

*NATIONAL INTER-AGENCY INCIDENT  
MANAGEMENT SYSTEM (NIIMS)*

**MANAGEMENT SECTION**

**POSITION DESCRIPTIONS & PROCEDURES  
MANUAL FOR GENERAL USE**

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# INCIDENT MANAGER

## CHECKLIST USE

The checklist of activities presented below should be considered as a minimum requirement for this position. Users of this manual are encouraged to augment this list as necessary. Note that some activities are one-time actions while others are ongoing or repetitive for the duration of the incident .

## INCIDENT MANAGER'S CHECKLIST

- o Obtain incident briefing and Incident Briefing Form (ICS Form 201) from the Initial Attack Manager.
- o Assess incident situation.
- o Conduct initial briefing.
- o Activate elements of the Incident Command System.
- o Brief command staff and section chiefs.
- o Ensure planning meetings are conducted.
- o Approve and authorize implementation of incident action plan.
- o Determine information needs and inform command personnel of needs.
- o Coordinate staff activity.
- o Manage incident operations.
- o Approve requests for additional resources and requests for release of resources.
- o Approve the use of trainees on the incident.
- o Authorize release of information to news media.
- o Ensure incident Status Summary (ICS Form 209) is completed and forwarded to dispatch center(s).
- o Approve plan for demobilization.
- o Release resources and supplies.

## ORGANIZATION AND PROCEDURES

### ORGANIZATION

The Incident Manager is responsible for the overall management of all incident activities including the development and implementation of strategy and for approving the ordering and release of resources. The Incident Manager may have a deputy. The deputy's responsibilities will be as delegated by the Incident Manager.

### MAJOR ACTIVITIES AND PROCEDURES

The major responsibilities of the Incident Manager are stated below. Following each responsibility are procedures for implementing the activity.

- o Conduct Initial Briefing
  - \_\_\_ Obtain and review the Incident Briefing Form (ICS Form 201) from Initial Attack Manager.
  - \_\_\_ Meet with the command staff available at that time.
  - \_\_\_ Review and/or prepare plans for the use of on-the-scene and allocated resources due to arrive before the next planning meeting.
- o Set up Required Organization Elements
  - \_\_\_ Confirm dispatch and/or arrival of requested organizational elements.
  - \_\_\_ Give briefing and work tasks to general and command staffs. This briefing should include:
    - o The contents of the incident briefing form
    - o A summary of the incident organization
    - o A review of current incident activities
    - o A summary of resources already dispatched
    - o The time and location of first planning meeting
    - o Special instructions, including specific delegation of authority to particular functions

- \_\_\_ Request required additional resources through normal dispatch channels.
- \_\_\_ Notify resources unit of command and general staff organizational elements activated, including name of person assigned to each position.
- o Ensure Planning Meetings are Conducted.
  - \_\_\_ Schedule meeting time and location.
  - \_\_\_ Notify attendees to include:
    - o Prior Incident Manager (required at first general planning meeting).
    - o Command and general staffs.
    - o Others are desired (e.g., air operations, communications, resources, and situation units and operations branch directors)
  - \_\_\_ Develop the general objective for the incident action plan.
  - \_\_\_ Participate in development of incident action plan for the next operational period.
  - \_\_\_ Participate in preparation of logistics services and support requirements associated with the incident action plan (e.g., communications plan).
  - \_\_\_ Review safety considerations with the safety officer.
  - \_\_\_ Summarize decisions made with regard to:
    - o General strategy selected
    - o Control objectives selected for the next operational period
    - o Resources required
    - o Service and support requirements.
- o Approve and Authorize Implementation of Incident Action Plan  
In some instances this may be done orally.

- \_\_\_ Review incident action plan for completeness and accuracy.
  - \_\_\_ Make any required changes and authorize release of plan.
- o Determine Information Needs From Staff
  - \_\_\_ Identify any special information desired from each section chief.
  - \_\_\_ Prepare information item lists for each section and command staff element (as appropriate).
  - \_\_\_ Provide lists to appropriate personnel or facility. This may be done orally in some situations.
- o Coordinate Staff Activity
  - \_\_\_ Periodically check work progress on assigned tasks of logistics, planning, operations, and finance sections as well as command staff personnel.
  - \_\_\_ Ensure that the general welfare and safety of personnel is adequate.
  - \_\_\_ Notify resources unit of changes to command or general staff organization including the name of the person assigned to each position.
- o Manage Incident Operations
  - \_\_\_ Review information concerning significant changes in the status of the situation, predicted incident behavior, weather, or status or resources.
  - \_\_\_ Review modification to the current incident action plan received from the operations section chief.
  - \_\_\_ Identify any major changes to incident operations which are immediately required.
- o Approve Requests for Additional Resources
  - \_\_\_ Review requests for additional resources.
  - \_\_\_ Determine condition and advisability of activating our-of-service resources.

- \_\_\_ If out-of-service resources are to be activated, have the planning section chief provide a list of resources for reassignment. Include time of need, reporting location, and to whom to report.
- \_\_\_ To obtain additional resources from off the incident, direct the logistics chief to forward request through normal channels.
- o Authorize Information Release
  - \_\_\_ Review materials submitted by the information officer for release to news media.
  - \_\_\_ Check information release policies and constraints with involved jurisdiction officials.
  - \_\_\_ Authorize release of final copy.
- o Release Incident Status
  - \_\_\_ Have Incident Status Summary Report (ICS Form 209) prepared.
  - \_\_\_ Ensure that incident status summary is submitted to local agency dispatch centers as required.
- o Approve Demobilization Planning
  - \_\_\_ Review recommendations for release of resources and supplies from the demobilization unit.
  - \_\_\_ Schedule demobilization planning meeting.
  - \_\_\_ Ensure that current and future resource and supply requirements have been closely estimated.
  - \_\_\_ Establish general service and support requirements.
  - \_\_\_ Modify specific work assignments for general and command staff as required.
  - \_\_\_ Review safety considerations with the safety officer.
  - \_\_\_ Summarize actions to be taken.
  - \_\_\_ Direct the planning section chief to document the demobilization plan.

o Release Resources and Supplies

- \_\_\_ Review recommendations for any release of resources and supplies from the general staff.
- \_\_\_ Approve release recommendations.
- \_\_\_ Ensure that local agency dispatch centers are notified of intended release.
- \_\_\_ Direct the planning section chief to prepare an assignment list for the release of resources.
- \_\_\_ Direct the logistics section chief to release supplies.



## PUBLIC INFORMATION OFFICER

### CHECKLIST USE

The checklist of activities presented below should be considered as a minimum requirement for this position. Users of this manual are encouraged to augment this list as necessary. Note that some activities are one-time actions while others are ongoing or repetitive for the duration of the incident.

### PUBLIC INFORMATION OFFICER'S CHECKLIST

- o Upon arrival, receive briefing from the Incident Manager.
- o Contact the State and/or local Public Information Officer(s) (PIO) to coordinate public information activities.
- o Establish a joint information center (JIC) in coordination with State/local officials.
- o Arrange for necessary work space, materials, telephones, and staffing.
- o Obtain copies of current ICS-209s (Situation Status Summary Reports).
- o Prepare initial information summary.
- o Observe constraints on the release of information imposed by the Incident Manager.
- o Obtain approval for information release from the Incident Manager.
- o Support national public information efforts.
- o Release information to the media and post information in the command area and other appropriate locations.
- o Attend meetings to update information released.
- o Arrange for meetings between media and incident personnel.
- o Provide escort service to the media.
- o Provide fire retardant clothing for media (as appropriate).
- o Maintain Unit Log (ICS Form 214).

## RESPONSIBILITIES AND PROCEDURES

### ORGANIZATION

The information officer, a member of the Incident Manager's staff, is responsible for the preparation and release of information about the incident to the news media and other appropriate agencies and organizations. The information officer reports to the Incident Manager.

### MAJOR RESPONSIBILITIES AND PROCEDURES

The major responsibilities of the information officer are stated below. Following each responsibility are procedures for accomplishing the activity.

- o Identify Information Officer Activities
  - \_\_\_ Contact the State and/or local Public Information Officer (PIO) to coordinate public information activities and to determine what other external public information activities are being performed for this incident.
  - \_\_\_ Establish a joint information center (JIC) in coordination with State/local officials.
  - \_\_\_ Take actions required to establish coordination of information acquisition and dissemination activities.
  - \_\_\_ Compile the information obtained and maintain records.
- o Establish Joint Information Center
  - \_\_\_ Establish the joint information center adjacent to command area where it will not interfere with command activities.
  - \_\_\_ Contact facilities unit for any support required to set up information center.
- o Prepare Press Briefing
  - \_\_\_ Identify from the Incident Manager any constraints on the release of information.
  - \_\_\_ Select information to be released (e.g., size of incident, agencies involved, etc.).

- \_\_\_ Prepare material for release (obtain from Incident Briefing (ICS Form 201), situation unit status reports, etc.).
- \_\_\_ Obtain Incident Manager's approval for release.
- \_\_\_ Release information for distribution to the news media.
- \_\_\_ Release information to press representatives at joint information center.
- \_\_\_ Post a copy of all information summaries in the command area and other appropriate incident locations.
- o Collect and Assemble Incident Information
  - \_\_\_ Obtain the latest situation status from the situation unit leader.
  - \_\_\_ Observe incident operations.
  - \_\_\_ Hold discussions with incident personnel.
  - \_\_\_ Identify special event information (e.g., evacuations, injuries, etc.).
  - \_\_\_ Contact external agencies for additional information.
  - \_\_\_ Review the current Incident Action Plan (ICS Form 202).
- o Provide Liaison Between Media and Incident Personnel
  - \_\_\_ Receive requests from the media to meet with incident personnel and vice versa.
  - \_\_\_ Identify parties involved in the request (e.g., Incident Manager for overall incident comment, etc.).
  - \_\_\_ Determine if policies have been established to handle requests and, if so, proceed accordingly.
  - \_\_\_ Obtain any required permission to satisfy request (e.g., Incident Manager).
  - \_\_\_ Fulfill request or advise the requesting party of inability to do so, as the case may be.
  - \_\_\_ Coordinate with air operations branch director for news media flights into the incident area.

- o Respond to Special Requests for Information
  - \_\_\_ Receive request for information.
  - \_\_\_ Determine if the requested information is currently available and, if so, provide it to the requesting party.
  - \_\_\_ If information is not currently available, determine if it can be reasonably obtained by contacting incident personnel.
  - \_\_\_ Assemble desired and available information and provide it to the requesting party.
  
- o Maintain Unit Log
  - \_\_\_ Record information officer actions on Unit Log (ICS form 214).
  - \_\_\_ Collect and transmit information summaries and unit logs to documentation unit at the end of each operational period.

# SAFETY OFFICER

## CHECKLIST USE

The checklist of activities presented below should be considered as a minimum requirement for this position. Users of this manual are encouraged to augment this list as necessary. Note that some activities are one-time actions while others are ongoing or repetitive for the duration of the incident .

## SAFETY OFFICER'S CHECKLIST

- o Obtain briefing from Incident Manager.
- o Identify hazardous situations associated with the incident.
- o Participate in planning meetings.
- o Review incident action plan.
- o Identify potentially unsafe situations.
- o Exercise emergency authority to stop and prevent unsafe acts.
- o Investigate accidents that have occurred within incident area.
- o Review and approve Medical Plan (ICS Form 206).
- o Maintain Unit Log (ICS Form 214).

## RESPONSIBILITIES AND PROCEDURES

### ORGANIZATION

The safety officer, a member of the command staff, is responsible for monitoring and assessing hazardous and unsafe situations and developing measures for assuring personnel safety. The safety officer will correct unsafe acts or conditions through the regular line of authority, although the officer may exercise emergency authority to stop or prevent unsafe acts when immediate action is required. The safety officer maintains an awareness of active and developing situations, approves the medical plan, and includes safety messages in each incident action plan. The safety officer reports to the Incident Manager.

### MAJOR RESPONSIBILITIES AND PROCEDURES

The major responsibilities of the safety officer are stated below. Following each responsibility are procedures for implementing the activity.

- o Obtain Briefing from Incident Commander.
  - \_\_\_ Receive briefing from Incident Manager to obtain:
    - o Relieved Incident Manager's Incident Briefing (ICS Form 201).
    - o Summary of incident organization
    - o Special instructions
  - \_\_\_ Obtain copy of incident action plan from Incident Manager.
- o Identify Hazardous Situations Associated with Incident Environment Prior to First Planning Meeting.
  - \_\_\_ Identify and resolve unsafe situations in incident area, (e.g., unsafe sleeping areas, absence of protective clothing, etc.).
  - \_\_\_ Compile and record hazardous and potentially hazardous situations for presentation at planning meeting.
- o Attend Planning Meeting to Advise on Safety Matters.
  - \_\_\_ Review suggested strategy and control operations as presented at planning meeting.
  - \_\_\_ Identify potentially hazardous situations associated with suggested plans.
  - \_\_\_ Advise general staff of such situations.
- o Identify Potentially Unsafe Situations.
  - \_\_\_ Review incident action plan.
  - \_\_\_ Receive reports from incident personnel concerning safety matters.
  - \_\_\_ Review reports to identify hazardous environmental and operational situations.
  - \_\_\_ Personally survey incident environment and operations as appropriate.
  - \_\_\_ Obtain and review situation unit information to identify unsafe situations.

- o Advise Incident Personnel in Matters Affecting Personnel Safety.
  - \_\_\_ Identify potentially hazardous situations (see previous tasks).
  - \_\_\_ Determine appropriate actions to ensure personnel safety.
  - \_\_\_ Coordinate with incident supervisory personnel as required.
  - \_\_\_ Advise incident personnel as to appropriate action.
  
- o Exercise Emergency Authority to Prevent or Stop Unsafe Acts
  - \_\_\_ Identify potentially hazardous situations (see previous task).
  - \_\_\_ Determine severity of situation.
  - \_\_\_ Determine if situation requires use of emergency authority and if so, exercise that authority to prevent or stop the act.
  - \_\_\_ Coordinate with appropriate supervisory personnel.
  
- o Investigate (or Coordinate Investigation of) Accidents that Occur Within the Incident Area
  - \_\_\_ Receive notification of accident.
  - \_\_\_ Obtain information concerning accident by:
    - o Interview of personnel
    - o Visit to scene of accident
    - o Photograph of scene (if appropriate)
    - o Collection of evidence (if appropriate)
    - o Collection of reports prepared by involved personnel
  - \_\_\_ Reconstruct accident events.
  - \_\_\_ Identify cause of accident (if possible).
  - \_\_\_ Recommend corrective action.
  - \_\_\_ Prepare accident report and submit to Incident Manager.

- o Review Medical Plan
  - \_\_\_ Coordinate with medical unit leader on the preparation of the Medical Plan (ICS Form 206).
  - \_\_\_ Review plan for completeness.
  - \_\_\_ Discuss areas of concern with medical unit leader with instructions for correction.
- o Maintain Unit Log
  - \_\_\_ Record safety officer actions on Unit Log (ICS Form 214).
  - \_\_\_ Collect and transmit required records and logs to documentation unit at the end of each operational period.



# LIAISON OFFICER

## CHECKLIST USE

The checklist of activities presented below should be considered as a minimum requirement for the position. Users of this manual should feel free to augment this list as necessary. Note that some activities are one-time actions while others are ongoing or repetitive for the duration of the incident.

## LIAISON OFFICER'S CHECKLIST

- o Obtain briefing from incident manager.
- o Provide a point of contact for assisting/cooperating agency representatives.
- o Identify agency representatives from each agency including communications link and location.
- o Respond to requests from incident personnel for inter-organizational contacts.
- o Monitor incident operations to identify current or potential inter-organizational problems.
- o Maintain Unit Log (ICS Form 214).

## RESPONSIBILITIES AND PROCEDURES

### ORGANIZATION

The liaison officer of the jurisdictional agency is responsible for interacting (by providing a point of contact) with the assisting and cooperating agencies. This could include fire agencies, Red Cross, law enforcement, public works and engineering organizations, and other. If these agencies assign agency representatives to the incident, the liaison officer will coordinate their activities. The liaison officer, a member of the command staff, reports to the incident manager.

### MAJOR RESPONSIBILITIES AND PROCEDURES

The major responsibilities of the liaison officer are stated below. Following each responsibility are procedures for implementing the activity.

o Obtain Briefing

\_\_\_ Receive briefing from incident manager and obtain:

- o Incident Briefing Report (ICS Form 201)
- o Summary of the incident organization
- o Agencies currently involved in the incident
- o Special instructions from the incident manager

\_\_\_ When available obtain the incident action plan.

o Provide Point of Contact for Assisting/Cooperating Agencies

Example agencies are fire suppression Highway Patrol, Red Cross, utility companies, etc.

\_\_\_ Identify assisting and cooperating agencies from:

- o Incident Briefing Report (ICS Form 201)
- o Local dispatchers

\_\_\_ Determine if assisting and cooperating agencies have assigned agency representatives. If so, obtain their names, locations, and communication channels by contacting:

- o The assisting or cooperating agencies
- o The incident manager
- o The senior officers of agencies at the scene

\_\_\_ Receive request for contacts between incident personnel and agency personnel.

\_\_\_ Identify appropriate personnel to contact (either incident or agency personnel).

\_\_\_ Establish contact with appropriate personnel.

\_\_\_ Take necessary action to satisfy requests.

\_\_\_ Notify concerned personnel.

- o Identify Current or Potential Inter-Agency Problems
  - \_\_\_ Obtain complaints pertaining to matters such as a lack of logistics, inadequate communications, and personnel problems
  - \_\_\_ Personally observe incident operations to identify current or potential inter-agency problems.
  - \_\_\_ Notify appropriate personnel of current or potential problems.
- o Maintain Unit Log
  - \_\_\_ Record liaison actions of Unit Log (ICS Form 214).
  - \_\_\_ Collect and transmit required records and logs to documentation unit at the end of each operational period.

## AGENCY REPRESENTATIVE

An agency representative is an individual assigned to an incident from an assisting or cooperating agency who has been delegated full authority to make decisions on all matters effecting that agency's participation at the incident. Agency representatives report to the liaison officer, if that position has been filled. If there is no liaison officer, agency representatives report to the incident manager. There will be only one (1) agency representative from each agency assigned to the incident.

### AGENCY REPRESENTATIVE CHECKLIST

- o Check in at the incident command post. Complete ICS 211 (Check-in list). Ensure that all agency resources have completed check-in
- o Obtain briefing from liaison officer or incident manager.
- o Establish working location. Advise agency personnel on the incident that the agency representative position has been filled.
- o Attend planning meetings as required.
- o Provide input on use of agency resources if no resource technical specialists are assigned.
- o Cooperate fully with incident manager and general staff on agency's involvement at the incident.
- o Oversee the well-being and safety of agency personnel assigned to incident.
- o Advise liaison officer of any special agency needs or requirements.
- o Determine if any special reports or documents are required.
- o Report to agency dispatch or headquarters on prearranged schedule.
- o Ensure that all agency personnel and/or equipment is properly accounted for and released prior to your departure.
- o Ensure that all required agency forms, reports, and documents are complete prior to your departure from the incident.
- o Have debriefing session with liaison officer/incident manager prior to departure.