

NFPA®

1026

Standard for Incident Management Personnel Professional Qualifications

2018



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NFPA® 1026

Standard for

Incident Management Personnel Professional Qualifications

2018 Edition

This edition of NFPA 1026, *Standard for Incident Management Personnel Professional Qualifications*, was prepared by the Technical Committee on Incident Management Personnel Professional Qualifications and released by the Correlating Committee on Professional Qualifications. It was issued by the Standards Council on November 10, 2017, with an effective date of November 30, 2017, and supersedes all previous editions.

This edition of NFPA 1026 was approved as an American National Standard on November 30, 2017.

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 was to identify the minimum job performance requirements for personnel performing roles within an all-hazard incident management system.

It was the intent of the committee that individuals meeting this standard for a specific position would also meet the NIMS ICS Core Competencies for that position, and that individuals meeting the NIMS ICS Core Competencies for a specific position would also meet the requirement of this standard for that position.

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

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

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

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

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

Chapter 1 Administration

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

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

N 1.2.1 This standard shall define Incident Management Personnel.

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

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

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

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

N 1.2.6* Incident Management Personnel shall remain current with the general knowledge and skills and JPRs addressed for each level or position of qualification.

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

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

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

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

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

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

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

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

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

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

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

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

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

N 1.3.12 Incident Management Personnel shall meet all of the requirements defined in the National Incident Management System (NIMS) and the Incident Command System (ICS), as mandated by Homeland Security Presidential Directives 5 and 8 (see www.FEMA.gov/emergency/NIMS) and as directed by the NIMS Integration Center.

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

Table 1.4 SI Conversions

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

Chapter 2 Referenced Publications

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

2.2 NFPA Publications. (Reserved)

2.3 Other Publications.

Homeland Security Presidential Directive-5 (HSPD-5), National Incident Management System, United States Department of Homeland Security, 2003.

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

National Response Framework (NRF), United States Department of Homeland Security, Washington, DC, 2016.

Presidential Policy Directive-8 (PPD-8), National Preparedness, United States Department of Homeland Security, 2011.

2.4 References for Extracts in Mandatory Sections.

NFPA 1000, *Standard for Fire Service Professional Qualifications Accreditation and Certification Systems*, 2017 edition.

NFPA 1031, *Standard for Professional Qualifications for Fire Inspector and Plan Examiner*, 2014 edition.

NFPA 1051, *Standard for Wildland Firefighting Personnel Professional Qualifications*, 2016 edition.

NFPA 1081, *Standard for Industrial Facility Fire Brigade Member Professional Qualifications*, 2018 edition.

NFPA 1143, *Standard for Wildland Fire Management*, 2018 edition.

NFPA 1561, *Standard on Emergency Services Incident Management System*, 2014 edition.

Chapter 3 Definitions

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

3.2 NFPA Official Definitions.

3.2.1* Approved. Acceptable to the authority having jurisdiction.

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

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

3.2.4 Standard. An NFPA Standard, the main text of which contains only mandatory provisions using the word "shall" to indicate requirements and that is in a form generally suitable for mandatory reference by another standard or code or for adoption into law. Nonmandatory provisions are not to be considered a part of the requirements of a standard and shall be located in an appendix, annex, footnote, informational note, or other means as permitted in the NFPA Manuals of Style. When used in a generic sense, such as in the phrase "standards development process" or "standards development activities," the term "standards" includes all NFPA Standards, including Codes, Standards, Recommended Practices, and Guides.

3.3 General Definitions.

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

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

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

3.3.4* Area Command (Unified Area Command). Used to oversee management of multiple incidents that are each being handled by a separate ICS organization or used to oversee management of a very large or complex incident that has multiple incident management teams engaged or a large planned event.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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, 2014]

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, 2018]

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, 2017]

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.

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

3.3.62* 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.

3.3.63* 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, 2018]

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, 2014]

3.3.69 Requisite Skills. The essential skills one must have in order to perform a specific task. [1031, 2014]

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

3.3.71 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.

3.3.72* 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.

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

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

3.3.84 Strike Team. Specified combinations of the same kind and type of resources, with common communications and a leader. [1051, 2016]

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, 2012]

3.3.89* 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.

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

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.

Δ (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.

Δ (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.

Δ (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.

Δ (B) Requisite Skills. Conducting transfer of command meetings, analyzing incident situations and predicting future conditions, filling out incident worksheets and documentation, coordinating operations with other response disciplines, organizing large quantities of resources within an expanding ICS structure, operating incident communications equipment, and delegating responsibilities to other responders.

4.2.3 Manage the transfer of command at an incident or planned event, given an incident or planned event, an established command structure, an IAP, current situation status, incident resources, a command post, incident documentation, and

communications equipment, so that incident information is exchanged, reports and plans for the subsequent operational period are completed, the new IC is fully briefed on the incident or planned event, and the new Incident Management Team members are identified to all personnel and stakeholders.

Δ (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.

Δ (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.

Δ (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.

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

4.4 Management and Administration. This duty shall involve developing, managing, and administering an incident management structure, as well as making effective decisions, in the rapidly changing, high-risk environment of an incident or planned event, according to the JPRs of 4.4.1 through 4.4.9.

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.

Δ (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.

Δ (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.

Δ (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.

Δ (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.

Δ (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.

Δ (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.

Δ (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.

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

4.4.5 Manage the workflow process and set time schedules to accomplish duties assigned at an incident or planned event,

given an incident or planned event and duties assigned to the IC, so that procedures are established for work activities, work schedules are established, staff resources to perform needed tasks are obtained, and tasks are assigned.

Δ (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.

Δ (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.

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

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

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

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

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

4.4.8 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.

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

Δ (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.

4.4.9 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.

Δ (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.

Δ (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.

Δ (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.

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

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

Δ (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.

Δ (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.

Δ (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.

Δ (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.

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

Δ (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.

Δ (A) Requisite Knowledge. Resource requirements needed to support the duties of the Safety Officer, Safety Officer responsi-

bilities and capabilities, ICS forms, types of information sources, documentation methods and requirements, and communication methods.

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

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

Δ (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.

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

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

Δ (A) Requisite Knowledge. Technology pertinent to safety and health for the incident type, including but not limited to, confined space entry; heavy equipment operation; rigging/hoisting; building construction; structural collapse; excavation/shoring; use and application of personal protective equipment (PPE); chemical, biological, radiological, and physical (e.g., noise, heat stress) hazards; 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.

Δ (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, given applicable documents and techniques, so that the circumstances surrounding it are identified, deviations from SOPs established by the AHJ and health and safety policies are noted, recommendations are made for preventing similar violations/losses in the future, and all information gathered in the investigation is documented, reported, and recorded according to policies established by the AHJ.

Δ (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.

Δ (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.

Δ (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.

Δ (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.

Δ (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.

Δ (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.

Δ (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.

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

Chapter 6 Public Information Officer

6.1 General.

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

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

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

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

6.2.1 Assume role of a PIO within an ICS at an incident or planned event, given an incident or planned event, an Incident Action Plan (IAP), an incident briefing, standard operating procedures, and communications equipment, so that relevant

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

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

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

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

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

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

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

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

△ (A) **Requisite Knowledge.** Good management principles, procedures for releasing information regarding the incident or

planned event, public information policies used by the AHJ, and procedures for documenting and reporting.

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

6.3.2 Release information about an incident or planned event, given an incident or planned event; an IAP; information related to the incident or planned event; a joint information system; AHJ policies, procedures, and protocols for approving information release; and IC approval obtained for release of all information so that media relations are facilitated; escorts are provided to maintain safety and impart needed information; contact with the media is initiated; inquiries from the media are responded to; updates are provided to media 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.

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

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

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

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

Chapter 7 Liaison Officer

7.1 General.

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

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

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

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

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

Δ (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.

Δ (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

Δ (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.

Δ (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.

Δ (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.

Δ (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.

Δ (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.

Δ (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.

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

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

complexity are accounted for, the new Liaison Officer is fully briefed on the incident, and the new Liaison Officer is identified.

Δ (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.

Δ (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.

Δ (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.

Δ (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.

Δ (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.

Δ (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.

Δ (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.

Δ (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.

Δ (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.

Δ (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.

Δ (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.

Δ (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.

zation 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 require-

ments, 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 management of the Operations Section within ICS at an incident or planned event and directing incident resources toward the successful completion of incident duties, according to the following JPRs.

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

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

responsibilities; and technical references related to the type of incident or planned event.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Chapter 9 Staging Area Manager

9.1 General.

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

9.1.1.1 **General Knowledge Requirements.** Familiarity with the National Response Framework and how it relates to the role of Staging Area Manager, knowledge of the National 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.** This duty shall involve managing all activities within a staging area at an incident or planned event, which include the ordering, assembling, and dispatching of resources to support the incident or planned event.

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

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

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

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

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

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

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

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

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

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.

Δ (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.

Δ (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.

Δ (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.

Δ (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.

Δ (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.

Δ (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.

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

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

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

Δ (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.

Δ (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.

bilization Plan, so that staff understands the demobilization process, procedures in the plan are followed, performance ratings are completed, and staff are released according to the plan.

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

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

Chapter 11 Operations Division/Group Supervisor

11.1 General.

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

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

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

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

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

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

Δ (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.

Δ (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.

Δ (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.

Δ (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.

Δ (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.

Δ (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.

Δ (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.

Δ (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.

Δ (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.

Δ (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.

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

11.3.5 Implement and monitor division/group control operations assignments, given division/group control operational assignments, resources, situation status information, and operational procedures, so that division and groups are established to accomplish tactical tasks, appropriate span-of-control is maintained, specific work tasks are assigned to divisions/groups, plans and/or assignments are modified as dictated by