

Emergency Operations Center (EOC) Skillset: Leadership

Task Categories:

Be proficient in the job, both technically and as a leader

Supervise staff to ensure understanding and accomplishment of duties and tasks

Coordinate to foster unity of effort

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TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
1. Exhibit principles of duty, respect, and integrity by, for example: <ul style="list-style-type: none"> • Making sound and timely decisions • Seeking and accepting responsibility for actions 	E, F, I		
2. Demonstrate understanding of EOC and Policy Group roles, responsibilities, and authorities: <ul style="list-style-type: none"> • Describe how this mission may change in a different organization, jurisdiction, or operating environment 	E, F, I, J, T		
3. Demonstrate understanding of external sources of assistance: <ul style="list-style-type: none"> • What resources could be available • When they could become available • How to acquire them • Necessary approvals 	E, F, I, J, T		
4. Communicate vertically and horizontally to facilitate and inform decision-making: <ul style="list-style-type: none"> • Communicate options, considerations, and recommendations • Keep subordinates informed 	E, F, I		
5. Help develop strategies and tasks to support the goals and objectives of incident command or the EOC.	E, F, I		
6. Obtain relevant information for operational decisions.	E, F, I		
7. Guide personnel as they identify and address gaps in critical information.	E, F, I		
8. Establish metrics and benchmarks for program performance and monitor progress through completion.	E, F, I, J		
9. Monitor and manage stakeholder expectations: <ul style="list-style-type: none"> • Communicate policy, process, and procedural changes 	E, F, I		
10. Order and organize resources to achieve objectives: <ul style="list-style-type: none"> • Understand constraints and limitations 	E, F, I, J		

**Task Category: Be proficient in the job, both technically and as a leader**

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
11. Continuously evaluate EOC processes, procedures, and priorities: <ul style="list-style-type: none">• Coordinate with performance improvement personnel	E, F, I, T		
12. Suggest ways to improve processes and procedures, and then help implement improvements: <ul style="list-style-type: none">• Facilitate conversations about process performance• Assess processes• Determine gaps• Take steps for improvement	E, F, I		

Task Category: Supervise staff to ensure understanding and accomplishment of duties and tasks

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
13. Use leadership styles appropriate to the situation.	E, F, I		
14. Establish and communicate processes and procedures.	E, F, I		
15. Assign tasks and clearly communicate expectations.	E, F, I		
16. Emphasize and foster teamwork.	E, F, I		
17. Manage conflict and coordinate problem-solving: <ul style="list-style-type: none">• Manage conflicting viewpoints• Assess alternative courses of action• Determine and communicate a way forward• Ensure follow-through and escalate to appropriate level as necessary	E, F, I		
18. Prepare and discuss feedback with subordinates: <ul style="list-style-type: none">• Monitor performance and discuss task understanding• Evaluate performance and complete personnel performance evaluations	E, F, I		



Task Category: Supervise staff to ensure understanding and accomplishment of duties and tasks

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
19. Support the health, safety, and welfare of assigned personnel: <ul style="list-style-type: none">• Direct operations based on health and safety considerations and guidelines• Ensure that personnel follow safety guidelines appropriately• Spot-check operations to ensure compliance with safety guidelines• Make resources available to support staff health and safety• Monitor staff for mental and physical fatigue	E, F, I		

Task Category: Coordinate to foster unity of effort

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
20. Establish and maintain positive interpersonal and interorganizational working relationships.	E, F, I, J		
21. Demonstrate ability to influence others outside your chain of command.	E, F, I, J		
22. Ensure staff activities align with the EOC's operational rhythm.	E, F, I		