



**FEMA**

POSITION TASK BOOK FOR THE POSITION OF

**ALL-HAZARDS NATIONAL INCIDENT  
MANAGEMENT SYSTEM (NIMS)  
SUPPORT BRANCH DIRECTOR**

## SUPPORT BRANCH DIRECTOR

### 1. Competency: Assume position responsibilities

*Description:* Successfully assume the role of Support Branch Director 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"> <li>● Copy of Delegation of Authority, Letter of Expectation, Letter of Agreement or Memorandum of Understanding (MOU)</li> <li>● Applicable plans and reports</li> <li>● Directories: phone, notification</li> <li>● Written incident status summary</li> <li>● Authorizations: cell phones, rental vehicles, computers</li> </ul>	E, F, I		
2. Receive briefing from Logistics Section Chief or outgoing Support Branch Director: <ul style="list-style-type: none"> <li>● Meetings and briefings schedule</li> <li>● Situational assessment</li> <li>● Incident objectives</li> <li>● Strategy</li> <li>● Hazards to incident personnel and public</li> <li>● Agencies/jurisdictions involved</li> <li>● Organizational structure</li> <li>● Resources summary</li> <li>● Logistical needs</li> <li>● Ordering procedures</li> <li>● Incident priorities and status: life safety, incident stabilization, property and environment</li> <li>● Timing and scheduling</li> <li>● Expected products</li> </ul>	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 branch: <ul style="list-style-type: none"> <li>● Ensure consistency with National Incident Management System (NIMS) organizational structure</li> <li>● Identify training opportunities</li> <li>● Ensure use of established procedures for ordering resources</li> <li>● Request appropriate technical specialists to assist with special incident conditions</li> </ul>	E, F, I		
4. Utilize branch personnel: <ul style="list-style-type: none"> <li>● Establish appropriate organization and assign roles and responsibilities, while maintaining span of control</li> </ul>	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"> <li>● Arrive with go-kit and any additional equipment</li> <li>● Carry out check-in procedures and ensure assigned personnel do the same</li> </ul>	E, F, I		
<p>6. Obtain complete incident and logistical information:</p> <ul style="list-style-type: none"> <li>● Incident name, number, anticipated duration, size, type, responsibilities and expectations</li> <li>● Reporting time and location</li> <li>● Transportation arrangements and travel routes</li> <li>● Contact procedures during travel (telephone/radio)</li> <li>● Expected working conditions</li> <li>● Personal Protective Equipment (PPE)</li> <li>● Security measures</li> <li>● Updated contact information and information links</li> </ul>	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"> <li>● Supplies: <ul style="list-style-type: none"> <li>○ Office supplies appropriate to the function</li> <li>○ Authority Having Jurisdiction (AHJ) identification badge and qualification card</li> </ul> </li> <li>○ Reference materials: <ul style="list-style-type: none"> <li>○ Functional guidelines relative to incident type (agency guidance or other functional guidelines)</li> <li>○ AHJ operations guides or other operational guides</li> <li>○ Position manuals</li> </ul> </li> <li>● Forms: <ul style="list-style-type: none"> <li>○ Agency-specific forms appropriate to the function</li> </ul> </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

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"> <li>● Ensure briefings are accurate, timely and include appropriate personnel</li> <li>● Brief external support organizations</li> <li>● Share and evaluate information</li> </ul>	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
<b>10.</b> Create a positive work environment: <ul style="list-style-type: none"> <li>● Communicate leader's intent and guidance</li> <li>● Manage branch and its activities effectively</li> <li>● Proactively assume responsibility for the branch and initiate action</li> </ul>	E, F, I		
<b>11.</b> Establish and maintain positive interpersonal and interagency working relationships: <ul style="list-style-type: none"> <li>● Understand scope, roles, responsibilities, jurisdiction and authority of responding agencies</li> </ul>	E, F, I		
<b>12.</b> Exhibit principles of duty, respect and integrity as a leader.	C, E, F, I, J, T		
<b>13.</b> Understand and comply with NIMS/Incident Command System (ICS) concepts and principles: <ul style="list-style-type: none"> <li>● Establish and modify an effective organization based on changing incident and resource conditions</li> <li>● Maintain appropriate span of control</li> <li>● Act as a representative of incident leadership</li> <li>●</li> </ul>	E, F, I		

#### 3b. Behavior: Communicate incident priorities and supervise personnel

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
<b>14.</b> Communicate with assigned personnel: <ul style="list-style-type: none"> <li>● Communicate priorities, objectives, strategies and any changes</li> <li>● Inform personnel of their assigned tasks and expectations</li> <li>● Clearly explain conflict resolution procedures and ensure that personnel understand</li> <li>● Ensure that assigned objectives and expectations for the operational period are reasonable and accurate</li> </ul>	E, F, I		
<b>15.</b> Ensure debriefings occur and participate as necessary: <ul style="list-style-type: none"> <li>● Ensure incident situation status information is current and complete</li> </ul>	E, F, I		
<b>16.</b> Ensure that staff follows all applicable agency/jurisdiction policies, contracts, standard operating procedures and agreements: <ul style="list-style-type: none"> <li>● Federal, state, local, tribal, territorial and regional relationships, as appropriate</li> <li>● Roles and responsibilities of potential responder agencies</li> <li>● Scope, jurisdiction and authority of potential responder agencies' contingency plans</li> </ul>	E, F, I		

<p>17. Supervise and hold personnel accountable for executing assigned tasks:</p> <ul style="list-style-type: none"> <li>● Identify and promptly resolve disagreements, issues and misunderstandings</li> <li>● Prioritize work while considering immediate support for incident operations</li> </ul>	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"> <li>● Direct and oversee branch operations to ensure compliance with health and safety considerations and guidelines</li> <li>● Coordinate with the Safety Officer to ensure that assigned personnel follow safety guidelines</li> </ul>	E, F, I		
<p>19. Evaluate mental and physical fatigue of assigned personnel:</p> <ul style="list-style-type: none"> <li>● Ensure adequate rest is provided to section personnel</li> </ul>	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"> <li>● Adjust operations in response to hazards, weather and other relevant events</li> </ul>	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"> <li>● 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)</li> <li>● Ensure the protection of Personally Identifiable Information (PII) while reporting</li> <li>● Obtain information from the following sources regarding special hazards, threats or unexpected occurrences: subordinates, personal observation, other incident personnel and off-incident personnel</li> </ul>	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: Set the branch priorities

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
25. Analyze work assignments and staffing levels to ensure achievement of branch objectives.	E, F, I		
26. Attend and participate in strategy meetings as necessary: <ul style="list-style-type: none"> <li>● Assess organizational needs</li> <li>● Identify additional resource needs</li> <li>● Identify critical factors to ensure branch success</li> <li>● Prioritize incident and branch objectives</li> </ul>	E, F, I		
27. Disseminate priorities and expected completion timelines to staff.	E, F, I		
28. 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
29. Approve completed plans: <ul style="list-style-type: none"> <li>● Ensure plans are complete, accurate, realistically attainable and relevant to the incident objectives</li> </ul>	E, F, I		
30. Participate in the planning process: <ul style="list-style-type: none"> <li>● Prepare for and participate in planning meetings</li> <li>● Assist in the development of plans, as necessary: <ul style="list-style-type: none"> <li>○ Long-range</li> <li>○ Strategic</li> <li>○ Contingency</li> <li>○ Demobilization</li> <li>○ Continuity of Operations Plan (COOP)</li> </ul> </li> </ul>	E, F, I		
31. Review, validate and modify plans: <ul style="list-style-type: none"> <li>● Analyze alternate strategies and explain decisions</li> <li>● Validate or revise branch objectives</li> <li>● Review information covering health and safety principles, known hazards and importance of all periods</li> <li>● Validate branch organizational structure</li> <li>● Validate branch resource assignments</li> <li>● Review reserve resources</li> <li>● Evaluate immediate support needs</li> </ul>	E, F, I		

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

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE

32. Establish effective relationships and coordinate with incident personnel: <ul style="list-style-type: none"> <li>● IMT personnel</li> <li>● Other supporting personnel</li> </ul>	E, F, I		
33. Establish effective relationships with stakeholders and partners in the impacted jurisdiction(s).	E, F, I		

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

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
34. Complete all work according to organization/agency direction, policy and incident objectives: <ul style="list-style-type: none"> <li>● Ensure that personnel complete all documentation requirements according to organization/agency direction, policy and incident objectives</li> </ul>	E, F, I		
35. 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
36. Evaluate special conditions, existing or predicted, that require technical expertise, including: <ul style="list-style-type: none"> <li>● Hazards</li> <li>● Reconnaissance</li> <li>● Objectives</li> <li>● Access/egress</li> <li>● Values to be protected</li> <li>● Evacuation/sheltering potential</li> <li>● Communications</li> <li>● Organizational structure</li> <li>● Tactical coordination</li> <li>● Weather and topography</li> <li>● Responder fatigue</li> <li>● Logistical considerations</li> <li>● Jurisdictional responsibilities</li> <li>● Span of control</li> </ul>	E, F, I		

**4f. Behavior: Ensure documentation is complete**

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
37. Fulfill Incident Commander and incident command staff requests related to existing logistics resources: <ul style="list-style-type: none"> <li>● Complete resource ordering forms</li> <li>● Operate state and local emergency management systems</li> <li>● Complete checks on resource request forms</li> <li>● Provide a detailed situation report</li> </ul>	E, F, I		



<b>38.</b> Maintain and collect personal records related to incident: <ul style="list-style-type: none"> <li>● Time sheets</li> <li>● Rental records</li> <li>● Accident forms</li> <li>● Property records <ul style="list-style-type: none"> <li>○ Equipment time records</li> <li>○ Receipts</li> </ul> </li> </ul>	E, F, I		
<b>39.</b> Maintain and submit incident records for events, personnel, equipment, supplies and other data for incident management needs: <ul style="list-style-type: none"> <li>● Property loss/damage reports</li> <li>● Agency-required incident reports</li> <li>● Activity log</li> <li>● Changes in strategy and tactics</li> </ul>	E, F, I		
<b>40.</b> Review documents for accuracy, timeliness and appropriate distribution.	E, F, I		

**4g. Behavior: Establish work assignments and performance expectations, monitor performance and provide feedback**

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
<b>41.</b> Perform or supervise the duties of a Facilities Unit Leader: <ul style="list-style-type: none"> <li>● Set up, maintain and demobilize all facilities used in support of incident operations</li> <li>● Provide facility maintenance and law enforcement/security services necessary for incident support</li> </ul>	E, F, I		
<b>42.</b> Perform or supervise the duties of a Ground Support Unit Leader: <ul style="list-style-type: none"> <li>● Provide ground transportation in support of incident operations</li> <li>● Maintain and repair vehicles</li> <li>● Perform pre- and post-use vehicle inspections</li> <li>● Supply fuel</li> <li>● Develop and implement the incident traffic plan</li> </ul>	E, F, I		
<b>43.</b> Perform or supervise the duties of a Supply Unit Leader: <ul style="list-style-type: none"> <li>● Receive, process, store, inventory and distribute all incident-related resources</li> <li>● Assist with forecasting resource needs</li> </ul>	E, F, I		
<b>44.</b> Support processes within units in the branch.	E, F, I		
<b>45.</b> Support the duties of the Supply Unit Leader, Ground Support Unit Leader and Facilities Unit Leader according to current policies and procedures: <ul style="list-style-type: none"> <li>● Maintain status of all assigned resources</li> <li>● Maintain a master list of all resource requests and orders, filled and unfilled</li> <li>● Prepare all necessary forms and documentation</li> </ul>	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:	E, F, I		
47. Complete the process for demobilizing position responsibilities: <ul style="list-style-type: none"> <li>● Brief and provide complete and accurate records to relief personnel</li> <li>● Discuss equipment release considerations</li> <li>● Coordinate with appropriate partners regarding demobilization procedures</li> <li>● Brief personnel on demobilization responsibilities</li> <li>● Ensure personnel demobilize in a timely and complete manner</li> <li>● Emphasize safety and accountability during this phase of operations</li> </ul>	E, F, I		
48. Coordinate an efficient transfer of position duties when deactivating or demobilizing resources: <ul style="list-style-type: none"> <li>● Inform assigned personnel</li> <li>● Notify incoming personnel when and where transition of positions will occur</li> <li>● Conduct transition effectively</li> <li>● Document follow-up action and submit to agency representative</li> </ul>	E, F, I		
49. Participate in transition or incident closeout: <ul style="list-style-type: none"> <li>● Conduct debriefings with agency administrators as requested</li> <li>● Close out incident as appropriate for the AHJ</li> </ul>	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"> <li>● Coordinate with appropriate partners regarding demobilization procedures</li> <li>● Coordinate needs and responsibilities</li> </ul>	E, F, I		