



**Task Book for the Position of**

**Type 3 ALL-HAZARDS**

**INCIDENT COMMANDER (ICT3-AH)**

**Version: December 2016**



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### All-Hazards Incident Commander (ICT3-AH)

**Position Task Book Assigned to**

Trainee's Name
Duty Station
Phone Number
E-Mail

**Was initiated by**

Official's Name
Title
Duty Station
Phone Number
E-Mail

**Was initiated at**

Location
Date

All-Hazards Incident Management Teams Association (AHIMTA) was founded in 2010, as a grassroots 501(c) (6) professional association comprised of several hundred incident management practitioners from multiple disciplines representing Federal, State and local agencies, nongovernmental organizations (NGOs), and the private sector. The main driving factor for the creation of the Association was the critical need for standardized qualifications for All-Hazards Incident Management Teams (AHIMTs), particularly at the Type 3 complexity level for interstate deployment. In 2013 The AHIMTA formed the Incident Qualifications System Committee (IQS) to further the ICS qualifications guidance work started at the Federal level. After a year of development, stakeholder input, and vetting the first edition of the Interstate Incident Management Team Qualifications Systems (IIMTQS) Guide was published in March of 2014.

This Position Task Book (PTB) was developed and is owned and maintained by the AHIMTA as one of the components of its *Interstate Incident Management Team Qualifications System*. Any comments, corrections, or suggestions to this PTB or to any component of its *Interstate Incident Management Team Qualifications System* should be emailed to the All-Hazards Incident Management Teams Association. [AHIMTA@AHIMTA.org](mailto:AHIMTA@AHIMTA.org)

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**ALL-HAZARDS INCIDENT COMMANDER (ICT3-AH)**

Trainee Name:
<b>FINAL EVALUATOR'S VERIFICATION:</b>
<i>Evaluator; DO NOT complete this unless you are recommending the trainee for certification.</i>
I verify all tasks have been performed and are documented with appropriate initials.
I also verify the trainee should be considered for certification in this position.
Evaluator's Signature
Date
Evaluator's Printed Name
Title
Duty Station
Phone Number
E-Mail

**CERTIFYING OFFICIAL**

Trainee Name:
Has met all requirements for qualification in this position is certified for the position.
Official's Signature:
Date
Official's Printed Name
Title
Duty Station
Phone Number
Email

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## NATIONAL INCIDENT MANAGEMENT SYSTEM (NIMS)

### INCIDENT COMMAND SYSTEM (ICS) POSITION TASK BOOKS (PTBs)

Position Task Books (PTBs) are designed to be used by any individual (trainee) interested in becoming certified under the National Incident Management System (NIMS). The PTB's are intended to be used to document experiences that indicate successful completion of tasks specific to an Incident Command System (ICS) position. The performance requirements for each position are associated with core ICS competencies, behaviors and tasks as suggested to the Federal Emergency Management Agency (FEMA) by a multi-disciplined, highly experienced expert panel.

Trainees are evaluated during this process by qualified evaluators, and the trainee's performance is documented in the PTB for each task by the evaluator's initials and date of completion. An Evaluation Record will be completed by all evaluators documenting the trainee's progress after each evaluation opportunity.

Successful performance of all tasks, as observed and recorded by an evaluator, will result in a recommendation to the "authority having jurisdiction" (of the trainee), that the trainee be certified in that position. Evaluation and confirmation of the trainee's performance while completing all tasks will normally require more than one training assignment and several different evaluators. Incidents lasting several days may involve multiple evaluators. Tasks may be evaluated on incidents, simulation/tabletop exercise, planned events, in training and HSEEP compliant functional or full-scale exercises and in other work situations as long as there is a qualified evaluator.

It is important performances be critically evaluated and accurately recorded by each evaluator. All tasks must be evaluated.

The Interstate Incident Management Team Qualifications System [IIMTQS] Guide lists the definitions for trainee, evaluator, training officer and authority having jurisdiction.

#### ***Responsibilities:***

##### **1. Authority having jurisdiction (AHJ):**

- Select trainees based on the needs of their organization or to fulfill their obligations to contribute to Incident Management Teams or other Mutual Aid agreements.
- Provide opportunities for evaluation and/or making the trainee available for evaluation.

##### **2. Training Officer:**

- Providing the correct version of the PTB to the individual in order to document performance.
- Explaining to the trainee the purpose and processes of the PTB as well as the trainee's responsibilities.
- Tracking progress of the trainee.
- Identifying incidents or situations where the trainee may have evaluation opportunities.
- Identifying and assigning an evaluator who can provide a positive experience for the trainee, when the evaluation opportunity is within the AHJ's jurisdiction.
- Receiving and filing documentation from the assignment.

##### **3. The Individual/ Trainee:**

- Reviewing and understanding instructions in the PTB.
- Identifying desired objectives/goals whenever an opportunity for evaluation is recognized.
- Providing background information to an evaluator.
- Assuring the evaluation record is complete.
- Completing all tasks for an assigned position within the timeframe allowed for that position. All tasks with an approval older than the allowed timeframe must be reevaluated.

- Notifying the local AHJ /training officer when the PTB is completed, and obtaining the appropriate signature recommending certification.
- Retaining the original PTB and provide a copy of the PTB to the appropriate individual for review by the State Qualification Review Committee (SQRC) (refer to the current edition of the *IIMTQS Guide*).

#### 4. **Evaluator(s):**

- Being qualified and proficient in the evaluated position.
- Meeting with the trainee and determining past experience, current qualifications and desired objectives/goals.
- Reviewing tasks with the trainee.
- Explaining to the trainee the evaluation procedures that will be utilized and which tasks may be performed during the evaluation period.
- Accurately evaluating and recording demonstrated performance of tasks. Dating and initialing completion of the task to indicate satisfactory performance. Unsatisfactory performance should also be documented.
- Evaluate the numbered tasks only. Do not evaluate bullets as they are provided as examples or additional clarification.
- Completing the Evaluation Record found at the end of each PTB.
- Completing an Incident Personnel Performance Rating (ICS 225) form.

#### 5. **The Final Evaluator:**

- Being qualified and proficient in the position being evaluated.
- Reviewing the trainee's record to ensure completeness.
- Signing the appropriate verification statement found in the beginning of the PTB when all tasks have been initialed.
- Ensuring all tasks have been completed within the three years prior to submission for final approval.

#### 6. **Incident Training Specialist**

- Issue the PTB with concurrence of employing/sponsoring organization to document task performance.
- Identify incident evaluation opportunities.
- Assist trainees, coaches/trainers and evaluators with proper documentation.
- Conduct progress reviews and answer questions.
- Ensure that coach/trainer and evaluators are qualified and can make accurate and honest appraisal of the trainee's performance.



## ***Position Tasks and Associated Task Book Codes***

Each Position Task Book lists the performance requirements (tasks) for specific positions set by the latest version of ICS competencies and behaviors recognized by FEMA's National Integration Center and posted to the NIMS Resource Center Web site, <http://www.fema.gov/media-library/assets/documents/11685>.

The tasks required of a position range in criticality. A Trainee must demonstrate competency at critical tasks while functioning in the target position on an incident. The IIMTQS recognizes that the nature of some less critical tasks may be performed on planned events, in exercises, or in other situations and be sufficient demonstration of competency upon which to base qualification.

Each task in this Position Task Book has at least one code associated with the situation(s) within which the task MUST be completed. Performance of any task in a situation(s) other than that required by the task's code(s) is not valid for qualification.

If more than one code is listed, the task may be completed in any of the situations (e.g. If code **I1**, **I2**, and **O1** are listed, the task may be completed in any of the three situations). The evaluator should circle the evaluation code for which the task was evaluated.

### **Definitions for these codes are:**

**I1** = Task must be performed on an incident which meets the following criteria:

- Is managed under the Incident Command System (ICS)
- Requires a written Incident Action Plan (IAP)
- Requires using the Planning P to plan for multiple operational periods
- Matches or is higher complexity level (see IIMTQS Appendix A – Incident Complexity Analysis Chart) than the type rating being pursued

**I2** = Task can be performed in the following situations:

- Incident
- Incident within an Event or Incident

The situation must meet the following criteria:

- Is a critical time-pressured, high-consequence incident managed under the Incident Command System (ICS)
- Matches or is higher complexity level (see IIMTQS Appendix A – Incident Complexity Analysis Chart) than the type rating being pursued

**O1** = Task can be performed in the following situations:

- Planned Event
- "Full Scale Exercise" or "Functional Exercise" as defined by HSEEP (see IIMTQS Section XIII. Qualifying Incident, Event, and Exercise Guidelines; Qualifying Exercise Attributes)

This situation must meet the following criteria:

- Is managed under the Incident Command System (ICS)
- Matches or is higher complexity level (see IIMTQS Appendix A – Incident Complexity Analysis Chart) than the type rating being pursued
- Requires a formal written Incident or Event Action Plan (IAP/EAP)
- Requires using the Planning P to plan for multiple operational periods
- For an Event, requires contingency planning for an Incident within the Event.

**O2** = Task can be performed in the following situations if the situation affords the opportunity to evaluate the knowledge/skills associated with the ICS position:

- Planned Event not meeting the requirements in O1.
- Exercise not meeting the requirements in O1.
- Training
- Daily Job

**R** = Rare events seldom occur and opportunities to evaluate Trainee performance in real settings are limited. Examples of rare events include accidents, injuries, vehicle and aircraft crashes. Through interviews, the evaluator may be able to determine if the trainee could perform the task in a real situation.

There are numerous bullet statements listed under each task. The bullet statements are listed as guidelines/examples for the evaluator to consider when insuring the intent of the task has been completed. Not all bullet statements for a task are required to be completed if the overall intent of the task has been satisfied.

Evaluate the numbered tasks ONLY. DO NOT evaluate bullets; they are provided as examples/additional clarification.

### Competency: Assume position responsibilities

Description: Successfully assume role of Incident Commander and initiate position activities at the appropriate time according to the following behaviors.

TASK	C O D E	Evaluation Record Number	EVALUATOR: Initial & date upon completion of task
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**Behavior: Ensure readiness for assignment.**

<p>1. Obtain and assemble information and materials needed for kit. Kit assembled and prepared prior to receiving an assignment. Kit contains critical items needed for the assignment. Kit is easily transportable. The basic information and materials needed may include, but is not limited to, any of the following:</p> <p><b>Reference Materials</b></p> <ul style="list-style-type: none"> <li>• <i>Appropriate references for the incident type and agencies involved</i></li> <li>• <i>Applicable Incident Business Management Handbook w/supplements</i></li> <li>• <i>Coast Guard "Incident Management Handbook"</i></li> <li>• <i>Incident Management Training Consortium "Response and Planning Guide"</i></li> <li>• <i>EMSI ICS Institute "Incident Commander", Job Aid</i></li> <li>• <i>Incident specific reference materials; e.g., radio frequencies, pertinent phone numbers, maps, photos, etc.</i></li> <li>• <i>IMT contact information</i></li> </ul> <p><b>Forms may include, but are not limited to:</b> (IC should ensure availability of forms for appropriate positions):</p> <ul style="list-style-type: none"> <li>• <i>ICS 201, Incident Briefing</i></li> <li>• <i>ICS 202, Incident Objectives</i></li> <li>• <i>ICS 203, Organization Assignment List</i></li> <li>• <i>ICS 204, Assignment List</i></li> <li>• <i>ICS 205, Incident Radio Communications Plan</i></li> <li>• <i>ICS 206, Medical Plan</i></li> <li>• <i>ICS 207, Incident Organization Chart</i></li> <li>• <i>ICS 208, Safety Message/Plan</i></li> <li>• <i>ICS 209, Incident Status Summary</i></li> <li>• <i>ICS 211, Incident Check-In List</i></li> <li>• <i>ICS 213, General Message</i></li> <li>• <i>ICS 214, Activity Log</i></li> <li>• <i>ICS 215, Operational Planning Worksheet</i></li> <li>• <i>ICS 215A, Incident Action Plan Safety Analysis</i></li> <li>• <i>ICS 218, Support Vehicle Inventory</i></li> <li>• <i>ICS 220, Air Operations Summary Worksheet (as applicable)</i></li> <li>• <i>ICS 221, Demobilization Checkout</i></li> <li>• <i>ICS 225, Incident Personnel Performance Rating</i></li> <li>• <i>Agency/organization-specific forms appropriate to the function</i></li> </ul>	<p>I1 I2 O1 O2</p>		
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Evaluate the numbered tasks ONLY. DO NOT evaluate bullets; they are provided as examples/additional clarification.

TASK	C O D E	Evaluation Record Number	EVALUATOR: Initial & date upon completion of task
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**Behavior: Ensure availability, qualifications and capabilities of resources to complete assignment.**

2. Identify kind, type, and number of resources required to achieve incident objectives. <ul style="list-style-type: none"> <li>• <i>Consider: type of incident, topography, incident behavior, exposures and level of urgency</i></li> <li>• <i>Consider kinds and types of resources, resource availability, adequate reserves and health and safety factors</i></li> <li>• <i>Calculate an appropriate range of control forces using agency/organization standard guidelines and other available methods</i></li> </ul>	I1 I2 O1		
3. Manage assigned aviation resources (as needed).	R		

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

4. Receive briefing from supervisor, designated officer or dispatch. <ul style="list-style-type: none"> <li>• <i>Incident name</i></li> <li>• <i>Incident order number</i></li> <li>• <i>Request number</i></li> <li>• <i>Reporting location</i></li> <li>• <i>Reporting time</i></li> <li>• <i>Transportation arrangements/travel routes</i></li> <li>• <i>Contact procedures during travel (telephone/radio)</i></li> </ul>	I1 I2 O1		
5. Gather information necessary to assess incident assignment and determine immediate needs and actions. <ul style="list-style-type: none"> <li>• <i>Type of incident</i></li> <li>• <i>Priorities or values to be protected (life, property, infrastructure, environment, etc.)</i></li> <li>• <i>Recognize potentially hazardous situations</i></li> <li>• <i>Inform subordinates of hazards</i></li> <li>• <i>Current resource commitments and status</i></li> <li>• <i>Current situation</i></li> <li>• <i>Expected duration of assignment</i></li> <li>• <i>Topography</i></li> <li>• <i>Weather</i></li> <li>• <i>Agency Administrator's briefing/other briefing requirements (as appropriate)</i></li> <li>• <i>Incident objectives</i></li> <li>• <i>Ordering procedures</i></li> </ul>	I1 I2 O1		

Evaluate the numbered tasks ONLY. DO NOT evaluate bullets; they are provided as examples/additional clarification.

TASK	C O D E	Evaluation Record Number	EVALUATOR: Initial & date upon completion of task
6. Receive briefing from Initial Response Incident Commander. <ul style="list-style-type: none"> <li>• <i>Review ICS 201 (Incident Briefing); prepare ICS 201 if not done by previous IC</i></li> <li>• <i>Review and assess situation</i></li> <li>• <i>Incident objectives</i></li> <li>• <i>Strategy</i></li> <li>• <i>Hazards to incident personnel and public</i></li> <li>• <i>Current Incident Action Plan</i></li> <li>• <i>Method for reconnaissance</i></li> <li>• <i>Effectiveness of tactics</i></li> <li>• <i>Agencies involved</i></li> <li>• <i>ICS organization</i></li> <li>• <i>Resource summary</i></li> <li>• <i>Check in process</i></li> <li>• <i>Radio effectiveness</i></li> <li>• <i>Logistical needs</i></li> </ul>	I1 I2 O1		
7. Identify and negotiate key transition documents and appropriate incident documentation. For example: <ul style="list-style-type: none"> <li>• <i>Delegation of authority</i></li> <li>• <i>Transition Plan</i></li> <li>• <i>Complexity Analysis</i></li> <li>• <i>Incident Action Plan (IAP)</i></li> </ul>	I1 O1		

**Behavior: Establish effective relationships with relevant personnel.**

8. Establish and maintain positive interpersonal and interagency working relationships. <ul style="list-style-type: none"> <li>• <i>Create a work environment that provides mutual respect and equal opportunity for all personnel assigned to incident</i></li> <li>• <i>Recognize functional capabilities of cooperating entities</i></li> <li>• <i>Understand applicable policies and agreements affecting the jurisdictions involved</i></li> </ul>	I1 I2 O1		
9. Manage multi-agency, multi-jurisdictional stakeholder relationships.	I1 I2 O1		
10. Coordinate with key team members inside and outside the ICS Organization (Command and General Staff, Agency Administrator, EOC/MAC personnel, etc.) to ensure all aspects of the incident objectives are addressed.	I1 I2 O1		
11. Establish team roles and relationships.	I1 I2 O1 O2		

Evaluate the numbered tasks ONLY. DO NOT evaluate bullets; they are provided as examples/additional clarification.

TASK	C O D E	Evaluation Record Number	EVALUATOR: Initial & date upon completion of task
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**Behavior: Establish organization structure, reporting procedures and chain of command of assigned resources.**

12. Establish command presence early.	I1 I2 O1		
13. Establish team roles and responsibilities.	I1 I2 O1		
14. Establish and modify an effective ICS organization based upon changing incident and resource conditions.	I1 I2 O1		

**Behavior: Understand and comply with ICS concepts and principles.**

15. Establish credibility early.	I1 I2 O1 O2		
16. Establish and modify an effective ICS organization based upon changing incident and resource conditions.	I1 I2 O1 O2		
17. Recognize jurisdictional boundaries. <ul style="list-style-type: none"> <li>• <i>Establish unified command when appropriate</i></li> <li>• <i>Co-located command post</i></li> <li>• <i>Unified and prioritized incident objectives</i></li> <li>• <i>Coordinated strategy</i></li> <li>• <i>Single coordinated IAP</i></li> <li>• <i>One Operations Section Chief (if activated)</i></li> <li>• <i>Communications plan</i></li> <li>• <i>Resource ordering plan</i></li> </ul>	I1 I2 O1		
18. Demonstrate knowledge of ICS structure, principles, positions, ICS forms, kinds and types of resources, resource ordering/process and resource management.	I1 I2 O1 O2		
19. Assure execution of appropriate administrative requirements (to include documentation, ICS forms, etc.).	I1 I2 O1		
20. Maintain situational awareness of the total incident without focusing on or performing tactical duties.	I1 I2 O1		

Evaluate the numbered tasks ONLY. DO NOT evaluate bullets; they are provided as examples/additional clarification.

**Competency: Lead assigned personnel**

*Description: Influence, guide and direct assigned personnel to accomplish objectives and desired outcomes in a potentially rapidly changing environment.*

TASK	C O D E	Evaluation Record Number	EVALUATOR: Initial & date upon completion of task
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**Behavior: Model leadership values and principles.**

21. Exhibit principles of duty. <ul style="list-style-type: none"> <li>• <i>Be proficient in your job, both technically and as a leader</i></li> <li>• <i>Make sound and timely decisions</i></li> <li>• <i>Ensure tasks are understood, supervised and accomplished</i></li> <li>• <i>Train and mentor assigned subordinates</i></li> </ul>	I1 I2 O1 O2		
22. Exhibit principles of respect. <ul style="list-style-type: none"> <li>• <i>Know your subordinates and look out for their well-being</i></li> <li>• <i>Keep your subordinates informed</i></li> <li>• <i>Build the team</i></li> <li>• <i>Employ your subordinates in accordance with their capabilities</i></li> </ul>	I1 I2 O1 O2		
23. Exhibit principles of integrity. <ul style="list-style-type: none"> <li>• <i>Know yourself and seek improvement</i></li> <li>• <i>Seek responsibility and accept responsibility for your actions</i></li> <li>• <i>Set the example</i></li> </ul>	I1 I2 O1 O2		

**Behavior: Ensure the safety, welfare and accountability of assigned personnel.**

24. Implement procedures to recognize potentially hazardous situations in your working area.	I1 I2 O1		
25. Ensure subordinates are informed of hazards.	I1 I2 O1		
26. Comply with agency/organization health and safety requirements. <ul style="list-style-type: none"> <li>• <i>Ensure tactical plans are based on health and safety consideration/guidelines</i></li> <li>• <i>Spot check tactical operations to ensure compliance with health and safety considerations</i></li> </ul>	I1 I2 O1 O2		

Evaluate the numbered tasks ONLY. DO NOT evaluate bullets; they are provided as examples/additional clarification.

TASK	C O D E	Evaluation Record Number	EVALUATOR: Initial & date upon completion of task
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**Behavior: Establish work assignments and performance expectations, monitor performance and provide feedback.**

27. Direct and coordinate incident personnel. <ul style="list-style-type: none"> <li>• <i>Assign responsibility for areas or functions</i></li> <li>• <i>Use interim ICS positions if complexity or span of control indicates need</i></li> <li>• <i>Ensure effective use of assigned multi-agency resources</i></li> </ul>	I1 I2 O1		
28. Assign resources according to incident priorities.	I1 I2 O1		
29. Direct changes in personnel and resources based on the progression of an incident.	I1 I2 O1		
30. Prepare and discuss performance evaluations with subordinates.	I1 I2 O1		

**Behavior: Emphasize teamwork.**

31. Establish cohesiveness among assigned resources. <ul style="list-style-type: none"> <li>• <i>Establish trust through open communications</i></li> <li>• <i>Require commitment</i></li> <li>• <i>Set expectations of accountability</i></li> <li>• <i>Bring focus to the team result</i></li> </ul>	I1 I2 O1		
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**Behavior: Coordinate interdependent activities.**

32. Manage for logistical support needs of incident. <ul style="list-style-type: none"> <li>• <i>Food</i></li> <li>• <i>Water</i></li> <li>• <i>Fuel</i></li> <li>• <i>Relief personnel</i></li> <li>• <i>Medical</i></li> <li>• <i>Transportation (ground support)</i></li> <li>• <i>Shelter (facilities)</i></li> </ul>	I1 I2 O1 O2		
33. Incorporate assigned aviation resources into overall incident activities as needed.	R		



Evaluate the numbered tasks ONLY. DO NOT evaluate bullets; they are provided as examples/additional clarification.

**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.*

TASK	C O D E	Evaluation Record Number	EVALUATOR: Initial & date upon completion of task
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**Behavior: Ensure relevant information is exchanged during briefings and debriefings.**

<p>34. Receive briefing from supervisor, designated officer or dispatch.</p> <ul style="list-style-type: none"> <li>• <i>Location</i></li> <li>• <i>Ownership/jurisdiction</i></li> <li>• <i>Access</i></li> <li>• <i>Size</i></li> <li>• <i>Incident-specific characteristics</i></li> <li>• <i>Topography</i></li> <li>• <i>Weather</i></li> <li>• <i>Values to be protected</i></li> <li>• <i>Special hazards or threats</i></li> <li>• <i>Resources available, committed and ordered</i></li> <li>• <i>Demobilization and transition parameters</i></li> <li>• <i>Incident objectives</i></li> <li>• <i>Ordering procedures</i></li> </ul>	<p>I1 I2 O1 O2</p>		
<p>35. Brief and keep subordinates informed. Concise briefing includes:</p> <ul style="list-style-type: none"> <li>• <i>Incident objectives and strategy</i></li> <li>• <i>Tactics</i></li> <li>• <i>Hazards</i></li> <li>• <i>Priorities and values to be protected (life, property, infrastructure, environment, etc.)</i></li> <li>• <i>Health and safety considerations</i></li> <li>• <i>Factors affecting incident operations</i></li> <li>• <i>Organization</i></li> <li>• <i>Resources in reserve</i></li> <li>• <i>Radio frequencies</i></li> </ul>	<p>I1 I2 O1 O2</p>		
<p>36. Report to the supervisor, designated officer or dispatch.</p> <ul style="list-style-type: none"> <li>• <i>Existing situation</i></li> <li>• <i>Strategy and tactics</i></li> <li>• <i>Need for additional resources</i></li> <li>• <i>Priorities and values to be protected (life, property, infrastructure, environment, etc.)</i></li> <li>• <i>Incident reporting location</i></li> </ul>	<p>I1 I2 O1 O2</p>		
<p>37. Brief and provide complete and accurate records to relief when appropriate.</p>	<p>I1 I2 O1 O2</p>		

Evaluate the numbered tasks ONLY. DO NOT evaluate bullets; they are provided as examples/additional clarification.

TASK	C O D E	Evaluation Record Number	EVALUATOR: Initial & date upon completion of task
38. Brief and submit a complete incident documentation package to supervisor, designated officer or dispatch at end of incident action.	I1 O1		
39. Lead an after-action review to share findings and recommendations with appropriate personnel using an objective delivery format.	I1 I2 O1		

**Behavior: Ensure documentation is complete and disposition is appropriate.**

40. Initiate and maintain ICS 201 (Incident Briefing) until IAP is developed and briefed. <ul style="list-style-type: none"> <li>• <i>Incident objectives and strategy</i></li> <li>• <i>Changes in incident situation</i></li> <li>• <i>Tactical decisions</i></li> <li>• <i>Resource summary</i></li> <li>• <i>Organization</i></li> <li>• <i>Sketch map</i></li> <li>• <i>Health and safety issues and hazards</i></li> </ul>	I1 I2 O1 O2		
41. Record and maintain essential information. <ul style="list-style-type: none"> <li>• <i>Incident objectives and strategy</i></li> <li>• <i>Changes in situation</i></li> <li>• <i>Changes in strategy and tactics</i></li> <li>• <i>Property loss or damaged</i></li> <li>• <i>Resource summary</i></li> <li>• <i>Organization</i></li> <li>• <i>Sketch map</i></li> </ul>	I1 I2 O1		
42. Maintain adequate records as to events, use of personnel, equipment and supplies as well as other data for incident management needs. <ul style="list-style-type: none"> <li>• <i>ICS 201(Incident Briefing)</i></li> <li>• <i>IAP when written</i></li> <li>• <i>Property loss/damage report</i></li> <li>• <i>Rental agreements</i></li> <li>• <i>Time sheets</i></li> <li>• <i>Accident forms</i></li> <li>• <i>Equipment time reports</i></li> <li>• <i>Agency-required incident reports</i></li> </ul>	I1 I2 O1		

**Behavior: Gather, produce and distribute information as required by established guidelines and ensure understanding by recipient.**

43. Ensure command and general staff receive information necessary to perform their jobs and ensure they understand what to do with the information.	I1 I2 O1 O2		
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Evaluate the numbered tasks ONLY. DO NOT evaluate bullets; they are provided as examples/additional clarification.

TASK	C O D E	Evaluation Record Number	EVALUATOR: Initial & date upon completion of task
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**Behavior: Communicate and ensure understanding of work expectations within the chain of command and across functional areas.**

44. Advise subordinates of changes in incident strategy and tactics based on changing conditions.	I1 I2 O1 O2		
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**Behavior: Develop and implement plans and gain concurrence of affected agencies and/or the public.**

45. Develop a written Incident Action Plan for next operational period including: <ul style="list-style-type: none"> <li>• <i>Analyze alternate strategies (explain decision)</i></li> <li>• <i>Validate or revise incident objectives</i></li> <li>• <i>Strategy and alternate strategy</i></li> <li>• <i>Tactical direction</i></li> <li>• <i>Information covering health and safety principles, known hazards, and importance of all periods</i></li> <li>• <i>Coordinated sequence of events</i></li> <li>• <i>ICS organization</i></li> <li>• <i>Resource assignments</i></li> <li>• <i>Reserve resources</i></li> <li>• <i>Immediate support needs</i></li> <li>• <i>All appropriate attachments</i></li> </ul>	I1 O1		
46. Develop other plans such as, but not limited to: <ul style="list-style-type: none"> <li>• <i>Contingency plans</i></li> <li>• <i>Media and public information plans</i></li> <li>• <i>Long term plans</i></li> <li>• <i>Incident Emergency Plans (incident within an incident)</i></li> <li>• <i>Mitigation/treatment plan</i></li> <li>• <i>Demobilization plan</i></li> </ul>	I1 O1 O2		

Evaluate the numbered tasks ONLY. DO NOT evaluate bullets; they are provided as examples/additional clarification.

**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 timeframe.*

TASK	C O D E	Evaluation Record Number	EVALUATOR: Initial & date upon completion of task
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**Behavior: Administer and/or apply agency policy, contracts and agreements.**

47. Ensure all applicable agencies' policies, contracts, and agreements are followed. <ul style="list-style-type: none"> <li>• <i>Federal/tribal/state/territorial/regional/local relationships (as appropriate)</i></li> <li>• <i>Roles and responsibilities of potential responder agencies</i></li> <li>• <i>Scope, jurisdiction and authority of potential responder agencies</i></li> </ul>	I1 I2 O1		
48. Participate in the development of an "Incident within the Incident Plan" based on a potential incident that could occur during incident operations. <ul style="list-style-type: none"> <li>• <i>Review Team's "Incident within an incident" procedures</i></li> </ul>	I1 O1		

**Behavior: Gather, analyze and validate information pertinent to the incident or event and make recommendations for setting priorities.**

49. Identify kind, type and number of resources required to achieve incident objectives. <ul style="list-style-type: none"> <li>• <i>Consider: type of incident, terrain, incident behavior, exposures and level of urgency</i></li> <li>• <i>Consider kinds and types of resources, resource availability, adequate reserves and health and safety factors</i></li> </ul>	I1 I2 O1		
50. Review, validate and modify Incident Action Plan (IAP). <ul style="list-style-type: none"> <li>• <i>Analyze alternate strategies (explain decision)</i></li> <li>• <i>Validate or revise incident objectives</i></li> <li>• <i>Strategy and alternate strategy</i></li> <li>• <i>Tactical direction</i></li> <li>• <i>Information covering health and safety principles, known hazards and importance of all periods</i></li> <li>• <i>Coordinated sequence of events</i></li> <li>• <i>ICS organization</i></li> <li>• <i>Resource assignments</i></li> <li>• <i>Reserve resources</i></li> <li>• <i>Immediate support needs</i></li> </ul>	I1 O1		

Evaluate the numbered tasks ONLY. DO NOT evaluate bullets; they are provided as examples/additional clarification.

TASK	C O D E	Evaluation Record Number	EVALUATOR: Initial & date upon completion of task
51. Analyze situation to determine necessary changes. <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>• Check in process</li> <li>• Communications</li> <li>• ICS organization</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>	I1 I2 O1 O2		
52. Monitor the weather and other environmental factors to anticipate changes that may affect the incident. <ul style="list-style-type: none"> <li>• Request weather forecasts as needed</li> <li>• Communicate weather to subordinates</li> </ul>	I1 I2 O1 O2		
53. Evaluate progress. <ul style="list-style-type: none"> <li>• Evaluate incident complexity</li> <li>• Monitor tactical operations</li> <li>• Compare actual progress to planned tactics.</li> <li>• Decide if plan will accomplish incident objectives</li> </ul>	I1 I2 O1 O2		

**Behavior: Prepare clear and concise assessments regarding hazards, hazard behavior, weather and other relevant events.**

54. Ensure assessments of key incident parameters provide actionable information to staff.	I1 I2 O1		
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**Behavior: Make appropriate decisions based on analysis of gathered information.**

55. Decide if plan will accomplish incident objectives.	I1 I2 O1		
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Evaluate the numbered tasks ONLY. DO NOT evaluate bullets; they are provided as examples/additional clarification.

TASK	C O D E	Evaluation Record Number	EVALUATOR: Initial & date upon completion of task
56. Recognize when the incident expands beyond extended Response capabilities. Determine if incident complexity exceeds IC's skill level. <ul style="list-style-type: none"> <li>• <i>Maintain health and safety, communications and control of extended response resources and incoming resources</i></li> <li>• <i>Notify supervisor, designated officer or dispatch</i></li> <li>• <i>Determine priorities with designated officer or supervisor for interim period until relieved by incoming IC</i></li> </ul>	I1 I2 O1 O2		
57. Determine when incident objectives are met.	I1 I2 O1		

**Behavior: Take appropriate action based on assessed risks.**

58. Evaluate or establish ICP location.	I1 I2 O1 O2		
59. Establish unified command when appropriate.	I1 I2 O1 O2		
60. Take necessary precautions to ensure the values to be protected and control measures are secured.	I1 I2 O1		
61. Multi-task effectively.	I1 I2 O1 O2		
62. Demonstrate ongoing awareness of environment, recognize changing incident complexity and take appropriate action. <ul style="list-style-type: none"> <li>• <i>Complete a complexity analysis, revise as necessary, act on results when appropriate, and provide results to appropriate individuals</i></li> </ul>	I1 I2 O1		

Evaluate the numbered tasks ONLY. DO NOT evaluate bullets; they are provided as examples/additional clarification.

TASK	C O D E	Evaluation Record Number	EVALUATOR: Initial & date upon completion of task
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**Behavior: Modify approach based on evaluation of incident situation.**

63. Review, validate and modify Incident Action Plan (IAP). <ul style="list-style-type: none"> <li>• Analyze alternate strategies (explain decision).</li> <li>• Validate or revise incident objectives.</li> <li>• Strategy and alternate strategy.</li> <li>• Tactical direction.</li> <li>• Information covering health and safety principles, known hazards and importance of all periods.</li> <li>• Coordinated sequence of events.</li> <li>• ICS organization.</li> <li>• Resource assignments.</li> <li>• Reserve resources.</li> <li>• Immediate support needs.</li> </ul>	I1  O1		
64. Adjust incident strategy and tactics to meet changing conditions. <ul style="list-style-type: none"> <li>• Assign resources according to incident priorities.</li> <li>• Change tactics where needed.</li> <li>• Advise subordinates of changes.</li> </ul>	I1 I2 O1		
65. Adapt to expanding boundaries when incident escalates and maintain incident control <ul style="list-style-type: none"> <li>• If the incident expands, notify supervisor, designated officer or dispatch and coordinate request per local ordering protocol.</li> </ul>	I1 I2 O1		
66. Validate and revise incident objectives, advise subordinates of changes.	I1 I2 O1		

**Behavior: Follow established procedures and/or health and safety procedures relevant to given assignment.**

67. Ensure everyone incorporates health and safety into their job responsibilities and activities.	I1 I2 O1 O2		
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Evaluate the numbered tasks ONLY. DO NOT evaluate bullets; they are provided as examples/additional clarification.

TASK	C O D E	Evaluation Record Number	EVALUATOR: Initial & date upon completion of task
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**Behavior: Ensure operations consider socio-economic, political and cultural aspects.**

68. Recognize and protect resources of natural and cultural significance. • Utilize technical specialists as appropriate.	I1 I2 O1 O2		
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**Behavior: Plan for demobilization and ensure demobilization procedures are followed.**

69. Consider demobilization and/or transition early enough during the incident so an adequate Demobilization/Transition Plan is in place prior to the actual need to release resources.	I1 O1		
70. Demobilize incident resources by predetermined priorities or as work progress dictates.	I1 I2 O1		

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

71. Consider demobilization and/or transition early enough during the incident so an adequate Demobilization/Transition Plan is in place prior to the actual need to release resources.	I1 O1		
72. Ensure development, approval and implementation of transfer of command when incident escalates/deescalates.	I1 O1		
73. Monitor and document progress toward incident objectives and prepare for transition.	I1 O1		
74. Determine with replacement time of transfer.	I1 O1		
75. Communicate transfer of command to operations and command staff.	I1 O1		
76. If necessary, coordinate with agencies about transfer of command back to local jurisdiction.	I1 O1		
77. During transition, participate in IMT in-brief or provide field briefing to IMT Command and General staff personnel.	I1 O1		



**INSTRUCTIONS FOR COMPLETING THE EVALUATION RECORD**

A separate Evaluation Record needs to be completed for each incident, event, full-scale exercise, functional exercise, tabletop, daily duties, or in a classroom where a Trainee can be evaluated and is required for any task signed off in the PTB. If additional Evaluation Records are needed, a page can be copied from a blank task book and attached.

**Each Evaluation Record will need to have the following information provided:**

**Evaluation Record #:** *The number at the top of the evaluation record which identifies a particular incident or group of incidents. This number should be placed in the column labeled "Evaluation Record #" on the PTB for each task performed satisfactorily. This number enables reviewers of the completed PTB to ascertain the qualifications of the different evaluators prior to making the appropriate sign-off on the PTB.*

**Trainee Name:** *Insert the Trainee's full name.*

**Trainee Position:** *Insert the Trainee's ICS Trainee position.*

**Evaluator's Information:**

**Evaluator's Name:** *Insert the Evaluator's full name.*

**Incident Position/Assignment:** *Identify the ICS position the Evaluator selected during this evaluation.*

**Evaluator's Agency/Organization:** *Identify the agency/organization the Evaluator is representing*

**Evaluator's Office Title:** *Identify the position or title the Evaluator has within their home agency/organization.*

**Agency/Organization Address:** *Insert the mailing address of the Agency/Organization where the Evaluator receives US mail service.*

**Phone and E-mail:** *Insert the Evaluator's phone number and e-mail address.*

**Evaluator's Relevant Certification Qualification System:** *List the evaluator's NIMS ICS certification relevant to the Trainee position supervised and the Qualification System (i.e., IIMTQS, NWCG, USCG).*

**Name and Location of Exercise/Event/Incident:** *Identify the name and location where the tasks were evaluated.*

**Exercise/Event/Incident Kind and Complexity:** *Enter type of incident (hazmat, tornado, flood, structural fire, search and rescue, tabletop exercise, full scale exercise, etc.) and complexity of incident or sub-incident that the evaluation is for by Type (Type 1, 2, 3, etc).*

**Number and Type of Resources:** *Enter the number and type of resources assigned to the incident pertinent to the Trainee's position.*

**Duration:** *Enter inclusive dates during which the Trainee was evaluated and number of operational periods in Trainee status. This block may indicate a span of time covering small incidents/events considered (or managed) as one on-going incident if the Trainee has been evaluated on that basis.*

**Recommendation:** *Check as appropriate and/or make comments regarding the future needs for development of this Trainee.*

**Recommendations/Comments:** *Provide comments and observations of the Trainee while they were assigned to the incident/event/exercise. The ICS 225 can also be completed and used as an accompanying document to record the incident experience or it can be used as guidance on the type of information that is necessary in this section of the Evaluation Record.*

**Evaluator's Signature:** *Evaluator signs here.*

**Date:** *Indicate the calendar date the record is being completed.*

**Evaluator's Initial:** *Initial here to authenticate recommendations and to allow for comparison with initials in the PTB.*

Evaluation Record # 1

TRAINEE NAME	TRAINEE POSITION
<b>Evaluator's Information</b>	
Evaluator's Name:	
Incident Position/Assignment	
Evaluator's Agency/Organization:	
Evaluator's Office Title:	
Agency/Organization Address:	
Phone and Email:	
Evaluator's Relevant Certification and Qualification System:	
Name and Location of Exercise/Event/Incident Kind:	
Exercise/Event/Incident Type ( <i>hazmat, tornado, flood, structural fire, search and rescue, tabletop exercise, full scale exercise, etc.</i> ) and Complexity ( <i>Type 1, 2, 3, etc.</i> ):	
Number and Type of Resources Pertinent to Trainee's Position: ( <i>number of personnel being supervised, number of resources by type and kind</i> )	
Duration: ( <i>inclusive dates in Trainee status and number of operational periods in Trainee status</i> )	
<p><b>Recommendation:</b> The tasks initialed and dated by me have been performed under my supervision in a satisfactory manner by the above named Trainee. I recommend the following for further development of this Trainee.</p> <p>_____ The individual has successfully performed all tasks for the position and should be considered for certification.</p> <p>_____ Not all tasks were evaluated on this assignment and an additional assignment is needed to complete the evaluation.</p> <p>_____ The individual attempted but was not able to successfully complete certain tasks (comments below) or additional guidance is required.</p> <p>_____ The individual is deficient in the performance of tasks for the position and needs further training in both required knowledge and skills prior to additional assignment(s) as a Trainee (comments below).</p> <p>Recommendations/Comments (<i>Attach additional comment sheets as needed. Also see ICS-225: Incident Personnel Performance Rating</i>):</p>	
Evaluator's Signature:	Date:
Evaluator's Initials:	

Evaluation Record # 2

TRAINEE NAME	TRAINEE POSITION
<b>Evaluator's Information</b>	
Evaluator's Name:	
Incident Position/Assignment	
Evaluator's Agency/Organization:	
Evaluator's Office Title:	
Agency/Organization Address:	
Phone and Email:	
Evaluator's Relevant Certification and Qualification System:	
Name and Location of Exercise/Event/Incident Kind:	
Exercise/Event/Incident Type ( <i>hazmat, tornado, flood, structural fire, search and rescue, tabletop exercise, full scale exercise, etc.</i> ) and Complexity ( <i>Type 1, 2, 3, etc.</i> ):	
Number and Type of Resources Pertinent to Trainee's Position: ( <i>number of personnel being supervised, number of resources by type and kind</i> )	
Duration: ( <i>inclusive dates in Trainee status and number of operational periods in Trainee status</i> )	
<p><b>Recommendation:</b> The tasks initialed and dated by me have been performed under my supervision in a satisfactory manner by the above named Trainee. I recommend the following for further development of this Trainee.</p> <p>_____ The individual has successfully performed all tasks for the position and should be considered for certification.</p> <p>_____ Not all tasks were evaluated on this assignment and an additional assignment is needed to complete the evaluation.</p> <p>_____ The individual attempted but was not able to successfully complete certain tasks (comments below) or additional guidance is required.</p> <p>_____ The individual is deficient in the performance of tasks for the position and needs further training in both required knowledge and skills prior to additional assignment(s) as a Trainee (comments below).</p> <p>Recommendations/Comments (<i>Attach additional comment sheets as needed. Also see ICS-225: Incident Personnel Performance Rating</i>):</p>	
Evaluator's Signature:	Date:
Evaluator's Initials:	

Evaluation Record # 3

TRAINEE NAME	TRAINEE POSITION
<b>Evaluator's Information</b>	
Evaluator's Name:	
Incident Position/Assignment	
Evaluator's Agency/Organization:	
Evaluator's Office Title:	
Agency/Organization Address:	
Phone and Email:	
Evaluator's Relevant Certification and Qualification System:	
Name and Location of Exercise/Event/Incident Kind:	
Exercise/Event/Incident Type ( <i>hazmat, tornado, flood, structural fire, search and rescue, tabletop exercise, full scale exercise, etc.</i> ) and Complexity ( <i>Type 1, 2, 3, etc.</i> ):	
Number and Type of Resources Pertinent to Trainee's Position: ( <i>number of personnel being supervised, number of resources by type and kind</i> )	
Duration: ( <i>inclusive dates in Trainee status and number of operational periods in Trainee status</i> )	
<p><b>Recommendation:</b> The tasks initialed and dated by me have been performed under my supervision in a satisfactory manner by the above named Trainee. I recommend the following for further development of this Trainee.</p> <p>_____ The individual has successfully performed all tasks for the position and should be considered for certification.</p> <p>_____ Not all tasks were evaluated on this assignment and an additional assignment is needed to complete the evaluation.</p> <p>_____ The individual attempted but was not able to successfully complete certain tasks (comments below) or additional guidance is required.</p> <p>_____ The individual is deficient in the performance of tasks for the position and needs further training in both required knowledge and skills prior to additional assignment(s) as a Trainee (comments below).</p> <p>Recommendations/Comments (<i>Attach additional comment sheets as needed. Also see ICS-225: Incident Personnel Performance Rating</i>):</p>	
Evaluator's Signature:	Date:
Evaluator's Initials:	

Evaluation Record # 4

TRAINEE NAME	TRAINEE POSITION
<b>Evaluator's Information</b>	
Evaluator's Name:	
Incident Position/Assignment	
Evaluator's Agency/Organization:	
Evaluator's Office Title:	
Agency/Organization Address:	
Phone and Email:	
Evaluator's Relevant Certification and Qualification System:	
Name and Location of Exercise/Event/Incident Kind:	
Exercise/Event/Incident Type ( <i>hazmat, tornado, flood, structural fire, search and rescue, tabletop exercise, full scale exercise, etc.</i> ) and Complexity ( <i>Type 1, 2, 3, etc.</i> ):	
Number and Type of Resources Pertinent to Trainee's Position: ( <i>number of personnel being supervised, number of resources by type and kind</i> )	
Duration: ( <i>inclusive dates in Trainee status and number of operational periods in Trainee status</i> )	
<p><b>Recommendation:</b> The tasks initialed and dated by me have been performed under my supervision in a satisfactory manner by the above named Trainee. I recommend the following for further development of this Trainee.</p> <p>_____ The individual has successfully performed all tasks for the position and should be considered for certification.</p> <p>_____ Not all tasks were evaluated on this assignment and an additional assignment is needed to complete the evaluation.</p> <p>_____ The individual attempted but was not able to successfully complete certain tasks (comments below) or additional guidance is required.</p> <p>_____ The individual is deficient in the performance of tasks for the position and needs further training in both required knowledge and skills prior to additional assignment(s) as a Trainee (comments below).</p> <p>Recommendations/Comments (<i>Attach additional comment sheets as needed. Also see ICS-225: Incident Personnel Performance Rating</i>):</p>	
Evaluator's Signature:	Date:
Evaluator's Initials:	

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