



**FEMA**

POSITION TASK BOOK FOR THE POSITION OF

**ALL-HAZARDS NATIONAL INCIDENT  
MANAGEMENT SYSTEM (NIMS)  
LIAISON OFFICER (SINGLE TYPE)**

*Superseded*

## LIAISON OFFICER (SINGLE TYPE)

### 1. Competency: Assume position responsibilities

*Description:* Successfully assume the role of Liaison Officer 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
1. Arrive properly equipped at designated time and location and check in according to agency/organization guidelines: <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		
2. Obtain complete incident and logistical information: <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		
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"> <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		

#### 1b. Behavior: Obtain information relevant to position assignment

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
4. 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		

<b>5. Receive briefing from the Incident Commander (IC) or the outgoing Liaison Officer:</b> <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		
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**1c. Behavior: Establish or determine organizational structure, resource and staffing needs**

<b>TASK</b>	<b>CODE</b>	<b>EVALUATION RECORD #</b>	<b>EVALUATOR INITIALS AND DATE</b>
<b>6. Evaluate staffing needs required to manage the incident:</b> <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		
<b>7. Utilize Assistant Liaison Officers, as necessary:</b> <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		

**Superseded**

## 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. Attend leading agency official meetings, Command and General Staff meetings and other staff meetings: <ul style="list-style-type: none"> <li>Effectively communicate options, considerations and recommendations during briefings</li> </ul>	E, F, I		
9. Conduct briefings at predetermined times and locations with stakeholders and assisting, cooperating and nongovernmental agencies prior to each operational period.	E, F, I		
10. Lead staff briefings and debriefings.	E, F, I		
11. 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		

Superseded

### 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>12.</b> Create a positive work environment: <ul style="list-style-type: none"> <li>• Communicate leader's intent and guidance</li> <li>• Manage function and its activities effectively</li> <li>• Proactively assume responsibility for the incident and initiate action</li> </ul>	E, F, I		
<b>13.</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>14.</b> Exhibit principles of duty, respect and integrity as a leader.	C, E, F, I, J, T		
<b>15.</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> </ul>	E, F, I		

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

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
<b>16.</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>17.</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>18.</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		

Superseded

19. Supervise and hold personnel accountable for executing assigned tasks: <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
20. Demonstrate knowledge of and comply with relevant health and safety requirements: <ul style="list-style-type: none"> <li>● Direct and oversee 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		
21. Evaluate mental and physical fatigue of assigned personnel: <ul style="list-style-type: none"> <li>● Ensure adequate rest is provided to section personnel</li> </ul>	E, F, I		
22. Recognize potentially hazardous situations, inform assigned personnel of hazards and take precautions to mitigate risk: <ul style="list-style-type: none"> <li>● Adjust operations in response to hazards, weather and other relevant events</li> </ul>	E, F, I		
23. 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"> <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
24. Demonstrate the ability to assess and monitor for physical access, programmatic access and effective communications access.	E, F, I, J		
25. Demonstrate the ability to identify opportunities for universal accessibility.	E, F, I, J		
26. 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
27. Analyze work assignments and staffing levels to ensure achievement of incident objectives.	E, F, I		
28. 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 incident success</li> <li>● Prioritize incident objectives</li> </ul>	E, F, I		
29. Disseminate priorities and expected completion timelines to staff.	E, F, I		
30. 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
31. 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		
32. Help the IC develop and share other plans with affected agencies or the public and help gain their support or understanding.	E, F, I		
33. 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		
34. Review, validate and modify plans: <ul style="list-style-type: none"> <li>● Analyze alternate strategies and explain decisions</li> <li>● Validate or revise incident objectives</li> <li>● Review information covering health and safety principles, known hazards and importance of all periods</li> <li>● Validate organizational structure</li> <li>● Validate 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
35. Act as a representative for the IC.	E, F, I		
36. Assemble requestor information for use in answering requests and resolving problems: <ul style="list-style-type: none"> <li>● Obtain assisting, cooperating and nongovernmental agency information: <ul style="list-style-type: none"> <li>○ Contact persons (agency representatives)</li> <li>○ Email addresses and social media contacts</li> <li>○ Radio frequencies</li> <li>○ Phone and pager numbers</li> <li>○ Cooperative agreements</li> <li>○ Equipment type</li> <li>○ Number of personnel</li> <li>○ Condition of equipment and personnel</li> <li>○ Agency/organization constraints or limitations</li> </ul> </li> </ul>	E, F, I		
37. Compile incident information from stakeholders for use in briefings: <ul style="list-style-type: none"> <li>● Within the first operational period, obtain incident information from: <ul style="list-style-type: none"> <li>○ IC or emergency operations center (EOC) manager</li> <li>○ Planning Section Chief or Information and Planning Section Chief</li> <li>○ Resources Unit</li> <li>○ Situation Unit</li> </ul> </li> <li>● Update incident information by the beginning of each operational period</li> <li>● Contact Public Information Officer (PIO) and coordinate information provided to external agency PIO, the press, elected officials and the public</li> <li>● Prepare and include necessary information about responding agencies in the Incident Action Plan (IAP) as necessary</li> </ul>	E, F, I		
38. 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		
39. Establish effective relationships with stakeholders and partners in the impacted jurisdiction(s): <ul style="list-style-type: none"> <li>● Outgoing incident staff or teams</li> <li>● Local agencies</li> <li>● AHJ</li> <li>● Policy Group</li> <li>● Public</li> <li>● Supporting agencies</li> <li>● Liaisons and contacts</li> </ul>	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"> <li>● Ensure that personnel complete all documentation requirements according to organization/agency direction, policy and incident objectives</li> </ul>	E, F, I		



41. Demonstrate knowledge of and apply relevant legal, regulatory and fiscal constraints.	E, F, I		
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**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
<b>42. Respond to requests for information:</b> <ul style="list-style-type: none"> <li>● Fulfill requests for information concerning any cooperating or assisting agencies in a timely manner</li> <li>● Follow up on all requests and problems to ensure completion within the work period following initiation</li> <li>● Advise the IC or EOC manager of any political or stakeholder concerns related to multiagency involvement</li> <li>● Work with the PIO, IC and EOC manager to coordinate media releases associated with intergovernmental cooperation issues</li> </ul>	E, F, I		

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

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
<b>43. Maintain and collect personal records related to incident:</b> <ul style="list-style-type: none"> <li>● Time sheet</li> <li>● Rental records</li> <li>● Accident forms</li> <li>● Property records <ul style="list-style-type: none"> <li>○ Equipment time records</li> </ul> </li> <li>● Receipts</li> </ul>	E, F, I		
<b>44. Maintain and submit incident records for events, personnel, equipment, supplies and other data for incident management needs:</b> <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>45. Review documents for accuracy, timeliness and appropriate distribution.</b>	E, F, I		

Superseded

**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
<b>46.</b> Complete all necessary reports and narratives following common standards before turnover: <ul style="list-style-type: none"> <li>• Activity log</li> <li>• Shift change</li> <li>• End of operational period</li> <li>• Reassignment</li> <li>• Deactivation/demobilization</li> </ul>	E, F, I		
<b>47.</b> 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>• Provide information to supervisor to assist with decisions on release priorities</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>	C, E, F, I, J, T		
<b>48.</b> 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		
<b>49.</b> Participate in transition or incident closeout: <ul style="list-style-type: none"> <li>• Conduct debriefings with agency administrator(s) 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
<b>50.</b> 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		

Superseded