



FEMA

POSITION TASK BOOK FOR THE POSITION OF

**ALL-HAZARDS NATIONAL INCIDENT
MANAGEMENT SYSTEM (NIMS)
OPERATIONS SECTION CHIEF (TYPE 3)**

OPERATIONS SECTION CHIEF (TYPE 3)

1. Competency: Assume position responsibilities

Description: Successfully assume the role of Operations Section Chief and initiate position activities at the appropriate time according to the following behaviors.

1a. Behavior: Obtain information relevant to position assignment

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
1. 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		
2. Receive briefing from Incident Commander (IC) or outgoing Operations Section Chief: <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		

1b. Behavior: Establish or determine organizational structure, resource and staffing needs

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
3. Evaluate staffing needs required to manage the section: <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		
4. Identify kind, type and number of resources required to achieve section objectives: <ul style="list-style-type: none"> ● Consider incident type and complexity, kinds and types of resources, resource availability and health and safety factors ● Consider long-range and contingency plans and identify potential future resources 	E, F, I		

5. Utilize section personnel: <ul style="list-style-type: none"> ● Establish appropriate organization and assign roles and responsibilities, while maintaining span of control 	E, F, I		
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1c. Behavior: Ensure readiness for assignment

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
6. 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		
7. 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		
8. 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		

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
9. Lead staff briefings and debriefings.	E, F, I		
10. 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 ● Identify safety hazards and mitigation strategies with the Safety Officer ● Maintain quality updates for the ICS Public Information Officer (PIO) 	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
11. Create a positive work environment: <ul style="list-style-type: none"> ● Communicate leader's intent and guidance ● Manage section and its activities effectively ● Proactively assume responsibility for the section and initiate action 	E, F, I		
12. 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		
13. Exhibit principles of duty, respect and integrity as a leader.	C, E, F, I, J, T		
14. 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
15. 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		
16. 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		
17. 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		

18. Supervise and hold personnel accountable for executing assigned tasks: <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
19. Demonstrate knowledge of and comply with relevant health and safety requirements: <ul style="list-style-type: none"> ● Direct and oversee section 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		
20. Evaluate mental and physical fatigue of assigned personnel: <ul style="list-style-type: none"> ● Ensure adequate rest is provided to section personnel 	E, F, I		
21. Recognize potentially hazardous situations, inform assigned personnel of hazards and take precautions to mitigate risk: <ul style="list-style-type: none"> ● Adjust operations in response to hazards, weather and other relevant events 	E, F, I		
22. 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: <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
23. Demonstrate the ability to assess and monitor for physical access, programmatic access and effective communications access.	E, F, I, J		
24. Demonstrate the ability to identify opportunities for universal accessibility.	E, F, I, J		
25. Provide equal access, disability accommodations and access and functional needs (AFN) accommodations.	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 section priorities

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
26. Analyze work assignments and staffing levels to ensure achievement of section objectives.	E, F, I		
27. 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 section success ● Prioritize incident and section objectives 	E, F, I		
28. Coordinate and consult with Planning Section Chief, Safety Officer, Logistics Section Chief and any technical specialists on implementation of appropriate strategies and selection of tactics to accomplish objectives.	E, F, I		
29. Develop and analyze tactical plans to ensure achievement of incident objectives: <ul style="list-style-type: none"> ● Involve resources such as aviation, maritime, rail and other whole-community resources in activities, as necessary 	E, F, I		
30. Develop and validate incident strategy commensurate with available resources, incident objectives and safety considerations.	E, F, I		
31. Disseminate priorities and expected completion timelines to staff.	E, F, I		
32. 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
33. 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		
34. Ensure assignment lists in the Incident Action Plan (IAP) accurately reflect work assignments and resources identified on the Operational Planning Worksheet: <ul style="list-style-type: none"> ● Establish branches, divisions/groups and staging areas ● Identify necessary resources (including type and kind), work assignments, reporting locations and reporting times ● Establish operational priorities 	E, F, I		
35. 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		

36. Review, validate and modify plans: <ul style="list-style-type: none"> ● Analyze alternate strategies and explain decision ● Validate or revise section objectives ● Develop strategy and alternate strategy ● Decide on tactical direction ● Review information covering health and safety principles, known hazards and importance of all periods ● Validate section organizational structure ● Validate section resource assignments ● Review reserve resources ● Evaluate immediate support needs 	E, F, I		
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4c. Behavior: Coordinate with all appropriate personnel and stakeholders

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
37. Coordinate with local response agencies, such as fire, Emergency Medical Services (EMS), law enforcement, public health and public works: <ul style="list-style-type: none"> ● Securing property ● Traffic control ● Evacuation ● Protection of infrastructure ● Protection of resources and populations at risk 	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 Management Team (IMT) element, if applicable ● Local agencies ● AHJ ● Policy Group, if established ● Public 	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		

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. Adapt to expanding boundaries if incident escalates, while maintaining appropriate span of control: <ul style="list-style-type: none"> ● Allocate resources according to incident priorities ● Notify appropriate personnel 	E, F, I		
43. Assist in completing and validating safety analysis.	E, F, I		
44. Demonstrate ongoing awareness of environment, recognize changing incident complexity and take appropriate action.	E, F, I		
45. Ensure operations align with the established incident priorities of the impacted jurisdiction(s).	E, F, I		
46. Ensure that operations consider socioeconomic, political, legal and cultural factors by following local direction to maintain environmental quality and avoid damage to social or cultural environment: <ul style="list-style-type: none"> ● Notify IC of historical, cultural and archeological impacts; potential criminal evidence; and other significant items found during operation 	E, F, I		
47. Evaluate and monitor current situation and advise IC and other appropriate personnel: <ul style="list-style-type: none"> ● Determine whether present plan of action will meet incident objectives or will require amendments to reflect changes in the current incident situation ● Identify problems and concerns (such as evacuation, sheltering, aviation safety, force protection and public health issues) and recommend solutions ● Identify priorities and resources to protect life, property, infrastructure and the environment 	E, F, I		
48. Evaluate effectiveness of IAP or relevant plan and adjust operations as necessary: <ul style="list-style-type: none"> ● Evaluate progress of operations based on situation reports and evaluations from operations personnel ● Estimate immediate and long-range operational resources and logistical requirements ● Order or release resources as necessary, providing appropriate lead times ● Evaluate operational progress 	E, F, I		
49. Evaluate life safety and property protection needs: <ul style="list-style-type: none"> ● Evacuation/shelter-in-place ● Structural protection ● Security issues: transit and in field ● Personal protection from exposure to pathogens and HAZMAT 	E, F, I		

<p>50. Evaluate special conditions, existing or predicted, that require technical expertise, including:</p> <ul style="list-style-type: none"> ● Hazards ● Reconnaissance ● Objectives ● Access/egress ● Values to be protected ● Evacuation/sheltering potential ● Communications ● Organizational structure ● Tactical coordination ● Weather and topography ● Responder fatigue ● Logistical considerations ● Jurisdictional responsibilities ● Span of control 	E, F, I		
<p>51. Prepare tactics for next operational period that are consistent with current and predicted operational considerations and conditions, including:</p> <ul style="list-style-type: none"> ● Resource status ● Situation status ● Weather factors influencing strategy ● Risk to assigned incident personnel ● Communications capability ● Environmental impacts ● Assets to protect ● Cost constraints 	E, F, I		
<p>52. Use gathered operational information to predict, plan and organize tactical operations:</p> <ul style="list-style-type: none"> ● Evaluate and adjust tactics based on evolving threat and hazard conditions and current incident priorities 	E, F, I		

4f. Behavior: Ensure documentation is complete

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
<p>53. Maintain and collect personal records related to incident:</p> <ul style="list-style-type: none"> ● Time sheets ● Rental records ● Accident forms ● Property records <ul style="list-style-type: none"> ○ Equipment time records ● Receipts 	E, F, I		
<p>54. Maintain and submit incident records for events, personnel, equipment, supplies and other data for incident management needs:</p> <ul style="list-style-type: none"> ● Property loss/damage reports ● Agency-required incident reports ● Activity log ● Changes in strategy and tactics 	E, F, I		
<p>55. Review documents for accuracy, timeliness and appropriate distribution.</p>	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
56. 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		
57. 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		
58. 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		
59. 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 AHJ 	E, F, I		

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

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
60. 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		
61. Prepare Operations Section's portion of transition plans, if appropriate.	E, F, I		