



ARIZONA QUALIFICATION SYSTEM (AQS)

EMERGENCY OPERATIONS CENTER (EOC)

ALL HAZARDS POSITION TASK BOOK

Position Title: EOC DIRECTOR / MANAGER

This PTB satisfies the qualifications for an individual (eg. Policy Chief) who fills this role.

CONTAINS THE FOLLOWING EOC SKILLSETS:

Coordination and Individual Contribution, Action Tracking, Center Management, Document and Records Management, EOC Facility Management, Finance, Legal Counseling, Organizational Representation, Leadership, Performance Improvement, Planning, Policy and Direction, Recovery Coordination, Resource Ordering and Acquiring, Public Affairs Coordination, Resource Sourcing, Resource Tracking, Resource Requirement, Situational Awareness and Safety Advising

Version 2

POSITION TASK BOOK ASSIGNED TO:
CANDIDATE'S NAME:
DUTY STATION:
PHONE NUMBER:
E-MAIL:

POSITION TASK BOOK INITIATED BY:
OFFICIAL'S NAME and SIGNATURE:
TITLE:
DUTY STATION:
PHONE NUMBER:
E-MAIL:

POSITION TASK BOOK WAS INITIATED:
LOCATION:
DATE:

Evaluator Verification

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

FINAL EVALUATOR VERIFICATION
I verify that _____ has successfully completed all tasks as a candidate and should therefore be considered for certification in this position. I also verify that all tasks are documented with appropriate initials.
FINAL EVALUATOR'S SIGNATURE:
DATE:
FINAL EVALUATOR'S PRINTED NAME:
TITLE:
DUTY STATION:
PHONE NUMBER:
E-MAIL:

Documentation of Agency Certification

DOCUMENTATION OF AGENCY CERTIFICATION BY THE AHJs CERTIFYING OFFICER
I certify that _____ has successfully met all the qualification criteria as defined by _____ EOC leadership and adhering to NIMS NQS Skill Sets will hereby receive certification.
OFFICIAL'S SIGNATURE:
DATE:
OFFICIAL'S NAME:
TITLE:
DUTY STATION:
PHONE NUMBER:
E-MAIL:

Authority Having Jurisdiction

EMERGENCY OPERATIONS CENTER DIRECTOR AUTHORIZATION

I verify that _____
is the Director of _____.

AUTHORIZATION SIGNATURE:

DATE:

AUTHORIZATION'S PRINTED NAME:

TITLE:

DUTY STATION:

PHONE NUMBER:

E-MAIL:

Documentation of Agency Certification

EMERGENCY OPERATIONS CENTER MANAGER AUTHORIZATION

I verify that _____
is the EOC Manager of _____.

OFFICIAL'S SIGNATURE:

DATE:

OFFICIAL'S NAME:

TITLE:

DUTY STATION:

PHONE NUMBER:

E-MAIL:

Emergency Operations Center (EOC) Position Task Book Overview

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

Evaluation Process

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

Transferring Qualifications

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

Training Requirements

Mandatory Classes:

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

IS-100: Introduction to the Incident Command System (ICS)
IS-200: Basic Incident Command System for Initial Response
IS-700: NIMS: An Introduction
IS-800: National Response Framework: An Introduction
IS-2200: Basic Emergency Operations Center Functions

Foundational Classes

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

ICS-300: Intermediate Incident Command System
ICS-400: Advanced Incident Command System
G-191: ICS/ Emergency Operations Center Interface
G-2300: Intermediate Emergency Operations Center Functions
O-0305 United States Fire Administration Type 3 All hazards Incident Management Team

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

Attention: Reference the Resource Typing Definition for a thorough understanding of your PTB requirements at:

<https://www.fema.gov/emergency-managers/nims/components/positions>

Evaluator Verification

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

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

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

Position Task Book Competencies, Behaviors, and Tasks

The EOC PTB reflects the minimum criteria to qualify or recertify for a position. The AHJ has the authority to add content to the baseline EOC PTB tasks, as necessary

Definitions

EOC Skillset: An EOC Skillset describes an EOC function in terms of discrete responsibilities aligned with demonstrable tasks. Skillsets can either reflect a function in an EOC (such as Planning) or a level of responsibility (such as Leadership). Skillsets combine together to form EOC PTBs.

Task Category: Task Categories summarize groups of similar tasks in the skillset.

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

- **All tasks require evaluation. Bulleted statements within a task are only examples and do not need to be performed to have a task signed off.**

EOC PTB Task Codes

Each task in the EOC PTB has at least one corresponding code conveying the circumstances in which the candidate can perform the task for evaluation. Evaluators may assess candidates during incidents, in classroom simulations and training sessions, in functional and full-scale exercises, and in other work situations. If a task has multiple codes, the evaluator may evaluate in ANY of those circumstances; the candidate does not need evaluation in all of the listed circumstances.

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

Code E: Task performed during a full-scale exercise.

Code F: Task performed during a functional exercise.

Code I: Task performed during an incident or event. Examples include oil spill, search and rescue operation, hazardous materials (hazmat) response, fire, and emergency or non-emergency (planned or unplanned) events.

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

Code T: Task performed during a tabletop exercise.

How to Complete the Evaluation Record Form

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

Complete these items AT THE START of the evaluation period:

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

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

Evaluator’s home unit address and phone: List evaluator’s home unit address and phone number.

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

Complete these items AT THE END of the evaluation period:

Duration of EOC Activation: Enter approximately how long the EOC was activated / number of operational periods over the time frame in which the candidate completed the tasks.

EOC Activities: Enter a brief description of the major EOC activities involved in the activation (such as sheltering, public safety messaging, etc.)

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

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

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

Date: List the current date.

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

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

Evaluation Record Form

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

Emergency Operations Center (EOC) Skillset: Action Tracking

Task Categories:

Perform action tracking

Task Category: Perform action tracking

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

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

Task Categories:

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

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

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

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

Emergency Operations Center (EOC) Skillset: Center Management

Task Categories:

Establish EOC support for incident/event

Coordinate EOC activities

Ensure proper support for resource needs and requests, including allocation and tracking

Ensure development and coordination of plans

Ensure collection, analysis, and sharing of information internally and externally

Task Category: Establish EOC support for incident/event

TASKS	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
1. Open/activate EOC and initiate EOC personnel notification: <ul style="list-style-type: none"> • Initiate EOC alert and activation procedures • Determine activation level and necessary staffing based on initial information gathering and established guidelines/plans • Coordinate with EOC facility management to ensure the EOC infrastructure is operational and determine personnel support needs 	E, F, I		
2. Establish and maintain communications with incident command, local EOC, and other function-specific operations, such as public health, to clarify roles and responsibilities and discuss support requirements: <ul style="list-style-type: none"> • Discuss incident support requirements to clarify scope of incident command responsibilities versus EOC responsibilities • Obtain initial situation information 	E, F, I		
3. Identify and prioritize positions based on the nature of the incident/activation and available resources: <ul style="list-style-type: none"> • Consider: <ul style="list-style-type: none"> ○ Consequence management beyond immediate response impacts ○ EOC's role in relation to the incident, such as operational, coordination, or support • Establish process for resource requests for operational planning purposes 	E, F, I		
4. Evaluate the need for collaboration with outside organizations to meet incident needs: <ul style="list-style-type: none"> • Engage partner organizations 	E, F, I, T		
5. Ensure EOC facility management and safety personnel establish processes and procedures to promote the health, safety, and welfare of EOC personnel	E, F, I		

Task Category: Coordinate EOC activities

TASKS	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
<p>6. Direct and coordinate EOC personnel:</p> <ul style="list-style-type: none"> • Ensure staff accountability for decisions and actions within their functional area. • Ensure staff accountability for interactions and coordination with other functional areas. • Ensure that EOC leaders consistently and effectively work together to manage incident support. 	E, F, I		
<p>7. Ensure that EOC objectives and/or strategies for the operational period are reasonable, accurate, and consistent with incident objectives</p>	E, F, I		
<p>8. Supervise and adjust EOC organization and operations as necessary, based on changes in incident situation and resource status:</p> <ul style="list-style-type: none"> • Communicate priorities and strategies throughout the EOC • Establish and maintain health and safety procedures throughout the EOC • Use and coordinate all assigned resources effectively • De-conflict procedures and objectives of organizational elements • Establish operational rhythm and daily briefing/debriefing schedule with EOC leaders 	E, F, I		
<p>9. Ensure staff actions are appropriate based on analyzed and validated information:</p> <ul style="list-style-type: none"> • Make adjustments in response to new information, changing conditions, or unexpected obstacles • Identify and resolve problems that could affect the outcome of the incident: <ul style="list-style-type: none"> ○ Public messaging ○ Political issues ○ Conflicting objectives 	E, F, I		
<p>10. Identify opportunities and meet requirements to provide equal access and reasonable accommodation in all activities</p>	E, F, I		
<p>11. Ensure that operations consider socioeconomic, political, and cultural aspects</p>	E, F, I		
<p>12. Ensure EOC actions support recovery efforts:</p> <ul style="list-style-type: none"> • Ensure staff identify and execute initial recovery tasks • Plan for and make necessary EOC decisions concerning recovery • Ensure transition of recovery tasks 	E, F, I		
<p>13. Ensure financial management for jurisdictional activities:</p> <ul style="list-style-type: none"> • Consider reimbursement-related record keeping requirements • Advise executives on financial matters related with jurisdictional activities, as necessary 	E, F, I		
<p>14. Ensure availability of legal advice relating to EOC activities.</p>	E, F, I		

TASKS	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
15. Support process improvement activities: <ul style="list-style-type: none"> • Ensure personnel collect and analyze information regarding EOC activation and activities • Enable staff to suggest process improvements and solutions during EOC operations • Support process/performance improvement following EOC deactivation 	E, F, I		
16. Ensure personnel complete incident documentation and appropriate administrative requirements, such as: <ul style="list-style-type: none"> • Incident forms, including activity logs per operational period • EOC action plan, in preparation for next operational period 	E, F, I		
17. Ensure resource and financial paperwork meets reimbursement criteria: <ul style="list-style-type: none"> • Personnel equipment and time records • Other reimbursement requirements 	E, F, I		
18. Ensure personnel appropriately handle classified or restricted information, such as: <ul style="list-style-type: none"> • Personally Identifiable Information (PII) • Health Insurance Portability and Accountability Act (HIPAA) • For Official Use Only (FOUO) 	E, F, I, J		
19. Plan for deactivation and ensure that staff follow deactivation procedures	E, F, I		

Task Category: Ensure proper support for resource needs and requests, including allocation and tracking

TASKS	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
20. Forecast resource needs based on analysis of incident potential: <ul style="list-style-type: none"> • Understand relevant external resource sources, such as Federal, state, mutual aid, and contracting 	E, F, I, T		
21. Ensure the proper receipt and assignment of resource requests: <ul style="list-style-type: none"> • Demonstrate familiarity with process for requesting or mobilizing resources through EMAC and/or other mutual aid systems • Demonstrate familiarity with process for requesting resources from state or Federal governments • Demonstrate familiarity with process for requesting resources from the private sector and not-for-profit organizations 	E, F, I		
22. Operate, develop, or maintain a resource ordering and tracking system: <ul style="list-style-type: none"> • Establish or verify a process for tracking resource requests made to or by the EOC 	E, F, I		

TASKS	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
23. Ensure personnel properly manage requests for assistance: <ul style="list-style-type: none"> • Prioritize requests • Prioritize resources to fulfill requests • Coordinate with other responding organizations, such as neighboring jurisdictions • Properly assign tasks to the appropriate staff or representing agency • Consider logistical and financial constraints 	E, F, I		

Task Category: Ensure development and coordination of plans

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
24. Develop clear and concise EOC objectives and/or strategies commensurate with available resource and incident objectives: <ul style="list-style-type: none"> • Ensure they are measurable and attainable • Ensure they meet Policy Group’s direction • Monitor incident status and priorities and develop alternate strategies when necessary 	E, F, I		
25. Ensure development of an EOC action plan, considering the following: <ul style="list-style-type: none"> • Size and complexity of incident • Incident agency/organization policies and procedures • Time frames and schedules • Job performance expectations • Supported agency expectations and needs 	E, F, I		
26. Ensure preparation of EOC action plan for the next operational period: <ul style="list-style-type: none"> • Determine objectives for next operational period • Review and approve tasks and work assignments for next operational period • Advise on current capabilities and limitations • Determine resource needs or excess • Approve EOC action plan 	E, F, I		
27. Ensure development of appropriate contingency plans and future plans (more than one operational period in the future).	E, F, I		
28. Monitor implementation of plans.	E, F, I		

Task Category: Ensure collection, analysis, and sharing of information internally and externally

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
29. Establish and continuously validate critical information requirements: <ul style="list-style-type: none"> • Establish essential elements of information and how they will be shared, including key resource status 	E, F, I		
30. Ensure personnel initiate, regularly produce, and disseminate situation reports: <ul style="list-style-type: none"> • Recognize when to initiate a situation report and what to include in the report • Approve situation report before dissemination • Ensure staff distribute situation reports to appropriate recipients 	E, F, I		
31. Ensure staff gather and analyze information on current and changing situations to determine action: <ul style="list-style-type: none"> • Ensure close coordination with on-scene personnel 	E, F, I		
32. Communicate with Federal, state, tribal, or local agencies, such as emergency management or Homeland Security: <ul style="list-style-type: none"> • Share status of key resources 	E, F, I		
33. Provide appropriate information to elected officials and senior leaders: <ul style="list-style-type: none"> • Identify reporting requirements from senior officials and Policy Group • Ensure the development of briefing materials for executives • Advise Policy Group on: <ul style="list-style-type: none"> ○ Creating or amending policies ○ Enacting emergency protective measures ○ Allocating scarce resources ○ Strategic-level guidance ○ Policy-level outreach actions 	E, F, I		
34. Transmit Policy Group and leadership direction within the EOC organization.	E, F, I		
35. Work with Public Affairs to determine appropriate public outreach methods for the incident: <ul style="list-style-type: none"> • Consider: <ul style="list-style-type: none"> ○ Partnering with a call center ○ Using social media, media interviews, press releases, and public meetings • Present a knowledgeable and credible image to the public and the media 	E, F, I		
36. Ensure public information coordination with other incident public information personnel: <ul style="list-style-type: none"> • Evaluate the need to establish a Joint Information System (JIS) and Joint Information Center (JIC) 	E, F, I		
37. Ensure a there is a method to disseminate public information and warning.	E, F, I, J		

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
38. Review and approve information releases: <ul style="list-style-type: none"> • Follow established information protocol for information releases • Ensure that releases are timely and accurate • Develop public messages with the Public Information Officer (PIO) or public affairs function, as necessary 	E, F, I		
39. Ensure information is communicated horizontally within the EOC: <ul style="list-style-type: none"> • Ensure EOC functions coordinate and share relevant information • Ensure leaders share information with their teams and across teams 	E, F, I		

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

Task Categories:

Collect and store documents and records

Provide documents and records upon request

Task Category: Collect and store documents and records

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

Task Category: Provide documents and records upon request

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

Emergency Operations Center (EOC) Skillset: EOC Facility Management

Task Categories:

Ensure that EOC infrastructure is operational

Support the needs of EOC personnel

Ensure security of the EOC

Task Category: Ensure that EOC infrastructure is operational

TASKS	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
1. Demonstrate knowledge of key building maintenance support locations, such as: <ul style="list-style-type: none"> • Water/gas shutoffs • Electrical panels • Alarm panels • Heating, ventilation, and air conditioning (HVAC) systems • Closed-circuit TV cameras • Communications towers • Backup generators • Fuel storage • Fire extinguishers 	E, F, I, J		
2. Ensure adequate communications access: <ul style="list-style-type: none"> • Coordinate with Information Technology (IT) and communications services to meet facility and staff needs • Coordinate facility communications requirements with EOC leadership 	E, F, I, J		
3. Adapt facility setup to meet EOC needs.	E, F, I, J		
4. Ensure that the facility is accessible: <ul style="list-style-type: none"> • Coordinate reasonable accommodations for those with access and functional needs • Provide adequate parking, if necessary 	E, F, I, J		
5. Ensure that communications systems, such as data, voice, and video, are secure, protected, and redundant, as appropriate.	E, F, I, J		
6. Coordinate facility demobilization when EOC team is deactivated.	E, F, I		

Task Category: Support the needs of EOC personnel

TASKS	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
7. Provide for maintenance and sanitation supplies and support.	E, F, I, J		
8. Order EOC logistical support resources as necessary, such as food, office supplies, and kitchen supplies.	E, F, I, J		

Task Category: Ensure security of the EOC

TASKS	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
9. Establish facility access control and accountability: <ul style="list-style-type: none">• Coordinate with law enforcement and other security organizations	E, F, I		
10. Ensure implementation of facility security measures.	E, F, I		
11. Help meet EOC operational security requirements, such as by providing shredders or storage containers for sensitive materials.	E, F, I, J		

Emergency Operations Center (EOC) Skillset: Finance

Task Categories:

Administer financial management for jurisdictional expenditures

Advise EOC leadership and staff on financial matters associated with jurisdictional activities

Task Category: Administer financial management for jurisdictional expenditures

TASKS	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
1. Demonstrate knowledge of jurisdictional/organizational procurement policies: <ul style="list-style-type: none"> • Standard operations • Emergency operations • Cost-tracking processes and requirements: <ul style="list-style-type: none"> ○ Preapproved vendors ○ On-call contracts 	E, F, I, J		
2. Demonstrate awareness of fiscal implications and requirements when: <ul style="list-style-type: none"> • Requesting or activating resources • Operating under various types of emergency or disaster declarations • Receiving external, Federal, or state assistance • Using volunteer resources 	E, F, I, J, T		
3. Ensure policies and procedures are in place to comply with applicable reimbursement requirements.	E, F, I, J		
4. Seek information on the financial requirements of incoming resources, such as: <ul style="list-style-type: none"> • National Guard assets • Mutual aid resources 	E, F, I		
5. Demonstrate knowledge of jurisdictional fiscal management, operations, processes, procedures, thresholds, and constraints.	E, F, I, J		
6. Establish and communicate protocol to track and maintain incident-related financial documentation, such as invoices, payroll logs, and contracts.	E, F, I		

TASKS	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
7. Collect, track, and document data related to funding and expenses: <ul style="list-style-type: none"> • Monitor compensation processes for time and pay • Coordinate with risk management on costs involved in workers' compensation claims, damage claims, tort claims, and other incident-related claims • Implement plan to coordinate and manage monetary donations • Coordinate, collect, and track volunteer time and maintain documentation for potential reimbursement requests • Identify and follow any use limitations for various funding sources • Maintain awareness of FEMA financial guidance, including standard equipment rates, labor categories, preexisting contracts, indirect costs, fringe benefits, and established vendor lists • Identify and organize data relevant to grant or reimbursement applications 	E, F, I, J		
8. Coordinate with organizational representatives to identify additional discipline-specific funding sources.	E, F, I, J		
9. Monitor and verify costs and expenditures by reviewing requests, invoices, time cards, activity logs, and other available documentation or resources: <ul style="list-style-type: none"> • Track jurisdictional burn rate 	E, F, I		

Task Category: Advise EOC leadership and staff on financial matters associated with jurisdictional activities

TASKS	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
10. Review resource requests with resource management personnel to verify understanding of request and provide input on course of action: <ul style="list-style-type: none"> • Suggest cost-efficient alternatives to obtaining requested resources, as appropriate 	E, F, I		
11. Coordinate with resource management personnel, legal personnel, and EOC leadership to execute contracts, Memorandums of Understanding (MOU), Memorandums of Agreement (MOA), and purchases.	E, F, I		
12. Communicate fiscal burn rate and situational awareness information to EOC personnel, as appropriate.	E, F, I		
13. Communicate procurement policies and procedures to EOC staff based on relevant laws and guidance from agency leadership.	E, F, I		

Emergency Operations Center (EOC) Skillset: Legal Counseling

Task Categories:

Advise EOC leadership and staff on legal matters and provide other legal services

Task Category: Advise EOC leadership and staff on legal matters and provide other legal services

TASKS	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
1. Demonstrate knowledge of relevant laws, ordinances, regulations, authorities, and policies at local, state, tribal, territorial, and Federal levels.	E, F, I, J		
2. Demonstrate knowledge of local, state, tribal, territorial, and Federal procurement laws and procedures.	E, F, I, J		
3. Demonstrate knowledge of mutual aid agreements, Memorandums of Understanding (MOU), and Memorandums of Agreement (MOA).	E, F, I, J		
4. Brief or inform EOC personnel about legal advice available to guide EOC activities.	E, F, I		
5. Provide or arrange for legal advice relating to EOC activities.	E, F, I		
6. Provide guidance to senior leadership, Policy Group, and EOC personnel on potential legal risks and liabilities: <ul style="list-style-type: none"> • Establish working relationships, including with external legal partners and subject matter experts • Anticipate potential legal problems and facilitate their resolution 	E, F, I		
7. Coordinate with local, state, tribal, territorial, and Federal emergency management attorneys.	E, F, I, J		
8. Draft proclamations, declarations, emergency ordinances, and other legal documents in coordination with EOC leadership and local, state, tribal, territorial, and Federal officials.	E, F, I, J		

Emergency Operations Center (EOC) Skillset: Organizational Representation

Task Categories:

Represent your organization and support EOC activities

Understand discipline-specific resource streams

Task Category: Represent your organization and support EOC activities

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

Task Category: Understand discipline-specific resource streams

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

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

Emergency Operations Center (EOC) Skillset: Leadership

Task Categories:

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

Supervise staff to ensure understanding and accomplishment of duties and tasks

Coordinate to foster unity of effort

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

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

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

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

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

Task Category: Coordinate to foster unity of effort

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

Emergency Operations Center (EOC) Skillset: Performance Improvement

Task Categories:

Collect and analyze information regarding EOC activation and activities

Suggest process improvements and solutions during EOC operations

Support process improvement following EOC deactivation

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

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

Task Category: Suggest process improvements and solutions during EOC operations

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

Task Category: Support process improvement following EOC deactivation

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

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

Emergency Operations Center (EOC) Skillset: Planning

Task Categories:

Reference pre-incident plans

Develop and write EOC action plans and other incident-specific plans

Disseminate plans

Facilitate the ongoing planning process

Task Category: Reference pre-incident plans

TASKS	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
1. Gather relevant pre-incident plans, best practices, lessons learned, etc. from internal and external sources: <ul style="list-style-type: none"> • Obtain additional plans from stakeholders and partners 	E, F, I, J		
2. Obtain additional plans or supporting documents, such as annexes and standard operating procedures, as necessary.	E, F, I		
3. Identify areas where EOC personnel may need to develop plans or supporting documents.	E, F, I		

Task Category: Develop and write EOC action plans and other incident-specific plans

TASKS	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
4. Demonstrate knowledge of the EOC planning process: <ul style="list-style-type: none"> • Iterative action plan development • Development of other incident-specific plans 	E, F, I, T		
5. Facilitate the development of objectives and/or strategies to achieve desired outcomes: <ul style="list-style-type: none"> • Ensure integration of incident command objectives, priorities, and senior leadership guidance into EOC planning 	E, F, I		
6. Facilitate the assessment and revision of objectives and/or strategies to ensure that they align with desired outcomes.	E, F, I		
7. Establish communication with stakeholders to facilitate planning and problem-solving: <ul style="list-style-type: none"> • Understand and address stakeholder expectations • Incorporate nontraditional planning partners as necessary 	E, F, I		
8. Write or review incident-specific plans: <ul style="list-style-type: none"> • With direction from EOC leadership, lead and implement the EOC planning process • Use appropriate formats, graphics, and maps • Oversee production of other incident-specific plans 	E, F, I		
9. Demonstrate knowledge of operational planning and continuity planning: <ul style="list-style-type: none"> • Develop plans to address specific situations or needs 	E, F, I, J, T		

TASKS	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
10. Seek and obtain approval for incident-specific plans.	E, F, I		
11. Monitor implementation of plans and adjust as necessary.	E, F, I		

Task Category: Disseminate plans

TASKS	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
12. Provide plans to internal and external stakeholders for implementation and awareness.	E, F, I		
13. Ensure that stakeholders are familiar with the contents, roles, responsibilities, and timelines of relevant plans.	E, F, I		

Task Category: Facilitate the ongoing planning process

TASKS	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
14. Implement EOC operational rhythm, as approved by EOC leadership: <ul style="list-style-type: none"> • Coordinate the EOC planning cycle with field, Joint Information Center (JIC), Joint Information System (JIS), and other incident operations, as necessary • Communicate operational rhythm 	E, F, I		
15. Ensure integration of incident management officials, including on-scene incident and JIC/JIS personnel, into the EOC planning process.	E, F, I		

Emergency Operations Center (EOC) Skillset: Policy and Direction

Task Categories:

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

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

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

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

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

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

Emergency Operations Center (EOC) Skillset: Recovery Coordination

Task Categories:

Understand the complexities of recovery

Demonstrate an understanding of community impacts

Prepare for long-term recovery

Task Category: Understand the complexities of recovery

TASKS	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
1. Demonstrate knowledge of short-term, intermediate, and long-term recovery.	E, F, I, J, T		
2. Demonstrate knowledge of recovery guidance at the Federal, state, local, nongovernmental, and private-sector partner levels, including: <ul style="list-style-type: none"> • National Disaster Recovery Framework (NDRF) • National Mitigation Framework 	E, F, I, J, T		
3. Demonstrate understanding of interdependencies in recovery missions (such as how housing recovery affects economic recovery) and opportunities for coordination, such as priorities identified in: <ul style="list-style-type: none"> • Community hazard mitigation plan • Community master/comprehensive plan • Other applicable organizational plans 	E, F, I, J, T		
4. Demonstrate knowledge of eligibility requirements and opportunities related to available Federal, state, local, philanthropic, nongovernmental, and private-sector partner funding sources: <ul style="list-style-type: none"> • See recovery.gov for examples 	E, F, I, J, T		
5. Demonstrate understanding of mitigation and resilience.	E, F, I, J, T		

Task Category: Demonstrate an understanding of community impacts

TASKS	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
6. Demonstrate knowledge of community demographics, culture, needs, and capacities.	E, F, I, J, T		
7. Demonstrate knowledge of the damage assessment process: <ul style="list-style-type: none"> • Understand information needs during short-term and long-term recovery 	E, F, I, J, T		
8. Engage and coordinate with the private sector and nongovernmental organizations (NGO), including voluntary and philanthropic organizations, to support recovery.	E, F, I		

TASKS	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
9. Demonstrate understanding of: <ul style="list-style-type: none"> • Critical infrastructure interdependencies • Potential impacts on the jurisdiction • Potential effects of prolonged service interruptions • Service restoration timelines 	E, F, I, T		
10. Demonstrate knowledge of economic recovery drivers for the community.	E, F, I, J, T		
11. Demonstrate knowledge of the whole community and any cultural sensitivities related to recovery objectives: <ul style="list-style-type: none"> • Identify potential economic, cultural, and environmental impacts of implementing recovery plans 	E, F, I, T		

Task Category: Prepare for long-term recovery

TASKS	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
12. Support activities that promote proactive community engagement, public participation, and public awareness of short-term, intermediate, and long-term recovery and resilience, such as: <ul style="list-style-type: none"> • Memorials, vigils, and emotional/mental health campaigns • Activities that acknowledge cultural, religious, and traditional diversity in the community • Collections of supplies and monetary donations • Efforts of Voluntary Organizations Active in Disaster (VOAD) 	E, F, I		
13. Prepare disaster recovery plans (such as an overall plan or Recovery Support Function-specific plans), including recovery roles and responsibilities: <ul style="list-style-type: none"> • Prioritize recovery activities based on community needs • Consider funding availability, eligibility requirements, and interdependencies • Incorporate resilience considerations 	E, F, I, J		
14. Coordinate with EOC public affairs staff to disseminate recovery-related public information: <ul style="list-style-type: none"> • Conduct outreach about Disaster Recovery Centers (DRC) and available Federal and state resources • Provide information to protect consumers from disreputable, opportunistic contractors • Combat misinformation 	E, F, I		
15. Capture and communicate economic impacts and implications, including unmet community needs, to state, local, tribal, territorial, and/or Federal leadership.	E, F, I		
16. Work with EOC personnel before, during, and after the transition from response to recovery: <ul style="list-style-type: none"> • Disseminate recovery information and address misinformation 	E, F, I,		

TASKS	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
17. Advocate for recovery considerations: <ul style="list-style-type: none"> • Provide briefings and recommendations to the Policy Group • Propose courses of action to avoid adverse effects on long-term recovery 	E, F, I		
18. Implement pre- and post-disaster mitigation and recovery plans.	E, F, I		

Emergency Operations Center (EOC) Skillset: Resource Ordering and Acquiring

Task Categories:
Order/request resources

Task Category: Order/request resources

TASKS	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
1. Demonstrate understanding of various resource ordering/requesting procedures and requirements.	C, E, F, I, T		
2. Ensure that documentation aligns with reimbursement requirements: <ul style="list-style-type: none"> • Document necessary approvals 	E, F, I, J		
3. Ensure that requests address the resources' logistical needs.	E, F, I		
4. Identify appropriate sources: <ul style="list-style-type: none"> • Intrastate agreements and compacts • Interorganizational agreements such as Memorandums of Understanding (MOU) and Memorandums of Agreement (MOA) • Emergency Management Assistance Compacts (EMAC) • Tribal and local jurisdiction agreements • Preapproved vendors and on-call contracts 	E, F, I, T		
5. Transmit vertical resource requests, such as from local to state or from state to Federal.	E, F, I		
6. Update status of resource requests.	E, F, I		

Emergency Operations Center (EOC) Skillset: Public Affairs Coordination

Task Categories:

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

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

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

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

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

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

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

Emergency Operations Center (EOC) Skillset: Resource Sourcing

Task Categories:

Understand potential sources

Develop, evaluate, and implement courses of action for resource fulfillment

Task Category: Understand potential sources

TASKS	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
1. Demonstrate awareness of resource sources: <ul style="list-style-type: none"> • For various disciplines • Regional, state, local, tribal, territorial, Federal, private sector, and nongovernmental organization (NGO) sources • Preapproved vendors and on-call contracts 	E, F, I, T		
2. Coordinate with resource acquisition personnel from other organizations to identify potential resources and gain better understanding of sourcing mechanisms.	E, F, I		
3. Prioritize the allocation of scarce resources.	E, F, I		
4. Demonstrate awareness of incident-specific fiscal and resource constraints.	E, F, I, T		

Task Category: Develop, evaluate, and implement courses of action for resource fulfillment

TASKS	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
5. Identify options for fulfilling resource requirements or requests: <ul style="list-style-type: none"> • Validate that options meet needs • Consider constraints • Consider support requirements • Estimate costs 	E, F, I		
6. Identify and communicate resource support requirements, such as lodging, feeding, fuel, power, and equipment operators.	E, F, I		
7. Develop courses of action for fulfilling resource requirements or requests, factoring in considerations such as: <ul style="list-style-type: none"> • Incident needs and priorities • Logistical factors, such as transport, security, storage, and support requirements • Legal considerations • Financial factors/costs • Backfill requirements • Mutual aid, private sector, and Voluntary Organizations Active in Disaster (VOAD) capabilities 	E, F, I		

TASKS	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
8. Determine the best option for fulfilling resource requirements.	E, F, I		
9. Facilitate the acquisition process based on chosen course of action.	E, F, I		
10. Notify appropriate personnel for resource fulfillment and information based on selected course of action: <ul style="list-style-type: none"> • Close loop for requestor and report resource request status 	E, F, I		

Emergency Operations Center (EOC) Skillset: Resource Tracking

Task Categories:

Track resources

Task Category: Track resources

TASKS	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
1. Demonstrate knowledge of EOC and field operations resource tracking processes.	E, F, I, T		
2. Monitor and track resources and supporting logistics.	E, F, I		
3. Update requestor on request status, estimated time of arrival, and related logistical details: <ul style="list-style-type: none"> • Verify that provided information meets incident needs 	E, F, I		
4. Establish communication channels to maintain resource status.	E, F, I		
5. Track resources from initial request through: <ul style="list-style-type: none"> • Hand-off to incident, or • Demobilization (for resources that remain under EOC management) 	E, F, I		
6. Anticipate, recognize, plan for, and address resource drawdown levels for resources that remain under EOC management.	E, F, I		
7. Communicate with incident command and EOC stakeholders regarding resource status.	E, F, I		

Emergency Operations Center (EOC) Skillset: Understanding the Resource Requirement

Task Categories:

Understand and validate the resource requirement

Communicate requirement in plain language and use national standards and common terminology

Task Category: Understand and validate the resource requirement

TASKS	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
1. Communicate with requestor as necessary to understand mission and resource requirements.	E, F, I		
2. Apply awareness of the situation to initially validate resource request and anticipate unrequested resource needs.	E, F, I		

Task Category: Communicate requirement in plain language and use national standards and common terminology

TASKS	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
3. Work with subject matter experts to describe resource requirements: <ul style="list-style-type: none"> • Scope the request in terms of capability rather than in terms of specific resources • Incorporate national resource typing definitions, as available • Demonstrate awareness of national standards and common terminology for personnel and resources • Verify request details and address missing information 	E, F, I		
4. Implement a resource management process, including using forms, following timelines, and identifying responsible parties: <ul style="list-style-type: none"> • Use national standards and common terminology to promote ease of use 	E, F, I		

Emergency Operations Center (EOC) Skillset: Situational Awareness

Task Categories:

Gather data and information

Analyze data and information

Disseminate information

Task Category: Gather data and information

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

Task Category: Analyze data and information

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

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

Task Category: Disseminate information

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

Emergency Operations Center (EOC) Skillset: Safety Advising

Task Categories:

Promote the safety of EOC personnel

Task Category: Promote the safety of EOC personnel

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

Evaluation Record Form

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

Evaluation Record Form

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

Evaluation Record Form

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

Evaluation Record Form

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