POSITION TASK BOOK FOR THE POSITION OF

ALL-HAZARDS
LIAISON OFFICER
(LOFR-AH)

Version: December 2014

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

EVALUATOR

DO NOT COMPLETE THIS UNLESS YOU ARE RECOMMENDING THE TRAINEE FOR CERTIFICATION

VERIFICATION/CERTIFICATION OF COMPLETED POSITION TASK BOOK FOR THE POSITION OF

ALL HAZARDS LIAISON OFFICER

FINAL EVALUATOR'S VERIFICATION

I verify all tasks have been performed and are documented with appropriate initials.

I also verify _____
has performed as a trainee and should therefore be considered for certification in this position.

FINAL EVALUATOR'S SIGNATURE:
DATE:
EVALUATOR'S PRINTED NAME:
TITLE:
DUTY STATION:
PHONE NUMBER:
EMAIL:

CERTIFYING OFFICIAL FOR CERTIFICATION

I certify _____
has met all requirements for qualification in this position and is certified for the position.

OFFICIAL'S SIGNATURE:
DATE:
OFFICIAL'S PRINTED NAME:
TITLE:
DUTY STATION:
PHONE NUMBER:
EMAIL:

NATIONAL INCIDENT MANAGEMENT SYSTEM (NIMS)
INCIDENT COMMAND SYSTEM (ICS)
POSITION TASK BOOKS (PTBs)

Position Task Books (PTBs) are designed to be used by any individual (trainee) interested in becoming certified under the National Incident Management System (NIMS). The PTB's are intended to be used to document experiences that indicate successful completion of tasks specific to an Incident Command System (ICS) position. The performance requirements for each position are associated with core ICS competencies, behaviors and tasks as suggested to the Federal Emergency Management Agency (FEMA) by a multi-disciplined, highly-experienced expert panel.

Trainees are evaluated during this process by qualified evaluators, and the trainee's performance is documented in the PTB for each task by the evaluator's initials and date of completion. An Evaluation Record will be completed by all evaluators documenting the trainee's progress after each evaluation opportunity.

Successful performance of all tasks, as observed and recorded by an evaluator, will result in a recommendation to the "authority having jurisdiction" (of the trainee), that the trainee be certified in that position. Evaluation and confirmation of the trainee's performance while completing all tasks will normally require more than one training assignment and several different evaluators. Incidents lasting several days may involve multiple evaluators. Tasks may be evaluated on incidents, in a classroom simulation, in training and HSEEP compliant functional or full scale exercises and in other work situations as long as there is a qualified evaluator.

It is important performances be critically evaluated and accurately recorded by each evaluator. All tasks must be evaluated.

The Interstate Incident Management Team Qualifications System [IIMTQS] Guide lists the definitions for trainee, evaluator, training officer and authority having jurisdiction.

Responsibilities:

1. **Authority having jurisdiction (AHJ)**:
   - Select trainees based on the needs of their organization or to fulfill their obligations to contribute to Incident Management Teams or other Mutual Aid agreements.
   - Provide opportunities for evaluation and/or making the trainee available for evaluation.
2. The **Individual/ Trainee:**
   - Reviewing and understanding instructions in the PTB.
   - Identifying desired objectives/goals whenever an opportunity for evaluation is recognized.
   - Providing background information to an evaluator.
   - Assuring the evaluation record is complete.
   - Completing all tasks for an assigned position within the timeframe allowed for that position. All tasks with an approval older than the allowed timeframe must be reevaluated.
   - Notifying the local AHJ /training officer when the PTB is completed, and obtaining a signature recommending certification.
   - Retaining the original PTB and provide a copy of the PTB to the appropriate individual/department to obtain a qualification from your agency.
3. **Evaluator(s)**:
   - Being qualified and proficient in the evaluated position.
   - Meeting with the trainee and determining past experience, current qualifications and desired objectives/goals.
   - Reviewing tasks with the trainee.
   - Explaining to the trainee the evaluation procedures that will be utilized and which tasks may be performed during the evaluation period.
   - Accurately evaluating and recording demonstrated performance of tasks. Dating and initialing completion of the task to indicate satisfactory performance. Unsatisfactory performance should also be documented.
   - Completing the Evaluation Form found at the end of each PTB.
   - Completing an Incident Personnel Performance Rating (ICS 225) form.
4. The **Final Evaluator:**
   - Being qualified and proficient in the position being evaluated.
   - Reviewing the trainee's record to ensure completeness.
   - Signing the verification statement on page 2 of the PTB when all tasks have been initialed.
   - Ensuring all tasks have been completed within the three years prior to submission for final approval. Any task with an approval older than three years must be reevaluated and brought up to date.
5. **Training Officer:**
   - Providing the correct version of the PTB to the individual in order to document performance.
   - Explaining to the trainee the purpose and processes of the PTB as well as the trainee's responsibilities.
   - Tracking progress of the trainee.
   - Identifying incidents or situations where the trainee may have evaluation opportunities.
   - Identifying and assigning an evaluator who can provide a positive experience for the trainee, when the evaluation opportunity is within the AHJ's jurisdiction.
   - Receiving and filing documentation from the assignment.
6. **AHJ Designee**
   - Issuing the PTB to document task performance.
   - Explaining to the trainee the purpose and processes of the PTB, as well as the trainee's responsibilities.
   - Tracking progress of the trainee.
   - Identifying incident evaluation opportunities.
   - Identifying and assigning an evaluator who can provide a positive experience for the trainee, and make an accurate and honest appraisal of the trainee's performance.
   - Documenting the assignment.
   - Conducting progress reviews.
   - Conducting a closeout interview with the trainee and evaluator and assuring documentation is proper and complete.

Competencies, Behaviors and Tasks:

Each Position Task Book lists the performance requirements (tasks) for specific positions set by the ICS competencies and behaviors (September 2007) recognized by FEMA's National Integration Center and posted to the NIMS Resource Center Web site, http://www.fema.gov/emergency/nims/.

There are numerous bullet statements listed under each task. The bullet statements are listed as guidelines/examples for the evaluator to follow to insure that the intent of the task has been completed. Not all bullet statements for a task are required to be completed if the overall intent of the task has been satisfied.

Each task has a code associated with the type of training assignment where the task may be completed. **Definitions for these codes are below**. While tasks can be performed in any situation, they must be evaluated on the specific type of incident/event for which they are coded.

Tasks coded I must be evaluated on an incident/event, and so on. Performance of any task on other than the designated assignment is not valid for qualification.

If more than one code is listed, the task may be completed on any of the listed situations (e.g. If code I, O1 and O2 are listed, the task may be completed on any of the three listed). The evaluator should circle the evaluation code the task was evaluated at.

O1 = Task can be performed on a Planned Event, HSEEP compliant or Full Scale Exercise with equipment deployment which is managed under the Incident Command System (ICS). Examples of exercises that may employ ICS include oil spill, search and rescue, hazardous material response, and fire.

O2 = Task can be performed on an Exercise which is managed under the Incident Command System (ICS). Examples of exercises that may employ ICS include oil spill, search and rescue, hazardous material response, and fire.

O3 = Training or Daily Job environment that tests knowledge/skills associated with the task.

O4 = Task can be performed during an ICS course classroom environment that tests knowledge/skills associated with the task.

I = Task must be performed on an incident, which is managed under the Incident Command System (ICS). Examples of incidents that may employ ICS include oil spill, search and rescue, hazardous material response, fire, or law enforcement incidents that may be emergency or non-emergency in nature.

R = Rare events seldom occur and opportunities to evaluate Trainee performance in real settings are limited. Examples of rare events include accidents, injuries, vehicle and aircraft crashes. Through interviews, the evaluator may be able to determine if the trainee could perform the task in a real situation.

Competency: Assume position responsibilities

Description: Successfully assume role of Liaison Officer and initiate position activities at the appropriate time according to the following behaviors.

Behavior: Ensure readiness for assignment.

TASK	CODE	EVALUATION RECORD #	EVALUATOR
1. Obtain and assemble information and materials needed for kit. Kit assembled and prepared prior to receiving an assignment. Kit contains critical items needed for the assignment. Kit is easily transportable. The basic information and materials needed may include, but is not limited to, any of the following: **Reference Materials** • Appropriate references for the incident (e.g., agency/organization specific policies and procedures). • Emergency Responder Field Operations Guide (ERFOG). **Forms** • ICS 213, General Message • ICS 214, Activity Log • Agency/organization specific forms appropriate to the function **Supplies** • Office supplies appropriate to the function.	I O1 O2 O3 O4		
2. Arrive properly equipped at incident assigned location within acceptable time limits.	I O1		
3. Check in according to receiving agency /organization guidelines.	I O1		

Behavior: Ensure availability, qualifications and capabilities of resources to complete assignment.

TASK	CODE	EVALUATION RECORD #	EVALUATOR
4. Establish a work location within the first operational period. • Work location must be: - Visible. - Identifiable. • Have adequate work space. Coordinate bulletin board posting of agency/organization information.	I O1		
5. Ensure sufficient personnel and resources to accomplish information exchange.	I O1 O2		
6. If needed, obtain Assistant(s) for the liaison staff to complete required duties.	I O1 O2		

Evaluate the numbered tasks ONLY. DO NOT evaluate bullets; they are provided as examples/additional clarification.

Behavior: Gather, update and apply situational information relevant to the assignment.

TASK	CODE	EVALUATION RECORD #	EVALUATOR
7. Obtain complete information from dispatch upon activation. • Incident name. • Incident order number. • Request number. • Reporting location. • Reporting time. • Transportation arrangements/travel routes. • Contact procedures during travel (telephone/radio).	I O1		
8. Gather information necessary to assess incident assignment and determine immediate needs and actions. • Incident Commander's name and agency/organization contact information. • Type of incident. • Current resource commitments. • Current situation. • Expected duration of assignment.	I O1 O2		
9. Assemble incident information for use in briefings and filling requests. • Within the first operational period, obtain incident information from the Incident Commander, Planning Section Chief, Resources Unit and/or Situation Unit. • Update incident information by the beginning of each operational period.	I O1		
10. Assemble receiving agency/organization information for use in answering requests and resolving problems. • Obtain assisting, cooperating and non-governmental agency information including: - Contact persons (Agency Representatives). - Radio frequencies. - Phone and pager numbers. - Cooperative agreements. - Equipment type. - Number of personnel. - Condition of equipment and personnel. - Agency/organization constraints or limitations.	I O1		

Evaluate the numbered tasks ONLY. DO NOT evaluate bullets; they are provided as examples/additional clarification.

Behavior: Establish effective relationships with relevant personnel.

TASK	CODE	EVALUATION RECORD #	EVALUATOR
11. Establish and maintain positive interpersonal and interagency working relationships.	I O1		
12. Create a work environment that provides diversity and equal opportunity for all personnel assigned to the incident.	I O1 O2		

Behavior: Establish organization structure, reporting procedures and chain of command of assigned resources.

TASK	CODE	EVALUATION RECORD #	EVALUATOR
13. Supervise liaison staff as needed, based on changes in incident situation and resource status. • Ensure priorities are communicated and understood. • Ensure health and safety procedures are maintained. • Ensure effective use and coordination of all assigned resources.	I O1		

Behavior: Understand and comply with ICS concepts and principles.

TASK	CODE	EVALUATION RECORD #	EVALUATOR
14. Maintain appropriate span of control.	I O1 O2		
15. Demonstrate knowledge of ICS structure, principles, positions and ICS forms.	I O1 O2		

Competency: Lead assigned personnel

Description: Influence, guide and direct assigned personnel to accomplish objectives and desired outcomes in a potentially rapidly changing environment.

Behavior: Model leadership values and principles.

TASK	CODE	EVALUATION RECORD #	EVALUATOR
16. Exhibit principles of duty. • Be proficient in your job, both technically and as a leader. • Make sound and timely decisions. • Ensure tasks are understood, supervised and accomplished. • Train and mentor assigned subordinates.	I O1		
17. Exhibit principles of respect. • Know your subordinates and look out for their well-being. • Keep your subordinates informed. • Build the team. • Assign your subordinates in accordance with their capabilities.	I O1		
18. Exhibit principles of integrity. • Know yourself and seek improvement. • Seek responsibility and accept responsibility for your actions. • Set the example.	I O1		
19. Use diplomacy to resolve concerns related to multi-agency/organization involvement.	I O1		

Behavior: Ensure the safety, welfare and accountability of assigned personnel.

TASK	CODE	EVALUATION RECORD #	EVALUATOR
20. Identify potentially hazardous situations in your working area.	I O1		
21. Inform subordinates of hazards/threats.	I O1		
22. Ensure special precautions are taken when extraordinary hazards/threats exist.	I O1		
23. Ensure adequate rest is provided to all liaison staff.	I O1		

Behavior: Establish work assignments and performance expectations, monitor performance and provide feedback.

TASK	CODE	EVALUATION RECORD #	EVALUATOR
24. Brief and keep subordinates informed and updated.	I O1 O2		
25. Establish time frames and schedules.	I O1 O2		
26. Assign and monitor work assignments.	I O1 O2		
27. Provide counseling and discipline as needed.	I O1		
28. Ensure performance ratings are completed as required by the Incident Commander/Agency Administrator.	I O1		

Behavior: Emphasize teamwork.

TASK	CODE	EVALUATION RECORD #	EVALUATOR
29. Establish cohesiveness among assigned resources. • Establish trust through open communications. • Require commitment • Set expectations of accountability • Bring focus to the team result.	I O1		

Behavior: Coordinate interdependent activities.

TASK	CODE	EVALUATION RECORD #	EVALUATOR
30. Interact and coordinate with all Command and General Staff. • Receive and transmit current and accurate information.	I O1		

Evaluate the numbered tasks ONLY. DO NOT evaluate bullets; they are provided as examples/additional clarification.

Competency: Communicate effectively

Description: Use suitable communication techniques to share relevant information with appropriate personnel on a timely basis to accomplish objectives in a potentially rapidly changing environment.

Behavior: Ensure relevant information is exchanged during briefings and debriefings.

TASK	CODE	EVALUATION RECORD #	EVALUATOR
31. Within the first operational period obtain incident information from the Incident Commander, resource unit and situation unit.	I O1		
32. Attend incident planning meetings. Provide assisting and cooperating agency/organization input as necessary.	I O1		
33. Conduct briefings at predetermined times and locations with assisting, cooperating and non-governmental agencies prior to each operational period.	I O1		
34. Provide assisting and cooperating agencies' input to the planning process.	I O1		

Behavior: Ensure documentation is complete and disposition is appropriate.

TASK	CODE	EVALUATION RECORD #	EVALUATOR
35. Complete ICS 214 (Activity Log) for each operational period.	I O1 O2		
36. Record demobilization issues.	I O1		
37. File all records with planning section and/or documentation unit during demobilization.	I O1		

Behavior: Gather, produce and distribute information as required by established guidelines and ensure understanding by recipient. Modify approach based on evaluation of incident situation.

TASK	CODE	EVALUATION RECORD #	EVALUATOR
38. Keep cooperating and assisting agencies informed of planning actions. • If necessary, conduct briefing with Agency/Organization Representatives prior to the Planning Meeting, following the Planning Meeting, or following any change in the Incident Action Plan (IAP). • Supply a copy of the Incident Action Plan to Agency/Organization Representatives.	I O1		

Evaluate the numbered tasks ONLY. DO NOT evaluate bullets; they are provided as examples/additional clarification.

39. Respond to requests for information and resolve problems. • Fulfill request for information concerning any cooperating or assisting agencies in a timely manner. • Follow up on all requests and problems to ensure their completion within the work period following their initiation. • Problems or requests that remain incomplete after follow-up should be addressed at the next planning meeting. • Advise the Incident Commander of any political or stakeholder concerns related to multi-agency/organization involvement.	I O1		
40. Supply cooperating and assisting agencies with demobilization information at least one operational period prior to demobilization.	I O1		

Behavior: Develop and implement plans and gain concurrence of affected agencies and/or the public.

TASK	CODE	EVALUATION RECORD #	EVALUATOR
41. Assist the Incident Commander in developing a written Incident Action Plan for next operational period (by sharing it with the affected agencies and/or the public, and gaining their support or understanding).	I O1 O2 O3 O4		
42. Assist the Incident Commander in developing and sharing with affected agencies and/or the public and gaining their support or understanding other plans such as, but not limited to: • Contingency plans • Media and public information plans • Long term plans (exit strategy or incident completion strategy) • Incident Emergency Plans (incident within an incident) • Mitigation/treatment plan • Demobilization plan	I O1 O2 O3 O4		

Competency: Ensure completion of assigned actions to meet identified objectives

Description: Identify, analyze and apply relevant situational information and evaluate actions to complete assignments safely and meet identified objectives. Complete actions within established timeframe.

Behavior: Gather, analyze and validate information pertinent to the incident or event and make recommendations for setting priorities.

TASK	CODE	EVALUATION RECORD #	EVALUATOR
43. Update incident information by the beginning of each operational period.	I O1 O2		

Behavior: Plan for demobilization and ensure demobilization procedures are followed.

TASK	CODE	EVALUATION RECORD #	EVALUATOR
44. Meet with agencies and gather information on personnel and equipment priorities prior to demobilization.	I O1		
45. Provide assisting and cooperating agencies' input to the demobilization process. • Attend demobilization meeting. • Supply cooperating and assisting agencies. with demobilization information at least one operational period prior to demobilization. • Record demobilization issues. • File all records with the Documentation Unit. • Complete demobilization process.	I O1		

Behavior: Transfer position duties while ensuring continuity of authority and knowledge and taking into account the increasing or decreasing incident complexity.

TASK	CODE	EVALUATION RECORD #	EVALUATOR
46. Determine time of transfer, with Incident Commander and your replacement.	I O1		
47. Communicate transfer of Liaison duties to Command and General Staff, and assisting and cooperating agency/organization representatives.	I O1		
48. If necessary, coordinate with agencies about transfer of command back to local jurisdiction.	I O1		

Behavior: Follow established procedures and/or health and safety procedures relevant to given assignment.

TASK	CODE	EVALUATION RECORD #	EVALUATOR
49. Follow health and safety procedures and be aware of incident-specific hazards/ threats. • Have available and use appropriate personal protective equipment. • Follow established health and safety procedures. • Brief media and public on health and safety concerns of the incident as needed.	I O1 O2		
50. Provide personal protective equipment to assisting and cooperating agencies as appropriate.	I O1 O2		
51. Obtain clearance for access to incident from operations personnel.	I O1		

INSTRUCTIONS FOR COMPLETING THE EVALUATION RECORD

There are four separate blocks allowing evaluations to be made. These evaluations may be made on incidents, simulations in classroom or in daily duties, depending on what the position task book indicates. This should be sufficient for qualification in the position if the individual is adequately prepared. If additional blocks are needed, a page can be copied from a blank task book and attached.

COMPLETE THESE ITEMS AT THE START OF THE EVALUATION PERIOD:

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

Evaluator's home unit address and phone: Self-explanatory

#: The number next to the evaluator's name in the upper left corner of the evaluation record identifies a particular incident or group of incidents. This number should be placed in the column labeled "Evaluation Record #" on the PTB for each task performed satisfactorily. This number enables reviewers of the completed PTB to ascertain the qualifications of the different evaluators prior to making the appropriate sign-off on the PTB.

Location of Incident/Simulation: Identify the location where the tasks were performed by agency and office.

Incident Kind: Enter kind of incident; e.g., hazmat, wildland fire, structural fire, search and rescue, flood, tornado, etc.

Complexity: Identify complexity of incident or sub-incident that the evaluation is for by Type.

COMPLETE THESE ITEMS AT THE END OF THE EVALUATION PERIOD:

Number and Type of Resources: Enter the number of resources and types assigned to the incident pertinent to the trainee's task book position.

Duration: Enter inclusive dates during which the trainee was evaluated. This block may indicate a span of time covering several small and similar incidents if the trainee has been evaluated on that basis; e.g., several initial response wildfires in similar fuel types.

Recommendation: Check as appropriate and/or make comments regarding the future needs for development of this trainee.

Date: List the date the record is being completed.

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 qualification relevant to the trainee position you supervised.

Evaluation Record

TRAINEE NAME _____ TRAINEE POSITION _____

#1	Evaluator's name:	Email:		
Incident/office title & agency:				
Evaluator's home unit address & phone:				
Name and Location of Incident or Situation (agency & area)	Incident Kind (hazmat, tornado, flood, structural fire, wildfire, search & rescue, etc.)	Number & Type of Resources Pertinent to Trainee's Position	Duration (inclusive dates in trainee status)	Complexity Type 1, 2, 3

The tasks initialed and dated by me have been performed under my supervision in a satisfactory manner by the above named trainee. I recommend the following for further development of this trainee.

_____ The individual has successfully performed all tasks for the position and should be considered for certification.
_____ Not all tasks were evaluated on this assignment and an additional assignment is needed to complete the evaluation.
_____ The individual was not able to complete certain tasks (comments below) or additional guidance is required.
_____ The individual is severely deficient in the performance of tasks for the position and needs further training (both required and knowledge and skills needed) prior to additional assignment(s) as a trainee.

Recommendations: _____

_____

Date: _____ Evaluator's initials: _____

Evaluator's relevant:_____

#2	Evaluator's name:	Email:		
Incident/office title & agency:				
Evaluator's home unit address & phone:				
Name and Location of Incident or Situation (agency & area)	Incident Kind (hazmat, tornado, flood, structural fire, wildfire, search & rescue, etc.)	Number & Type of Resources Pertinent to Trainee's Position	Duration (inclusive dates in trainee status)	Complexity Type 1, 2, 3

The tasks initialed and dated by me have been performed under my supervision in a satisfactory manner by the above named trainee. I recommend the following for further development of this trainee.

_____ The individual has successfully performed all tasks for the position and should be considered for certification.
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_____ The individual was not able to complete certain tasks (comments below) or additional guidance is required.
_____ The individual is severely deficient in the performance of tasks for the position and needs further training (both required and knowledge and skills needed) prior to additional assignment(s) as a trainee.

Recommendations: _____

_____

Date: _____ Evaluator's initials: _____

Evaluator's relevant:_____

Evaluation Record
(Continuation Sheet)

TRAINEE NAME _____ TRAINEE POSITION _____

#3	Evaluator's name:		Email:		
Incident/office title & agency:					
Evaluator's home unit address & phone:					
Name and Location of Incident or Situation (agency & area)	Incident Kind (hazmat, tornado, flood, structural fire, wildfire, search & rescue, etc.)	Number & Type of Resources Pertinent to Trainee's Position	Duration (inclusive dates in trainee status)	Complexity Type 1, 2, 3	

The tasks initialed and dated by me have been performed under my supervision in a satisfactory manner by the above named trainee. I recommend the following for further development of this trainee.

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_____ The individual was not able to complete certain tasks (comments below) or additional guidance is required.
_____ The individual is severely deficient in the performance of tasks for the position and needs further training (both required and knowledge and skills needed) prior to additional assignment(s) as a trainee.

Recommendations: _____

_____

Date: _____ Evaluator's initials: _____

Evaluator's relevant:_____

#4	Evaluator's name:		Email:		
Incident/office title & agency:					
Evaluator's home unit address & phone:					
Name and Location of Incident or Situation (agency & area)	Incident Kind (hazmat, tornado, flood, structural fire, wildfire, search & rescue, etc.)	Number & Type of Resources Pertinent to Trainee's Position	Duration (inclusive dates in trainee status)	Complexity Type 1, 2, 3	

The tasks initialed and dated by me have been performed under my supervision in a satisfactory manner by the above named trainee. I recommend the following for further development of this trainee.

_____ The individual has successfully performed all tasks for the position and should be considered for certification.
_____ Not all tasks were evaluated on this assignment and an additional assignment is needed to complete the evaluation.
_____ The individual was not able to complete certain tasks (comments below) or additional guidance is required.
_____ The individual is severely deficient in the performance of tasks for the position and needs further training (both required and knowledge and skills needed) prior to additional assignment(s) as a trainee.

Recommendations: _____

_____

Date: _____ Evaluator's initials: _____

Evaluator's relevant:_____