



**FEMA**

POSITION TASK BOOK FOR THE POSITION OF

**ALL-HAZARDS NATIONAL INCIDENT  
MANAGEMENT SYSTEM (NIMS)  
FATALITY MANAGEMENT HUMAN REMAINS  
RECOVERY TEAM LEADER**

## FATALITY MANAGEMENT HUMAN REMAINS RECOVERY TEAM LEADER

### 1. Competency: Assume position responsibilities

*Description:* Successfully assume the role of Fatality Management (FM) Human Remains Recovery Team Leader and initiate position activities at the appropriate time according to the following behaviors.

#### 1a. Behavior: Gather, update, and apply situational information relevant to the assignment

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
<b>1.</b> Communicate body recovery needs: <ul style="list-style-type: none"> <li>● Difficult removals</li> <li>● Heavy machinery</li> <li>● Helicopter access</li> <li>● Hazardous conditions:                             <ul style="list-style-type: none"> <li>○ Hazardous materials (hazmat)</li> <li>○ Unstable structures</li> <li>○ Fire</li> <li>○ Difficult terrain</li> </ul> </li> <li>● Water recovery</li> <li>● Dive team needs</li> </ul>	E, F, I		
<b>2.</b> Document remains left for recovery and in storage: <ul style="list-style-type: none"> <li>● Acquire information from responsible personnel</li> <li>● Identify storage capacity issues</li> <li>● Account for all human remains</li> </ul>	E, F, I		

#### 1b. Behavior: Successfully assume the role of FM Human Remains Recovery Team Leader and initiate position activities

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
<b>3.</b> Brief teams on recovery needs: <ul style="list-style-type: none"> <li>● Type of incident and recovery difficulties</li> <li>● Safety hazards</li> <li>● Body counts</li> <li>● Investigation and evidentiary needs</li> </ul>	E, F, I		

#### 1c. Behavior: Ensure availability, qualifications, and capabilities of resources to complete assignment

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
<b>4.</b> Coordinate with the FM Morgue Forensic Team Leader, FM Disaster Portable Morgue Unit Leader, and FM Morgue Processing Unit Leader.	E, F, I		

<p>5. Follow direction from local Medical Examiner/Coroner (ME/C):</p> <ul style="list-style-type: none"> <li>● Body tags/triage tags</li> <li>● Forms</li> <li>● Property</li> <li>● Investigative needs</li> <li>● Evidence collection needs</li> <li>● Identification:                             <ul style="list-style-type: none"> <li>○ May involve coordination with Victim Information Center (VIC) and Family Assistance Center (FAC) at the ME/C's discretion</li> </ul> </li> <li>● Property</li> <li>● Next of kin (NOK):                             <ul style="list-style-type: none"> <li>○ May involve coordination with VIC and FAC at the ME/C's discretion</li> </ul> </li> </ul>	E, F, I		
<p>6. Identify kind, type, and quantity of resources necessary to achieve objectives:</p> <ul style="list-style-type: none"> <li>● Consider span of control when determining resource requirements and configurations</li> </ul>	E, F, I		

**1d. Behavior: Establish or determine organizational structure, reporting procedures, and chain of command of assigned resource**

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
<p>7. Activate team:</p> <ul style="list-style-type: none"> <li>● Establish appropriate team organization and assign staff responsibilities, while maintaining span of control</li> <li>● Ensure availability of appropriate resources</li> <li>● Conduct supporting activities within operational period</li> <li>● Follow protocol for communicating team's daily accomplishments to the Documentation Unit or appropriate personnel</li> <li>● Obtain operational rhythm from supervisor and establish daily briefing/debriefing schedule with assigned personnel</li> <li>● Follow process for resource requests/releases for operational planning purposes</li> <li>● Assign staff as appropriate</li> <li>● Participate in planning meetings to determine team organization, support tactical assignments, ensure resource support and coordination needs, and identify other considerations for the next operational period</li> </ul>	E, F, I		
<p>8. Supervise and adjust team organization and operations based on changes in incident situation and resource status:</p> <ul style="list-style-type: none"> <li>● Maintain common operating picture throughout the team</li> <li>● Provide for functional and geographical supervision as necessary</li> <li>● Ensure effective use and coordination of all assigned resources</li> <li>● Constantly monitor objectives and overall team operations for efficacy and safety</li> </ul>	E, F, I		

**2. 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.

**2a. Behavior: Ensure the exchange of relevant information during briefings and debriefings**

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
<b>9.</b> Communicate recovery team needs and body counts: <ul style="list-style-type: none"> <li>● Maintain accurate body counts</li> <li>● Cross-reference tracking numbers with recovered remains</li> <li>● Brief teams on recovery process and techniques</li> </ul>	E, F, I		

**2b. Behavior: Ensure documentation is complete and disposition is appropriate**

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
<b>10.</b> Ensure incident documentation and administrative requirements are complete, according to the supervisor’s direction: <ul style="list-style-type: none"> <li>● Submit incident narrative to supervisor</li> <li>● Complete and submit activity log to Documentation Unit or appropriate personnel for each operational period</li> <li>● Ensure all personnel and equipment time records are complete and submitted at the end of each operational period</li> </ul>	E, F, I		
<b>11.</b> Ensure the protection of Personally Identifiable Information (PII).	E, F, I		

**3. 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 time frame.

**3a. Behavior: Execute assigned tasks, assess progress, and make necessary adjustments**

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
12. Determine photographic and documentation needs: <ul style="list-style-type: none"> <li>● Sketches</li> <li>● Measurements</li> <li>● Photographs and video of scene, bodies, property, evidence</li> </ul>	E, F, I		
13. Determine recovery expectations and processes.	E, F, I		
14. Ensure collection of decedent personal property on or near the body: <ul style="list-style-type: none"> <li>● Use proper tagging</li> <li>● Maintain chain of evidence and custody</li> </ul>	E, F, I		
15. Ensure collection of evidence in accordance with local ME/C and law enforcement agency needs: <ul style="list-style-type: none"> <li>● Gunshot residue</li> <li>● Fingernails</li> <li>● Hair</li> <li>● DNA swabs (not for identification)</li> <li>● Trace or tool marks</li> <li>● Sexual assault kits</li> </ul>	E, F, I		
16. Maintain evidentiary procedures during remains recovery processes: <ul style="list-style-type: none"> <li>● Tag evidence</li> <li>● Package evidence</li> <li>● Transport evidence</li> <li>● Maintain chain of custody</li> </ul>	E, F, I		
17. Provide direction and guidance to relevant specialists: <ul style="list-style-type: none"> <li>● FM Personal Effects Specialist and Investigator</li> <li>● Photographer</li> <li>● Sketch artist documentation specialist, or Forensic Photographer to produce sketches, videos, and photographs for disaster site processing</li> </ul>	E, F, I		

**3b. Behavior: Establish and manage the FM Human Remains Recovery Team and support job functions and processes**

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
18. Coordinate with the FM Morgue Processing Unit Leader to supervise the FM Morgue Escort and Processing Teams when transferring remains between recovery and processing: <ul style="list-style-type: none"> <li>● Ensure proper staffing levels to maintain escorts for human remains</li> </ul>	E, F, I		
19. Ensure site security during transportation of remains: <ul style="list-style-type: none"> <li>● Adequate 24-hour site security</li> <li>● Proper staff access training for security personnel</li> </ul>	E, F, I		

<p><b>20.</b> Provide supervision for FM Forensic Photographers during field recovery process:</p> <ul style="list-style-type: none"> <li>● Ensure photos are properly cataloged and chain of evidence is maintained</li> <li>● Coordinate photography needs between other team leads</li> </ul>	E, F, I		
<p><b>21.</b> Support processes within the team.</p>	E, F, I		
<p><b>22.</b> Support the duties of the FM Personal Effects Specialists, Documentation Specialist, FM Forensic Photographer, transportation staging specialist, and other team members:</p> <ul style="list-style-type: none"> <li>● Properly maintained supplies</li> <li>● Properly trained specialists</li> </ul>	E, F, I		

**4. Competency: Lead assigned personnel**

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

**4a. Behavior: Model leadership values and principles**

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
23. Exhibit principles of dignity and respect when handling human remains and act in accordance with religious, cultural, and privacy standards, as the Authority Having Jurisdiction (AHJ) requires.	E, F, I		

**4b. Behavior: Ensure the health, safety, welfare, and accountability of assigned personnel**

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
24. Communicate hazmat needs regarding body recovery, such as Personal Protective Equipment (PPE).	E, F, I		
25. Comply with relevant health and safety requirements: <ul style="list-style-type: none"> <li>● Direct operations based on health and safety considerations and guidelines</li> <li>● Ensure that assigned personnel follow safety guidelines appropriately</li> <li>● Spot-check operations to ensure compliance with safety considerations</li> </ul>	E, F, I		
26. Ensure safety monitoring during recovery process: <ul style="list-style-type: none"> <li>● Follow Occupational Safety and Health Administration (OSHA) mandates regarding personnel monitoring during hazardous materials (hazmat) incidents, including “on air” times, entry and exit from hot zones, and personal health</li> </ul>	E, F, I		
27. Evaluate mental and physical fatigue of assigned personnel and make resources available to support: <ul style="list-style-type: none"> <li>● Appropriate work/rest ratio</li> <li>● Crisis counseling</li> </ul>	E, F, I		

**4c. Behavior: Coordinate interdependent activities**

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
28. Ensure effective use and coordination of all assigned resources: <ul style="list-style-type: none"> <li>● Conduct briefing and debriefing with assigned personnel and supervisor between operational periods</li> <li>● Brief recovery teams</li> </ul>	E, F, I		