



FEMA

POSITION TASK BOOK FOR THE POSITION OF

**ALL-HAZARDS NATIONAL INCIDENT
MANAGEMENT SYSTEM (NIMS)
RESOURCES UNIT LEADER (SINGLE TYPE)**

RESOURCES UNIT LEADER (SINGLE TYPE)

1. Competency: Assume position responsibilities

Description: Successfully assume the role of Resources Unit Leader 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 Expectations, Letter of Agreement or Memorandum of Understanding (MOU) ● Applicable plans and reports ● Directories: phone, notification ● Written incident status summary ● Authorizations: cell phones, rental vehicles, computer 	E, F, I		
2. Receive briefing from the Planning Section Chief or the outgoing Resources Unit Leader: <ul style="list-style-type: none"> ● Meetings and briefings schedule ● Resources ordered, en-route/on-scene status and current location ● 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 unit: <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. Utilize unit personnel: <ul style="list-style-type: none"> ● Establish appropriate organization and assign roles and responsibilities, while maintaining span of control 	E, F, I		

1c. Behavior: Ensure readiness for assignment

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
<p>5. Arrive properly equipped at designated time and location and check in according to agency/organization guidelines:</p> <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		
<p>6. Obtain complete incident and logistical information:</p> <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		
<p>7. Obtain, assemble and prepare information and materials for go-kit. The kit should contain critical items for the assignment and be easily transportable:</p> <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
8. Lead staff briefings and debriefings.	E, F, I		
9. 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 ● Attend operational briefings ● Provide resource information as requested 	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
10. Create a positive work environment: <ul style="list-style-type: none"> ● Communicate leader's intent and guidance ● Manage unit and its activities effectively ● Proactively assume responsibility for the unit and initiate action 	E, F, I		
11. 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		
12. Exhibit principles of duty, respect and integrity as a leader	C, E, F, I, J, T		
13. 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
14. 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		
15. 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		
16. 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>17. Supervise and hold personnel accountable for the execution of 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>18. Demonstrate knowledge of and comply with relevant health and safety requirements:</p> <ul style="list-style-type: none"> ● Direct and oversee unit 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>19. 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>20. 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>21. 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 a 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>22. Demonstrate the ability to assess and monitor for physical access, programmatic access and effective communications access.</p>	E, F, I, J		
<p>23. Demonstrate the ability to identify opportunities for universal accessibility.</p>	E, F, I, J		
<p>24. 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: Develop and implement plans

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
25. Approve completed plans: <ul style="list-style-type: none"> ● Ensure plans are complete, accurate, realistically attainable and relevant to the incident objectives: <ul style="list-style-type: none"> ○ Operational planning worksheet ○ Organizational assignment list ○ Incident organization chart ○ Assignment list 	E, F, I		
26. Compile master Incident Action Plan (IAP): <ul style="list-style-type: none"> ● Submit to Planning Section Chief and/or Incident Commander (IC) for approval signature 	E, F, I		
27. 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		
28. Review, validate and modify plans: <ul style="list-style-type: none"> ● Analyze alternate strategies and explain decisions ● Validate or revise unit objectives ● Review information covering health and safety principles, known hazards and importance of all periods ● Validate unit organizational structure ● Validate unit resource assignments ● Review reserve resources ● Evaluate immediate support needs ● Operational planning worksheet ● Organizational assignment list ● Incident organization chart ● Assignment list ● IAP 	E, F, I		

4b. Behavior: Set the unit priorities

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
29. Analyze work assignments and staffing levels to ensure achievement of unit objectives.	E, F, I		
30. 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 unit success ● Prioritize incident, section and unit objectives 	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		
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4c. Behavior: Coordinate with all appropriate personnel and stakeholders

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
33. Establish effective relationships and coordinate with incident personnel: <ul style="list-style-type: none"> ● IMT personnel ● Other supporting personnel 	E, F, I		
34. Establish effective relationships with stakeholders and partners in the impacted jurisdiction(s).	E, F, I		
35. Work with the Operations Section Chief to complete the operational planning worksheet.	E, F, I		

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

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
36. 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		
37. Demonstrate knowledge of and apply relevant legal, regulatory and fiscal constraints.	E, F, I		

4e. Behavior: Ensure documentation is complete

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
38. Maintain and collect personal records related to incident: <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		
39. 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		
40. Review documents for accuracy, timeliness and appropriate distribution.	E, F, I		

4f. Behavior: Communicate requirements in plain language and use national standards and common terminology

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
41. Work with Operations Section staff and subject matter experts as necessary to describe resource requirements: <ul style="list-style-type: none"> ● Define the request in terms of capability rather than specific resources ● Incorporate national resource typing definitions, as available ● Demonstrate awareness of national standards and common terminology for personnel and resources ● Verify request details and address missing information 			

4g. Behavior: Order/request and track resources

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
42. Continually identify surplus resources	E, F, I		
43. Demonstrate understanding of various resource ordering/requesting procedures and requirements.	E, F, I		
44. Establish and monitor the check-in function for all incident resources: <ul style="list-style-type: none"> ● Check-in lists ● Resource status cards ● Status display boards ● Signage to help arriving resources find check-in locations ● Verification method to ensure all resources have checked in 	E, F, I		
45. Establish communication channels to maintain resource status.	E, F, I		
46. Maintain a master roster of all resources.	E, F, I		
47. Maintain a status-keeping system indicating current status of all resources: <ul style="list-style-type: none"> ● Hard-copy tracking systems, such as T-cards ● Software ● Method of tracking resources from initial check-in through demobilization 	E, F, I		
48. Notify appropriate personnel for resource fulfillment and information based on selected course of action: <ul style="list-style-type: none"> ● Close loop with requestor and report resource request status 	E, F, I		
49. Provide resource status data as requested: <ul style="list-style-type: none"> ● Process requests for information and create reports ● Process emergency requests for information in a timely manner 	E, F, I		
50. Receive, record and maintain resource status information: <ul style="list-style-type: none"> ● Check-in lists ● Resource status cards ● T-cards 	E, F, I		
51. Safeguard property and equipment	E, F, I		

52. Staff all resource check-in locations: <ul style="list-style-type: none"> ● Incident Command Post (ICP) ● Incident bases ● Staging areas ● Incident camps ● Other locations as appropriate 	E, F, I		
53. Update requestor on request status, estimated time of arrival and related logistical details: <ul style="list-style-type: none"> ● Verify that provided information meets incident needs 	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
54. 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		
55. 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		
56. 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		
57. 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
58. 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		