



FEMA

POSITION TASK BOOK FOR THE POSITION OF

**ALL-HAZARDS NATIONAL INCIDENT
MANAGEMENT SYSTEM (NIMS)
INCIDENT COMMAND SYSTEM PUBLIC
INFORMATION OFFICER (TYPE 1)**

INCIDENT COMMAND SYSTEM PUBLIC INFORMATION OFFICER (TYPE 1)

1. Competency: Assume position responsibilities

Description: Successfully assume the role of ICS PIO 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 |
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| 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 |
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| 4. Contact public information staff and established information center(s) to determine: <ul style="list-style-type: none"> ● Level of public and media interest in incident ● Numbers of media representatives on the scene or intending to travel to the scene ● Incident information activities already underway ● Primary point of contact (POC) for media and public ● Community issues and concerns ● Number of PIOs currently assigned ● Social media activity and complexity | E, F, I | | |

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| <p>5. Determine expectations regarding gathering and disseminating information; review guidelines related to:</p> <ul style="list-style-type: none"> ● Participation in interviews ● Media access, including ground and air travel ● Release of sensitive information ● Incident investigation and cause ● Location of information center ● Controlled access of media ● Employment of press groups in operational areas or in/near incident facilities | E, F, I | | |
| <p>6. Obtain and review necessary documentation:</p> <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>7. Obtain community street maps and emergency numbers for local contacts.</p> | E, F, I | | |
| <p>8. Receive briefing from the Incident Commander (IC) or outgoing ICS PIO:</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 ● Media contact list ● Press conference or pool areas ● Agency representative list (from Liaison Officer) ● Social media contacts and activity levels ● List of external stakeholders and potential issues, such as political, social, environmental and volunteer related | E, F, I | | |

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

| TASK | CODE | EVALUATION RECORD # | EVALUATOR INITIALS AND DATE |
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| <p>9. 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>10. Utilize assistant ICS PIOs, 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 |
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| <p>11. Attend leading agency official meetings, Command and General Staff meetings and other staff meetings and briefings as the supervisor outlines and share pertinent information that may affect the team's management of the incident:</p> <ul style="list-style-type: none"> ● Present: <ul style="list-style-type: none"> ○ Changes to the IAP or relevant plans ○ Current conditions, priorities and special considerations ○ Staff-specific information and instructions ○ Special health and safety issues ○ Situational assessment ● Receive priorities, goals and objectives | E, F, I | | |
| <p>12. Lead staff briefings and debriefings.</p> | E, F, I | | |
| <p>13. Prepare briefing materials for officials' visits and assist with planning, coordination and logistics.</p> | E, F, I | | |
| <p>14. Prepare for and participate in briefings:</p> <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 |
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| 15. 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 function and initiate action | E, F, I | | |
| 16. 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 ● Outgoing incident staff or teams ● Local agencies ● AHJ ● Policy Group ● Public ● Supporting agencies | E, F, I | | |
| 17. Exhibit principles of duty, respect and integrity as a leader. | C, E, F, I, J, T | | |
| 18. Understand and comply with NIMS/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 |
|---|---------|---------------------|-----------------------------|
| 19. 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 | | |
| 20. 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 | | |

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| <p>21. Ensure that staff follows all applicable agency/jurisdiction policies, contracts, standard operating procedures and agreements:</p> <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>22. 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 | | |

3c. Behavior: Ensure the health, safety, welfare and accountability of assigned personnel

| TASK | CODE | EVALUATION RECORD # | EVALUATOR INITIALS AND DATE |
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| <p>23. 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>24. Ensure media and public are aware of incident-specific hazards as well as health and safety procedures.</p> | E, F, I | | |
| <p>25. 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>26. 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>27. 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 |
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| 28. Demonstrate knowledge and use of inclusive, person- first language. | E, F, I, J | | |
| 29. Demonstrate the ability to assess and monitor for physical access, programmatic access and effective communications access. | E, F, I, J | | |
| 30. Demonstrate the ability to identify opportunities for universal accessibility. | E, F, I, J | | |
| 31. 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 incident priorities

| TASK | CODE | EVALUATION RECORD # | EVALUATOR INITIALS AND DATE |
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| 32. Analyze work assignments and staffing levels to ensure achievement of incident objectives. | E, F, I | | |
| 33. 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 | | |
| 34. Disseminate priorities and expected completion timelines to staff. | E, F, I | | |
| 35. Establish and oversee execution of Joint Information System (JIS) communication objectives. | E, F, I | | |
| 36. 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 |
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| 37. 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 | | |
| 38. 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 | | |
| 39. Review, validate and modify plans: <ul style="list-style-type: none"> ● Emergency public information and warnings ● Analyze alternate strategies and explain decisions ● Review information covering health and safety principles, known hazards and importance of all periods ● Validate function organizational structure ● Validate function 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 |
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| 40. Establish effective relationships and coordinate with incident personnel: <ul style="list-style-type: none"> ● IMT personnel ● Other supporting personnel | E, F, I | | |
| 41. Establish effective relationships with stakeholders and partners in the impacted jurisdiction(s). | E, F, I | | |
| 42. Interact and coordinate with other information functions: <ul style="list-style-type: none"> ● Multiagency Coordination Group (MAC Group) ● Area command ● Incident command/Unified Command ● Policy Group ● Assisting and cooperating agencies ● Staff at other incidents or incident sites | E, F, I | | |

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

| TASK | CODE | EVALUATION RECORD # | EVALUATOR INITIALS AND DATE |
|---|---------|---------------------|-----------------------------|
| 43. 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 | | |
| 44. Demonstrate knowledge of and apply relevant legal, regulatory and fiscal constraints. | E, F, I | | |

4e. Behavior: Account for incident costs

| TASK | CODE | EVALUATION RECORD # | EVALUATOR INITIALS AND DATE |
|---|---------|---------------------|-----------------------------|
| 45. Maintain and collect personal records related to the 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 | | |
| 46. 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 | | |
| 47. Review documents for accuracy, timeliness and appropriate distribution. | E, F, I | | |

4f. Behavior: Coordinate with state, local, tribal, territorial and other federal agency officials to ensure unity of effort

| TASK | CODE | EVALUATION RECORD # | EVALUATOR INITIALS AND DATE |
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| 48. Ensure that appropriate sections are aware of local officials' concerns. | E, F, I | | |
| 49. Ensure that local officials receive the necessary information and support. | E, F, I | | |
| 50. Ensure that state and local officials provide the necessary support and information to fulfill the mission. | E, F, I | | |
| 51. Identify and promptly resolve disagreements, issues and misunderstandings. | E, F, I | | |

4g. Behavior: Take actions and make decisions as the ICS PIO

| TASK | CODE | EVALUATION RECORD # | EVALUATOR INITIALS AND DATE |
|---|---------|---------------------|-----------------------------|
| 52. Investigate rumors and take appropriate personal protective action and or corrective action. | E, F, I | | |
| 53. Issue appropriate communications based on emerging situations: <ul style="list-style-type: none"> ● Evacuation or shelter-in-place orders ● Shelters ● Road closures ● School and government service closures ● Hazardous conditions | E, F, I | | |
| 54. Respond to special situations concerning the incident: <ul style="list-style-type: none"> ● Consult with incident leaders to determine the ICS PIO's role ● Determine agencies' policies or protocols regarding special situations and release of information ● Supervise preparation of briefing materials ● Ensure incident leadership reviews and approves information ● Coordinate with involved agencies ● Convey accurate and timely information to incident personnel ● Develop strategy for informing and involving officials in consultation with incident leaders ● Arrange for post-incident stress debriefing for information personnel, if necessary | I | | |

4h. Behavior: Develop appropriate information releases and conduct media interviews according to protocol

| TASK | CODE | EVALUATION RECORD # | EVALUATOR INITIALS AND DATE |
|--|---------|---------------------|-----------------------------|
| 55. Anticipate interview questions and practice responses. | E, F, I | | |
| 56. Arrange and schedule phone or in-person interviews for the media with incident personnel and provide interviewees with key messages. | E, F, I | | |
| 57. Deliver interviews that are concise, accurate, up to date, well planned and consistent with current information and messages. | E, F, I | | |
| 58. Demonstrate writing skills appropriate to the audience in a variety of formats. | E, F, I | | |

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| <p>59. Handle community relations responsibilities:</p> <ul style="list-style-type: none"> ● Make initial contacts with community leaders and local cooperating public services and provide periodic updates ● Obtain community street maps and emergency numbers for local contacts ● Update and post incident fact sheet or newsletter at various locations in the community ● Moderate, host or prepare for information briefings ● Inform affected public about evacuation centers | I | | |
| <p>60. Schedule and facilitate press conferences:</p> <ul style="list-style-type: none"> ● Ensure key staff members are in attendance and available for questions | E, F, I | | |

4i. Behavior: Provide logistical support as necessary

| TASK | CODE | EVALUATION RECORD # | EVALUATOR INITIALS AND DATE |
|---|---------|---------------------|-----------------------------|
| <p>61. Arrange and schedule media access to the incident and obtain information on media personnel and media aircraft.</p> | E, I | | |
| <p>62. Coordinate assignments for officials’ visits or community meetings:</p> <ul style="list-style-type: none"> ● Planning and coordination ● Logistics ● Briefing materials | E, I | | |
| <p>63. Coordinate with field personnel and the Incident Command Post (ICP) to provide media escorts:</p> <ul style="list-style-type: none"> ● Provide PPE as appropriate ● Ensure designated escorts are qualified and have adequate communication equipment | E, F, I | | |
| <p>64. Provide adequate notice to all staff if press will visit operational areas and provide guidance on protecting work materials from press cameras.</p> | E, I | | |

4j. Behavior: Manage information systems and flow

| TASK | CODE | EVALUATION RECORD # | EVALUATOR INITIALS AND DATE |
|--|---------|---------------------|-----------------------------|
| <p>65. Adjust outreach tactics based on emerging issues.</p> | E, I | | |
| <p>66. Assess priorities and strategies to meet the most critical public information needs.</p> | E, F, I | | |
| <p>67. Develop external information flow procedures to meet leadership’s expectations:</p> <ul style="list-style-type: none"> ● Establish system for securing approvals, if required, for press releases ● Demonstrate sensitivity to various organizational requirements and the cultural and political climate of the jurisdiction when disseminating information | E, F, I | | |

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| <p>68. Develop, implement and monitor approved social media and other digital information tools:</p> <ul style="list-style-type: none"> ● Ensure incident leadership approves all incident information released via social media networks ● Develop methods for monitoring mentions of the incident in online media, including blogs, social media and other venues ● Assist incident leaders in ensuring all incident personnel understand the chain of command for social media related to the incident | E, F, I | | |
| <p>69. Establish a system and schedule for obtaining incident information:</p> <ul style="list-style-type: none"> ● Incident status summary ● Situation report ● Communication with agency/organization dispatch ● Social media monitoring ● Meetings and briefings ● Incident Action Plan (IAP) | E, F, I | | |
| <p>70. Establish and supervise the Joint Information Center (JIC) and JIS:</p> <ul style="list-style-type: none"> ● Supervise JIC Manager and assistant PIOs in gathering and disseminating routine incident information | E, F, I | | |
| <p>71. Establish procedures for distributing information to incident personnel and cooperating and participating agencies (local, regional, national).</p> | E, F, I | | |
| <p>72. Evaluate and monitor media coverage of incident:</p> <ul style="list-style-type: none"> ● Internet, including blogs | I | | |
| <p>73. Identify assisting and cooperating agencies and contacts.</p> | E, F, I | | |

4k. Behavior: Produce and disseminate messaging

| TASK | CODE | EVALUATION RECORD # | EVALUATOR INITIALS AND DATE |
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| <p>74. Assign and monitor preparation and updating of information products:</p> <ul style="list-style-type: none"> ● Fact sheets ● Visuals ● News releases ● Social media postings | E, F, I | | |
| <p>75. Incorporate approved special messages and information into routine incident information:</p> <ul style="list-style-type: none"> ● Safety ● Prevention ● Resource benefits ● Environmental protection measures ● Interagency cooperation ● Rehabilitation and resource recovery programs ● Recognition of local community and volunteer support ● Efficiency of operations and cost containment ● Photographs and video of the incident and related activities | E, F, I | | |
| <p>76. Prepare briefing materials for incident leaders.</p> | E, F, I | | |

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| <p>77. Prepare, approve and distribute fact sheets and news releases to address basic incident facts—who, what, when, where and why:</p> <ul style="list-style-type: none"> ● Update fact sheets and news releases regularly ● Use internet technology where available ● Support social media postings | E, F, I | | |
| <p>78. Provide current and timely information to external audiences:</p> <ul style="list-style-type: none"> ● Media releases ● Press kits ● Talking points ● Incident status summaries | E, F, I | | |
| <p>79. Provide safety information to the public and the media, as appropriate.</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 |
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| 80. Complete all necessary reports and narratives following common standards before turnover: <ul style="list-style-type: none"> ● Shift change ● End of operational period ● Reassignment ● Deactivation/demobilization | E, F, I | | |
| 81. 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 | | |
| 82. 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 | | |
| 83. 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 |
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| 84. 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 | | |
| 85. Prepare public information portion of transition plan. | E, F, I | | |