area Command in proximity to the impacted tactical area along with staged resources. This Area Command

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will not initially be a Unified Area Command with the local law enforcement agency unless the law enforcement Area Command co-locates with the fire department Area Command.

Police, sheriff, and highway patrol officers are immediately requested by the fire dispatch center to provide escorts for fire and EMS responders and are asked to stage at or near the fire department Area Command location. Body armor will be made available for all fire service resources operating within the impacted tactical area.

In this community, the fire department has established predesignated secure locations for Area Command sites. In this situation, it is located at a fire department Division office (a geographic area of the community, covering five fire battalions). Because of the widespread area of impact involving three battalions and the need to continue adequate protection for the remainder of the community, Fire Area Command will perform all dispatch functions for fire and EMS incidents within an identified geographic area, using the resources that are assigned to the Area by the community's fire dispatch center.

The involved fire department's Shift Commander has notified the dispatch center of the establishment of the Area Command and has directed them to forward all requests for fire and/or EMS services within this impacted tactical area to Area Command by either fax, mobile data terminal, dispatch teletype, or telephone for dispatch. The Shift Commander advises that a radio channel will be used as a last resort because available radio channels will be very limited. This supervisor further advises the dispatch center that Area Command will notify them when the Area Commander is set up and ready to take over dispatch responsibility.

The Area Commander will request the number of fire companies and ambulances deemed appropriate for the initial situation. This request will be reviewed for approval by the involved fire department's Duty Officer. The dispatch center is advised to make preparations for additional resource deployment should the Area Commander determine that is necessary as the civil disturbance develops. Based upon these projections, the dispatch center will request assistance from private ambulance providers and fire mutual aid resources.

The department has previously determined that, for this type of situation, forming Task Forces comprised of three engines (or two engines and a truck company) with a leader (typically one of the company officers) or a five engine Strike Team with a leader (Battalion Chief) is the most viable option for dispatch and tracking of resources and to provide the appropriate level of safety for their personnel. A preplanned resource numbering system is used to identify the Task Forces and Strike Teams.

The department has previously determined that for EMS incidents, the use of Medical Task Forces comprised of one engine and two ambulances (one Advanced Life Support and one Basic Life Support) or one engine and one ambulance along with an EMS Squad apparatus will be used. The goal is to have one fire officer in charge of the Task Force.

A standard operating procedure (SOP) for Area Command is in place. The region's fire agencies have conducted exercises to enhance their Area Command operations and have predesignated companies that routinely train on taking calls, dispatching, and tracking resources. Radio channels are identified for use by Area Command to include separate dispatch and command channels as a minimum.

A system has been put in place so that new incidents transmitted to Area Command from field resources operating within the impacted area are dated, timed, and numbered at Area Command and then at a later time officially numbered by the dispatch center. The system used for all incidents given to Area Command by field resources within the identified geographic area will be numbered using the Division number followed by a sequence of numbers (e.g., Division 1-1, 1-2, 1-3), and recording a date and time of the incident.

Fire Area Command meets with the law enforcement agencies, and it is agreed for safety of personnel that a police escort comprised of one police unit will be assigned to each Task Force and Strike Team dispatched.

Area Command identifies an Area Command PIO to handle inquiries from local news.

At the conclusion to the high incident activity, Area Command returns the responsibility for dispatching to the department dispatch center.

C.12.3 Example of a Planned Event. This scenario describes a planned event that is managed at the Battalion level. The event is an air show at a general aviation airport. The crowd is expected to number 20,000 over the two days of the event. Potential exists for heat-related health emergencies and other incidents associated with large crowds. The Blue Angels and the Army Golden Eagles Parachute Team will be performing two shows a day. This event will be managed by a Unified Area Command consisting of an airport manager, a fire battalion chief, and a police captain.

The Unified Area Commanders are responsible for approving the event IAP for the Area. The IAP identifies a Command Post location at the airport terminal and staging locations for emergency response resources. Resources available to Area Command are staged at strategic locations within the Area to facilitate rapid deployment.

The geographic area for the Unified Area Command is identified as the airport property and written documentation of this area is given to the department's dispatch center. If the geographic area expands during the incident, for example, due to an off-facility aircraft crash in close proximity, this area would be identified, expanded, and coordinated with the dispatch center. Maps that identify the geographic area are available at the Unified Area Command Post to ensure that incidents given to the Area Command by dispatch are within the pre-identified area. During the event, incidents within the identified area are transferred from the dispatch center to Unified Area Command by mobile data terminal, radio, phone, or fax and are confirmed by the same means. All incidents transferred to Unified Area Command that are determined to be outside the identified area and not part of the event are returned immediately to the dispatch center and managed as a normal incident by dispatch. It is assumed that the Unified Area Command will become very busy and therefore will only handle incidents within the identified area that are part of the event.

A communication plan is part of the IAP for the identified area, and the Area Command, working in cooperation with the jurisdictional agencies dispatch center, identifies predesignated radio channels for use during the event. This includes sufficient channels to facilitate dispatch, a command channel, and a tactical channel. These channels will be used in a direct (vs. repeat) mode, as there are limited channels available to the jurisdictional agencies. The jurisdictional agencies are using other city agency radio channels (Public Works) that are available for use during the event. The Communications Section is very important to facilitating the necessary communications between the dispatch to Unified Area Command, Unified Area Command to resources, or to ICs within the Unified Area Command.

C.12.4 Comparative Definitions. Comparisons are found in Table C.12.4(a) and Table C.12.4(b).

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Table C.12.4(a) Comparative Definitions

Term	Definition
Incident Management Systems	The management system used to direct all operations at the incident scene. The Incident Commander (IC) is located at an Incident Command Post (ICP) at the incident scene.
Unified Command	An application of the Incident Command System (ICS) used when there is more than one agency or jurisdiction with incident jurisdiction. Agencies or jurisdictions work through a Unified Command at a single ICP to establish a common set of objectives and strategies and a singe Incident Action Plan (IAP).
Area Command (Unified Area Command)	Establish as necessary to provide command authority and coordination for two or more incidents, often in proximity. Area Command works directly with ICs. Area Command becomes Unified Area Command when Incidents are multi-agency or multi-jurisdictional. Area Command is established at a fixed location other than ICP.
Multi-Agency Coordination System (MAC)	An active or formal system used to coordinate resources and support between agencies or jurisdictions at the regional level. MAC functions are carried out by the MAC Group, which interacts with agencies or jurisdictions, not with incidents.
Emergency Operations Center (EOC)	Also called Expanded Emergency Command and Control Centers, etc., EOCs are used in varying ways at all levels of government and within private industry to provide agency coordination, direction, and control during emergencies, as determined by agency or jurisdictional policy.
Department Operations Center (DOC)	A DOC can be established to manage the individual agency's resources and coverage within the jurisdiction. It may facilitate mutual aid requests or assistance for hire requests. The DOC will handle individual agency issues such as recall of personnel and staffing of resources.

Table C.12.4(b) Comparison of Multi-Agency Coordination (MAC) Group and Area Command

MAC Group	Area Command
Expansion of the off-site coordination and support system	Expansion of the on-site command function of the Incident Command System (ICS)
Agency administrators or designees from the agencies involved or heavily committed to the incident	Consists of the most highly skilled incident management personnel
Generally consists of the MAC Group (agency administrations), MAC Group Coordinator, and an intelligence and information support staff	Generally consists of an Area Commander, Area Command Planning Chief, and Area Command Logistics Chief
Is the agency administrator or designee	Is delegated authority for specific incident(s) from the agency administrator
Allocates and reallocates resources through the dispatch system by setting incident priorities	Assigns and reassigns resources allocated by MAC, Department of Operations Center (DOC), Emergency Operations Center (EOC), or the normal dispatch system organization
Makes coordinated agency administrator–level decisions on issues that affect multiple agencies	Ensures that incident objectives and strategies are complementary between Incident Management staffs under its supervision

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Annex D Explanation of the Standard and the Concepts of JPRs

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D.1 Explanation of the Standard and Concepts of Job Performance Requirements (JPRs). The primary benefit of establishing national professional qualification standards is to provide both public and private sectors with a framework of the job requirements for the fire service. 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 JPRs for specific fire service positions. The standards can be used for training design and evaluation, certification, measuring and critiquing on-the-job performance, defining hiring practices, and setting organizational policies, procedures, and goals. (Other applications are encouraged.)

Professional qualifications standards for a specific job are organized by major areas of responsibility defined as duties. For example, the fire fighter's duties might include fire suppression, rescue, and water supply; and the public fire educator's duties might include education, planning and development, and administration. Duties are major functional areas of responsibility within a job.

The professional qualifications standards are written as JPRs. JPRs describe the performance required for a specific job. JPRs are grouped according to the duties of a job. The complete list of JPRs for each duty defines what an individual must be able to do in order to successfully perform that duty. Together, the duties and their JPRs define the job parameters, that is, the standard as a whole is a description of a job.

D.2 Breaking Down the Components of a JPR. The JPR is the assembly of three critical components. *[See Table D.2(a) and Table D.2(b).]* These components are as follows:

(1) Task that is to be performed
(2) Tools, equipment, or materials that must be provided to successfully complete the task
(3) Evaluation parameters and/or performance outcomes

D.2.1 The Task to Be Performed. The first component is a concise, brief statement of what the person is supposed to do.

D.2.2 Tools, Equipment, or Materials That Must be Provided to Successfully Complete the Task. This component ensures that all individuals completing the task are given the same minimal tools, equipment, or materials when being evaluated. By listing these items, the performer and evaluator know what must be provided in order to complete the task.

D.2.3 Evaluation Parameters and/or Performance Outcomes. This component defines how well one must perform each task — for both the performer and the evaluator. The JPR guides performance toward successful completion by identifying evaluation parameters and/or performance outcomes. This portion of the JPR promotes consistency in evaluation by reducing the variables used to gauge performance.

In addition to these three components, the JPR contains requisite knowledge and skills. Just as the term *requisite* suggests, these are the necessary knowledge and skills one must have prior to being able to perform the task. Requisite knowledge and skills are the foundation for task performance.

Once the components and requisites are put together, the JPR might read as follows.

D.2.3.1 Example 1. 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 to meet the goals of the plan, and the plan is documented in writing in the format established by the AHJ.

Table D.2(a) Example 1: Incident Commander JPR

(1) Task	(1) Develop an Incident Action Plan (IAP)
(2) Tools, equipment, or materials	(2) Given an incident or planned event, a situational analysis of the incident or planned event, assigned resources, and Incident Command Structure (ICS) forms and documentation
(3) Evaluation parameters and performance outcomes	(3) So that strategic objectives are defined and communicated, the ICS is adjusted as necessary, resources are deployed to meet the goals of the plan, and the plan is documented in writing in the format established by the authority having jurisdiction (AHJ)

Table D.2(b) Example 2: Safety Officer JPR

(1) Task	(1) Stop an unsafe act or operation at an incident or planned event
(2) Tools, equipment, or materials	(2) Given an incident or planned event, an unsafe act or operation, and established Incident Command System (ICS) structure, and procedures for stopping unsafe acts
(3) Evaluation parameters and performance outcomes	(3) So that the unsafe act or operation is halted, personnel are removed from danger, and the Incident Commander (IC) is notified of the halted action

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

(B) Requisite Skills. Making effective decisions, conducting a sizeup or analysis of incident conditions, using appropriate ICS forms and documentation, prioritizing needs and actions based on rapidly changing conditions, and making an incident safety plan.

D.2.3.2 Example 2. 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, quickly conducting a situation assessment, making decisions, and effectively communicating outcome to affected personnel and Incident Command.

D.3 Examples of Potential Uses.

D.3.1 Certification. JPRs can be used to establish the evaluation criteria for certification at a specific job level. When used for certification, evaluation must be based on successful completion of JPRs.

First the evaluator would verify the attainment of requisite knowledge and skills prior to JPR evaluation. This might be through documentation, review, or testing.

Next the candidate would be evaluated on completing the JPRs. The candidate would perform the task and be evaluated based on the evaluation parameters and/or performance outcomes. This performance-based evaluation can be either practical (for psychomotor skills such as "stop an unsafe act") or written (for cognitive skill such as "recognizing dangerous conditions").

Note that psychomotor skills are those physical skills that can be demonstrated or observed. Cognitive skills (or mental skills) cannot be observed, but are rather evaluated on how one completes the task (process oriented) or the task outcome (product oriented).

Using Example 2, a practical performance-based evaluation would measure one's ability to "stop an unsafe act." The candidate passes this particular evaluation if the standard was met — that is, the unsafe act manufactured or simulated for the testing process was identified and addressed in an expedient manner that would have in a "live" situation mitigated the situation successfully.

For Example 1, when evaluating the cognitive skill "develop an IAP," the candidate would be given a written assignment in the form of a scenario, photographs, and drawings and then be asked to respond to specific written questions related to the JPR's evaluation parameters.

When evaluating performance, the evaluator must give the person the scenario, tools, equipment, or materials listed in the job performance requirements — for example, an incident or planned event, an unsafe act or operation, an established ICS structure, and procedures for stopping unsafe acts.

D.3.2 Curriculum Development/Training Design and Evaluation. The statements contained in this document that refer to job performance were designed and written as JPRs. While 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 skill(s) on the job, as opposed to in a learning situation. These statements should be converted into instructional objectives with behaviors, conditions, and standards that can be measured within the teaching/learning environment. A JPR that requires an IC to "develop an incident action plan" should be converted into a measurable instructional objective for use when teaching that skill. *[See Figure D.3.2(a).]*

Using Example 1, a terminal instructional objective might read as follows:

> The student will develop an IAP, including a safety plan component, given a written scenario, pictures, and situational video clips of a multi-family residential structure fire; a situational analysis delivered verbally by the evaluator at the time he/she "assumes command," including assigned and expected resources, ICS forms, and documentation, so that strategic objectives are defined and communicated, the incident command structure is adjusted as necessary, resources are identified (deployed by simulation) toward meeting the goals of the plan, and the plan is documented in writing.

Figure D.3.2(b) is a sample checklist for use in evaluating this objective.

While the differences between JPRs and instructional objectives are subtle in appearance, the purpose of each statement differs greatly. JPRs state what is necessary to perform the job in the "real world." Instructional objectives, however, are used to identify what students must 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 will be able to clarify performance expectations and avoid confusion related to using statements designed for purposes other than teaching. Additionally, instructors will be able to add local/state/regional elements of performance into the standards as intended by the developers.

Requisite skills and knowledge should be converted into enabling objectives. These objectives help to define the course content. The course content would include each of the requisite knowledge points and skills. Using the above example, the enabling objectives would be the NIMS, the ICS, jurisdictional authority and boundaries, scope of responsibility for the IC and involved agencies, roles of various people and resources, and so on. This ensures that the course content supports the terminal objective.

Note that it is assumed that the reader is familiar with curriculum development or training design and evaluation.

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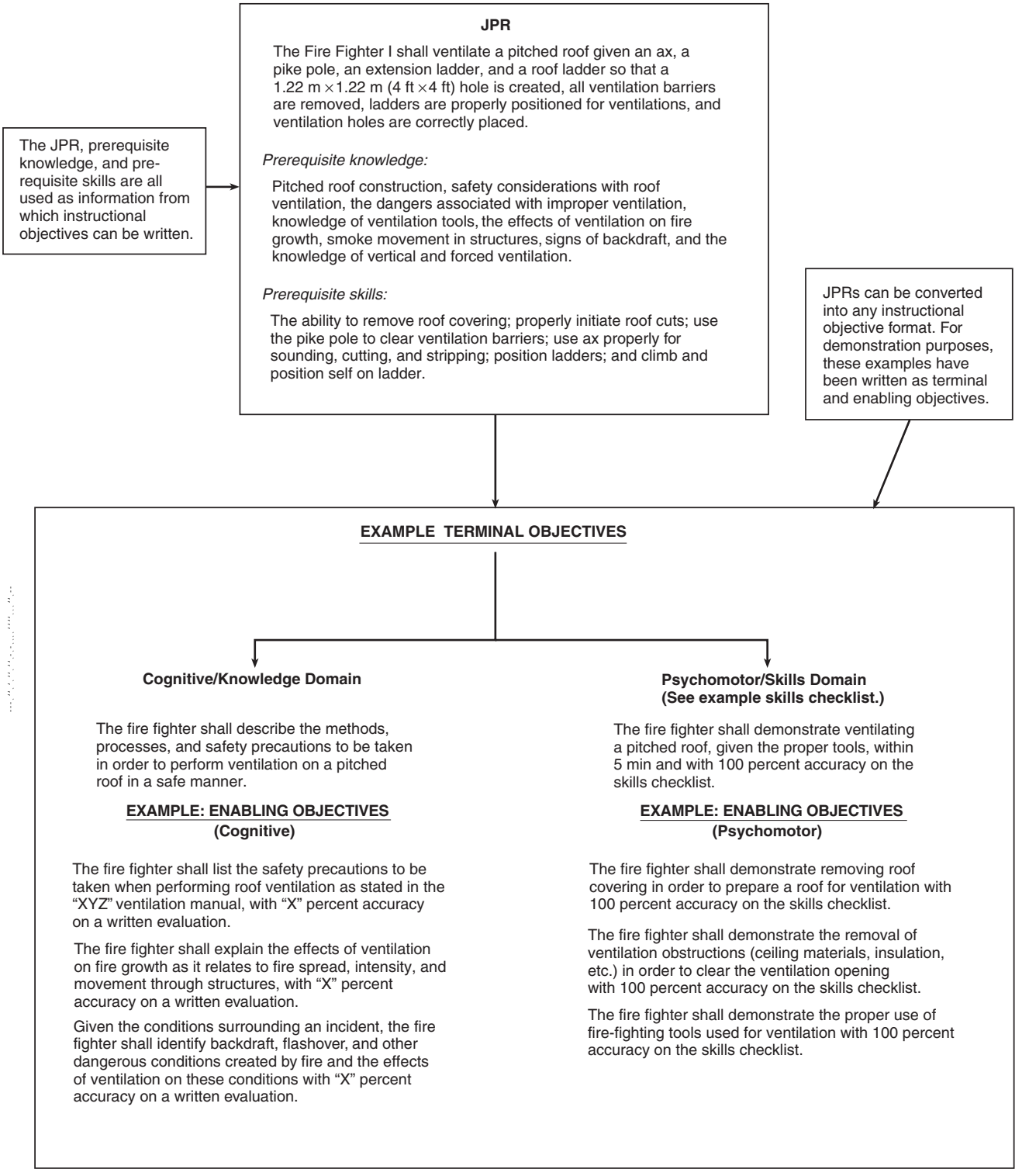

FIGURE D.3.2(a) Converting JPRs into Instructional Objectives.

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Using Example 1, a terminal instructional objective might read as follows:

> The learner will ventilate a pitched roof, given a simulated roof, an ax, a pike pole, an extension ladder, and a roof ladder, so that 100 percent accuracy is attained on a skills checklist. (At a minimum, the skills checklist should include each of the measurement criteria from the JPRs.)

Figure D.3.2(b) is a sample checklist for use in evaluating this objective.

OBJECTIVE: The fire fighter shall demonstrate ventilating a pitched roof, given the proper tools, within 5 min and with 100 percent accuracy on the skills checklist.

YES	NO	
❑	❑	1. 1.22 m × 1.22 m (4 ft × 4 ft) hole was created.
❑	❑	2. All ventilation barriers were removed.
❑	❑	3. Ladders were properly positioned.
❑	❑	4. Ventilation holes were correctly placed (directly over fire, at highest point, etc.).
❑	❑	5. Task was completed within 5 min. (Time to complete task: _____)

FIGURE D.3.2(b) Skills Checklist.

While the differences between JPRs and instructional objectives are subtle in appearance, the purpose of each statement differs greatly. JPRs state what is necessary to perform the job in the "real world." Instructional objectives, however, are used to identify what students must 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 will be able to clarify performance expectations and avoid confusion related to using statements designed for purposes other than teaching. Additionally, instructors will be able to add local/state/regional elements of performance into the standards as intended by the developers.

Requisite skills and knowledge should be converted into enabling objectives. These objectives help to define the course content. The course content would include each of the requisite knowledge points and skills. Using the above example, the enabling objectives would be pitched roof construction, safety considerations with roof ventilation, removal of roof covering, properly initiated roof cuts, and so on. This ensures that the course content supports the terminal objective.

Note that it is assumed that the reader is familiar with curriculum development or training design and evaluation.

D.4 Other Uses. While the professional qualifications standards are principally used to guide the development of training and certification programs, there are a number of other potential uses for the documents. Because the documents are written in JPR terms, they lend themselves well to any area of the profession where a level of performance or expertise must be determined. These areas might include the following:

(1) *Employee Evaluation/Performance Critiquing.* The JPRs can be used as a guide by both the supervisor and the employee during an evaluation. The JPRs for a specific job define tasks that are essential to perform on the job as well as the evaluation criteria to measure when those tasks are completed.

(2) *Establishing Hiring Criteria.* The professional qualifications standards can be used in a number of ways to further the establishment of hiring criteria. The AHJ could simply require certification at a specific job level — for example, Type 4 Incident Commander. The JPRs could also be used as the basis for pre-employment screening by establishing essential minimal tasks and the related evaluation criteria. An added benefit is that individuals interested in employment can work toward the minimal hiring criteria at local colleges.

(3) *Employee Development.* The professional qualifications standards can be useful to both the employee and the employer in developing a plan for the individual's growth within the organization. The JPRs and the associated requisite knowledge and skills can be used as a guide to determine additional training and education required for the employee to master his or her job or profession.

(4) *Succession Planning.* Succession planning or career pathing addresses the efficient placement of people into jobs in response to current needs and anticipated future needs. A career development path can be established for targeted individuals to prepare them for growth within the organization. The JPRs and prerequisite knowledge and skills could then be used to develop an educational path to aid in the individual's advancement within the organization or profession.

(5) *Establishing Organizational Policies, Procedures, and Goals.* The JPRs can be incorporated into organizational policies, procedures, and goals where employee performance is addressed.

Annex E Informational References

E.1 Informational References. The documents or portions thereof listed in this annex are referenced within the informational sections of this standard and are not part of the requirements of this document unless also listed in Chapter 2 for other reasons.

E.1.1 NFPA Publications. National Fire Protection Association, 1 Batterymarch Park, Quincy, MA 02169-7471.

NFPA 1521, *Standard for Fire Department Safety Officer*, 2008 edition.

E.1.2 Other Publications.

E.1.2.1 NWCG Publications. National Interagency Fire Center, 3833 South Development Avenue, Boise, ID 83705.

PMS 310-1 (NFES 1414), *Wildland Fire Qualification Systems Guide,* 2006.

E.1.2.2 Other Publications.

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

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E.2 Informational References. The following documents or portions thereof are listed here as informational resources only. They are not a part of the requirements of this document.

E.2.1 NFPA Publications. National Fire Protection Association, 1 Batterymarch Park, Quincy, MA 02169-7471.

NFPA 472, *Standard for Competence of Responders to Hazardous Materials/Weapons of Mass Destruction Incidents*, 2008 edition.

NFPA 1051, *Standard for Wildland Fire Fighter Professional Qualifications*, 2007 edition.

NFPA 1250, *Recommended Practice in Emergency Service Organization Risk Management*, 2004 edition.

NFPA 1451, *Standard for a Fire Service Vehicle Operations Training Program*, 2007 edition.

NFPA 1500, *Standard on Fire Department Occupational Safety and Health Program*, 2007 edition.

Fire Fighter Fatalities in the United States — 2008, NFPA One-Stop Data Shop, 2008.

E.2.2 Fire Protection Publications. Fire Protection Publications, Oklahoma State University, Stillwater, OK 74078.

NIMS Consortium Publications

"Guide for Structure Fighting, High-Rise, Multi-Casualty and Managing Large Scale Incidents Using NIMS ICS," 2008.

"Guide for Special Operations Incidents — Hazardous Materials, Weapons of Mass Destruction, Wildland, Structural Collapse and Managing Large Scale Incidents Using NIMS ICS," 2008.

National Fire Service Incident Management System Consortium (NFSIMSC), "Model Procedures Guide for Emergency Medical Incidents," 2nd edition, 2003.

National Fire Service Incident Management System Consortium (NFSIMSC), "Model Procedures Guide for Hi-Rise Fire Fighting," 2nd edition, 2003.

National Fire Service Incident Management System Consortium (NFSIMSC), "Model Procedures Guide for Structural Firefighting," 2nd edition, 2000.

E.2.3 FIRESCOPE Publications. Fire Resources of California Organized for Potential Emergencies (FIRESCOPE), Office of Emergency Services, Document Control, 2524 Mulberry Street, Riverside, CA 92501-2200.

"Incident Command Position Manual: Fire Fighter Incident Safety and Accountability Guidelines," ICS 910, July 2001.

E.2.4 NIFC Publications. National Interagency Fire Center (NIFC), 3905 Vista Avenue, Boise, ID 83705.

"NIIMS Incident Command System, Operational System Description," ICS 12-1, December 1981 [a National Wildfire Coordinating Group (NWCG) publication].

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Step 1: Call for Proposals

- Proposed new Document or new edition of an existing Document is entered into one of two yearly revision cycles, and a Call for Proposals is published.

Step 2: Report on Proposals (ROP)

- Committee meets to act on Proposals, to develop its own Proposals, and to prepare its Report.
- Committee votes by written ballot on Proposals. If two-thirds approve, Report goes forward. Lacking two-thirds approval, Report returns to Committee.
- Report on Proposals (ROP) is published for public review and comment.

Step 3: Report on Comments (ROC)

- Committee meets to act on Public Comments to develop its own Comments, and to prepare its report.
- Committee votes by written ballot on Comments. If two-thirds approve, Report goes forward. Lacking two-thirds approval, Report returns to Committee.
- Report on Comments (ROC) is published for public review.

Step 4: Technical Report Session

- "*Notices of intent to make a motion"* are filed, are reviewed, and valid motions are certified for presentation at the Technical Report Session. ("Consent Documents" that have no certified motions bypass the Technical Report Session and proceed to the Standards Council for issuance.)
- NFPA membership meets each June at the Annual Meeting Technical Report Session and acts on Technical Committee Reports (ROP and ROC) for Documents with "certified amending motions."
- Committee(s) vote on any amendments to Report approved at NFPA Annual Membership Meeting.

Step 5: Standards Council Issuance

- Notification of intent to file an appeal to the Standards Council on Association action must be filed within 20 days of the NFPA Annual Membership Meeting.
- Standards Council decides, based on all evidence, whether or not to issue Document or to take other action, including hearing any appeals.

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The following classifications apply to Technical Committee members and represent their principal interest in the activity of the committee.

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U *User:* A representative of an entity that is subject to the provisions of the standard or that voluntarily uses the standard.

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I *Insurance:* A representative of an insurance company, broker, agent, bureau, or inspection agency.

C *Consumer:* A person who is, or represents, the ultimate purchaser of a product, system, or service affected by the standard, but who is not included in the *User* classification.

SE *Special Expert:* A person not representing any of the previous classifications, but who has a special expertise in the scope of the standard or portion thereof.

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Revise definition of effective ground-fault current path to read:

3.3.78 Effective Ground-Fault Current Path. An intentionally constructed, permanent, low impedance electrically conductive path designed and intended to carry ~~underground~~ electric fault current ~~conditions~~ from the point of a ground fault on a wiring system to the electrical supply source.

4. Statement of Problem and Substantiation for Proposal: (Note: State the problem that would be resolved by your recommendation; give the specific reason for your Proposal, including copies of tests, research papers, fire experience, etc. If more than 200 words, it may be abstracted for publication.)

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