



FEMA

POSITION TASK BOOK FOR THE POSITION OF

**ALL-HAZARDS NATIONAL INCIDENT
MANAGEMENT SYSTEM (NIMS)
LIAISON OFFICER**

LIAISON OFFICER

1. Competency: Assume position responsibilities

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

1a. Behavior: Ensure readiness for assignment

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
1. Arrive properly equipped at designated time and location and check in according to agency/organization guidelines: <ul style="list-style-type: none"> ● Arrive with go-kit and any additional equipment ● Carry out check-in procedures and ensure assigned personnel do the same 	E, F, I		
2. Obtain complete incident and logistical information: <ul style="list-style-type: none"> ● Incident name, number, anticipated duration, size, type, responsibilities and expectations ● Reporting time and location ● Transportation arrangements and travel routes ● Contact procedures during travel (telephone/radio) ● Expected working conditions ● Personal Protective Equipment (PPE) ● Security measures ● Updated contact information and information links 	E, F, I		
3. Obtain, assemble and prepare information and materials for go-kit. The kit should contain critical items for the assignment and be easily transportable: <ul style="list-style-type: none"> ● Supplies: <ul style="list-style-type: none"> ○ Office supplies appropriate to the function ○ Authority Having Jurisdiction (AHJ) identification badge and qualification card ● Reference materials: <ul style="list-style-type: none"> ○ Functional guidelines relative to incident type (agency guidance or other functional guidelines) ○ AHJ operations guides or other operational guides ○ Position manuals ● Forms: <ul style="list-style-type: none"> ○ Agency-specific forms appropriate to the function 	E, F, I		

1b. Behavior: Obtain information relevant to position assignment

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
4. Obtain and review necessary documentation: <ul style="list-style-type: none"> ● Copy of Delegation of Authority, Letter of Expectation, Letter of Agreement or Memorandum of Understanding (MOU) ● Applicable plans and reports ● Directories: phone, notification ● Written incident status summary ● Authorizations: cell phones, rental vehicles, computers 	E, F, I		

<p>5. Receive briefing from the Incident Commander (IC) or the outgoing Liaison Officer:</p> <ul style="list-style-type: none"> ● Meetings and briefings schedule ● Situational assessment ● Incident objectives ● Strategy ● Hazards to incident personnel and public ● Agencies/jurisdictions involved ● Organizational structure ● Resources summary ● Logistical needs ● Ordering procedures ● Incident priorities and status: life safety, incident stabilization, property and environment ● Timing and scheduling ● Expected products 	E, F, I		
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1c. Behavior: Establish or determine organizational structure, resource and staffing needs

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
<p>6. Evaluate staffing needs required to manage the incident:</p> <ul style="list-style-type: none"> ● Ensure consistency with National Incident Management System (NIMS) organizational structure ● Identify training opportunities ● Ensure use of established procedures for ordering resources ● Request appropriate technical specialists to assist with special incident conditions 	E, F, I		
<p>7. Utilize Assistant Liaison Officers, as necessary:</p> <ul style="list-style-type: none"> ● Establish appropriate organization and assign roles and responsibilities, while maintaining span of control 	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

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
8. Attend leading agency official meetings, Command and General Staff meetings and other staff meetings: <ul style="list-style-type: none"> ● Effectively communicate options, considerations and recommendations during briefings 	E, F, I		
9. Conduct briefings at predetermined times and locations with stakeholders and assisting, cooperating and nongovernmental agencies prior to each operational period.	E, F, I		
10. Lead staff briefings and debriefings.	E, F, I		
11. Prepare for and participate in briefings: <ul style="list-style-type: none"> ● Ensure briefings are accurate, timely and include appropriate personnel ● Brief external support organizations ● Share and evaluate information 	E, F, I		

3. Competency: Lead assigned personnel

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

3a. Behavior: Model leadership values and principles

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
12. Create a positive work environment: <ul style="list-style-type: none"> ● Communicate leader's intent and guidance ● Manage function and its activities effectively ● Proactively assume responsibility for the incident and initiate action 	E, F, I		
13. Establish and maintain positive interpersonal and interagency working relationships: <ul style="list-style-type: none"> ● Understand scope, roles, responsibilities, jurisdiction and authority of responding agencies 	E, F, I		
14. Exhibit principles of duty, respect and integrity as a leader.	C, E, F, I, J, T		
15. Understand and comply with NIMS/Incident Command System (ICS) concepts and principles: <ul style="list-style-type: none"> ● Establish and modify an effective organization based on changing incident and resource conditions ● Maintain appropriate span of control ● Act as a representative of incident leadership 	E, F, I		

3b. Behavior: Communicate incident priorities and supervise personnel

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
16. Communicate with assigned personnel: <ul style="list-style-type: none"> ● Communicate priorities, objectives, strategies and any changes ● Inform personnel of their assigned tasks and expectations ● Clearly explain conflict resolution procedures and ensure that personnel understand ● Ensure that assigned objectives and expectations for the operational period are reasonable and accurate 	E, F, I		
17. Ensure debriefings occur and participate as necessary: <ul style="list-style-type: none"> ● Ensure incident situation status information is current and complete 	E, F, I		
18. Ensure that staff follows all applicable agency/jurisdiction policies, contracts, standard operating procedures and agreements: <ul style="list-style-type: none"> ● Federal, state, local, tribal, territorial and regional relationships, as appropriate ● Roles and responsibilities of potential responder agencies ● Scope, jurisdiction and authority of potential responder agencies' contingency plans 	E, F, I		

<p>19. Supervise and hold personnel accountable for executing assigned tasks:</p> <ul style="list-style-type: none"> ● Identify and promptly resolve disagreements, issues and misunderstandings ● Prioritize work while considering immediate support for incident operations 	E, F, I		
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3c. Behavior: Ensure the health, safety, welfare and accountability of assigned personnel

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
<p>20. Demonstrate knowledge of and comply with relevant health and safety requirements:</p> <ul style="list-style-type: none"> ● Direct and oversee operations to ensure compliance with health and safety considerations and guidelines ● Coordinate with the Safety Officer to ensure that assigned personnel follow safety guidelines 	E, F, I		
<p>21. Evaluate mental and physical fatigue of assigned personnel:</p> <ul style="list-style-type: none"> ● Ensure adequate rest is provided to section personnel 	E, F, I		
<p>22. Recognize potentially hazardous situations, inform assigned personnel of hazards and take precautions to mitigate risk:</p> <ul style="list-style-type: none"> ● Adjust operations in response to hazards, weather and other relevant events 	E, F, I		
<p>23. Report or explain the procedures for reporting unexpected occurrences, such as fire, death, injury, illness, exposure to pathogens or hazardous materials (HAZMAT), accident, political contact or property loss or damage:</p> <ul style="list-style-type: none"> ● Ensure report contains nature of event, location, magnitude, personnel involved and initial action taken (such as helicopter picking up injured or an appropriate subsequent action) ● Ensure the protection of Personally Identifiable Information (PII) while reporting ● Obtain information from the following sources regarding special hazards, threats or unexpected occurrences: subordinates, personal observation, other incident personnel and off-incident personnel 	E, F, I		

3d. Behavior: Identify opportunities and meet requirements to provide equal access and reasonable accommodation in all activities

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
<p>24. Demonstrate the ability to assess and monitor for physical access, programmatic access and effective communications access.</p>	E, F, I, J		
<p>25. Demonstrate the ability to identify opportunities for universal accessibility.</p>	E, F, I, J		
<p>26. Provide equal access, disability accommodations and access and functional needs (AFN) accommodations.</p>	E, F, I, J		

4. Competency: Conduct operations and ensure completion of assigned tasks

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.

4a. Behavior: Set the incident priorities

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
27. Analyze work assignments and staffing levels to ensure achievement of incident objectives.	E, F, I		
28. Attend and participate in strategy meetings as necessary: <ul style="list-style-type: none"> ● Assess organizational needs ● Identify additional resource needs ● Identify critical factors to ensure incident success ● Prioritize incident objectives 	E, F, I		
29. Disseminate priorities and expected completion timelines to staff.	E, F, I		
30. Hold staff accountable for communicated priorities and deadlines.	E, F, I		

4b. Behavior: Develop and implement plans

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
31. Approve completed plans: <ul style="list-style-type: none"> ● Ensure plans are complete, accurate, realistically attainable and relevant to the incident objectives 	E, F, I		
32. Help the IC develop and share other plans with affected agencies or the public and help gain their support or understanding.	E, F, I		
33. Participate in the planning process: <ul style="list-style-type: none"> ● Prepare for and participate in planning meetings ● Assist in the development of plans, as necessary: <ul style="list-style-type: none"> ○ Long-range ○ Strategic ○ Contingency ○ Demobilization ○ Continuity of Operations Plan (COOP) 	E, F, I		
34. Review, validate and modify plans: <ul style="list-style-type: none"> ● Analyze alternate strategies and explain decisions ● Validate or revise incident objectives ● Review information covering health and safety principles, known hazards and importance of all periods ● Validate organizational structure ● Validate resource assignments ● Review reserve resources ● Evaluate immediate support needs 	E, F, I		

4c. Behavior: Coordinate with all appropriate personnel and stakeholders

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
35. Act as a representative for the IC.	E, F, I		
36. Assemble requestor information for use in answering requests and resolving problems: <ul style="list-style-type: none"> ● Obtain assisting, cooperating and nongovernmental agency information: <ul style="list-style-type: none"> ○ Contact persons (agency representatives) ○ Email addresses and social media contacts ○ Radio frequencies ○ Phone and pager numbers ○ Cooperative agreements ○ Equipment type ○ Number of personnel ○ Condition of equipment and personnel ○ Agency/organization constraints or limitations 	E, F, I		
37. Compile incident information from stakeholders for use in briefings: <ul style="list-style-type: none"> ● Within the first operational period, obtain incident information from: <ul style="list-style-type: none"> ○ IC or emergency operations center (EOC) manager ○ Planning Section Chief or Information and Planning Section Chief ○ Resources Unit ○ Situation Unit ● Update incident information by the beginning of each operational period ● Contact Public Information Officer (PIO) and coordinate information provided to external agency PIO, the press, elected officials and the public ● Prepare and include necessary information about responding agencies in the Incident Action Plan (IAP) as necessary 	E, F, I		
38. Establish effective relationships and coordinate with incident personnel: <ul style="list-style-type: none"> ● IMT personnel ● Other supporting personnel 	E, F, I		
39. Establish effective relationships with stakeholders and partners in the impacted jurisdiction(s): <ul style="list-style-type: none"> ● Outgoing incident staff or teams ● Local agencies ● AHJ ● Policy Group ● Public ● Supporting agencies ● Liaisons and contacts 	E, F, I		

4d. Behavior: Apply agency policy, contracts and agreements

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
40. Complete all work according to organization/agency direction, policy and incident objectives: <ul style="list-style-type: none"> ● Ensure that personnel complete all documentation requirements according to organization/agency direction, policy and incident objectives 	E, F, I		

41. Demonstrate knowledge of and apply relevant legal, regulatory and fiscal constraints.	E, F, I		
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4e. Behavior: Make appropriate decisions based on evaluation of gathered information, risks and incident situation and use information to produce outputs and modify approach

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
42. Respond to requests for information: <ul style="list-style-type: none"> ● Fulfill requests for information concerning any cooperating or assisting agencies in a timely manner ● Follow up on all requests and problems to ensure completion within the work period following initiation ● Advise the IC or EOC manager of any political or stakeholder concerns related to multiagency involvement ● Work with the PIO, IC and EOC manager to coordinate media releases associated with intergovernmental cooperation issues 	E, F, I		

4f. Behavior: Ensure documentation is complete

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
43. Maintain and collect personal records related to incident: <ul style="list-style-type: none"> ● Time sheet ● Rental records ● Accident forms ● Property records <ul style="list-style-type: none"> ○ Equipment time records ● Receipts 	E, F, I		
44. Maintain and submit incident records for events, personnel, equipment, supplies and other data for incident management needs: <ul style="list-style-type: none"> ● Property loss/damage reports ● Agency-required incident reports ● Activity log ● Changes in strategy and tactics 	E, F, I		
45. Review documents for accuracy, timeliness and appropriate distribution.	E, F, I		

5. Competency: Prepare for demobilization/transfer

Description: Demobilize position and transfer position duties.

5a. Behavior: Transfer position duties while ensuring continuity

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
46. Complete all necessary reports and narratives following common standards before turnover: <ul style="list-style-type: none"> ● Activity log ● Shift change ● End of operational period ● Reassignment ● Deactivation/demobilization 	E, F, I		
47. Complete the process for demobilizing position responsibilities: <ul style="list-style-type: none"> ● Brief and provide complete and accurate records to relief personnel ● Discuss equipment release considerations ● Provide information to supervisor to assist with decisions on release priorities ● Coordinate with appropriate partners regarding demobilization procedures ● Brief personnel on demobilization responsibilities ● Ensure personnel demobilize in a timely and complete manner ● Emphasize safety and accountability during this phase of operations 	C, E, F, I, J, T		
48. Coordinate an efficient transfer of position duties when deactivating or demobilizing resources: <ul style="list-style-type: none"> ● Inform assigned personnel ● Notify incoming personnel when and where transition of positions will occur ● Conduct transition effectively ● Document follow-up action and submit to agency representative 	E, F, I		
49. Participate in transition or incident closeout: <ul style="list-style-type: none"> ● Conduct debriefings with agency administrator(s) as requested ● Close out incident as appropriate for the AHJ 	E, F, I		

5b. Behavior: Plan for demobilization and ensure staff follow demobilization process

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
50. Participate in the development, approval and implementation of the demobilization plan: <ul style="list-style-type: none"> ● Coordinate with appropriate partners regarding demobilization procedures ● Coordinate needs and responsibilities 	E, F, I		