POSITION TASK BOOK FOR THE POSITION OF

SEOC OPERATIONS CHIEF

Version: April 2025

Check the appropriate position type:

☐ Single Type   ☐ Type 1   ☐ Type 2   ☐ Type 3

POSITION TASK BOOK ASSIGNED TO:
TRAINEE'S NAME:
DUTY STATION:
PHONE NUMBER:
EMAIL:
POSITION TASK BOOK INITIATED BY:
OFFICIAL'S NAME:
TITLE:
DUTY STATION:
PHONE NUMBER:
EMAIL:
POSITION TASK BOOK WAS INITIATED:
LOCATION:
DATE:

Evaluator Verification

(Do <u>not</u> complete this form unless you are recommending the trainee for all-hazards certification.)

FINAL EVALUATOR VERIFICATION
I verify that _____ has successfully completed all tasks as a trainee 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:
EMAIL:

Documentation of Agency Certification

DOCUMENTATION OF AGENCY CERTIFICATION
I certify that_____ has successfully met all of the criteria set out in the National Incident Management System (NIMS) Job Title/Position Qualifications document for the position and will hereby receive certification of his/her qualification.
OFFICIAL'S SIGNATURE:
DATE:
OFFICIAL'S NAME:
TITLE:
DUTY STATION:
PHONE NUMBER:
EMAIL:

Position Task Book Overview

The Position Task Book (PTB) documents the performance criteria a trainee must meet to be certified for a position within the National Qualification System (NQS). The performance criteria are associated with core NQS competencies, behaviors and tasks.

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

Evaluation Process

- Evaluators observe and review a trainee's completion of PTB tasks, initialing and dating each successfully completed task in the PTB.

- Evaluators complete an Evaluation Record Form after each evaluation period by documenting the trainee'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 trainee's supervisor may evaluate the completion of PTB tasks. For example, a Logistics Section Chief has the authority to sign off on completed PTB tasks for a Food Unit Leader trainee.

- The final evaluator is a leader who verifies that a trainee has completed the PTB and met all requirements for the position. A final evaluator is generally qualified in the same position for which the trainee is applying. When possible, the evaluator and the final evaluator should not be the same person, but in situations with limited resources, the evaluator can also serve as the final evaluator.

- Once the final evaluator has completed the Final Evaluator Verification, he/she forwards it to the Qualifications Review Board (QRB) along with supporting evidence that the trainee has completed all position requirements.

- After the QRB review, the AHJ completes the Documentation of Agency Certification form as appropriate.

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 establishes the requirements for transferring qualifications from another AHJ.

- If an AHJ chooses not to accept a trainee's existing certification of qualification, the trainee may be reevaluated in the specific position and issued a new PTB.

- An individual may hold multiple certifications of qualification (that is, the Final Evaluator Verification form and the Documentation of Agency Certification form) along with the completed PTB.

Position Task Book Competencies, Behaviors and Tasks

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

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

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

Definitions

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

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

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

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

PTB Task Codes

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

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

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

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

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

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

Code T: Task performed during a tabletop exercise.

Code R: Task performed very rarely and required only if applicable to the event. *Note:* Assignment of Code R is not recommended. However, AHJs may add at their discretion to tasks added to NQS PTBs.

How to Complete the Evaluation Record Form

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

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 trainee completed the PTB tasks. The evaluator should also write this number in the PTB column labeled "Evaluation Record #" for each task performed satisfactorily. This number enables reviewers of the completed PTB to ascertain the evaluators' qualifications before signing off on the PTB.

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

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

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

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

Complete these items AT THE END of the evaluation period:

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

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

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

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

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

Date: List the current date.

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

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

Evaluation Record Form

TRAINEE NAME:
TRAINEE POSITION:
Evaluation Record Number:
Evaluator's name:
Incident/office title and agency:
Evaluator's home jurisdiction address and phone:
Name and location of incident or simulation/exercise:
Incident kind:
Number and kind of resources:
Evaluation period:
Position type:
Recommendation: The above named trainee performed the initialed and dated tasks under my supervision. I recommend the following for this trainee's further development: _____ The trainee has successfully performed all required tasks for the position. The AHJ should consider the individual for certification. _____ The trainee 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 trainee is severely deficient in the performance of tasks and needs further training prior to additional assignment(s) as a trainee for this position.
Additional recommendations/comments:
Date:
Evaluator's initials:
Evaluator's relevant qualification:

SEOC Operations Chief

Task Categories:

Perform action tracking
Establish EOC support for incident/event
Coordinate EOC activities supporting the Incident Command/Unified Command with the Multiagency Coordination (MAC) Group/Policy Group
Ensure proper support for resource needs and requests, including allocation and tracking
Ensure implementation and coordination of plans
Ensure collection, analysis, and sharing of information internally and externally
Complete common coordination and accountability tasks associated with all positions within the EOC
Gather data and information
Analyze and synthesize data and information
Disseminate information
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
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: Perform action tracking

TASK	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		

Task Category: Establish EOC support for incident/event

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
3. Open/activate EOC and initiate EOC personnel notification: ● Initiate EOC alert and activation procedures. ● Determine activation level and necessary staffing based on initial information gathering and established guidelines/plans. ● Coordinate with EOC facilities management to ensure the EOC infrastructure is operational and to determine personnel support needs.	E, F, I		

Task Category: **Establish EOC support for incident/event**

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
4. Establish and maintain communication with incident command, local/regional/state EOCs, and other function-specific or department-specific operations centers to clarify roles and responsibilities and discuss support requirements: ● Discuss incident support requirements to clarify scope of incident command responsibilities versus EOC responsibilities. ● Obtain initial situational assessment.	E, F, I		
5. Identify and prioritize positions based on the nature of the incident/activation level and available resources: ● Consider: ○ Consequence management beyond immediate response impacts. ○ EOC's role in relation to the incident, such as operational, coordination, or support. ● Establish resource request process for operational planning purposes.	E, F, I		
6. Evaluate the need for collaboration with outside organizations to meet incident needs: ● Engage partner organizations.	E, F, I		
7. Ensure EOC facility management and safety personnel establish processes and procedures to promote the health, safety, and well-being of assigned personnel.	E, F, I		

Task Category: **Coordinate EOC activities supporting the Incident Command/Unified Command with the Multiagency Coordination (MAC) Group/Policy Group**

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
8. Direct and coordinate EOC personnel: ● 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		
9. Ensure that EOC objectives and/or strategies for the operational period are reasonable, accurate, and consistent with incident objectives.	E, F, I		

Task Category: **Coordinate EOC activities supporting the Incident Command/Unified Command with the Multiagency Coordination (MAC) Group/Policy Group**

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
10. Supervise and adjust EOC organization and operations as necessary, based on changes in incident situation and resource status: ● 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		

11. Ensure staff actions are appropriately based on analyzed and validated information:
● Make adjustments in response to new information, changing conditions, or unexpected obstacles.
● Identify and resolve problems that could affect the outcome of the incident:
  ○ Public messaging.
  ○ Political issues.
  ○ Conflicting objectives.
  ○ Policy implications.
	E, F, I		

12. Provide equal access and reasonable accommodations for all activities.	E, F, I		
13. Ensure that EOC personnel and leadership consider socioeconomic, political, and cultural aspects in all activities.	E, F, I		
14. Conduct EOC actions to support recovery efforts: ● Ensure staff identify and execute initial recovery tasks. ● Plan for and make necessary recovery decisions. ● Ensure transition of recovery tasks.	E, F, I		
15. Ensure financial management for jurisdictional activities: ● Consider reimbursement documentation requirements. ● Advise executives on financial matters related to jurisdictional activities.	E, F, I		
16. Ensure availability of legal advice for EOC activities.	E, F, I		
17. Support process improvement activities: ● 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		

Task Category: **Coordinate EOC activities supporting the Incident Command/Unified Command with the Multiagency Coordination (MAC) Group/Policy Group**

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
18. Ensure personnel complete incident documentation and appropriate administrative requirements: ● Incident forms, including activity logs for each operational period. ● EOC action plan in preparation for the next operational period.	E, F, I		
19. Ensure resource and financial paperwork meets reimbursement criteria: ● Personnel timekeeping and equipment usage records. ● Other reimbursement requirements.	E, F, I		
20. Ensure personnel handle classified, sensitive, or restricted information appropriately: ● Personally Identifiable Information (PII). ● Health Insurance Portability and Accountability Act (HIPAA). ● For Official Use Only (FOUO).	E, F, I, J		
21. Plan for deactivation/demobilization and ensure that staff follow deactivation procedures/demobilization plan.	E, F, I		

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

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
22. Oversee forecasting of resource needs based on analysis of incident potential: ● Understand relevant external resource sources, such as federal, state, mutual aid, and contracted services.	E, F, I, T		
23. Ensure the proper receipt and assignment of resource requests: ● Demonstrate familiarity with process for requesting or mobilizing resources through the Emergency Management Assistance Compact (EMAC) and/or other mutual aid systems. ● Demonstrate familiarity with process for requesting resources from state and federal governments. ● Demonstrate familiarity with process for requesting resources from the private sector and nonprofit organizations.	E, F, I, T		
24. Develop or use existing resource ordering and tracking system: ● Establish or verify a process for tracking resource requests made to or by the EOC.	E, F, I		

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

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
25. Ensure personnel properly manage requests for assistance: ● 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 implementation and coordination of plans**

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
26. Develop clear and concise EOC objectives and strategies that correspond with available resources and incident objectives: ● 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		
27. Ensure development of a EOC action plan, considering the following: ● Size and complexity of incident. ● Incident agency/organizational/jurisdictional policies and procedures. ● Time frames and schedules. ● Job performance expectations. ● Supported agency expectations and needs.	E, F, I		
28. Ensure preparation of EOC action plan for the next operational period: ● 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 if excess resources are available. ● Approve EOC action plan.	E, F, I		
29. Ensure development of appropriate contingency and future plans (more than one operational period in the future).	E, F, I		
30. 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
31. Establish and continuously validate critical information requirements: ● Establish essential elements of information (EEI) and how they will be shared, including key resource status.	E, F, I		
32. Ensure personnel initiate, regularly produce, and disseminate situation reports: ● Recognize when to initiate a situation report and what to include in the report. ● Approve situation report before dissemination. ● Ensure distribution to appropriate recipients. ● Determine need for spot reports.	E, F, I		
33. Ensure staff gather, analyze, and share information on current and changing situations to determine action: ● Ensure close coordination with on-scene personnel.	E, F, I		
34. Communicate with federal, state, tribal, territorial, and local agencies, such as emergency management or Homeland Security: ● Share status of key resources.	E, F, I		

35. Provide appropriate information to elected officials and senior leaders:
● Identify reporting requirements from senior officials and Policy Group.
● Ensure the development of briefing materials for executives.
● Advise Policy Group on procedures and actions:
  ○ Creating or amending policies.
  ○ Enacting emergency protective measures.
  ○ Allocating scarce resources.
  ○ Strategic-level guidance.
  ○ Policy-level outreach actions.
	E, F, I		

36. Communicate Policy Group and leadership direction within the EOC organization.	E, F, I		

37. Work with Public Affairs to determine appropriate public outreach methods for the incident:
● Consider:
  ○ 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		

38. Ensure public information coordination with other incident public information personnel: ● Evaluate the need to establish a Joint Information System (JIS) and Joint Information Center (JIC).	E, F, I		
39. Ensure effective methods for disseminating public information and warnings.	E, F, I, J		

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

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
40. Review and approve information releases: ● 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		
41. Ensure information is communicated horizontally among personnel within the EOC: ● Ensure EOC functions coordinate and share relevant information. ● Ensure leaders share information with their teams and across teams.	E, F, I		

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

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
42. Demonstrate understanding of EOC activation and operations, including how your function relates to other incident support activities: ● Demonstrate general awareness of local risks and hazards.	C, E, F, I, T		
43. Demonstrate understanding of your position's key duties, tasks, and responsibilities.	E, F, I, J, T		
44. Maintain a positive, professional, and calm demeanor to promote a positive work environment.	E, F, I		
45. Demonstrate effective communication skills, such as the ability to translate technical jargon into plain language.	E, F, I, J, T		
46. Comply with relevant health and safety requirements.	E, F, I		
47. Demonstrate understanding of EOC Continuity of Operations (COOP) plan, succession plan, emergency procedures, and safety guidelines.	C, E, F, I, T		
48. Participate in the EOC planning process.	E, F, I		
49. Participate in appropriate EOC meetings and briefings related to your assigned function.	E, F, I		
50. Follow general internal and external information flow processes: ● Demonstrate knowledge of information management systems, such as incident management software.	E, F, I, T		

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

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
51. Manage essential elements of information (EEI) and critical information requests in accordance with processes and procedures: ● Follow EOC approval authorities. ● Properly handle Personally Identifiable Information (PII) and sensitive information. ● Provide proper documentation for recordkeeping and accountability. ● Provide information for reports and in support of leadership decision-making.	E, F, I		
52. Practice proper document management processes and procedures: ● File structures. ● Naming conventions. ● Archiving processes. ● Position logs.	E, F, I		
53. Follow processes for resource requests, prioritization, deployment, tracking, reassignment, and demobilization.	E, F, I		
54. Participate in the efficient transition of resources and processes from response to recovery.	E, F, I		
55. Transfer responsibilities upon completion of assignment: ● Transfer to replacement staff, recovery personnel, or other responsible party. ● If necessary, shift responsibilities to non-disaster/day-to-day personnel.	E, F, I		
56. Participate in EOC training and exercises.	E, F		
57. Participate in the after-action review and improvement planning process.	E, F, I, T		

Task Category: Gather data and information

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
58. Collect and monitor data and information: ● Monitor sources including the Incident Action Plan (IAP), on-scene incident reports, EOC personnel, National Weather Service (NWS), jurisdictional liaisons, fusion centers, Joint Terrorism Task Forces (JTTF), traditional media, social media, and others. ● Monitor content such as demographic, damage assessment, infrastructure, supply chain, and geographic data and information. ● Maintain awareness of and monitor data/information outlined in incident- or event-specific essential elements of information (EEI). ● Gather and analyze data/information from the EOC staff, Incident Commander (IC), and Unified Command. ● Coordinate with partners for continuous information flow.	E, F, I, J		
59. Coordinate information with EOC public affairs personnel and the Joint Information Center (JIC)/Joint Information System (JIS): ● Receive information from JIC/JIS. ● Provide information to JIC/JIS. ● Broadly disseminate accurate information on a regular schedule.	E, F, I		
60. Coordinate with EOC personnel to gather information.	E, F, I		

Task Category: Analyze and synthesize data and information

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
61. Establish and implement processes for projecting cascading effects of action or inaction: ● Evaluate potential consequences and mitigation actions. ● Identify trends. ● Engage technical specialists.	E, F, I		

62. Use demographic information to inform analysis:
● Community characteristics.
● Potential vulnerabilities.
● Damage assessment.
● Specific service needs, such as:
  ○ Individuals with disabilities and other access and functional needs.
  ○ Individuals with Limited English proficiency.
  ○ Individuals with critical transportation needs.
	E, F, I		

Task Category: Analyze and synthesize data and information

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
63. Analyze information: ● Establish and implement procedures for verifying, organizing, prioritizing, and tracking information. ● Convert raw data into information and intelligence. ● Identify and address false and misleading information. ● Verify and analyze input for critical information. ● Clarify incomplete information. ● Identify incident-specific EEI and critical information requests.	E, F, I		
64. Recognize incident- or event-specific critical information to be disseminated immediately.	E, F, I		
65. Synthesize data and information in order to prepare situational briefings, reports, displays, briefing tools, and other information products.	E, F, I		

Task Category: Disseminate information

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
66. Establish and implement a process for developing and disseminating situational information at regular intervals: ● Obtain approval for distribution in accordance with policies and procedures. ● Determine distribution lists. ● Determine distribution methods.	E, F, I		
67. Follow processes for identifying, verifying, and disseminating critical information: ● Coordinate with public affairs to disseminate information externally. ● Determine need for spot reports for critical information dissemination.	E, F, I		
68. Display within the EOC situational information and data about significant events.	E, F, I		
69. Use visualizations such as graphs, photographs, and maps to graphically depict information.	E, F, I		
70. Use mapping/geospatial data and sources, including Geographic Information Systems (GIS), web-based maps, and paper maps.	E, F, I, J		
71. Present and distribute situational briefings, reports, displays, briefing tools, and other information products.	E, F, I		
72. Ensure proper security when sharing sensitive, classified, or protected information.	E, F, I		

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

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
73. Exhibit principles of duty, respect, and integrity: ● Make sound and timely decisions. ● Seek and accept responsibility for actions.	E, F, I		
74. Demonstrate understanding of EOC and Policy Group roles, responsibilities, and authorities: ● Describe how this mission may change in a different organization, jurisdiction, or operating environment.	E, F, I, J, T		
75. Demonstrate understanding of external sources of assistance: ● What resources could be available. ● When they could become available. ● How to acquire them. ● Necessary approvals.	E, F, I, J, T		
76. Communicate with leadership and Policy Group to facilitate and inform decision-making: ● Communicate options, considerations, and recommendations. ● Keep subordinates informed.	E, F, I		
77. Assist with development of strategies and tasks to support the goals and objectives of incident command or the EOC.	E, F, I		
78. Obtain relevant information to guide operational decisions.	E, F, I		
79. Guide personnel as they identify and address gaps in critical information.	E, F, I		
80. Establish metrics and benchmarks for program performance and monitor progress through completion.	E, F, I, J		
81. Monitor and manage stakeholder expectations: ● Communicate policy, process, and procedural changes.	E, F, I		
82. Oversee ordering and organization of resources to achieve objectives: ● Understand constraints and limitations.	E, F, I, J		
83. Continuously evaluate EOC processes, procedures, and priorities: ● Coordinate with performance improvement personnel.	E, F, I, T		
84. Suggest ways to improve processes and procedures, and then help implement improvements: ● 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**

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
85. Use leadership styles appropriate to the situation.	E, F, I		
86. Establish and communicate processes and procedures.	E, F, I		
87. Assign tasks and clearly communicate expectations.	E, F, I		
88. Emphasize and foster teamwork.	E, F, I		
89. Manage conflict and coordinate problem-solving: ● 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		
90. Prepare and discuss feedback with subordinates: ● Monitor performance and discuss task understanding. ● Evaluate performance and complete personnel performance evaluations.	E, F, I		
91. Support the health, safety, and welfare of assigned personnel: ● 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 health and safety of staff. ● Monitor staff for signs of mental and physical fatigue.	E, F, I		

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

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
92. Establish and maintain positive interpersonal and interorganizational working relationships.	E, F, I, J		
93. Demonstrate ability to influence others outside your chain of command.	E, F, I, J, T		
94. Ensure staff activities align with the EOC's operational rhythm.	E, F, I		
95. Ensure unity of effort by promoting continuous coordination and cooperation among all subordinates.	E, F, I		

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

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
96. Demonstrate knowledge of the after-action review and performance improvement planning (PIP) process, including the types of information gathered and the feedback process.	E, F, I, J, T		
97. Identify baseline requirements in advance to ensure that improvement can be documented or acknowledged.	E, F, I, J, T		
98. Collect, store, and analyze data for the after-action review and improvement plan.	E, F, I		
99. Perform real-time data collection during response: ● Use accepted tools, such as EOC activity logs and other EOC-related documentation.	E, F, I		
100. Provide guidance to EOC leadership on collecting performance improvement-related data.	E, F, I		

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

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
101. 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		
102. Provide recommendations to leadership for review, approval, dissemination, and implementation.	E, F, I, J		

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

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
103. Develop an after-action review and improvement planning schedule for the EOC activation that is consistent with the Homeland Security Exercise and Evaluation Program (HSEEP) or similar guidance.	E, F, I		
104. Coordinate After Action Review (AAR)-related meetings to identify and clarify areas for improvement: ● Support facilitation of meetings if necessary.	E, F, I, J		
105. Identify best practices and areas for improvement.	E, F, I, J		

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

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
106. Develop recommendations to address areas for improvement.	E, F, I, J		
107. Coordinate EOC after-action report development efforts with other incident-related after-action reporting efforts.	E, F, I		