



FEMA

POSITION TASK BOOK FOR THE POSITION OF

**ALL-HAZARDS NATIONAL INCIDENT
MANAGEMENT SYSTEM (NIMS)
COMMUNITY EMERGENCY RESPONSE TEAM
(CERT) TEAM LEADER (TYPE 1)**

COMMUNITY EMERGENCY RESPONSE TEAM (CERT) TEAM LEADER (TYPE 1)

1. Competency: Assume position responsibilities

Description: Successfully assume the role of CERT Team Leader and initiate position activities at the appropriate time according to the following behaviors.

1a. Behavior: Successfully assume the role of CERT Team Leader and initiate position activities at the appropriate time according to the following behaviors.

| TASK | CODE | EVALUATION RECORD # | EVALUATOR INITIALS AND DATE |
|--|---------|---------------------|-----------------------------|
| 1. Behavior: Successfully assume the role of CERT Team Leader and initiate position activities | E, F, I | | |

1b. Behavior: Behavior: Gather, update and apply situational information relevant to the assignment

| TASK | CODE | EVALUATION RECORD # | EVALUATOR INITIALS AND DATE |
|--|---------|---------------------|-----------------------------|
| 2. Collect information from outgoing CERT Team Leader or other personnel responsible for the CERT: <ul style="list-style-type: none"> Information on incident relevant to the division or group's activities Information on the Incident Command System (ICS) organizational structure | E, F, I | | |
| 3. Obtain initial briefing from the agency liaison, Branch Director, Operations Section Chief or Incident Commander (IC): <ul style="list-style-type: none"> Obtain current Incident Action Plan (IAP) or other relevant plans | E, F, I | | |

1c. Behavior: Behavior: Ensure availability, qualifications and capabilities of resources to complete assignment

| TASK | CODE | EVALUATION RECORD # | EVALUATOR INITIALS AND DATE |
|--|---------|---------------------|-----------------------------|
| 4. Review the IAP or other relevant records to identify resources assigned: <ul style="list-style-type: none"> Location and status of assigned resources Resource identifier, if assigned Supervisor name and contact information Resource kind, type and quantity | E, F, I | | |

1d. Behavior: Behavior: Establish effective relationships with relevant personnel

| TASK | CODE | EVALUATION RECORD # | EVALUATOR INITIALS AND DATE |
|------|------|---------------------|-----------------------------|
| | | | |

| | | | |
|--|---------|--|--|
| <p>5. Coordinate with functional areas within the incident management structure:</p> <ul style="list-style-type: none"> ● Participate in operational and functional area briefings | E, F, I | | |
| <p>6. Establish and maintain positive interpersonal and interagency working relationships:</p> <ul style="list-style-type: none"> ● Outgoing CERT, if applicable ● Agency liaison ● Local agencies ● Hosting unit ● Policy Group, if established ● Public | E, F, I | | |

1e. Behavior: Behavior: Establish or determine organization structure, reporting procedures and chain of command of assigned resources

| TASK | CODE | EVALUATION RECORD # | EVALUATOR INITIALS AND DATE |
|---|-------------|----------------------------|------------------------------------|
| <p>7. Determine CERT resource requirements:</p> <ul style="list-style-type: none"> ● Request and document additional personnel ● Recommend and document demobilization of excess personnel ● Coordinate with CERT Section Chief for personnel actions | E, F, I | | |
| <p>8. Organize assigned CERT resources into configurations to meet incident/tactical objectives.</p> | 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: Behavior: Ensure the exchange of relevant information during briefings and debriefings

| TASK | CODE | EVALUATION RECORD # | EVALUATOR INITIALS AND DATE |
|--|---------|---------------------|-----------------------------|
| 9. Effectively communicate options, considerations, and recommendations during briefings. | E, F, I | | |
| 10. Inform agency liaison, Branch Director or Operations Section Chief as appropriate: <ul style="list-style-type: none"> ● Conditions affecting division/group operations ● Hazardous conditions ● Situation status in assigned work area ● Unresolved conflicts with adjacent divisions/groups ● Effectiveness of air operations within division/group area ● Underutilized assets | E, F, I | | |
| 11. Obtain periodic progress reports from subordinates and adjacent resources. | E, F, I | | |
| 12. Provide subordinates with tactical briefings: <ul style="list-style-type: none"> ● Discuss alternate plan based on strategies, control objectives and types of resources available | E, F, I | | |

2b. Behavior: Ensure documentation is complete and disposition is appropriate

| TASK | CODE | EVALUATION RECORD # | EVALUATOR INITIALS AND DATE |
|---|---------|---------------------|-----------------------------|
| 13. Ensure that incident documentation and administrative requirements are complete, as the Operations Section Chief or IC requires: <ul style="list-style-type: none"> ● Submit incident narrative to supervisor ● Complete and submit activity log to Documentation Unit or appropriate personnel for each operational period ● Ensure all personnel and equipment time records are complete and submitted at the end of each operational period | E, F, I | | |

2c. Behavior: Behavior: Communicate incident priorities and operations

| TASK | CODE | EVALUATION RECORD # | EVALUATOR INITIALS AND DATE |
|--|---------|---------------------|-----------------------------|
| 14. Communicate priorities, objectives and any changes throughout the CERT: <ul style="list-style-type: none"> ● Maintain shared situational awareness throughout the CERT | E, F, I | | |
| 15. Monitor CERT support status and develop alternate strategies to meet incident objectives: <ul style="list-style-type: none"> ● Advise assigned staff of significant changes in incident status that may affect them | E, F, I | | |
| 16. Provide timely feedback in response to requests from other ICS sections. | E, F, I | | |

| | | | |
|--|---------|--|--|
| <p>17. Report unexpected occurrences (such as injuries, illnesses, accidents, political contacts or property loss or damage):</p> <ul style="list-style-type: none"> ● Ensure that standard information contains nature of event, location, scope, personnel involved, initial action taken and appropriate subsequent action ● Protect Personally Identifiable Information (PII) while reporting | E, F, I | | |
|--|---------|--|--|

2d. Behavior: Behavior: Develop and implement plans

| TASK | CODE | EVALUATION RECORD # | EVALUATOR INITIALS AND DATE |
|---|-------------|----------------------------|------------------------------------|
| <p>18. Help prepare the IAP, planning meeting agenda and strategic plan for the next operational period:</p> <ul style="list-style-type: none"> ● Update CERT on current situation ● Help set priorities for next operational period ● Determine tasks and work assignments for next operational period ● Advise on current capabilities and limitations ● Determine resource needs or excess | E, F, I | | |
| <p>19. Participate in preparing other relevant plans for CERT:</p> <ul style="list-style-type: none"> ● Demobilization plan ● Evacuation plan ● Contingency plans ● Incident within an incident plan(s) | 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: Behavior: Model leadership values and principles

| TASK | CODE | EVALUATION RECORD # | EVALUATOR INITIALS AND DATE |
|--|------------|---------------------|-----------------------------|
| 20. Exhibit principles of duty, respect and integrity: <ul style="list-style-type: none"> ● Be proficient in the job, both technically and as a leader ● Make sound and timely decisions ● Supervise staff to ensure they understand and can accomplish duties and tasks ● Train and mentor assigned subordinates ● Keep assigned personnel informed ● Seek and accept responsibility for actions | E, F, I, J | | |

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

| TASK | CODE | EVALUATION RECORD # | EVALUATOR INITIALS AND DATE |
|--|---------|---------------------|-----------------------------|
| 21. Comply with relevant health and safety requirements: <ul style="list-style-type: none"> ● Direct operations based on health and safety considerations and guidelines ● Ensure that assigned personnel follow safety guidelines appropriately ● Spot-check operations to ensure compliance with safety considerations ● Account for assigned resources | E, F, I | | |
| 22. Evaluate mental and physical fatigue of assigned personnel and make resources available to support: <ul style="list-style-type: none"> ● Appropriate work/rest ratio ● Crisis counseling | E, F, I | | |

3c. Behavior: Behavior: Establish work assignments and performance expectations, monitor performance and provide feedback

| TASK | CODE | EVALUATION RECORD # | EVALUATOR INITIALS AND DATE |
|--|---------|---------------------|-----------------------------|
| 23. Determine assigned CERT resources' ability to complete assignment within time frame and provide feedback through the chain of command. | E, F, I | | |
| 24. Develop schedules and assignments based on IAP or relevant plan: <ul style="list-style-type: none"> ● Assign responsibilities for segments within the CERT | E, F, I | | |
| 25. Ensure that subordinates understand assignment for each operational period. | E, F, I | | |

| | | | |
|---|---------|--|--|
| <p>26. Evaluate the performance of assigned personnel and ensure that staff:</p> <ul style="list-style-type: none"> ● Implement assigned portions of the IAP ● Assign resources within the CERT ● Report on the progress or control of CERT operations ● Report on status of resources within the CERT | E, F, I | | |
| <p>27. Periodically evaluate personnel status and operational needs to determine whether personnel assignments are appropriate:</p> <ul style="list-style-type: none"> ● Determine kind and number of personnel necessary for CERT operations ● Provide for functional and geographical supervision as necessary | E, F, I | | |

3d. Behavior: Behavior: Coordinate interdependent activities

| TASK | CODE | EVALUATION RECORD # | EVALUATOR INITIALS AND DATE |
|--|---------|---------------------|-----------------------------|
| <p>28. Coordinate across functional areas:</p> <ul style="list-style-type: none"> ● Safety Officer ● Resources Unit Leader ● Situation Unit Leader ● Field observers ● Resource advisors | E, F, I | | |
| <p>29. Coordinate activities with adjacent divisions/groups:</p> <ul style="list-style-type: none"> ● Review CERT assignments to determine specific areas or tasks requiring coordination ● Maintain communications with adjoining divisions/groups | E, F, I | | |
| <p>30. Establish cohesiveness among assigned resources:</p> <ul style="list-style-type: none"> ● Promote an environment of open communication ● Demonstrate and encourage commitment to the team and mission ● Set expectations for accountability ● Focus on the team result | E, F, I | | |

4. Competency: Competency: Ensure completion of assigned actions to meet identified objectives

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: Behavior: Execute assigned tasks, assess progress and make necessary adjustments

| TASK | CODE | EVALUATION RECORD # | EVALUATOR INITIALS AND DATE |
|---|-------------|----------------------------|------------------------------------|
| 31. Adjust tactics in response to opportunities or problems encountered. | E, F, I | | |
| 32. Apply a continuous risk management process: <ul style="list-style-type: none"> ● Situational awareness ● Hazard assessment ● Hazard control ● Decision point ● Evaluation | E, F, I | | |
| 33. Determine appropriate tactics: <ul style="list-style-type: none"> ● Make resource assignments | E, F, I | | |
| 34. Determine need for assistance: <ul style="list-style-type: none"> ● Identify need for additional assistance by monitoring work progress or obtaining reports from subordinates ● Coordinate with assigned incident supervisor and request assistance according to procedures discussed in briefing ● Notify the assigned incident supervisor when resources shift within CERT or exceed operational needs | E, F, I | | |
| 35. Identify and communicate logistical support needs <ul style="list-style-type: none"> ● Review IAP's logistics elements to determine whether they meet operational needs ● Maintain documentation of accountable property assigned to the division/group ● Anticipate and resolve logistical needs | E, F, I | | |
| 36. Identify kind, type and number of resources required to achieve objectives. | E, F, I | | |
| 37. Implement objectives and special instructions for CERT: <ul style="list-style-type: none"> ● Monitor work progress and evaluate incident situation ● Evaluate different uses of single and combined resources based on tactical needs within CERT ● Evaluate CERT accomplishments against set objectives ● Develop recommendations for next operational period | E, F, I | | |

4b. Behavior: Transfer position duties while ensuring continuity of authority and knowledge and while taking into account the increasing or decreasing incident complexity

| TASK | CODE | EVALUATION RECORD # | EVALUATOR INITIALS AND DATE |
|---|-------------|----------------------------|------------------------------------|
| 38. Coordinate an efficient transfer of position duties when mobilizing/demobilizing resources: <ul style="list-style-type: none"> ● Inform assigned personnel and supervisor ● Communicate with incoming personnel concerning when and where transition of positions will occur ● Conduct transition effectively ● Document follow-up actions | E, F, I | | |

| | | | |
|--|---------|--|--|
| <p>39. Provide a face-to face-briefing to the incoming CERT Team Leader</p> <ul style="list-style-type: none"> ● Discuss current conditions, concerns and actions ● Identify potentially hazardous conditions | E, F, I | | |
|--|---------|--|--|

4c. Behavior: Behavior: Plan for demobilization and ensure staff follow demobilization procedures

| TASK | CODE | EVALUATION RECORD # | EVALUATOR INITIALS AND DATE |
|--|-------------|----------------------------|------------------------------------|
| <p>40. Complete process for demobilizing CERT responsibilities:</p> <ul style="list-style-type: none"> ● Reinforce emphasis on safety and accountability during this phase of the operations ● Brief subordinate staff on demobilization responsibilities ● Ensure all subordinate staff demobilize in a timely and complete manner ● Demobilize equipment, as necessary ● Brief replacement, if necessary | E, F, I | | |
| <p>41. Help develop, approve and implement demobilization plan:</p> <ul style="list-style-type: none"> ● Coordinate with supervisor during development and implementation ● Coordinate with appropriate partners regarding demobilization procedures ● Coordinate CERT needs and responsibilities ● Provide information to supervisor to assist with decisions on release priorities | E, F, I | | |
| <p>42. Participate in agency administrator’s organization closeout and After-Action Review (AAR).</p> | E, F, I | | |