National Incident Management System

Emergency Operations Center Skillsets User Guide

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FEMA

Contents

EOC Skillsets User Guide

A. Introduction

Emergency Operations Centers (EOC) across the Nation play a critical role in managing incidents large and small. By bringing together representatives from diverse organizations, EOCs[1] facilitate the flow of resources and information across organizational lines. EOCs vary widely—some support multiple disciplines in a single jurisdiction, and some support a single discipline across multiple jurisdictions. All operate under varying authorities, with diverse resources and missions. EOC Skillsets provide a flexible approach to EOC qualifications, letting you, as an EOC leader, build position qualifications according to your organization's needs and resources.

The diversity among EOCs can create challenges when sharing personnel across EOC organizations, which may use different titles for positions performing similar functions or assign different responsibilities to similarly titled positions. As a part of the National Qualification System (NQS), EOC Skillsets support standardized qualifications for EOC personnel, while remaining flexible enough to accommodate EOCs of all sizes and kinds. You can mix and match skillsets to create the right combination of skills and abilities for your EOC. Additionally, the EOC Skillsets also help create a national vocabulary so that you can clearly communicate desired capabilities when you need to request additional personnel to support your EOC.

This *EOC Skillsets User Guide* is for use by EOC leaders at any level of government and within the private sector and nongovernmental organizations (NGO). It explains what EOC Skillsets are and how to use them to construct EOC Position Task Books (PTB), supporting the qualification and certification of EOC personnel.

The purpose of EOC Skillsets is not to replace existing qualification systems, but to provide minimum baselines when qualifications do not exist. Using these skillsets allows you to build the capabilities and qualifications of EOC personnel, and, in doing so, help improve the professionalization of EOC personnel and contribute to the resiliency of our Nation.

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[1] Because incident support is conducted in a wide variety of different facilities, as well as virtual structures, the National Incident Management System (NIMS) and supporting documents use the term "EOC" to refer to all such facilities, including emergency coordination centers.

B. Background

The National Incident Management System (NIMS) describes standard structures and vocabulary to enable incident personnel from across the Nation to work together to save lives, stabilize incidents, and protect property and the environment. A performance-based approach to personnel qualifications ensures the capabilities of personnel to perform in incident-related positions. The *NIMS Guideline for the National Qualification System* provides guidance for organizations establishing performance-based qualifications processes, including personnel qualification, certification, and credentialing.

National Qualification System (NQS)
The NQS provides jurisdictions and organizations with guidance to certify their personnel according to national baseline qualifications. Through NQS, FEMA is developing common terminology, templates and other tools, and a standard approach for qualifying, certifying, and credentialing deployable incident personnel—enabling mutual aid partners to communicate resource needs quickly and precisely.[2]

On-scene personnel use the Incident Command System (ICS), which defines common position titles and responsibilities, enabling people from different organizations or jurisdictions to seamlessly integrate into a common incident structure.

EOC personnel support on-scene actions and, like on-scene personnel, can be shared across organizational and jurisdictional lines. Unlike on-scene personnel, however, there is no nation-wide structure like ICS guiding all EOCs. Instead, EOCs across the nation define their own positions, processes, and structures. This diversity is necessary, given the unique missions, authorities, and resources of EOCs, but it can create challenges for EOC leaders in requesting and sending personnel through mutual aid. FEMA developed the EOC Skillsets to help relieve these challenges.

NIMS structures are adaptable to any situation. You, as an EOC leader, are best positioned to shape your organization based on its mission and resources. EOC Skillsets define tasks associated with common EOC functions, giving you building blocks to define qualifications for your personnel, no matter what organizational structure or position titles you use. EOC Skillsets also facilitate mutual aid by establishing common terminology for defining requirements when requesting personnel, while remaining flexible enough to accommodate the diversity of EOC organizational structures across the Nation.

Regardless of EOC structure, EOC personnel typically perform these common functions:
- Collect, analyze, and share information;
- Support resource needs and requests, including allocation and tracking;
- Coordinate plans and determine current and future needs; and
- In some cases, provide strategic coordination and policy direction.

EOC Skillsets break these functions down into discrete responsibilities aligned with demonstrable tasks that leaders can use to build EOC PTBs, qualify personnel, and request support.

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[2] For additional information on NQS, see www.fema.gov/national-qualification-system

C. How to Use EOC Skillsets

As an EOC leader seeking to qualify your personnel and ensure they are prepared to perform their incident responsibilities, you can choose which skillsets or combination of skillsets to assign to specific positions in your EOC. To do this, follow the steps outlined in Table 1.

Table 1: Steps for Using EOC Skillsets

Steps	Specific Actions
Step 1: **Determine Your EOC Organizational Structure**	• Determine the structure and processes that best suit your EOC's authorities, resources, and mission
Step 2: **Create EOC PTBs**	• Align EOC Skillsets with the positions in your organizational structure • Determine whether to add additional tasks to individual skillsets • Add evaluation forms and other documentation to complete the task books
Step 3: **Use EOC PTBs to Qualify Personnel**	• Issue EOC PTBs to personnel and begin the qualification process

At the end of this process, you will be able to qualify EOC personnel based on your EOC's unique needs.

Step 1: Determine Your EOC Organizational Structure

EOCs vary in their missions, authorities, and resources. Some EOCs have an incident support role, while others lead incident management efforts. Still others change roles according to the type of incident. EOC structures vary accordingly, and NIMS does not promote a single EOC organizational model, nor any EOC position titles or position descriptions. If your EOC already has an established structure, proceed to Step 2.

Table 2 describes three types of EOC organizational structures described in NIMS, along with some of the benefits of each.[3] These examples are not mandatory, definitive, or exclusive. Your EOC may use one of these structures, a combination of elements from different structures, or a structure not listed here. Each type of structure has advantages, so it is up to you to determine what works best for your EOC.

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[3] For additional information and details on these structures, see the following sections of NIMS: Command and Coordination: Emergency Operations Centers (EOC), pages 35-39, and Appendix B: EOC Organizations, pages 116-123; https://www.fema.gov/national-incident-management-system.

Table 2: Sample Types of EOC Organizational Structures

Structure Type	Benefits
ICS or ICS-like Structure	The ICS organizational structure is familiar to those with ICS training. It most closely aligns with the structure used for on-scene incident management.
Incident Support Model	This structure puts the EOC director[4] in direct contact with those conducting situational awareness and information management. It streamlines resource sourcing, ordering, and tracking.
Departmental Structure	By operating in the context of their normal relationships, department/agency representatives can function in the EOC with minimal preparation and startup time.

EOC directors expand or contract their organizational structures based on available personnel and the incident's needs. Some incidents might require multiple people to perform a single function; in other situations, a single person might perform multiple functions. You should consider both minimum and maximum staffing levels in your EOC when determining position responsibilities and required skills.

Step 2: Create EOC PTBs

Once you have determined the organizational structure that best fits your EOC reporting structure and functional alignment, use the skillsets to build EOC PTBs for each position. This process involves three actions:

1. Align the EOC Skillsets with your organizational structure
2. Determine whether to add additional tasks to individual skillsets
3. Add evaluation forms and other documentation to complete the task books

How Are EOC Skillsets Different from PTBs?

Many incident personnel are already familiar with PTBs, which define demonstrable tasks for defined positions. Performing these tasks supports a person's qualification for a position.

Like PTBs, EOC Skillsets establish minimum performance criteria. However, unlike on-scene positions, which are defined through ICS, EOC positions have no standard definitions or PTBs. Instead, EOC leaders can mix and match EOC Skillsets to build custom EOC PTBs that align with the unique roles and responsibilities of positions in their EOC. This allows EOC leaders to qualify their personnel with the combination of skills necessary to perform the EOC's functions.

Action 1: Align the EOC Skillsets with your organizational structure

As an EOC leader, you determine which skillsets your personnel need to achieve the EOC's mission. There are 17 *functional* skillsets, which determine what a position will *do,* and three *level of responsibility* skillsets, which determine *where* in your structure the position falls. These

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[4] The term "EOC director" is used throughout this document to refer to the individual who heads the team that works in an EOC when it is activated. In actual practice, this position may have a variety of titles, such as EOC Manager or EOC Coordinator, depending on the plans and procedures of the jurisdiction/organization.

20 skillsets can be mixed and matched to create thousands of unique combinations in order to accommodate the diversity of EOCs across the Nation. Ultimately, you decide what your EOC needs. Table 3 presents a list of the skillsets, and Appendix 2 describes them in greater detail.

Table 3: EOC Skillsets

Level of Responsibility	
Coordination and Individual Contribution	
Leadership	
Policy and Direction	
Function	
Action Tracking	Public Affairs Coordination
Center Management	Recovery Coordination
Document and Records Management	Resource Ordering and Acquiring
EOC Facility Management	Resource Sourcing
Finance	Resource Tracking
Legal Counseling	Safety Advising
Organizational Representation	Situational Awareness
Performance Improvement	Understanding the Resource Requirement
Planning	

As you group skillsets together to align position responsibilities and build your desired reporting structure, consider the following guidelines:

- You can assign the same skillset to multiple positions.
- You can assign multiple skillsets to a single position.
- You should assign a level of responsibility skillset to every position.
  - Assign Coordination and Individual Contribution to every position in your EOC.
  - Additionally, assign the Leadership skillset to all supervisory positions in your EOC.
  - Many organizations do not consider Multiagency Coordination Group (MAC Group)/Policy Group members as part of the EOC staff, in which case those individuals should be assigned the Policy and Direction skillset, not the Coordination and Individual Contribution skillset.

Appendices 3 and 4 provide examples of EOC Skillsets aligned with various organizational structures.

Tip: When aligning skillsets with positions, consider both personnel roles/responsibilities and your EOC's standard processes, such as resource ordering. This can provide a helpful check of your alignment. See Appendix 3 for examples.

Action 2: Determine whether to add additional tasks to individual skillsets

EOC Skillsets establish minimum criteria for EOC qualifications—they do not cover the full range of activities that EOC personnel perform. As an EOC leader, you can add tasks to the baseline skillsets. A fully compiled EOC PTB describes the full range of roles and responsibilities for the position, including all significant tasks a trainee should perform to be qualified in that position.

Tips for Compiling an EOC PTB

– *Include a level of responsibility.* All PTBs include either:
    1) the Coordination and Individual Contribution skillset,
    2) the Coordination and Individual Contribution *and* the Leadership skillsets, or
    3) the Policy and Direction skillset.

– *Skillset order is not important.* Evaluators can evaluate tasks in any order, so the order in which the skillsets appear in the EOC PTB does not matter.

– *Use any title that meets your needs.* Position names vary across the country—use the title that makes the most sense for your organization.

Action 3: Add evaluation forms and other documentation to complete the task book

In addition to tasks, PTBs also include evaluation forms, guidance on how to use the PTB, and additional qualification requirements (such as training courses or physical and medical fitness requirements). This helps ensure consistency in qualification processes and standards beyond demonstrable tasks. You can add organization-specific requirements and processes to the standard EOC PTB introductory language[5] or use the template as is.

Once you have added any evaluation sheets and introductory language to the skillsets, you have created an EOC PTB similar to an NQS incident management PTB. See Figure 1.

Step 3: Use EOC PTBs to Qualify Personnel

An EOC PTB is a tool to support your EOC's qualification, certification, and credentialing processes. As with field positions, qualified evaluators assess trainees during incidents, exercises, and other work situations and sign off as the trainee demonstrates completion of each task. Once all tasks are

Figure 1: EOC PTB for a nonsupervisory, non-Policy Group position

complete, the trainee submits the completed PTB and proof of completion of any training requirements[6] for final approval, according to your EOC's qualification review processes.
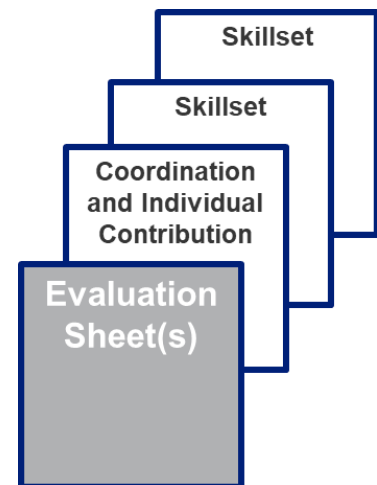
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[5] To see EOC PTB introductory language and find additional information on evaluating PTB completion, visit https://www.fema.gov/national-qualification-system.

[6] EOC skillsets do not specify accompanying training courses, but FEMA provides training guidance through the NIMS Training Program. See https://training.fema.gov/nims/ for more information.

Appendices

Appendix 1: EOC Skillsets Format

EOC Skillsets contain the following sections, as shown in Figure 2.

Emergency Operations Center (EOC) Skillset: Resource Sourcing

Task Categories:
Understand potential sources
Develop, evaluate, and implement courses of action for resource fulfillment

Task Category: **Understand potential sources**

TASKS	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
1. Demonstrate awareness of resource sources: • For various disciplines • Regional, state, local, tribal, territorial, Federal, private sector, and nongovernmental organization (NGO) sources • Preapproved vendors and on-call contracts	E, F, I, T		
2. Coordinate with resource acquisition personnel from other organizations to identify potential resources and gain better understanding of sourcing mechanisms.	E, F, I		
3. Prioritize the allocation of scarce resources.	E, F, I		
4. Demonstrate awareness of incident-specific fiscal and resource constraints.	E, F, I, T		

Task Category: **Develop, evaluate, and implement courses of action for resource fulfillment**

TASKS	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
5. Identify options for fulfilling resource requirements or requests: • Validate that options meet needs • Consider constraints • Consider support requirements • Estimate costs	E, F, I		
6. Identify and communicate resource support requirements, such as lodging, feeding, fuel, power, and equipment operators.	E, F, I		

Figure 2: Example EOC Skillset

Skillset Title: The skillset title reflects the function or level of responsibility described in the skillset.

Task Categories: These items summarize groups of similar tasks in the skillset.

Tasks: These are specific, demonstrable actions necessary for successful performance of a skillset. Trainees (people seeking to complete a task book) must demonstrate completion of all

numbered tasks. You, as the EOC leader, may add additional tasks or make the criteria stricter to address specific needs, hazards, or risks within your jurisdiction, organization, or agency. Bulleted statements below tasks provide examples or clarification; the trainee does not need to demonstrate all bulleted items in order to complete the task.

Codes: Each task has at least one code indicating the circumstances in which the trainee can perform the task for evaluation. If a task has multiple codes, the evaluator may evaluate in any of those circumstances; the trainee does not have to perform in all listed circumstances.

- **Code C:** Task performed in training or classroom setting, including seminars and workshops.
- **Code E:** Task performed during a full-scale exercise with equipment.
- **Code F:** Task performed during a functional exercise.
- **Code I:** Task performed during a real-world incident or event. Examples include oil spill, search and rescue operation, hazardous materials (hazmat) response, fire, and emergency or nonemergency (planned or unplanned) events.
- **Code J:** Task performed as part of day-to-day job duties.
- **Code T:** Task performed during a tabletop exercise.
- **Code R:** Task performed very rarely and required only if applicable to the incident. The Authority Having Jurisdiction (AHJ) can use this when adding tasks to a skillset.

Evaluation Record Number and Evaluator Initials and Date: The evaluator uses these spaces to document when the trainee completes the task. The AHJ evaluates as if the EOC PTB were a standard PTB and includes corresponding evaluation forms as necessary. See the *NIMS Guideline for the National Qualification System* and EOC PTB introductory language for information on the role of evaluators and the PTB certification process.

Appendix 2: EOC Skillsets with Task Categories

Table 4 below describes each skillset and its associated tasks.

Table 4: EOC Skillsets with Task Categories

Skillset Title	Description	Task Categories
Coordination and Individual Contribution	Common tasks related to individual accountability and coordination that apply to all EOC positions	● Complete common coordination and accountability tasks associated with all positions within the EOC
Leadership	Generic leadership tasks that apply to anyone in an EOC leadership position	● 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
Policy and Direction	Tasks suitable for MAC Group/Policy Group roles, to support coordinated incident management among all parties	● Demonstrate an understanding of the authorities, policies, priorities, capabilities, constraints, and limitations of the organization/jurisdiction you represent ● Demonstrate an understanding of coordinated response/Unified Command and the roles and responsibilities of the parties involved
Action Tracking	Tasks for communicating and tracking action items through resolution	● Perform action tracking
Center Management	Tasks related to overseeing all center activities	● Establish EOC support for incident/event ● Coordinate EOC activities ● Ensure proper support for resource needs and requests, including allocation and tracking ● Ensure development and coordination of plans ● Ensure collection, analysis, and sharing of information internally and externally
Document and Records Management	Tasks for gathering, handling, sharing, and archiving incident documentation	● Collect and store documents and records ● Provide documents and records upon request
EOC Facility Management	Tasks associated with the operational and logistical management of the EOC facility	● Ensure that EOC infrastructure is operational ● Support the needs of EOC personnel ● Ensure security of the EOC
Finance	Tasks related to EOC procurement policies and fiscal management activities	● Administer financial management for jurisdictional expenditures ● Advise EOC leadership and staff on financial matters associated with jurisdictional activities
Legal Counseling	Tasks for advising EOC personnel on relevant laws and regulations	● Advise EOC leadership and staff on legal matters and provide other legal services

Continued on next page

Skillset Title	Description	Task Categories
Organizational Representation	Tasks associated with representing your organization in the EOC to support incident operations	• Represent your organization and support EOC activities • Understand discipline-specific resource streams
Performance Improvement	Tasks for collecting and analyzing information about EOC operations to support process and performance improvements during and after an incident	• Collect and analyze information regarding EOC activation and activities • Suggest process improvements and solutions during EOC operations • Support process improvement following EOC deactivation
Planning	Tasks focused on developing incident-specific plans	• Reference pre-incident plans • Develop and write EOC action plans and other incident-specific plans • Disseminate plans • Facilitate the ongoing planning process
Public Affairs Coordination	Tasks for working with the media and disseminating information to the public	• Manage EOC-related efforts to provide information and warning to the public • Advise the EOC Policy Group, leadership, and personnel about public information and warning
Recovery Coordination	Tasks focused on understanding the incident's impact on the community and preparing for long-term recovery	• Understand the complexities of recovery • Demonstrate an understanding of community impacts • Prepare for long-term recovery
Resource Ordering and Acquiring	Tasks for understanding how to order and acquire resources	• Order/request resources
Resource Sourcing	Tasks for understanding resource options in order to acquire resources to support incident operations	• Understand potential sources • Develop, evaluate, and implement courses of action for resource fulfillment
Resource Tracking	Tasks for tracking acquired resources from mobilization through demobilization	• Track resources
Safety Advising	Tasks focused on communication and fostering safety within the EOC	• Promote the safety of EOC personnel
Situational Awareness	Tasks for gathering and analyzing an incident's situational information to inform EOC actions and decision-making	• Gather data and information • Analyze data and information • Disseminate information
Understanding the Resource Requirement	Tasks for gathering and understanding resource needs in order to communicate resource specifications	• Understand and validate the resource requirement • Communicate requirement in plain language and use national standards and common terminology

Appendix 3: Organizational Structure/Skillset Alignment Examples

This appendix contains three examples that each use slightly different lenses to match skillsets to positions. The first two examples demonstrate how EOC leaders use skillsets in EOCs with differing organizational structures, staffing levels, and missions. The third example shows the variation in resource management-related skillsets in different EOCs. All approaches have the same goal: to assign EOC personnel the skillsets they need to be successful in their duties.

Example 1: Aligning Skillsets with an ICS-like EOC

Person A is the director of an EOC that is configured based on the ICS (**Step 1**). The Operations Coordination Section is made up of organizational representatives from various Emergency Support Functions (ESF). The director typically has one person assigned to coordinate and support the ESF representatives and five additional personnel organized according to the structure shown in Figure 3.
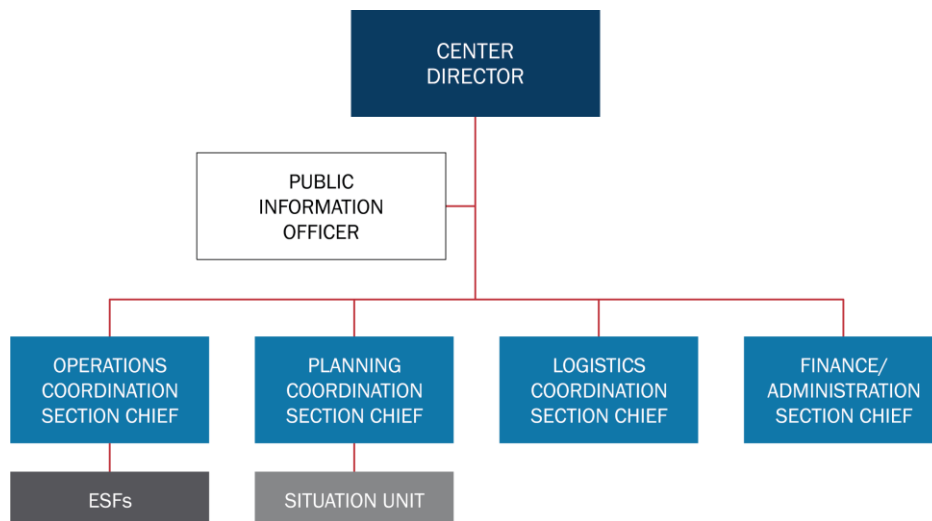

Figure 3: EOC Organizational Structure with Emergency Support Functions (ESF)

The director now wants to align the EOC Skillsets with the positions in this EOC (**Step 2**). Since the EOC uses an ICS-like structure, the director uses Appendix 4, Table 8 as a starting point for skillset alignment. However, this EOC uses a resource ordering process that differs from the standard ICS process. In this EOC, the Logistics Coordination Section tracks resources, and the Operations Coordination Section Chief determines the best source for resources. After moving those skillsets accordingly, the EOC director completes the skillset/position alignment, as shown in Figure 4. The director can now issue the EOC PTBs to the appropriate personnel and begin the qualification process (**Step 3**).
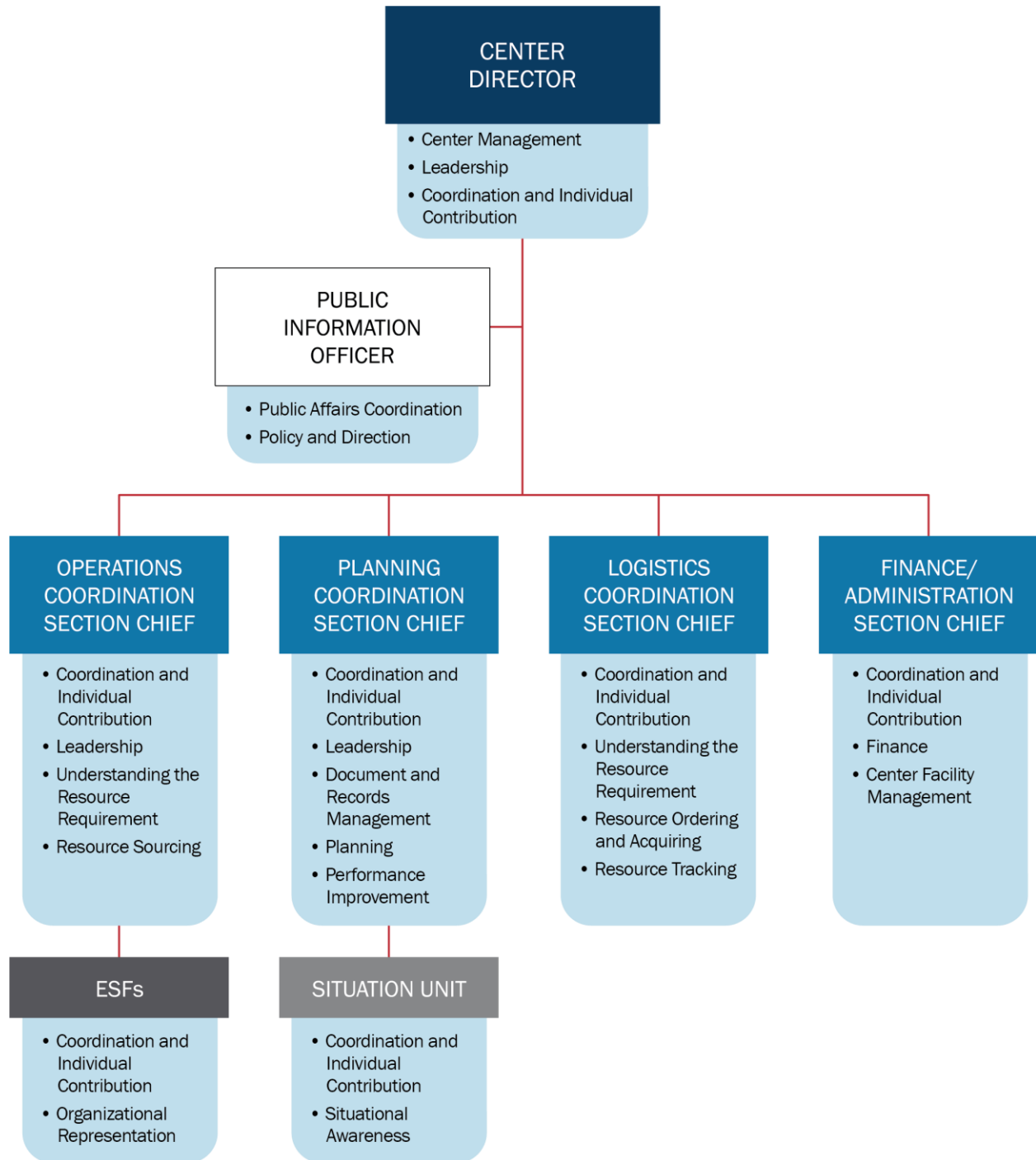
CENTER DIRECTOR

- Center Management
- Leadership
- Coordination and Individual Contribution

PUBLIC INFORMATION OFFICER

- Public Affairs Coordination
- Policy and Direction

OPERATIONS COORDINATION SECTION CHIEF

- Coordination and Individual Contribution
- Leadership
- Understanding the Resource Requirement
- Resource Sourcing

PLANNING COORDINATION SECTION CHIEF

- Coordination and Individual Contribution
- Leadership
- Document and Records Management
- Planning
- Performance Improvement

LOGISTICS COORDINATION SECTION CHIEF

- Coordination and Individual Contribution
- Understanding the Resource Requirement
- Resource Ordering and Acquiring
- Resource Tracking

FINANCE/ ADMINISTRATION SECTION CHIEF

- Coordination and Individual Contribution
- Finance
- Center Facility Management

ESFs

- Coordination and Individual Contribution
- Organizational Representation

SITUATION UNIT

- Coordination and Individual Contribution
- Situational Awareness

Figure 4: EOC Organizational Structure with Skillsets Aligned

Situational Awareness Section: This section has one leader and four staff positions. The director assigns the Section leader all of the section's skillsets plus the Leadership skillset. The staff positions receive skillsets associated with the functions they perform. See Table 5.

Planning Support Section: In this section, the director has one supervisor, one Recovery Coordination point of contact (POC), and various support positions. The director assigns the section leader position the Leadership skillset and all other skillsets relevant to the section *except* the Recovery Coordination skillset. The section leader does not have to be qualified in that skillset as long as a qualified person occupies the Recovery Coordination POC position. The director also assigns skillsets to the section's staff positions. See Table 6.

The EOC director can now issue the EOC PTBs to the appropriate personnel and begin the qualification process (**Step 3**).

Table 5: Situational Awareness Section

Situational Awareness Section	
Role	**Skillsets**
Situational Awareness Section Leader	● Leadership, Document and Records Management, Situational Awareness, Coordination and Individual Contribution
Situational Awareness Specialist	● Document and Records Management, Situational Awareness, Coordination and Individual Contribution
Information Analysis Specialist	● Situational Awareness, Coordination and Individual Contribution
Information Analysis Specialist	● Situational Awareness, Coordination and Individual Contribution
Information Management Support Specialist	● Document and Records Management, Coordination and Individual Contribution

Table 6: Planning Support Section

Planning Support Section	
Role	**Skillsets**
Planning Support Section Leader	● Leadership, Planning, Performance Improvement, Document and Records Management, Coordination and Individual Contribution
Recovery Point of Contact	● Recovery Coordination, Performance Improvement, Coordination and Individual Contribution
Future Planning Specialist	● Planning, Performance Improvement, Coordination and Individual Contribution
Future Planning Specialist	● Planning, Document and Records Management, Coordination and Individual Contribution
Current Planning Specialist	● Planning, Coordination and Individual Contribution
Performance Improvement Specialist	● Document and Records Management, Performance Improvement, Coordination and Individual Contribution

Example 3: Resource Management Skillset Combinations

There is considerable variety in how different EOCs align resource management functions between sections and positions, though the EOC Director generally oversees the entire resource management process. This example shows how the resource management skillsets align with sections in some common EOC organization structures.

Figure 6 shows an EOC which is organized according to ICS and which uses ICS resource management processes exactly how they are used in the field. The Operations Section personnel are responsible for understanding the resource requirement—these personnel determine what resources are needed to accomplish the objectives, and it is their job to communicate the need. The Planning Section personnel track the resources, and the Logistics Section personnel source and acquire resources.
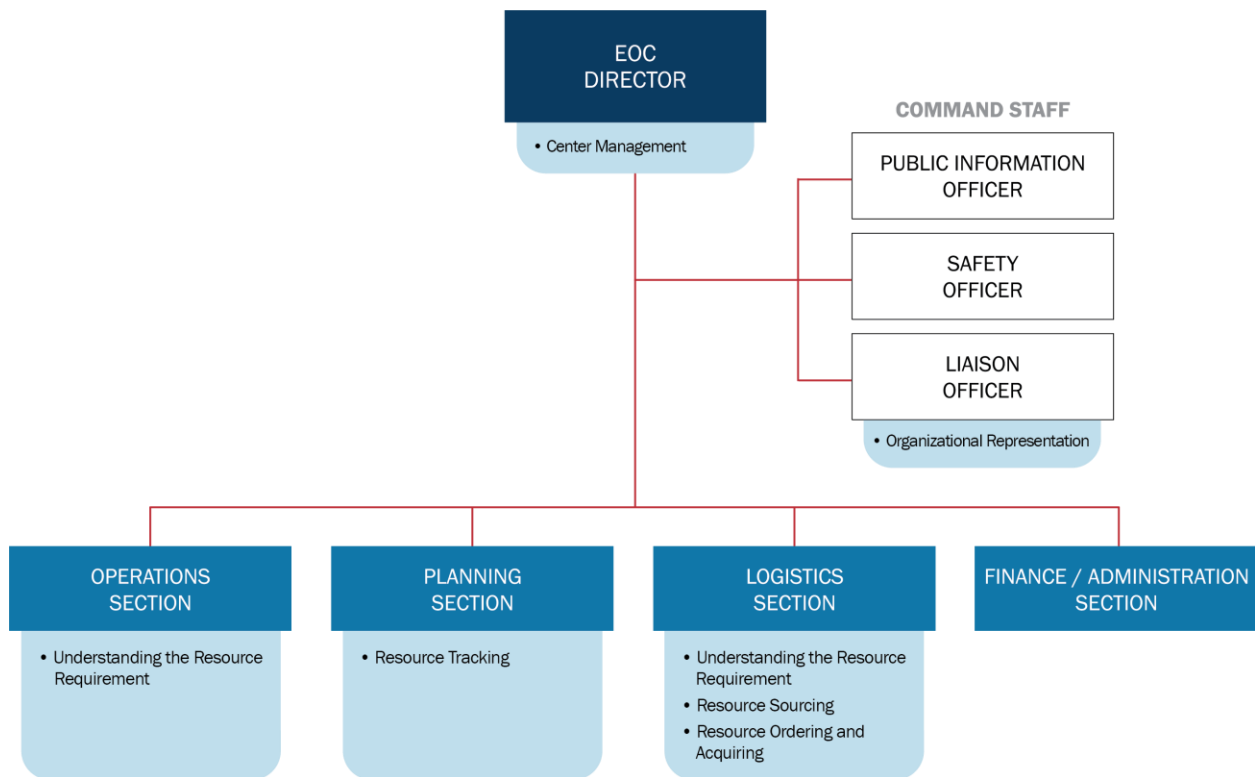
EOC DIRECTOR
• Center Management

COMMAND STAFF

PUBLIC INFORMATION OFFICER

SAFETY OFFICER

LIAISON OFFICER
• Organizational Representation

OPERATIONS SECTION
• Understanding the Resource Requirement

PLANNING SECTION
• Resource Tracking

LOGISTICS SECTION
• Understanding the Resource Requirement
• Resource Sourcing
• Resource Ordering and Acquiring

FINANCE / ADMINISTRATION SECTION

Figure 6: Resource management skillset alignment in a pure-ICS EOC

Not all EOCs follow ICS processes exactly, even if they use an ICS-like structure. A common modification is for the Logistics Coordination Section to be responsible for resource tracking, and for the Operations Coordination Section Chief to play a role in deciding whether to obtain a resource internally (such as from an ESF) or externally (such as through a request for assistance to the state). Those modifications give us the "ICS-like" structure depicted in Figure 7, where the Operations Coordination Section personnel are responsible for the Understanding the Resource Requirement, Resource Sourcing, and Organizational Representation skillsets. The Logistics Coordination Section personnel are also responsible for understanding the resource requirement, along with acquiring the resource, and tracking the resource.
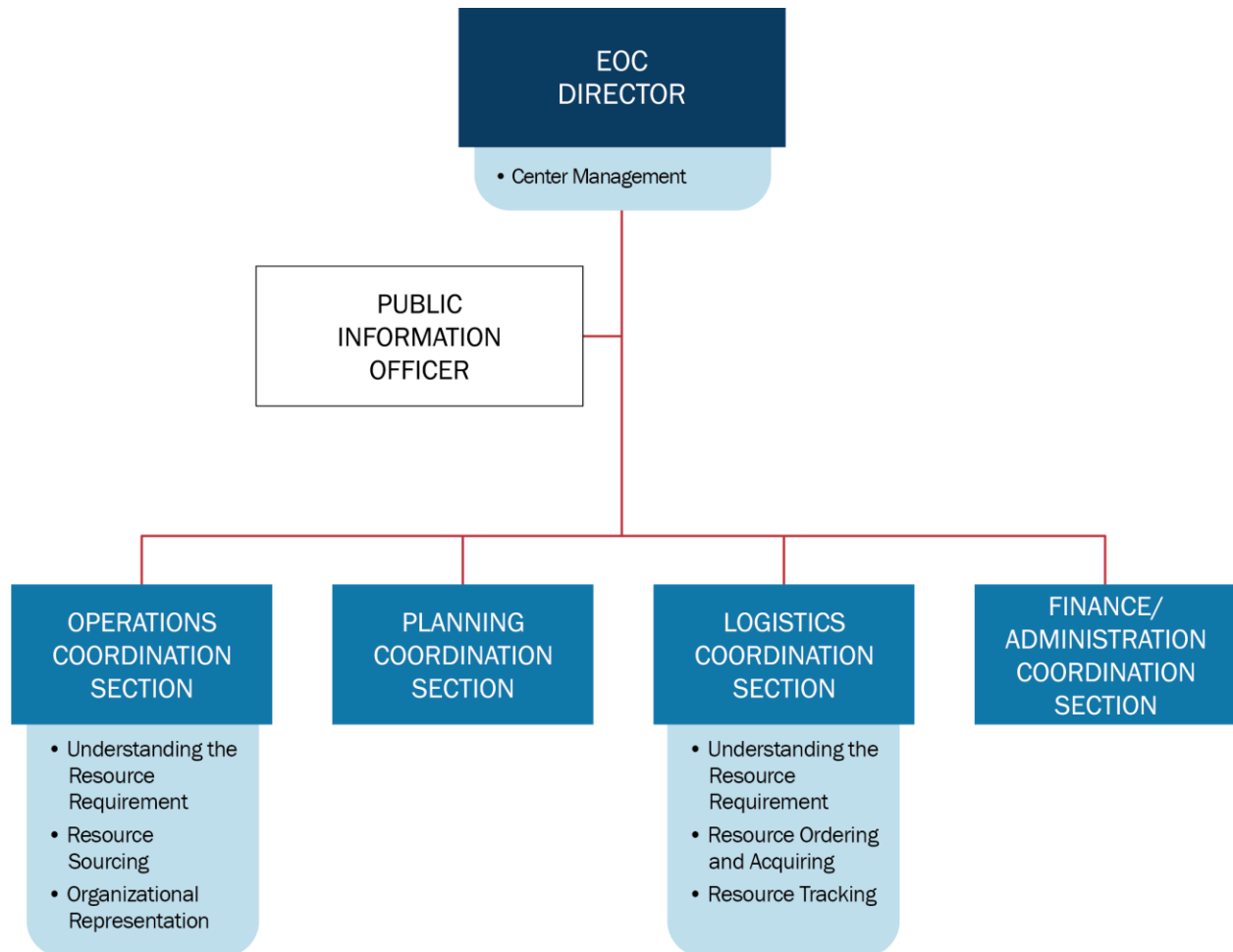

Figure 7: Resource management skillset alignment in an ICS-like EOC

In an "Incident Support Model" structure, all of the resource management activities, and therefore all the resource management skillsets, align to the Resource Support Section, leading to the alignment shown in Figure 8.
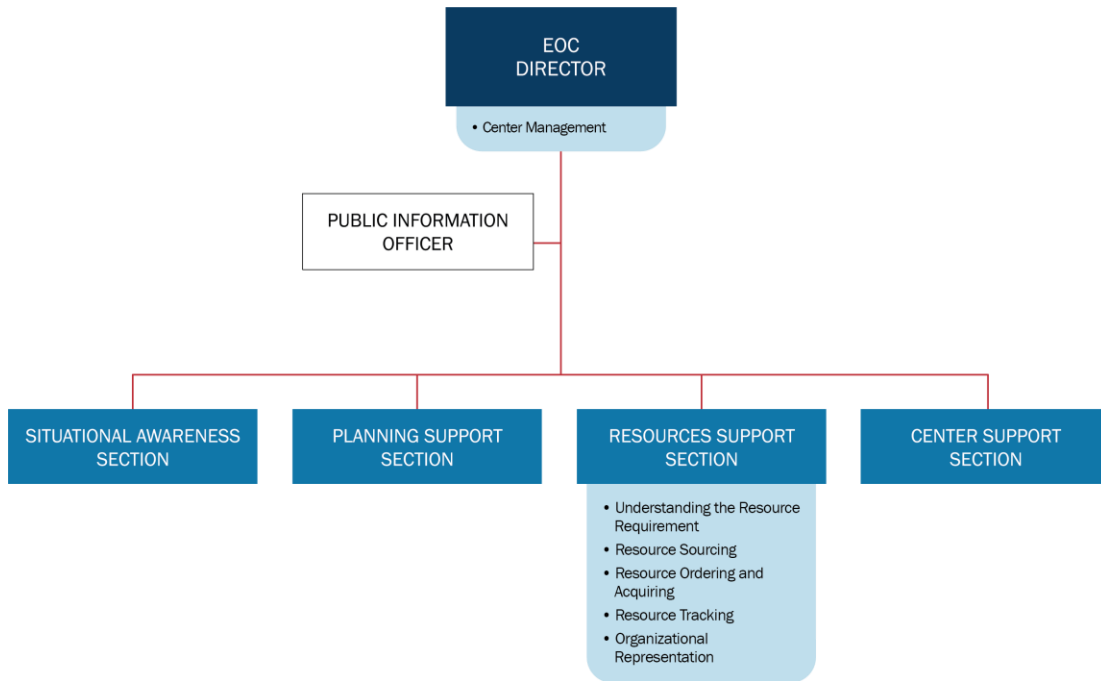
Figure 8: Resource management skillset alignment in an Incident Support Model EOC

Figure 9 depicts a Departmental Structure with one emergency manager coordinating with many organizational representatives. In this organization the emergency manager/EOC Director leads resource management activities with support from organizational representatives. The Center Management skillset covers resource management at a high level. However, in this example, the EOC Director will be implementing all resource management tasks, so the leaders of this EOC opted to assign the resource management skillsets to the EOC Director position. All of the departmental representatives in this EOC are responsible for completing the Organizational Representative and Understand the Resource Requirement skillsets.
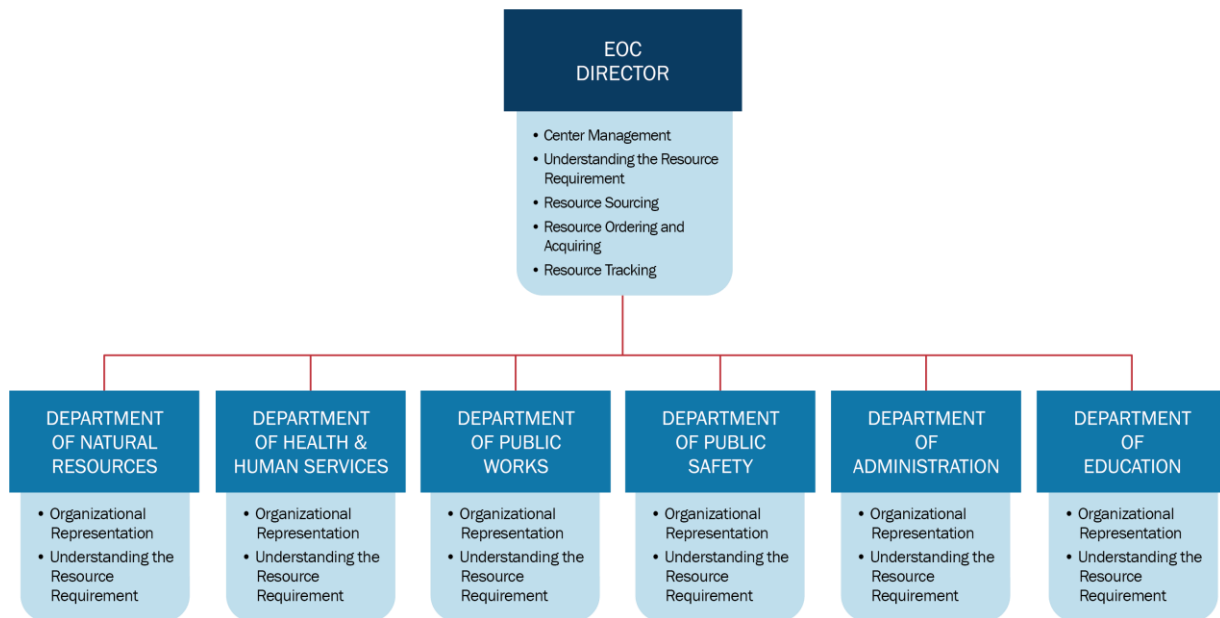

Figure 9: Resource management skillset alignment in a Departmental EOC

Appendix 4: Skillsets/Organizational Structure Crosswalk

The Incident Support Model and ICS are two common ways of organizing an EOC. Tables 7 and 8 depict how functional skillsets align within those structures.

Table 7: Functional skillsets aligned with an Incident Support Model organizational structure

Incident Support Model EOC Skillset Crosswalk						
EOC Director	**Legal Advisor**	**Public Information Officer**	**Situational Awareness Section**	**Planning Support Section**	**Resources Support Section**	**Center Support Section**
Center Management	Legal Counseling	Public Affairs Coordination	Information Management	Planning	Resource Sourcing	EOC Facility Management
			Situational Awareness	Recovery Coordination	Resource Ordering and Acquiring	Finance
				Performance Improvement	Resource Tracking	Understanding the Resource Requirement
				Document and Records Management	Organizational Representation	
					Understanding the Resource Requirement	

Table 8: Functional skillsets aligned with a pure ICS EOC organizational structure

Pure ICS Model EOC Skillset Crosswalk						
EOC Director	**Legal Advisor**	**Public Information Officer**	**Operations Section**	**Planning Section**	**Logistics Section**	**Finance/Admin Section**
Center Management	Legal Counseling	Public Affairs Coordination	Understanding the Resource Requirement	Document and Records Management	Understanding the Resource Requirement	Finance
			Organizational Representation	Situational Awareness	Resource Ordering and Acquiring	
			Recovery Coordination	Planning	Resource Sourcing	
				Resource Tracking	EOC Facility Management	
				Performance Improvement		

Appendix 5: Acronyms

AHJ	Authority Having Jurisdiction
EOC	Emergency Operations Center
ESF	Emergency Support Function
FEMA	Federal Emergency Management Agency
ICS	Incident Command System
NGO	Nongovernmental Organization
NIMS	National Incident Management System
NQS	National Qualification System
PTB	Position Task Book
RTLT	Resource Typing Library Tool

Appendix 6: Reference List

National Incident Management System (NIMS)

- On the NIMS website, users can find links to NIMS documents, guidelines, and operational tools, as well as training information, implementation guidance, the latest updates, and contact information for FEMA's Regional NIMS Coordinators.

- The Resource Management section of NIMS contains specific information on the qualification, certification, and credentialing of incident personnel. It also defines pertinent terms, to ensure common terminology among all qualification system users.

- www.fema.gov/national-incident-management-system

FEMA Resource Typing Library Tool (RTLT)

- The RTLT is an online catalog of national resource typing definitions and NIMS job titles/position qualifications.

- www.fema.gov/resource-management-mutual-aid

FEMA Training Resources

- FEMA provides a variety of training courses for incident management and incident support personnel. The FEMA training website includes information about web-based independent study as well as in-person courses.

- https://training.fema.gov/

NIMS Guideline for the National Qualification System

- The *NIMS Guideline for the National Qualification System* describes the components of a qualification and certification system, defines a process for certifying the qualifications of incident personnel, describes how to stand up and implement a peer review process, and introduces the process of credentialing personnel.

- https://www.fema.gov/national-qualification-system

NIMS Guideline for Mutual Aid

- The *NIMS Guideline for Mutual Aid* provides guidance based on common practices for mutual aid agreements, compacts, and plans for use before and after an incident or planned event. Private, nonprofit, faith-based, and government organizations can use this guidance in developing or refining mutual aid agreements or plans.

- www.fema.gov/resource-management-mutual-aid

NIMS EOC Toolkit

- The NIMS EOC Toolkit provides customizable tools for EOC leaders.

- www.fema.gov/emergency-operations-center-toolkit