

**UNCLASSIFIED**

---

**AD 403 670**

*Reproduced  
by the*

**DEFENSE DOCUMENTATION CENTER**

**FOR**

**SCIENTIFIC AND TECHNICAL INFORMATION**

**CAMERON STATION, ALEXANDRIA, VIRGINIA**



---

**UNCLASSIFIED**

**NOTICE:** When government or other drawings, specifications or other data are used for any purpose other than in connection with a definitely related government procurement operation, the U. S. Government thereby incurs no responsibility, nor any obligation whatsoever; and the fact that the Government may have formulated, furnished, or in any way supplied the said drawings, specifications, or other data is not to be regarded by implication or otherwise as in any manner licensing the holder or any other person or corporation, or conveying any rights or permission to manufacture, use or sell any patented invention that may in any way be related thereto.

403 670

63-3-4

CATALOGUED BY ASTIA  
AS AD No. 403670

APPENDICES TO  
A CORE TRAINING PROGRAM  
FOR STATE LEVEL CIVIL DEFENSE PROGRAM  
PERSONNEL

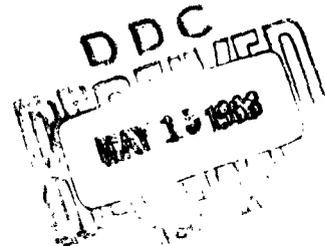
*Prepared For*

Department of Defense

OFFICE OF CIVIL DEFENSE

*Under Contract OCD-OS-62-121*

Applied Psychological Services  
Wayne, Pennsylvania



APPENDICES TO  
A CORE TRAINING PROGRAM  
FOR STATE LEVEL CIVIL DEFENSE PROGRAM  
PERSONNEL

Dorothy E. Fletcher  
Douglas H. Macpherson  
Arthur I. Siegel

prepared for

Department of Defense  
Office of Civil Defense

by

APPLIED PSYCHOLOGICAL SERVICES  
Wayne, Pennsylvania

under

Contract OCD-OS-62-121  
30 April 1963

OCD REVIEW NOTICE

This report has been reviewed in OCD and approved for publication. Approval does not signify that the contents necessarily reflect the views and policies of the OCB.

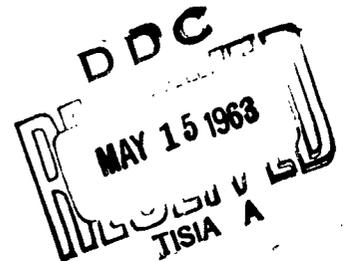


TABLE OF CONTENTS

<u>Appendix</u>		<u>Page</u>
A	BIBLIOGRAPHY FOR POSITION-TASK LIBRARY . . . . .	212
B	SELECTED POSITION-TASK LIBRARY AND ASSOCIATED CRITICALITY RATINGS. . . . .	215
C	RESULTS OF STATISTICAL TEST OF AGREEMENT IN CRITICALITY RATINGS AMONG JUDGES. . . . .	292

## APPENDIX A

### BIBLIOGRAPHY FOR POSITION-TASK LIBRARY

The documents listed, below, for the States of California, Missouri, North Carolina, Oklahoma, Oregon, Pennsylvania, and Vermont were surveyed in detail to prepare the State level civil defense position-task library. The document listed for the State of Delaware was sampled to prepare position-task cards that were used only to verify the position-task library, that is, these cards were not included in the library.

#### California

California Civil Defense Operations Plan, California Disaster Office, January 1959.

Organization Prior to State of Extreme Emergency, California Disaster Office, March 1, 1961 (Chart).

State of California Civil Defense Organization after State of Extreme Emergency, California Disaster Council, approved December 4, 1961 (Chart).

Mutual Aid Regions, California Disaster Office, revised January 1962 (Map and List).

Maximum Utilization of Governmental Resources, (California Disaster Office) (Chart).

Staff Organization, California Disaster Office, Staff Bulletin No. 4, revision No. 1, February 20, 1962.

Shelter as a Protection from Modern Weapons, California Disaster Office, Staff Bulletin No. 9, Sections I, II, III, & IV, December 8, 1961.

Delaware

Operational Survival Plan, State of Delaware, revised 1959.

Missouri

State of Missouri Basic Operations Plan, Missouri Civil Defense Agency, revised December 31, 1961.

Announcement No. 511, The Personnel Division of Missouri, 1961 (Position Description: 0532).

Announcement No. 516, The Personnel Division of Missouri, 1961 (Position Description: 0531).

Announcement No. 517, The Personnel Division of Missouri, 1961 (Position Description: 0451, 0452).

Position Descriptions: 0525, 0526, 0527, 0529; 1961.

North Carolina

North Carolina Operational Survival Plan, Basic Plan, North Carolina Civil Defense Agency, January 1, 1962.

Guilford County Operational Survival Plan, North Carolina Civil Defense Agency, May 1, 1958.

Transylvania County Operational Survival Plan, North Carolina Civil Defense Agency, March 1, 1962.

Oklahoma

Emergency Operations Organization Manual, Oklahoma Civil Defense Agency, 1958.

Oregon

Oregon Civil Defense Operations Plan, Civil Defense  
Advisory Council, July 1958.

Pennsylvania

The Official Emergency Operational Plan for the  
Commonwealth of Pennsylvania, State Council of  
Civil Defense, 1960.

Announcement No. 24-62 for Civil Defense Specialists,  
Commonwealth of Pennsylvania, February 2, 1962.  
(Position Descriptions: 7601, 7615, 7618).

Position Descriptions: 0581, 0832, 7602, 7607, 7609.

State Council of Civil Defense Organization Chart,  
No. 2714, February 2, 1961.

Vermont

State of Vermont Civil Defense Operations Plan,  
Vol. I & II, June 14, 1958.

APPENDIX B

SELECTED POSITION-TASK LIBRARY  
AND ASSOCIATED CRITICALITY RATINGS

Civil defense tasks are presented for selected State level positions. Each task description is a generalized and summary consolidation of information concerning that task or a part of that task abstracted from operational plans and related information for one or more of seven States. The position titles presented here are, also, generalized. The positions selected for presentation were directly considered in developing course and briefing outlines. The complete position-task library contains approximately fifteen hundred tasks.

The position titles included in this appendix are the following:

<u>Position title</u>	<u>Page</u>
Executive Branch . . . . .	218
Judicial Branch . . . . .	223
Legislative Branch . . . . .	225
Civil Defense Agency . . . . .	228
Director . . . . .	234
Deputy Director . . . . .	241
Control Center . . . . .	244
Control Center Officer . . . . .	246
Plans and Operations Officer . . . . .	250
Assistant Plans and Operations Officer . . . . .	255
Chemical, Biological, and Radiological Officer . . . . .	257
Communications and Warning Officer . . . . .	261
Federal Assistance Officer . . . . .	265

<u>Position title</u>	<u>Page</u>
Fiscal and Supply Officer . . . . .	267
Intelligence Officer . . . . .	271
Military Affairs Officer . . . . .	274
Mutual Aid Officer . . . . .	276
Resources Management Officer. . . . .	278
Shelter Officer . . . . .	282
Training and Information Officer. . . . .	285
Women's Activities Officer. . . . .	288

Each task is worded in the same manner in which it was read to the judges who rated task criticality. Information in parentheses was not read to the judges. An entire "task" is enclosed in parentheses when that information was not rated, because it describes organizational relationships between the stated positions rather than performance information.

The set of six values presented below the task provide estimates of task criticality in six time phases of enemy attack or natural disaster. The values from left to right, respectively, refer to the successive time phase intervals: preparatory, critical tension (strategic warning), attack and shelter (tactical warning), initial recovery (post-attack), reconstruction, and final recovery. Criticality is defined as: The importance of this task, in each time phase, for achieving the over-all civil defense mission, as prescribed by current DOD-OCD policy, for the time period of 1963-1967. Criticality was rated by each of four judges on a five interval scale, defined as ranging from "little or none" through "moderate" to "extremely high." Each value presented is the average for four judges, obtained by

assigning the value of one to "little or none," five to "extremely high," and intermediate values to the intermediate criticality intervals.

When a task has been modified, after it was rated, for inclusion in the position-task library, the nature of the modification is explained in one or more footnotes, noted at the left of the criticality ratings:

- =: The set of six criticality ratings was made by the judges for another task which they considered to be equivalent to this task.
- S: When this task was rated, it was referenced to strategic warning.
- T: When this task was rated, it was referenced to tactical warning.
- Pre: When this task was rated, it was referenced to pre-emergency time phases.
- Post: When this task was rated, it was referenced to post-attack time phases.

With each position, a table is presented of the frequency of occurrence, in each time phase, of the five possible criticality ratings assigned by four judges to the tasks listed for that position. In the table for each position, the underlined value in each column is the mode or the highest frequency for that column or time phase.

**EXECUTIVE BRANCH**

		TIME PHASE →						
		Preparatory	Critical Tension	Attack & Shelter	Initial Recovery	Reconstruction	Final Recovery	Total
↑ CRITICALITY	Extremely High	6	6	6	6	9	2	35
		<u>41</u>	26	5	8	6	3	89
	Moderate	23	24	3	5	18	4	77
		17	12	2	1	3	2	37
	Little or None	13	<u>32</u>	<u>84</u>	<u>80</u>	<u>64</u>	<u>89</u>	<u>362</u>

**Table B-1. Frequency of occurrence of criticality ratings made by four judges for twenty-five tasks performed by the executive branch. The modal value in each time phase is underlined.**

1. (Hold in accordance with State law, the basic civil and military defense responsibility for the State.)
2. (By authority of State law, the command and post of the Governor is succeeded to, in his absence, by the Lieutenant Governor, the President of the Senate, and the Speaker of the House, in that order.)
3. Declare and terminate states of emergency by proclamation, in accordance with the State civil defense plan and State law.  

1-1/2	3-3/4	3-1/4	1	3-3/4	2
-------	-------	-------	---	-------	---
4. (In an emergency, put plans into operation and command the State civil defense council, State to local levels of government, and the National Guard, to assure and carry out civil defense emergency tasks and functions throughout the State and in other States. The State to local levels of government include the State civil defense agency and the State civil defense services. Have authority over the National Guard by way of the Adjutant General, until the National Guard is called into other service by Federal military authorities. Invoke martial rule. These actions are to be in accordance with State law and with the State civil defense plan.)
5. Invoke extraordinary legal powers, in an emergency until control by the legislative branch is possible. These powers include maintaining law and order, permitting the emergency acquisition of property, permitting civil defense operations across State lines, and rationing, freezing, and imposing wage, rent, and price controls.  

1-1/4	1	2-3/4	3-1/4	3	1
-------	---	-------	-------	---	---
6. Formulate, amend, promulgate throughout the State, or rescind emergency civil defense rules, regulations, and orders, as necessary to carry out the provisions of the State law, within the limits of the State law and with due consideration of the State civil defense plan. File every such rule, regulation, or order adopted by the Governor with the Commissioner of the State Government's Department of State.  

3-1/4	3	2	3	3-3/4	2
-------	---	---	---	-------	---
7. Review and approve all emergency civil defense rules, regulations, and orders promulgated by the State civil defense agency and by departments or agencies of the State Government.  

2	1-3/4	1	1	1	1
---	-------	---	---	---	---

8. Obtain support and assistance from the Office of Civil Defense and the Office of Emergency Planning of the Federal Government in their commitment of the civil and military resources of the Federal Government, (as delegated to all appropriate Federal governmental departments or agencies and as the exercise of all of the extraordinary legal powers of these departments or agencies. At the discretion of the Governor, these resources may be accepted and received as gifts, grants, or loans. The Governor may procure and store these supplies prior to an emergency for use by the civil defense services within the State during an emergency.)
- |       |   |       |   |       |   |
|-------|---|-------|---|-------|---|
| 2-1/4 | 2 | 1-1/2 | 3 | 3-1/4 | 1 |
|-------|---|-------|---|-------|---|
9. Make or cause to be made, in accordance with State law, such surveys of the resources and facilities of government, military, and industrial organizations within the State as are necessary to ascertain the capabilities of these resources for civil defense and as are necessary to plan for the most efficient use of these resources in an emergency.
- |       |       |   |   |       |       |
|-------|-------|---|---|-------|-------|
| 3-3/4 | 2-1/2 | 1 | 1 | 2-1/2 | 1-1/2 |
|-------|-------|---|---|-------|-------|
10. Assign civil defense emergency tasks and functions to departments or agencies in the State Government and to private agencies at the State level, so as to make maximum practicable use of their existing resources, facilities, services, equipment, supplies, and personnel and in accordance with State law. These assignments are discharged as the State civil defense services.
- |   |       |       |       |       |   |
|---|-------|-------|-------|-------|---|
| 4 | 3-1/2 | 2-1/2 | 2-1/2 | 2-1/2 | 2 |
|---|-------|-------|-------|-------|---|
11. Assist the political jurisdictions within the State in developing effective civil defense emergency plans and procedures, in accordance with the State civil defense plan, for assigning emergency civil defense missions to existing departments or agencies in the county and local governments.
- |   |       |   |       |       |   |
|---|-------|---|-------|-------|---|
| 3 | 2-3/4 | 1 | 1-3/4 | 1-1/2 | 1 |
|---|-------|---|-------|-------|---|
12. By means of the State Department of Justice and at the discretion of the Attorney General of the State, assist State to local levels of civil defense and government organizations in drafting emergency legislation.
- |       |   |   |   |       |   |
|-------|---|---|---|-------|---|
| 3-1/2 | 3 | 1 | 1 | 1-1/2 | 1 |
|-------|---|---|---|-------|---|
13. Create advisory committees; and be advised by them in technical, professional, and other matters that may affect the work of the State civil defense agency.
- |   |   |       |       |       |   |
|---|---|-------|-------|-------|---|
| 3 | 2 | 1-1/2 | 2-1/4 | 2-3/4 | 2 |
|---|---|-------|-------|-------|---|

14. Appoint and be advised in all civil defense matters by the State civil defense council. (The Governor directs and controls this council as its chairman. The council advises the State civil defense Director and the chiefs of the State civil defense services.)  
3-1/4      3      2-1/2      2-1/2      3      2-1/2
15. Establish, create, and dissolve the powers of the civil defense agencies, Directors, and staffs at the State to local levels, according to State law.  
2-1/4      2-1/4      1-3/4      1-3/4      2      1-1/2
16. Locate the seat of the State Government and the State civil defense emergency operating center, at the normal site or at an alternate site if the normal site is untenable.  
3-1/4      3-1/4      1      1      1      1
17. Assist the political jurisdictions of the State to develop plans and procedures, in accordance with the State civil defense plan, for establishing county and local civil defense emergency operating centers, for the continuity of their governments.  
3      2-3/4      1      1-3/4      1-1/2      1
18. Prepare and submit updated and comprehensive plans and programs for coping with emergencies for civil defense services throughout the State. (These plans are to be integrated and coordinated to the fullest possible extent with the Federal civil defense plan and with the civil defense plans of other States.)  
2-1/2      1-3/4      1      1      1-1/2      1
19. Assist the political jurisdictions of the State in developing their civil defense emergency plans and procedures, in accordance with the State civil defense plan, to protect public safety.  
3-1/4      2-3/4      2      2-1/4      2-1/2      1
20. By way of the Director, integrate and coordinate the preparation of civil defense plans and programs by the political jurisdictions of the State to the fullest possible extent with the State civil defense plan.  
3-1/2      2-1/4      1      1      1-1/2      1
21. The various departments or agencies of the State Government develop and prepare plans and procedures for discharging their assigned responsibilities as the State civil defense services.  
4      3-3/4      1      1      1-1/2      1

22. The departments or agencies of the State Government participate in civil defense training programs and tests to develop and expand their own emergency capabilities. (They are encouraged to do so by the Governor.)  
4                      3-1/2                      1-1/4                      1                      1                      1
23. Review and accept as final for the State the survival plan for all levels of civil defense in the State. This responsibility is shared with the State civil defense Director.  
3                      1-3/4                      1                      1                      1                      1
24. Coordinate, according to State law and the State civil defense plan, and approve all plans, agreements, and arrangements for civil defense mutual aid made by the political jurisdictions of the State with State to local levels of government, private, and military organizations within the State or in other States.  
3-1/2                      3-1/4                      1-3/4                      1-3/4                      2-1/4                      1-1/4
25. Assist the political jurisdictions of the State in constructing community shelters.  
4                      2-1/4                      1                      1                      1                      1
26. With the cooperation of the Federal Government, cooperate with the political jurisdictions of the State in surveying, marking, and stocking community fallout shelters in existing buildings throughout the State.  
4-1/2                      2-3/4                      1                      1                      1                      1
27. With the cooperation of the Federal Government, assist the political jurisdictions of the State in developing plans for the use and management of community shelters, as protection for the public from excessive fallout levels and other threats. This planning is to be in cooperation with the owners of the buildings where the shelters are located. (The plans are to include: The State civil defense agency alerts designated political jurisdictions. The State executive branch with State to local levels of the Police Service assists, advises, expedites, and regulates the public in taking shelter. The State executive branch with State to local levels of the Police Service supports and controls the public while in shelter. The State executive branch maintains, informs, and instructs the public while in shelter. The local governments advise the public in shelters when to leave shelter, having first determined the nature of the chemical, biological, and radiological contamination situation.)  
3-1/2                      3-1/4                      1                      1                      1                      1
28. In the absence of community shelters, assist families in constructing family shelters and stocking them with food, water, and other necessities of life.  
2-1/2                      1-3/4                      1                      1                      1                      1

**JUDICIAL BRANCH**

		TIME PHASE →						
		Preparatory	Critical Tension	Attack & Shelter	Initial Recovery	Reconstruction	Final Recovery	Total
CRITICALITY ↑	Extremely High	0	0	0	0	0	0	0
		0	1	0	0	2	0	3
	Moderate	0	0	0	3	2	0	5
		0	0	0	0	1	1	2
	Little or None	<u>8</u>	<u>7</u>	<u>8</u>	<u>5</u>	<u>3</u>	<u>7</u>	<u>38</u>

**Table B-2. Frequency of occurrence of criticality ratings made by four judges for two tasks performed by the judicial branch. The modal value in each time phase is underlined.**

1. In accordance with State law, appoint special emergency judges to the State courts to succeed to the exercise of the duties and powers of the judges of the State courts, except for judges of the State Supreme Court who are appointed by the Governor.

1            1-3/4            1            2            3-1/4            1-1/4

2. Hold, in accordance with State law, definite emergency civil defense responsibilities, including damage assessment and determining the amount due to the owners for property taken, seized, or condemned. (Where numerous claims may be filed and upon application of the owners, the Governor assists in making application for claims in the county courts).

1            1            1            1-1/2            1-1/2            1

LEGISLATIVE BRANCH

		TIME PHASE →						
		Preparatory	Critical Tension	Attack & Shelter	Initial Recovery	Reconstruction	Final Recovery	Total
↑ CRITICALITY	Extremely High	0	0	0	0	0	0	0
		2	0	0	1	0	0	3
	Moderate	8	1	0	1	6	0	16
		9	3	1	0	1	1	15
	Little or None	<u>41</u>	<u>56</u>	<u>59</u>	<u>58</u>	<u>53</u>	<u>59</u>	<u>326</u>

Table B-3. Frequency of occurrence of criticality ratings made by four judges for fifteen tasks performed by the legislative branch. The modal value in each time phase is underlined.

1. Define continuity of government in emergencies: establish locations of government; establish lines of succession; preserve records; and define as legal the acts of the temporary government.  

2-1/2	1-1/2	1	1-3/4	2	1
-------	-------	---	-------	---	---
  
2. Convene the General Assembly, at a specified time after attack; establish the site of the General Assembly, at the normal site or at another location, at the discretion of the General Assembly or of the Governor; and appoint emergency successors to the President of the Senate, the Speaker of the House, and members of the Senate and the House, if they are not present, immediately after the scheduled time to convene and until replacements are duly elected.  

1	1	1	1	2-1/4	1
---	---	---	---	-------	---
  
3. Hold, in an emergency, definite civil defense legislative responsibilities. (Define, as State law, as a misdemeanor the violation in an emergency of any rule, regulation, or provision of the State civil defense law by a civil defense volunteer or by the public. File every amendment to the State civil defense law adopted by the legislative branch of the State Government with the Commissioner of the State Government's Department of State.)  

1	1	1	1	1	1
---	---	---	---	---	---
  
4. Authorize or concur in the proclamation of a state of emergency, due to enemy attack, as State law. This law is specifically designed to facilitate and increase the effectiveness of emergency civil defense operations throughout the State.  

1-3/4	1-1/4	1	1-1/2	1-1/2	1-1/4
-------	-------	---	-------	-------	-------
  
5. Authorize or concur in the declaration of a state of emergency, due to a major natural disaster, as State law. This law is designed to warrant Federal disaster assistance to supplement the efforts and available resources of the State and its counties and cities and to alleviate damage, hardship, and suffering.  

1	1-1/4	1-1/4	1	1-1/2	1
---	-------	-------	---	-------	---
  
6. As State law, define civil defense and list its functions, stating the political and military activities and the private welfare agency activities that are excepted.  

1-1/4	1-1/4	1	1	1	1
-------	-------	---	---	---	---
  
7. Define, as State law, and create and establish, within the executive branch of the State Government, the State civil defense agency, Director, and staff.  

1-3/4	1	1	1	1	1
-------	---	---	---	---	---

- |     |   |       |   |   |   |   |   |
|-----|---|-------|---|---|---|---|---|
| 8.  | Require, as State law, that the political jurisdictions of the State establish county and local civil defense agencies and Directors. (This action is to be in accordance with the State civil defense plan and with the approval of the Governor.) | 1     | 1 | 1 | 1 | 1 | 1 |
| 9.  | Provide the legislative framework for the performance of the duties of the State civil defense Director.  | 2-1/2 | 1 | 1 | 1 | 1 | 1 |
| 10. | (The president of the Senate, the Speaker of the House, and the Minority Leaders of the Senate and the House are members of the State civil defense council.)   |       |   |   |   |   |   |
| 11. | Assign to State to local levels of governmental departments or agencies and have held by State to local levels of private agencies civil defense responsibilities within their jurisdictions.   | 2-1/2 | 1 | 1 | 1 | 1 | 1 |
| 12. | Define, as State law, the civil defense duties of the Governor.   | 1-3/4 | 1 | 1 | 1 | 1 | 1 |
| 13. | Define, as State law, the acceptance and receipt of Federal aid by the Governor and by the political jurisdictions of the State.  | 1     | 1 | 1 | 1 | 1 | 1 |
| 14. | As State law, allow the political jurisdictions of the State to enter into mutual aid agreements, with the approval of the Governor.  | 1-1/2 | 1 | 1 | 1 | 1 | 1 |
| 15. | Allow, as State law, the political jurisdictions of the State to appoint, provide for, and remove civil defense volunteers, fire and police auxiliaries, members of rescue teams, and the like.   | 1-1/4 | 1 | 1 | 1 | 1 | 1 |
| 16. | Define, as State law, the duties of mobile support units in aiding all levels of the civil defense services throughout the State in damaged areas.  | 1     | 1 | 1 | 1 | 1 | 1 |

**CIVIL DEFENSE AGENCY**

TIME PHASE →

CRITICALITY ↑	TIME PHASE →						Total
	Preparatory	Critical Tension	Attack & Shelter	Initial Recovery	Reconstruction	Final Recovery	
Extremely High	<u>45</u>	<u>59</u>	31	36	40	20	231
	26	30	19	27	33	37	172
Moderate	16	20	13	20	19	26	114
	17	11	21	13	14	16	92
Little or None	44	28	<u>64</u>	<u>52</u>	<u>42</u>	<u>49</u>	<u>279</u>

**Table B-4. Frequency of occurrence of criticality ratings made by four judges for thirty-seven tasks performed by the civil defense agency. The modal value in each time phase is underlined.**

1. Represent the Governor and be directed and controlled by him in coordinating and carrying out the organization, operations, and activities of civil defense throughout the State, according to State law and all provisions of the State civil defense plan.

4-1/2      4-1/2      3-1/4      3-1/2      3-3/4      3-3/4

2. Coordinate necessary civil defense operations throughout the State by means of the political jurisdictions of the State and their county and local civil defense agencies.

4-1/2      4      3-1/2      4-1/2      4-3/4      4-1/2

3. To facilitate the discharge of the powers and duties of the State civil defense agency, organize and technically administer State to local levels of the civil defense services and of the staffs of the civil defense agencies. These groups assist the State civil defense agency in detailed and current civil defense planning for the operation of State to local level emergency operating centers in emergencies, natural disasters, enemy attacks, and post-attack. These groups, under present conditions in the pre-emergency time phase, are in various states of development and are manned with duty officers on a standby operational basis. These officers are constantly available and they make up a small staff in professional, administrative, technical, clerical, and other fields. In an emergency, natural disaster, etc., these groups are fully operational and are manned as the operational services to coordinate and carry out operations at State to local level emergency operating centers.

4-3/4      4-1/2      2-3/4      4      4-1/2      4-1/4

4. Direct various departments or agencies of the State Government in their assistance and supply of all services, facilities, personnel, and equipment for use in civil defense matters where needed throughout the State. Coordinate these activities so as to avoid duplication. (The State civil defense agency does not take over operation of these agencies; the agencies maintain general control with a minimum of essential control by the State civil defense agency.)

1-1/2      1-3/4      4      4-1/4      4-1/4      3-1/4

5. Man civil defense groups at State levels and assist in manning such groups at county and local levels. These groups include survival units. (At State and county levels, these groups are made up largely of government employees with comparatively few non-paid volunteers; at local levels, these groups are made up largely of volunteers. Survival units consist of volunteers.)

3      4-1/4      3-1/4      3-1/2      3-3/4      3

6. Establish and organize the operations of the State emergency operating center.  
Pre 5 4 2 1 1-1/2 1
7. Locate and establish civil defense agencies below the State level, according to current judgment and strategy and according to area, population, and target and non-target areas.  
Pre 4-1/4 2-3/4 1-1/2 1 1-1/2 1-1/2
8. Man and activate State to local level emergency operating centers for operations. This action is to be taken upon warning of attack or of flood or other natural disaster. If necessary, evacuate these emergency operating centers.  
S, T 1-1/4 4-1/2 4-1/4 3-1/2 3-1/4 2-1/4
9. Put into effect the civil defense plan for State to local levels of civil defense agencies.  
T 2 3-1/4 4 2 1-3/4 1-1/2
10. Dispatch a predesignated force of the State civil defense agency staff to the relocation site of the State emergency operating center.  
S 1 3-3/4 3 1 1 1
11. Evacuate nonessential supplies, equipment, and personnel of State to local level civil defense agencies. Insure that this evacuation has taken place.  
S 1 2 1 1 1 1
12. Effect centralized control of State to local level civil defense agencies as communications are re-established.  
Post 1 1 1 3-3/4 4-1/4 4-1/4
13. As a basis for the State civil defense plan, describe the population and the resources and the like for all civil defense, government, military and private groups throughout the State.  
5 5 2 2-3/4 3-1/2 3-3/4
14. As a basis for the State civil defense plan, describe the natural disasters that may occur within the State if unusual numbers or types are expected due to local conditions, where natural disasters include floods, storms, hurricanes, coastal storms, rains, snows, tornadoes, and major explosions, fires, wrecks, etc.  
4-1/4 2-3/4 1-3/4 1-3/4 2-1/2 3-1/4

15. As a basis for the State civil defense plan, describe the means of attack that may be expected within the State including hazards from other States, where the means of attack include psychological, biological, chemical, radiological, sabotage, etc.
- 5                      5                      3-1/4                      2-3/4                      2                      2
16. As a basis for the State civil defense plan, map the State on a geographic basis to facilitate direction and control in an emergency. Predict each area's most likely combination of the operations for protecting life and property within the area and for rendering assistance and support to other areas. Assist and guide county and local civil defense agencies in this planning.
- 3-1/4                      3-1/2                      1-1/2                      2-1/4                      2-1/4                      2
17. Fully prepare the operational survival plan for emergency functions and operations on a sound basis. This plan consists of the State civil defense plan for the entire State supplemented by the county and local civil defense plans of the political jurisdictions of the State. Periodically review and revise this plan to keep abreast of changing warfare and defense techniques. Print and distribute the plan. The plan incorporates State to local levels of government and private organizations and maximally and effectively mobilizes and uses all required personnel and material resources within the State.
- Pre 4-3/4                      3-1/2                      2                      2-1/4                      2-1/2                      2-1/4
18. Generally inform, advise, and guide the departments or agencies of the State Government in their planning and implementing of their assigned civil defense operations, including protection of personnel, property, and records.
- 4                      4                      2-1/2                      3-1/4                      2                      1-1/2
19. Receive, review, and approve the civil defense emergency operational statewide plans of the departments or agencies of the State Government, to assure essential conformity with the State civil defense plan and with the program of the State civil defense agency.
- 3-1/2                      3-1/2                      2                      2-1/2                      2-1/2                      2-1/2
20. In an emergency or under wartime conditions, adopt, promulgate, and enforce plans and policies and rules, regulations, and orders for the civil defense agencies below the State level. These regulations and the like are general and governing; they are to be consistent with the State civil defense plan and with State law; and they are to concern the development, coordination, and operation of programs and activities, assigned by the State civil defense plan, by the civil defense agencies throughout the State within their jurisdictions.
- 2-3/4                      3                      2-1/4                      4-1/4                      4-1/2                      3-1/2

21. Obtain assistance from Federal and regional level Directors and offices of the Office of Civil Defense. These groups provide technical, financial, and other information and assistance, over-all and detailed management and direction, and emergency mobilization, by way of their normal or emergency operating centers, for coordinating the plans, programs, and operations of the State civil defense agency.  
3                    4-1/4            2-1/2            3-3/4            4-1/4            3-1/2
22. By way of the Federal and regional offices of the Office of Civil Defense, coordinate any necessary interrelated operations with other States.  
3                    3-1/2            2-1/4            3-1/4            4-1/4            3-1/4
23. Receive definite emergency civil defense assistance from the executive, judicial, and legislative branches of the Federal Government in defense mobilization responsibilities, activities of the courts, legislation, and other areas.  
3-3/4            3-3/4            1-1/2            2-3/4            4-1/2            4-1/2
24. Specify, describe, and act in an information chain of Federal to local level civil defense groups. This chain is specified for the different activities of administration, emergency information, assistance requests, and the directing and supplying of assistance. The information chain is used under usual circumstances. It is intended to provide controlled, orderly, and effective means of conducting operations as a total national effort.  
3-1/4            4                    3-1/2            4-1/2            4-1/2            3-1/2
25. Review, supervise and direct, and coordinate and support the emergency plans, operations, and activities of civil defense agencies below the State level.  
3                    3-3/4            2-1/2            3-1/2            4                    3-1/4
26. In natural disasters or enemy attacks, function as the coordinator and supporter of the front line forces. These forces consist of local civil defense groups and of survival units. The local civil defense groups regularly deal with the direct and indirect effects of disasters and attacks; and the survival units assure maximum self protection for residence and working neighborhoods, acting as extensions of the local civil defense agencies.  
4-1/4            4-1/4            4                    4-1/4            4                    4
27. Assist and coordinate the political jurisdictions of the State in target areas in the conduct of recovery actions and activities in damaged areas, as the situation permits.  
Post    1-1/4            1-1/4            1-1/4            3-1/4            5                    4-3/4

28. Receive reports from the political jurisdictions of the State concerning support rendered from non-target areas to target areas, as soon as possible after the support is rendered.  
 Post 1 1 1 3 3-3/4 3-1/2
29. Assist the political jurisdictions of the State in planning emergency mutual aid programs and operations. Coordinate, mobilize resources for, and fund these plans.  
 4-1/4 4-1/4 1-1/4 1 1 1
30. Train the State to local level civil defense agencies in civil defense plans, functions, and operations.  
 4-1/2 4 2-3/4 3 3 2-3/4
31. Train the State to local level civil defense services and agencies for day to day administrative and organizational standby activities under present conditions; and insure that they are fully and operationally trained for strategic warning, natural disasters, and enemy attack.  
 4-1/2 3 2 2-3/4 3-1/4 3-1/4
32. Guide, sponsor, and encourage the public in their carrying out in an emergency of the duties imposed upon them by State law of protecting their own and others life and property. This guidance is to be in accordance with approved information, plans, and programs furnished by Federal to local level civil defense agencies as a basis for the actions of the public.  
 1-3/4 2 1-3/4 2-1/2 3 2-1/4
33. Receive and approve requests from the political jurisdictions of the State for State controlled funds, resources, and assistance.  
 3-3/4 3-1/2 2-3/4 3-1/2 4-3/4 4-1/4
34. Arrange for the transmission of the latest fallout predictions and other emergency information to State to local level emergency operating centers.  
 T 1 3 5 4-3/4 2-1/4 1
35. Alert a skeleton force of the State civil defense agency staff for operations at the State emergency operating center, on a 24 hour basis unless the situation requires otherwise.  
 S 1-1/4 4-3/4 3 1 1 1
36. Insure that State to local level civil defense agencies are fully ready and are on an operational basis.  
 S 2-1/4 4-3/4 3-1/4 2 2-1/4 1-1/2
37. Insure that all necessary operational supplies, equipment and personnel are obtained for the State to local level civil defense agencies.  
 S 1-3/4 5 3 3 3 2-1/2

DIRECTOR

TIME PHASE →

		Preparatory	Critical Tension	Attack & Shelter	Initial Recovery	Reconstruction	Final Recovery	Total
CRITICALITY ↑	Extremely High	50	<u>56</u>	33	30	<u>62</u>	36	267
		<u>56</u>	48	23	40	55	<u>57</u>	279
	Moderate	33	41	20	27	16	30	167
		18	18	25	29	13	22	125
	Little or None	31	25	<u>87</u>	<u>62</u>	42	43	<u>290</u>

Table B-5. Frequency of occurrence of criticality ratings made by four judges for forty-seven tasks performed by the Director. The modal value in each time phase is underlined.

1. **Coordinate all civil defense activities throughout the State.**  

Pre	4-1/2	4	1-1/4	1-1/4	1-3/4	1-1/2
-----	-------	---	-------	-------	-------	-------
  
2. **As executive head of the State civil defense agency (and acting for and on behalf of the Governor), organize and administer the State civil defense agency in the coordination of the details of plans and programs for the State.**  

5	5	5	5	5	5
---	---	---	---	---	---
  
3. **Employ the staff of the State civil defense agency; and fix their compensation consistent with appropriations. Organize the staff so as to carry out the purposes of the State civil defense plan; and direct and command their work.**  

4-1/4	4-1/4	3-1/4	3	3-1/2	3
-------	-------	-------	---	-------	---
  
4. **Provide general and executive direction and supervision to officers in the State civil defense agency. This direction and supervision may be by way of the Deputy Director or, in technical matters, the Plans and Operations Officer. These officers advise the Director, make recommendations to him, and represent him at his request in matters concerning their assigned fields.**  

3-1/4	3-1/2	2-3/4	3	3-1/4	3
-------	-------	-------	---	-------	---
  
5. **Direct and assist the area level Coordinators, according to the civil defense plans and policies of the State and the counties and according to rules, regulations, and orders. Be represented generally by them in their coordination of all activities carried out in their assigned emergency areas.**  

3	3-3/4	4	3-3/4	4-1/4	3-3/4
---	-------	---	-------	-------	-------
  
6. **Direct, control, and assist the Directors of the county and local civil defense agencies in organizing, coordinating, implementing, and administering all civil defense emergency operations and activities. This action is to be taken by the Director or the State civil defense agency staff by way of the county and local civil defense agencies. This action, also, is to be consistent with the plans, policies, rules, regulations, and orders of State to local level civil defense agencies.**  

4	3-1/4	1-3/4	3-1/2	4-3/4	4
---	-------	-------	-------	-------	---
  
7. **By way of local civil defense agencies and with their advice and assistance, assist survival units in organizing and administering neighborhood, self-protection operations.**  

3-3/4	3-3/4	1-3/4	2-1/4	3-1/4	3-1/4
-------	-------	-------	-------	-------	-------

8. Coordinate all civil defense programs and policies of the departments or agencies of the State Government.  
Pre 4-1/4 4-1/4 2-1/2 1-1/2 1-1/2 1-1/2
9. Establish and maintain executive working relationships for effective public relations with civil defense, government, and private groups from the Federal to the local level and with the public.  
4 2-3/4 1-1/4 2-1/4 3-3/4 4
10. Work with and receive general direction from the State civil defense council. Receive advice, assistance, and recommendations, by way of the Governor, from the Governor's advisory committees. Receive technical information from the council and the advisory committees.  
3-1/2 3-3/4 3 3-1/2 4 3-1/2
11. Appoint, organize, and orient State civil defense committees, when the need becomes apparent. Act as a member of these committees. Receive advice, assistance, and coordination from these committees. In an emergency, coordinate and direct these committees.  
3 2-3/4 1 1-3/4 3-1/4 3
12. Appoint the directors of county civil defense agencies, the chiefs of the State civil defense services, and (certain critical) assistant chiefs and chiefs of sections of the State civil defense services. (These appointments are made as appropriate from among the commissioners of departments or agencies of the State Government and from among government and private groups throughout the State.)  
Pre 4-1/4 4-1/4 1-1/4 1-1/4 1-1/4 1-1/4
13. With the approval of the political jurisdiction, assist county and local civil defense agencies in assigning specific civil defense responsibilities to existing government departments or agencies at their level.  
3-3/4 3-1/4 1-1/2 1-3/4 3-3/4 3-1/2
14. Innovate or add and change position descriptions for the State civil defense agency staff.  
3-1/4 2 1 1 2-1/4 2
15. Know State to local level government organizations and procedures.  
4-1/2 4 1-3/4 3-1/4 4-3/4 4-1/2
16. Assist the political jurisdictions of the State in establishing emergency interim successors.  
3-1/4 3-3/4 1-1/4 1-1/2 1-1/2 1-1/4

17. Assist the political jurisdictions of the State in selecting emergency locations of government, as exigencies render necessary and advisable.  
3-1/4      3              1              1-3/4      1              1
18. Assist all of the political jurisdictions of the State in taking action for the emergency preservation of their official records and record materials that are essential to the continued and orderly functioning of their governments in emergencies. This action is to be in accordance with the provisions of current State statutes and law and is to be such as the political jurisdictions deem necessary.  
3              3-1/2              1-1/4              2-1/4              1-3/4              1-3/4
19. Assist the political jurisdictions of the State in establishing and appointing county and local civil defense agencies, according to the State civil defense plan, for the civil defense of the public.  
4-1/4              3-1/2              2              2-3/4              3              3
20. Upon warning of flood or other natural disaster, officially and to the degree deemed necessary by the Director, call State to local levels of the civil defense services to duty and mobilize them to carry out their emergency civil defense operations throughout the State.  
1-1/2              3              3-1/4              3-1/2              3-1/4              3
21. In an emergency, officially and to the degree deemed necessary by the Director, call State to local levels of the civil defense services to duty and mobilize them to carry out their emergency civil defense operations throughout the State.  
2              4-3/4              5              4              5              4
22. In the absence of the Governor, serve as executive director of the chiefs of the State civil defense services; originate orders; and command, control, and coordinate emergency civil defense operations throughout the State, directly or by way of the staff of the State civil defense agency, from the State emergency operating center.  
1              2-3/4              4-3/4              3-3/4              4              3-1/4
23. Perform duties within the framework provided by the legislative branches of the Federal and State Government and according to the policies of the State civil defense agency.  
4-3/4              4-3/4              4-1/4              4-1/2              4-1/2              4-3/4
24. Draw up and present to the State civil defense council, for their approval, proposed civil defense emergency operational plans and policies for all of the State.  
4-1/2              4-1/2              2-1/4              2-1/2              3-3/4              3-1/2

25. Review and accept for the State the survival plan for all levels of civil defense in the State. This responsibility is shared with the Governor. (The State civil defense council approves civil defense emergency operational plans for the State proposed by the Director.)  
4-1/4      3      2      2      2      2
26. Direct periodic civil defense tests and exercises.  
3-3/4      2-1/2      1      1      1      1-1/4
27. Be informed by the State to local level civil defense services of their current status; and receive their recommendations on work priorities and on allocation of resources.  
3-1/2      3-1/2      2-3/4      3-3/4      4-3/4      4
28. Cooperate with and establish, for State to local civil defense agencies, administrative, supply, and transportation services and priorities, as required for their civil defense emergency operational purposes, giving the highest transportation priority to controlled movement.  
3-1/2      4      3      2-1/4      4-1/4      3-3/4
29. Establish priorities for the State to local level civil defense services, in the fields of personnel, equipment, apparatus, operations, etc., to meet existing conditions and requirements.  
3-1/4      2-3/4      1      2-3/4      3-1/2      3
30. Assist the county and local civil defense agencies within the State in developing, adopting, promulgating, and enforcing, as they deem necessary to protect life and property in their areas under attack conditions and the like, general programs and policies and civil defense rules, regulations, and orders adopted and promulgated by the State civil defense agency.  
1      1-1/4      3      3-1/2      4-1/2      4
31. Advise the Governor, as his principal civil defense advisor; and keep him informed of all civil defense matters and of possible and actual emergencies.  
2-3/4      4      4-1/2      3-1/4      3-3/4      3-1/4
32. Maintain liaison with the Federal and regional offices of the Office of Civil Defense.  
4-1/4      4-1/2      2-3/4      3-3/4      4-1/2      4
33. Receive technical information, advice, and assistance from and be coordinated by the regional office of the Office of Civil Defense.  
3-1/4      3-1/2      1-3/4      3-1/4      4-1/4      3-1/2

34. Maintain active and continuous liaison with civil defense groups concerning civil defense organizations, programs, methods, techniques, and situations, to be prepared for future contingencies. Cooperate and coordinate with these groups. These groups include all concerned with civil defense at Federal to local levels, especially those within the State.  
4-1/4      4-1/4      3      3-1/2      4-1/2      4
35. Plan, organize, and update the civil defense plans, programs, and operations of State to local civil defense and government groups in emergencies, natural disasters, and attack. Keep informed of, integrate, and direct these plans, programs, and operations, consistent with State law.  
3-3/4      4      3-1/2      2-3/4      5      4-1/4
36. Determine the support to be rendered by the political jurisdictions of the State from non-target to target areas.  
Post 1      1      1      3      4-1/4      4
37. Receive from the local political jurisdictions of the State in damaged areas reports of recovery actions. These reports are to be received as soon as possible after the recovery action is taken.  
Post 1      1      1      3-1/2      4-1/4      3-1/4
38. Acting for and on behalf of the Governor, implement, direct, and coordinate civil defense emergency programs, policies, and operations throughout the State to bring to the State Federal surplus property disaster relief and assistance in natural disasters.  
3-1/4      3-3/4      3-1/2      4-1/4      4      3-1/4
39. Receive and act on requests for Federal support from State to local levels of the civil defense services.  
3-1/2      3-1/4      1-1/2      2-3/4      4-1/2      4
40. Receive personnel, material, and facilities assistance from all or any one of the departments or agencies of the Federal Government, at the discretion of the President and consistent with the Federal military requirements of the Department of Defense.  
1-3/4      2-1/4      1-3/4      2      4-1/2      4-1/4
41. Order the movement of the public from probable fallout in contaminated areas to the nearest fallout free reception area until it is safe for them to return.  
Post 1      1      1-3/4      2-3/4      3      2

42. Establish programs to promote and maintain public interest and confidence in State to local civil defense services.  
4                      3-3/4                      1-1/4                      1-3/4                      3-1/2                      3-1/2
43. Speak and write effectively to provide public information.  
4-1/2                      4-1/4                      2-1/4                      2                      4                      4
44. Develop, maintain, and control, so as to assure that it is effective and rapid, a system for the State to local civil defense services for the receipt of emergency and attack warnings and for appropriate dissemination of warnings by intra-agency fanout. The control of this system is by way of the Chief of the State Warning Service.  
4-3/4                      5                      5                      3-1/2                      2-1/4                      2
45. Consistent with guidance from Federal and regional offices of the Office of Civil Defense, establish, prescribe, and assign to State to local civil defense services systems, standard operating procedures, and instructions for rapid, prudent, appropriate, automatic, and effective response actions to attack warnings. These actions include mobilization, mobilization points, and individual duties.  
4-1/2                      4-3/4                      1-1/2                      1-1/4                      2                      1-3/4
46. Supply to Federal and regional offices of the Office of Civil Defense lists of programmed automatic actions for the entire State.  
3-1/2                      4                      2-3/4                      1-1/2                      1-1/4                      1
47. Keep the State civil defense council informed of possible and actual emergencies.  
4                      4-3/4                      4                      3-1/4                      4                      4
48. (In his absence, the State civil defense Director is succeeded in his post, powers, and duties by emergency interim successors named by him, by title and in specified order. This succession is temporary until a replacement is duly appointed.)

**DEPUTY DIRECTOR**

		TIME PHASE →						
		Preparatory	Critical Tension	Attack & Shelter	Initial Recovery	Reconstruction	Final Recovery	Total
↑ CRITICALITY	Extremely High	18	19	14	15	19	15	100
		<u>19</u>	<u>24</u>	<u>16</u>	<u>18</u>	<u>21</u>	<u>19</u>	<u>117</u>
	Moderate	9	7	10	10	7	13	56
		3	2	4	4	2	2	17
	Little or None	3	0	8	5	3	3	22

**Table B-6. Frequency of occurrence of criticality ratings made by four judges for thirteen tasks performed by the Deputy Director. The modal value in each time phase is underlined.**

1. Supervise and direct the activities of the State civil defense agency staff and insure that these activities are unified.  
4-1/2      4-1/2      4-1/2      4-1/2      4-1/2      4-1/2
2. Assist the Director of the State civil defense agency in the execution of his duties.  
4-1/4      4-1/4      4-1/4      4-1/4      4-1/4      4-1/4
3. Receive advice and recommendations from the State civil defense council by way of the Governor and the Director.  
3-3/4      3-3/4      3-1/4      3-1/2      4      4
4. Act for the Director of the State civil defense agency in his absence, according to established policies.  
4-1/4      4-1/4      4-1/4      4-1/4      4-1/4      4-1/4
5. In the absence of the Director of the State civil defense agency, direct the agency as its executive head in carrying out its program and activities.  
4-3/4      4-1/2      4-1/2      4-1/2      4-1/2      4-1/2
6. Maintain liaison with regional to local level emergency operating centers, as required and authorized by the Director of the State civil defense agency.  
Pre      3-1/2      4-3/4      2      1-3/4      2      2
7. In the absence of the Governor and the Director, command the continuous operations of the State civil defense emergency operating center.  
2-1/4      4-1/4      4-1/2      4-1/4      3-3/4      3-1/4
8. Formulate, announce, and supervise the policies and operations of the State civil defense emergency operating center.  
3-1/4      4      3-3/4      4      3-1/2      3
9. Make a continuous study of the situation of the State to local level civil defense services to be prepared for future contingencies.  
4      3-3/4      2-3/4      3-1/2      4-1/4      3-3/4
10. Direct the State to local level civil defense services in preparing and implementing detailed plans, policies, organizations, and estimates.  
4-1/2      4-1/4      4-1/4      4-1/4      4-1/2      4-1/2
11. As directed by the State civil defense agency Director, prepare and issue civil defense instructions and regulations to county and local Directors, to Coordinators below the State level, and to the public.  
3-3/4      3-3/4      2      2-1/4      3-3/4      3-1/2

12. Transmit, as civil defense regulations, to the State to local civil defense services who must execute the regulations the decisions, orders, regulations, and instructions formulated by the Director of the State civil defense agency.

4            4-1/4            2-3/4            3-1/2            4-1/4            3-3/4

13. As required and authorized by the Director, maintain liaison and cooperate with the civil defense activities of other States and of Federal to local level civil defense organizations.

3-3/4            3-3/4            2-1/4            3            4-1/4            4

CONTROL CENTER

		TIME PHASE →						
		Preparatory	Critical Tension	Attack & Shelter	Initial Recovery	Reconstruction	Final Recovery	Total
↑ CRITICALITY	Extremely High	3	9	<u>15</u>	<u>12</u>	7	3	49
		2	<u>10</u>	8	6	<u>9</u>	7	42
	Moderate	1	1	2	5	4	3	16
		5	1	0	0	1	4	11
	Little or None	<u>17</u>	7	3	5	7	<u>11</u>	<u>50</u>

Table B-7. Frequency of occurrence of criticality ratings made by four judges for seven tasks performed by the emergency operating center or the control center. The modal value in each time phase is underlined.

1. Be located by the executive branch of the State Government at a normal site or at an alternate site if the normal site is untenable.  

4	4-3/4	3-3/4	4	1-1/2	1-3/4
---	-------	-------	---	-------	-------
  
2. Provide to the State to local levels of the Information Service at State to local emergency operating centers working space, communications facilities, and required liaison.  

S	1	4-1/4	4-1/4	2	1-3/4	1-1/4
---	---	-------	-------	---	-------	-------
  
3. Consistent with previously established standard operating procedures, assign priorities for State to local level emergency operating centers for messages to the public.  

S	1	4-1/2	4-3/4	2-3/4	2-3/4	2-3/4
---	---	-------	-------	-------	-------	-------
  
4. Communicate among the State to local levels of normal and alternate emergency operating centers by means of assigned radio networks and frequencies of State to local level communications centers and of government and private organizations throughout the State.  

3-1/4	4-1/4	4-1/2	4-1/4	4-1/4	4
-------	-------	-------	-------	-------	---
  
5. Make communications facilities available to the State Intelligence Service.  

1-3/4	4-1/4	4-1/4	4-1/4	4	2-3/4
-------	-------	-------	-------	---	-------
  
6. Advise and inform State to local level emergency operating centers on attack and radioactive fallout situations, if further attack is not immediately probable.  

1	1	4	5	4-3/4	2
---	---	---	---	-------	---
  
7. Transmit reports of unexploded ordnance to Federal ordnance control centers of the Army.  

1-1/4	1-1/4	3-1/2	3-3/4	4	3-1/4
-------	-------	-------	-------	---	-------

CONTROL CENTER OFFICER

		TIME PHASE →						
		Preparatory	Critical Tension	Attack & Shelter	Initial Recovery	Reconstruction	Final Recovery	Total
CRITICALITY ↑	Extremely High	18	<u>31</u>	<u>27</u>	15	11	4	106
		12	16	17	16	19	7	87
	Moderate	24	<u>31</u>	<u>27</u>	<u>30</u>	<u>30</u>	28	<u>170</u>
		17	21	16	21	22	23	120
	Little or None	<u>37</u>	9	21	26	26	<u>46</u>	165

Table B-8. Frequency of occurrence of criticality ratings made by four judges for twenty-seven tasks performed by the Control Center Officer. The modal value in each time phase is underlined.

1. Know established administrative regulations, procedures, and policies, including those pertaining to civil defense.  
3-1/4      3      2-1/2      2-3/4      3-1/4      2-1/2
2. Be responsible for lines of succession for the members of the State civil defense agency staff who are assigned to the State emergency operating center.  
3-1/2      3-1/4      2-1/2      2-1/2      2-1/4      1-3/4
3. Establish the emergency operational location of the State emergency operating center at normal, alternate, or relocation sites, for continuity of government.  
3-1/2      3-3/4      3-1/4      3      1-1/2      1
4. Alert the chiefs of the State civil defense services.  
S, T    1      4-3/4      4-3/4      1      1      1
5. In an emergency, furnish equipment, materials, records, personnel, and services for the State emergency operating center, with the cooperation of the State civil defense agency. Relocate the State emergency operating center and take up stations at preassigned relocation sites of the State emergency operating center, except that a rear detachment of the State civil defense agency staff remains at the normal site. Secure the area of the State emergency operating center by establishing entrance security check points and by posting guards.  
S, T    1      4-1/4      4-1/4      1-1/4      1-1/4      1-1/4
6. Preserve those records of the State emergency operating center that are essential for continuity of government.  
1-1/4      2-1/2      3      3-1/4      3      2
7. Advise the Director of the State civil defense agency and the area level Coordinators on all administrative and personnel matters concerning the State emergency operating center.  
2-1/4      2-1/4      2-1/4      2-1/4      2-1/4      1-3/4
8. Advise and assist the State to local level civil defense services on planning with respect to the State emergency operating center concerning administrative and personnel organization, procedures, records, and reports. Standardize, coordinate, and supervise these matters.  
3      3-1/4      2-3/4      2-1/4      2-1/2      2-1/4

9. Maintain liaison with the State civil defense services and their chiefs to coordinate and to inspect their activities and operations in order to determine their administrative efficiency and their compliance with the regulations and policies of the State emergency operating center.  
2                      3-1/2                      3-1/4                      3-1/4                      3                      2-1/4
10. Support and assist the State civil defense services, in emergencies.  
1                      3-1/2                      4                      4                      4                      3-1/2
11. Consistent with the policies of the Director, determine the administrative, personnel, and office procedures, regulations, and policies that are essential to the efficient functioning of the State emergency operating center. Set up or provide and interpret these procedures, regulations, and policies.  
3-3/4                      3-3/4                      3-3/4                      3-1/2                      3-1/2                      2-1/2
12. Direct the provision by the State emergency operating center of administrative services to the State civil defense services.  
1-3/4                      3-1/4                      3-3/4                      3-1/2                      3-1/2                      2-1/4
13. Consistent with the policies of the Director, advise, coordinate, and direct the operations of those members of State to local civil defense agency staffs who are assigned to emergency operating centers.  
4                      4-1/2                      4-1/2                      4-1/4                      4                      3
14. Lay out, coordinate, and direct the preparation and filing by members of the State civil defense agency staff assigned to the State emergency operating center of schedules, concerning supply, personnel, budget, statistics, and special reports, concerning minutes and records of committees, and concerning journals, cards, rosters, documents, and correspondence.  
2-3/4                      2-3/4                      2-1/4                      2-1/4                      2-1/2                      2
15. As part of the State civil defense plan, integrate the normal administrative services of the State emergency operating center with those of its administrative services that must continue during an emergency.  
2-1/2                      2-3/4                      2-3/4                      2-3/4                      2-3/4                      1-1/2
16. Provide technical support to emergency operating centers below the State level.  
3-3/4                      3-1/2                      3                      3                      3-1/4                      2-1/4

17. Control and be accountable for all financial and administrative property and equipment of the State emergency operating center that is wholly owned by the State, that was donated to the State, that was purchased by the State with Federal matching funds, or that is assigned to the State emergency operating center.  
2                      2-1/2                      2-1/4                      2-1/4                      2-1/4                      2-1/4
18. Arrange for and provide for the State emergency operating center services of pay, communications, supplies, equipment and materials, custodial maintenance, transportation, and security.  
4-1/2                      4-1/2                      3-3/4                      2-3/4                      2-3/4                      2-1/4
19. Make full use of all personnel, equipment, and facilities of State to local levels of government for the emergency operations of the State emergency operating center.  
1                      3-3/4                      4-1/2                      4-1/2                      4-1/4                      3-1/4
20. Process requisitions; and receive supplies from the State Supply Service.  
1-3/4                      3                      2-3/4                      2-3/4                      2-1/2                      1-3/4
21. Store ample supplies at the relocation site of the State emergency operating center.  
Pre    3                      2-3/4                      2                      1                      1                      1
22. By means of coordination with the State Transportation Service, meet the transportation requirements of the State emergency operating center.  
2-1/2                      3-1/4                      3                      2-1/2                      3-1/4                      2-1/2
23. Train the State civil defense agency staff that is assigned to the State emergency operating center as is necessary to the accomplishment of their emergency mission.  
4-1/2                      4-3/4                      3-1/2                      3-1/2                      3-1/2                      1-3/4
24. Receive and give interviews to the public at the State emergency operating center.  
1-3/4                      1-1/4                      1                      1                      1                      1
25. Obtain communications facilities from the State Communications Service.  
3-1/2                      3                      3-1/4                      3-1/2                      3-1/4                      2-1/2
26. Establish and maintain organization manuals and telephone directories for the State civil defense services.  
2-3/4                      3-1/2                      3-1/4                      3-1/4                      3-1/4                      3
27. Compile alerting and fanout call lists for key personnel of the State civil defense services, including the chief of each service. These lists are by name and phone number.  
3                      4                      2-1/2                      2-1/2                      2-1/4                      2

PLANS AND OPERATIONS OFFICER

		TIME PHASE →						
		Preparatory	Critical Tension	Attack & Shelter	Initial Recovery	Reconstruction	Final Recovery	Total
↑ CRITICALITY	Extremely High	10	9	7	9	12	5	52
		31	22	7	11	23	12	106
	Moderate	45	47	25	23	32	35	207
		<u>52</u>	28	25	35	25	38	203
	Little or None	22	<u>54</u>	<u>96</u>	<u>82</u>	<u>68</u>	<u>70</u>	<u>392</u>

Table B-9. Frequency of occurrence of criticality ratings made by four judges for forty tasks performed by the Plans and Operations Officer. The modal value in each time phase is underlined.

1. Provide technical supervision to the State civil defense agency staff. The staff receives administrative supervision from the Director.  
3-1/4      3      2-3/4      3      3      2-1/2
2. Assist the Director in administering, directing, and coordinating plans and activities with the master operational civil defense plan for the Nation, including the State to local plans within the State.  
2-1/2      2-1/4      1-1/2      1-1/4      2-1/4      2
3. Delegate to the Assistant Plans and Operations Officer coordination of tasks at the State level.  
1-3/4      1-3/4      1-1/2      2      1-3/4      1-3/4
4. Communicate directly with Plans and Operations Officers below the State level; and advise, coordinate, and direct them in operational matters.  
2-3/4      2-1/2      1-3/4      3      3      2-1/4
5. Establish and maintain effective working relationships with State to local level government and private groups and with the public.  
=      4      2-3/4      1-1/4      2-1/4      3-3/4      4
6. Check organization and manning charts; and review them for possible improvement.  
1-3/4      1-1/4      1      1      1-1/2      1
7. Know the plans and policies of Federal to local levels of government.  
2-3/4      2-1/2      1-3/4      2      2      2
8. Know the organizations, operations, functions, resources, and capabilities of State to local levels of government.  
2-3/4      2-1/2      2-1/4      2-1/2      3      2-1/2
9. Know the general plans and functions of civil defense groups at Federal to local levels.  
3      2-3/4      2-1/2      2-1/4      2-3/4      2-1/2
10. Know the theory, principles, techniques, and practices of the State civil defense services.  
3-1/4      3-1/4      3      2-3/4      3-1/4      3
11. Know organization and management principles and practices, especially those concerning public and personnel administration and the implementation of programs through field staffs.  
3-1/4      2-3/4      1-3/4      2-1/2      2-1/2      2-1/4

12. Act for the Director in directing the work of the State civil defense agency staff, in the absence of the Director and the Deputy Director.  
3-1/4      3      2-3/4      2-3/4      3      3
13. Represent the Director, at his request and in his absence, before State to local level civil defense, government, and private groups and before the public.  
2-3/4      2-3/4      1-1/2      2-1/4      2      2-1/4
14. Substitute for the Director, at his request, at State civil defense and government meetings and conferences and at hearings of the State legislative branch.  
2-3/4      2-1/2      1-3/4      1-1/2      2      2
15. Program continuity of government.  
3-1/4      2      1-1/4      1-1/4      2-1/4      1-3/4
16. Make recommendations to the Director on all aspects of civil defense plans and standard operating procedures for the organizational structure, program, and use of State to local emergency operating centers.  
3-1/2      3-1/2      1-1/4      1-3/4      1-1/2      1-1/2
17. Supervise plans and operations of the State emergency operating center.  
3-1/4      3-1/2      3-3/4      4      4      3
18. Perform duties within the framework provided by the State legislative branch and according to the policies of the State civil defense agency.  
=      4-3/4      4-3/4      4-1/4      4-1/2      4-1/2      4-3/4
19. Assist civil defense agencies below the State level in planning reception and care operations.  
2-3/4      2-3/4      1-1/4      1-3/4      1-3/4      1-1/2
20. Confer with State to local level civil defense, government, military, and private groups to develop over-all operational plans.  
2-1/2      1-3/4      1      1      1-1/2      1
21. Assist the State civil defense agency in developing objectives for a state-wide emergency civil defense program.  
3-1/2      2-1/2      1-1/4      1-1/2      2      1-1/2
22. Conduct and analyze research on problems and developments in the working fields of the State to local level civil defense services, to keep abreast of the latest problems and developments.  
2-1/4      1      1      1      1-1/2      1

23. Keep the Director advised on all plans and coordination efforts within the State, in order to achieve a fully organized and operationally ready organization at State to local levels.  
2-1/4      2      1      1-1/4      1-3/4      1-1/2
24. Assist the Director in planning and preparing, as the State civil defense plan, the over-all civil defense program for natural and enemy caused emergencies.  
3-1/4      3-1/4      1-3/4      1-3/4      2-1/2      2-1/4
25. Assist Directors of civil defense agencies below the State level in interpreting and implementing new and existing policies and procedures.  
2-1/4      2-1/4      1-1/2      1-3/4      2-1/4      1-1/2
26. Assist State to local level government departments or agencies in developing emergency civil defense plans.  
2-3/4      1-3/4      1      1      1-3/4      1-1/4
27. Review, analyze, and coordinate the plans of State to local level government departments or agencies, in order to develop a government resources management capability for civil defense.  
3      1-3/4      1-1/4      1-1/4      2      1-3/4
28. Coordinate the plans of State to local level private groups, in order to develop a private resources management capability for civil defense.  
2-1/4      1-1/2      1      1      1-3/4      1-1/4
29. Conceive, plan, organize, conduct, and evaluate statewide tests, exercises, and drills of the feasibility of the State's plans, procedures, and operations.  
2-3/4      1-1/2      1      1      1      1
30. Develop, prepare, and maintain short and long range operating plans, directives, instructions, standards, and requirements. Authenticate and coordinate these according to the State civil defense plan. Distribute these, as directed by the State civil defense agency Director.  
2-1/4      2      1      1      1-3/4      1-1/4
31. According to established uniform operations policies, coordinate the service activities and efforts of those members of the State civil defense agency staff who represent various State civil defense services.  
2-1/2      2-1/4      1-3/4      1-3/4      1-1/2      1-1/4

32. As directed by the State civil defense agency Director, integrate the plans and operations of specified State to local level civil defense services and of political jurisdictions in target areas with those of the Federal and regional levels of the Office of Civil Defense, to the extent that their operations tie into those within the State.
- |       |       |   |       |       |   |
|-------|-------|---|-------|-------|---|
| 3-1/4 | 3-1/4 | 2 | 2-1/4 | 3-1/4 | 3 |
|-------|-------|---|-------|-------|---|
33. Initiate assigned operations and missions with all available resources; and reorganize these operations and missions as the situation indicates.
- |       |       |   |       |       |       |
|-------|-------|---|-------|-------|-------|
| 1-1/2 | 1-1/2 | 3 | 3-3/4 | 4-1/4 | 3-3/4 |
|-------|-------|---|-------|-------|-------|
34. Supervise, guide, and coordinate, under the direction of the State civil defense agency Director, the plans and operations of specified civil defense services below the State level and of specified political jurisdictions in target areas, to the extent that their operations tie in with State level operations.
- |       |       |   |       |       |       |
|-------|-------|---|-------|-------|-------|
| 4-1/2 | 4-1/2 | 4 | 4-1/2 | 4-1/2 | 4-1/4 |
|-------|-------|---|-------|-------|-------|
35. Recommend approval of or changes in the organizations of the State civil defense services, according to their qualification for the Federal matching funds program.
- |   |   |   |   |   |   |
|---|---|---|---|---|---|
| 2 | 1 | 1 | 1 | 1 | 1 |
|---|---|---|---|---|---|
36. Coordinate within the State the plans of State military groups.
- |       |       |       |       |       |       |
|-------|-------|-------|-------|-------|-------|
| 1-1/2 | 1-1/4 | 1-1/4 | 1-1/4 | 1-1/4 | 1-1/4 |
|-------|-------|-------|-------|-------|-------|
37. Maintain liaison with Federal and State military groups.
- |       |       |       |       |       |       |
|-------|-------|-------|-------|-------|-------|
| 1-3/4 | 1-3/4 | 1-3/4 | 1-3/4 | 1-3/4 | 1-3/4 |
|-------|-------|-------|-------|-------|-------|
38. Meet and speak with State to local level government and private organizations and with civil defense volunteers to present civil defense information to them and to stimulate their interest in civil defense matters.
- |       |       |       |   |       |       |
|-------|-------|-------|---|-------|-------|
| 2-1/2 | 2-1/4 | 1-1/4 | 1 | 1-3/4 | 1-1/2 |
|-------|-------|-------|---|-------|-------|
39. Write speeches, magazine articles, and the like on civil defense programs.
- |   |   |   |   |       |       |
|---|---|---|---|-------|-------|
| 2 | 1 | 1 | 1 | 1-1/2 | 1-1/4 |
|---|---|---|---|-------|-------|
40. Be provided with operational status reports from the chiefs of the State civil defense services.
- |   |   |   |       |       |       |       |
|---|---|---|-------|-------|-------|-------|
| S | 1 | 4 | 2-1/2 | 1-1/2 | 1-1/4 | 1-1/4 |
|---|---|---|-------|-------|-------|-------|

**ASSISTANT PLANS AND OPERATIONS OFFICER**

		TIME PHASE →						
		Preparatory	Critical Tension	Attack & Shelter	Initial Recovery	Reconstruction	Final Recovery	Total
CRITICALITY ↑	Extremely High	0	1	1	0	0	0	2
		5	8	3	4	7	6	33
	Moderate	14	11	7	9	15	7	63
		15	9	9	12	11	17	73
	Little or None	<u>18</u>	<u>23</u>	<u>32</u>	<u>27</u>	<u>19</u>	<u>22</u>	<u>141</u>

**Table B-10. Frequency of occurrence of criticality ratings made by four judges for thirteen tasks performed by the Assistant Plans and Operations Officer. The modal value in each time phase is underlined.**

1. Assist the Plans and Operations Officer in the performance of his duties.  
3-1/4      3              3              3              3              3
2. Direct and prepare duty schedules and assignments for the staff of the State civil defense agency.  
1-3/4      1-1/4      1-1/4      1-1/4      1-1/4      1-1/4
3. Be experienced in technical administration.  
1-3/4      1-1/2      1-1/2      1-1/2      1-1/2      1-1/2
4. Know mechanical, civil, industrial, and electrical engineering.  
1            1            1            1            1            1
5. Act as the Plans and Operations Officer, in his absence.  
3-1/2      3-1/2      3-1/2      3-1/2      3-1/2      3-1/2
6. Prepare the relocation site of the State emergency operating center for emergency operations.  
S      1            4            2-1/4      1-1/4      1-1/4      1-1/4
7. Promulgate directives and orders for maximum performance efficiency.  
1-3/4      1-1/2      1            1            1-1/2      1-1/4
8. (Perform appropriate inspections to insure the execution of directions and instructions.)  
2            2-1/4      1-1/4      2            2-3/4      2
9. Coordinate all State to local level civil defense services doing special technical or engineering work.  
2            2            1-1/4      1-3/4      2-3/4      2-1/2
10. Supervise the operation of the emergency plans of the State to local level civil defense services.  
3-1/4      2-1/2      1-1/2      1-1/2      2-1/2      2
11. Recommend specific actions to the Plans and Operations Officer.  
2-1/4      2-1/2      2-1/4      3            3            2-1/2
12. Review reports concerning the installations of government and private organizations throughout the State.  
2            1-1/2      1            1-1/2      2-1/4      1-3/4
13. Prepare progress reports based on review of reports concerning the installations of government and private organizations throughout the State.  
2            1-1/4      1-1/4      1-1/4      2-1/4      1-3/4

**CHEMICAL, BIOLOGICAL, AND RADIOLOGICAL OFFICER**

		TIME PHASE →						
		Preparatory	Critical Tension	Attack & Shelter	Initial Recovery	Reconstruction	Final Recovery	Total
CRITICALITY ↑	Extremely High	17	12	11	16	15	8	79
		<u>40</u>	<u>34</u>	20	21	25	24	164
	Moderate	20	13	6	8	9	13	69
		11	7	11	9	10	12	60
Little or None	4	26	<u>44</u>	<u>38</u>	<u>33</u>	<u>35</u>	<u>180</u>	

**Table B-11. Frequency of occurrence of criticality ratings made by four judges for twenty-three tasks performed by the Chemical, Biological, and Radiological Officer. The modal value in each time phase is underlined.**

1. Establish and maintain effective and harmonious working relationships with civil defense, government, and private State organizations and with the public.  
= 4                    2-3/4                    1-1/4                    2-1/4                    3-3/4                    4
2. Know the statewide programs concerned with chemical, biological, and radiological functions of the State civil defense services.  
3-1/4                    3-1/4                    3-1/4                    3-1/4                    3-1/4                    3-1/4
3. Know the methods and techniques for disseminating and presenting information to the public.  
2                        1-1/2                    1-1/4                    1-1/2                    1-1/2                    1-1/2
4. Know the basic concepts and principles of physics, chemistry, and biology; and be able to apply them to the detection and prevention of biological, chemical, and radiological warfare agents.  
3-3/4                    3-3/4                    3                        3                        3                        3
5. Know the chemical and physical properties of nuclear radioactivity and radioactive isotopes.  
2-3/4                    2-3/4                    2-3/4                    2-3/4                    2-3/4                    2-3/4
6. Know the principles, practices, and techniques of biological, chemical, and radiological defense.  
4-1/2                    4-1/2                    4-1/2                    4-1/2                    4-1/2                    4-1/2
7. Know the capabilities and operation of the necessary technical equipment for the detection, identification, and measurement of biological and chemical agents and radioactive fallout.  
4-1/2                    4-1/2                    4-3/4                    4-3/4                    4-3/4                    4-1/2
8. Prepare, conduct, and evaluate periodic operational tests and exercises of the effectiveness and operability of the biological, chemical, and radiological program; and initiate necessary improvements in the program.  
3                        1-3/4                    1                        1                        1                        1
9. Cooperate in, establish criteria for, and give broad direction to training programs in biological and chemical warfare defense conducted by health and other interested government and private organizations below the State level.  
3                        1-3/4                    1-1/4                    1-1/4                    1-1/2                    1-1/2

10. Assist civil defense volunteers, the State civil defense agency staff, and State to local levels of government in training involving the capabilities, operation, and use of technical equipment for biological, chemical, and radiological defense; or provide and perform such training.  
3-3/4      2-1/4      1      1      1-3/4      1-1/2
11. Set up training programs for radiological monitors.  
3-1/4      1-1/4      1-1/4      1-1/4      1-1/4      1-1/4
12. Express biological, chemical, and radiological ideas clearly and concisely in oral or written form.  
3-1/2      2-3/4      2-1/4      2-1/4      3      2-1/2
13. Provide information on protection from and reduction of radiation hazards.  
4      3-3/4      2-1/2      3      2-1/4      1-3/4
14. Effectively prepare and present lectures, conferences, and articles concerning the biological, chemical, and radiological program to State to local level civil defense services and to private organizations throughout the State.  
2-3/4      1-3/4      1-1/4      1      1-1/2      1-1/4
15. As a staff service, advise the Director and groups in the State Government with emergency responsibilities on technical matters concerning biological, chemical, and radiological defense plans and operations, including detection, identification, and protection.  
4      3-1/4      2-3/4      3-1/4      3-1/4      3
16. Assist the State civil defense services and the State Government in establishing systems for radiological defense, involving forecasting predicted fallout paths, monitoring, data analysis, and decontamination of crop lands, buildings, persons, and equipment.  
4      4      2-1/2      3-1/2      3-1/2      3
17. Assist local civil defense services and State Government groups with emergency responsibilities in technical activities and programs concerning biological, chemical, and radiological defense.  
4      3-3/4      2      3      3-1/4      2-3/4
18. Assist local civil defense services in minor maintenance, calibration, operation, and procurement of technical equipment for physical defense against biological, chemical, and radiological agents.  
3-3/4      2-3/4      1-1/4      3      3      2

19. Develop and prepare, so that they are coordinated with Federal and State programs, emergency operational plans, policies, standard operating procedures, and systems for the detection, identification, and combat of biological and chemical warfare agents and for forecasting, monitoring, analyzing, and reporting radiological warfare agents and fallout.
- |   |       |       |       |   |   |
|---|-------|-------|-------|---|---|
| 4 | 2-3/4 | 1-1/4 | 1-1/4 | 1 | 1 |
|---|-------|-------|-------|---|---|
20. Develop and implement procedures for minor maintenance, calibration, operation, and procurement of technical equipment for physical defense against biological, chemical, and radiological agents.
- |       |       |   |   |       |       |
|-------|-------|---|---|-------|-------|
| 3-1/2 | 2-3/4 | 1 | 1 | 1-3/4 | 1-1/4 |
|-------|-------|---|---|-------|-------|
21. Plan, develop, organize, and implement a broad and integrated emergency operational program in administrative and technical areas, as part of the State civil defense plan, for biological, chemical, and radiological defense. This program consists of detection, identification, and protection or minimizing effects upon life and property. The program concerns participating elements of civil defense, government, and private groups from the Federal to the local levels.
- |       |       |       |       |       |       |
|-------|-------|-------|-------|-------|-------|
| 4-3/4 | 4-1/2 | 4-3/4 | 4-3/4 | 4-3/4 | 4-1/2 |
|-------|-------|-------|-------|-------|-------|
22. Provide technical supervision, direction, and assistance to civil defense volunteers, the State civil defense agency staff, local civil defense services, and State to local levels of government in biological, chemical, and radiological physical defense programs, activities, and functions.
- |       |       |       |       |       |       |
|-------|-------|-------|-------|-------|-------|
| 4-1/4 | 4-1/4 | 4-1/4 | 4-1/4 | 4-1/4 | 4-1/4 |
|-------|-------|-------|-------|-------|-------|
23. Predict and determine areas of radioactive contamination.
- |       |       |       |       |       |       |
|-------|-------|-------|-------|-------|-------|
| 2-1/2 | 2-1/2 | 3-3/4 | 4-1/4 | 3-1/4 | 2-1/2 |
|-------|-------|-------|-------|-------|-------|

**COMMUNICATIONS AND WARNING OFFICER**

		TIME PHASE →						
		Preparatory	Critical Tension	Attack & Shelter	Initial Recovery	Reconstruction	Final Recovery	Total
CRITICALITY ↑	Extremely High	23	21	15	16	15	10	100
		<u>35</u>	22	11	10	20	12	110
	Moderate	27	19	6	7	11	20	90
		12	5	11	7	9	10	54
	Little or None	3	<u>33</u>	<u>57</u>	<u>60</u>	<u>45</u>	<u>48</u>	<u>246</u>

Table B-12. Frequency of occurrence of criticality ratings made by four judges for twenty-five tasks performed by the Communications and Warning Officer. The modal value in each time phase is underlined.

1. Establish and maintain effective working relationships with Federal to local level groups, including media within the State and the public.  
= 4                    2-3/4                    1-1/4                    2-1/4                    3-3/4                    4
2. Know the current regulations and practices of the Federal Communications Commission for amateur and commercial operation of short wave transmitters.  
3-1/4                    2-1/4                    2                    1-3/4                    2-1/4                    2-1/4
3. Know the statewide civil defense requirements for communications and warning systems.  
3-3/4                    3                    2-1/4                    2-1/4                    2                    2
4. Know the functions and operations of the Federal National Defense Warning System.  
4-1/2                    4-1/2                    4                    3                    3                    3
5. Know and be able to apply modern radio and telephone principles, theories, methods, techniques, and practices to emergency operational communications and warning systems throughout the State.  
4-1/4                    4-1/4                    3-1/4                    3-1/4                    3-1/4                    3-1/4
6. Know the types and operating characteristics of electronic communications equipment.  
4                    • 3-1/4                    2-3/4                    3                    2-3/4                    2-3/4
7. In accordance with the State civil defense plan, determine and assess emergency operational communications and warning methods and requirements.  
3-3/4                    2-1/2                    1-1/4                    1-1/4                    2                    1-1/4
8. Effectively evaluate and report on emergency operational communications and warning systems, equipment, and designs, especially new and improved designs, for civil defense systems throughout the State.  
2-1/2                    1-1/2                    1                    1                    1-1/4                    1-1/4
9. Develop and conduct tests and exercises of the civil defense communications and warning system for the State.  
3-3/4                    2-1/4                    1                    1                    1-1/4                    1-1/4
10. Negotiate with and secure the cooperation of private radio media in the State in civil defense communications drills involving the entire State and other States.  
2-1/4                    1-1/2                    1                    1                    1-1/4                    1-1/4

11. Advise and assist local civil defense agencies, Directors, and Communications and Warning Officers on the selection of, application for, and procurement of communications systems equipment under the Federal matching funds program.  
3                    1-1/2            1-1/4            1-1/4            2            2
12. Direct and participate in training in operating communications and warning systems, equipment, and facilities for the State civil defense agency staff and for civil defense volunteers who are responsible for communications and warning activities.  
4                    3-1/2            2-1/4            2-1/4            2-1/2            1-3/4
13. Appear before and speak to civil defense volunteers, local civil defense groups, and private groups, including those concerned with RACES, to promote and explain the possible technical statewide uses of communications and RACES networks for civil defense.  
2-1/4            1-1/4            1            1            1-1/4            1
14. Prepare administrative and technical plans, materials, reports, and papers, in written or other form, concerning the development, integration, and operations of emergency civil defense communications and warning systems, facilities, and equipment throughout the State.  
3-1/2            2-1/2            1            1            1-1/4            1
15. Advise and assist the Director and the staff of the State civil defense agency in organizing, developing, and planning communications and warning systems, as part of the State civil defense plan.  
4                    2-3/4            2-3/4            2-3/4            2-3/4            2-1/2
16. Cooperate with Federal to local level groups in developing and operating emergency communications and warning systems.  
5                    5                    4                    4                    4                    4
17. Plan, develop, and integrate standard operating procedures, practices, and policies for operating and controlling emergency communications and warning systems, facilities, and equipment throughout the State.  
3-3/4            2-1/2            1-1/4            1            1-3/4            1-1/2
18. Plan, develop, and operate communications and warning systems, facilities, and networks, consistent with Federal systems and facilities and with the State civil defense plan.  
4-1/2            3-3/4            3            3            3-1/2            3

19. Assist local civil defense agencies, Directors, and Communications and Warning Officers in establishing and implementing communications systems, as part of the State civil defense plan.  
3-1/4      2-1/2      1-1/4      1-1/4      2-1/4      2
20. Coordinate the communications of the State civil defense services.  
4            4            3            3            3-1/2      2-3/4
21. Supervise the installation, maintenance, and operation of emergency communications and warning systems, facilities, and equipment, including radio transmitters, receivers, and accessories, where this equipment is either fixed or mobile and is owned and controlled by the State civil defense agency.  
3-3/4      3-1/4      1-3/4      1-3/4      3            2-3/4
22. Arrange for the installation, alteration, and repair of State owned radio equipment in new and existing transmission sites throughout the State. Arrange for testing this equipment, according to Federal Communications Commission regulations.  
3-1/2      2-1/4      1-1/4      1            1-1/2      1-1/2
23. Operate regularly used equipment for emergency communications and warning systems.  
3-3/4      3-3/4      3            3            3-1/2      3-1/4
24. Establish appropriate priorities for the use of available communications by the State civil defense services, consistent with the exigencies of the existing situation.  
3-1/4      3            3            3-1/4      3-1/2      2-1/2
25. Control and direct the State communications center.  
3-1/4      4            4-1/2      4-1/2      3-3/4      2-3/4

**FEDERAL ASSISTANCE OFFICER**

		TIME PHASE →						
		Preparatory	Critical Tension	Attack & Shelter	Initial Recovery	Reconstruction	Final Recovery	Total
CRITICALITY ↑	Extremely High	0	0	0	0	0	0	0
		1	0	0	3	<u>9</u>	0	13
	Moderate	<u>19</u>	<u>12</u>	4	<u>11</u>	8	8	<u>62</u>
		4	4	1	2	5	4	20
	Little or None	0	8	<u>19</u>	8	2	<u>12</u>	49

Table B-13. Frequency of occurrence of criticality ratings made by four judges for six tasks performed by the Federal Assistance Officer. The modal value in each time phase is underlined.

1. Administer emergency programs of the State civil defense agency for Federal assistance, including the Federal matching fund program and programs concerning State owned and controlled items.  

3-1/4	2-1/4	1-1/4	1-3/4	2-3/4	1-3/4
-------	-------	-------	-------	-------	-------
  
2. Receive from or prepare for Directors of State to local level civil defense agencies Federal assistance requests or program papers, showing eligibility and in conformance with regulations. Process these requests.  

3	2-1/4	1-1/2	3	3-1/4	1-3/4
---	-------	-------	---	-------	-------
  
3. Transmit Federal assistance requests to the regional Office of Civil Defense, by way of the State civil defense Director.  

2-3/4	2	1-1/2	2-3/4	3-1/4	2-1/2
-------	---	-------	-------	-------	-------
  
4. Maintain liaison with the Federal Government on Federal assistance matters. Be familiar with Federal assistance provisions. Coordinate and negotiate Federal assistance matters with them.  

2-3/4	2	1-1/2	2-1/2	3-1/4	2
-------	---	-------	-------	-------	---
  
5. Accept and allocate, by way of the Director, Federal assistance to the State to local level civil defense services.  

2-3/4	2-1/2	1-1/2	2-3/4	3-1/4	1-1/2
-------	-------	-------	-------	-------	-------
  
6. Audit the emergency programs of the State civil defense agency for Federal assistance.  

2-3/4	2	1	1-1/2	2-1/4	1-1/2
-------	---	---	-------	-------	-------

FISCAL AND SUPPLY OFFICER

TIME PHASE →

	Preparatory	Critical Tension	Attack & Shelter	Initial Recovery	Reconstruction	Final Recovery	Total
Extremely High	11	7	2	3	6	5	34
	<u>43</u>	28	11	25	<u>37</u>	<u>36</u>	180
Moderate	30	27	12	16	26	28	139
	14	7	11	11	7	10	60
Little or None	6	<u>35</u>	<u>68</u>	<u>49</u>	28	25	<u>211</u>

↑ CRITICALITY

Table B-14. Frequency of occurrence of criticality ratings made by four judges for twenty-six tasks performed by the Fiscal and Supply Officer. The modal value in each time phase is underlined.

1. Supervise a small, technical, and clerical staff assigned from the State civil defense agency staff.  
3-1/4      3-1/4      3-1/4      3-1/4      3-1/4      3-1/4
2. Establish and maintain effective working relationships with the State civil defense services.  
=    4            2-3/4      1-1/4      2-1/4      3-3/4      4
3. Know public and business administration principles and practices.  
3-3/4      3-1/2      3            3-1/4      3-1/4      3-3/4
4. Know the general principles of fiscal control, procurement, supply, and related office service functions.  
3-3/4      3-3/4      3-1/4      3-1/4      3-1/4      3-1/4
5. Compose fiscal operational bulletins and directives for State level civil defense groups.  
3-1/4      2-1/4      1            1-1/4      2-1/4      2
6. Read, comprehend, and apply government accounting operational directives.  
2-3/4      2-1/2      1            1-3/4      2-1/2      2-1/2
7. Develop and apply central control procedures for fiscal and procurement activities.  
3-3/4      3            1            1-3/4      3            2-3/4
8. Apply modern office practices, procedures, and principles.  
2-3/4      2-3/4      1-1/2      2-3/4      2-3/4      2-3/4
9. In advance of known needs, estimate fiscal and supply operational needs.  
3-1/2      2-3/4      1-3/4      2-1/4      2-3/4      2-3/4
10. Review project applications and reimbursement claims from the political jurisdictions of the State for matching funds, so as to determine their eligibility with respect to the requirements and regulations of the Federal and State civil defense matching funds programs. Approve or disallow these applications or claims.  
3-3/4      1-1/2      1            1-1/2      3            2-3/4
11. According to the requirements of the Federal and State civil defense matching funds programs, plan and recommend to the Director the allocation of matching funds to the political jurisdictions of the State according to their needs.  
4            1-1/2      1            1-1/4      2-1/4      2-1/4

- |     |  |       |       |       |       |       |       |
|-----|--|-------|-------|-------|-------|-------|-------|
| 12. | Supervise the distribution of surplus Federal property.  | 3-3/4 | 2-1/4 | 1-1/4 | 2     | 2-1/2 | 2-1/2 |
| 13. | Represent the State civil defense agency throughout the State in presenting information concerning civil defense and concerning fiscal requirements for civil defense.                         | 2-1/2 | 2     | 1-3/4 | 1-3/4 | 2     | 2     |
| 14. | Generally administer and supervise and in some cases perform for the State civil defense agency all fiscal, accounting, procurement, supply, personnel, and related office service activities. | 4-1/2 | 4-1/4 | 3     | 3     | 4-1/2 | 4-1/4 |
| 15. | Supervise civil defense and natural disaster fiscal planning and accounting functions throughout the State.  | 3-3/4 | 3-3/4 | 2-1/2 | 3-1/4 | 3-3/4 | 3-3/4 |
| 16. | Assist the Director in preparing and presenting the budget.  | 4-1/4 | 1-1/2 | 1-1/4 | 1-1/4 | 1-3/4 | 2-1/2 |
| 17. | As necessary to keep within budgets, establish expenditure controls for the programs and activities of the State civil defense services.   | 2     | 2     | 1-3/4 | 1-3/4 | 2     | 2     |
| 18. | Establish, maintain, and supervise for all accounts expenditure and budgetary control of funds, including State appropriated funds.  | 4     | 4     | 2-1/4 | 3     | 3-1/2 | 3-3/4 |
| 19. | Prepare necessary Federal and State reports of the status of accounts.   | 3-1/4 | 2-1/4 | 1     | 1-3/4 | 3     | 3     |
| 20. | Establish procedures for receiving, storing, and issuing supplies.   | 3-1/2 | 2-3/4 | 1-1/2 | 2-1/4 | 3-1/4 | 3     |
| 21. | Requisition supplies and equipment, according to established purchasing procedures of the State.   | 3-3/4 | 3-1/2 | 2-1/4 | 3     | 3-1/4 | 3-1/4 |
| 22. | Supervise the maintenance of emergency stockpiles of equipment and supplies.   | 3     | 2-1/2 | 1-1/4 | 2-3/4 | 3-1/2 | 3-1/4 |
| 23. | Allocate critical supplies, under the supervision of the Director.   | 3     | 3-1/4 | 2     | 3-1/2 | 3-3/4 | 3-1/2 |

24. Approve the payment of requisitions, upon delivery of purchased items.  
           2-1/2      2-1/4      1-1/4      1-3/4      2-1/4      2-1/4
25. Advise the Director on general personnel policies, needs, recruiting,  
 and training.  
           2-1/4      1-1/2      1-1/2      1-1/2      2            2
26. For the political jurisdictions of the State, supervise and prepare all  
 personnel action records and reports, consistent with the requirements  
 of the Federal and State merit systems.  
           3-1/4      2            1-1/2      1-1/2      1-1/2      1-1/2

INTELLIGENCE OFFICER

		TIME PHASE →						
		Preparatory	Critical Tension	Attack & Shelter	Initial Recovery	Reconstruction	Final Recovery	Total
Extremely High	↑	1	1	6	6	1	1	16
		1	8	9	<u>16</u>	13	1	48
Moderate		8	12	<u>12</u>	9	<u>14</u>	12	67
		7	5	6	3	2	12	35
Little or None		<u>27</u>	<u>18</u>	11	10	<u>14</u>	<u>18</u>	<u>98</u>

Table B-15. Frequency of occurrence of criticality ratings made by four judges for eleven tasks performed by the Intelligence Officer. The modal value in each time phase is underlined.

1. (Establish the headquarters of the State Intelligence Service as a separate office next to or in the State emergency operating center. The State communications center is established in an analogous manner.)
2. Coordinate all matters concerning operational information and intelligence in their respective fields with the chiefs of the State to local level civil defense services.  

1-1/4	2	3-1/4	3-3/4	3-1/2	2-3/4
-------	---	-------	-------	-------	-------
3. Control and direct plans, procedures, organization, operations, and efforts of State to local levels of the Intelligence Service concerning collecting, evaluating, reporting, and disseminating operational information, so as to adjust focus and effect smooth flow of information among Federal to local level civil defense groups.  

3-3/4	4	4-1/2	4-1/2	4-1/4	3-1/2
-------	---	-------	-------	-------	-------
4. Select and appoint the staff of the State Intelligence Service.  

2-1/2	2-3/4	1-3/4	2-1/4	2	1-3/4
-------	-------	-------	-------	---	-------
5. Prepare and update line of succession charts for the staff of the State to local levels of the Intelligence Service.  

2	2	1-1/2	1-1/2	1-1/2	1-1/4
---	---	-------	-------	-------	-------
6. Appoint air and ground reconnaissance units in the Intelligence Service.  

2	1-3/4	1-1/4	1-1/2	1-1/4	1-1/4
---	-------	-------	-------	-------	-------
7. Acquire, integrate, interpret, and analyze information from State to local levels of the civil defense services, of the civil defense agencies and their Directors, and of the communications centers.  

1-1/2	2-3/4	3-1/2	3-3/4	2-1/2	1-1/2
-------	-------	-------	-------	-------	-------
8. Analyze the situation and data to develop assessments and estimates of attack, bomb damage, and casualties.  

1	1	3-1/2	4-1/4	3	1-3/4
---	---	-------	-------	---	-------
9. Disseminate intelligence to the regional Office of Civil Defense and to State to local levels of the civil defense services and of government departments or agencies.  

1	1	3-1/2	4-1/4	3-1/2	2-1/2
---	---	-------	-------	-------	-------

10. For State to local level Directors and staffs of civil defense agencies, for Coordinators, for the State civil defense services, and for the State Government, keep these groups informed, brief them, and report to them, as is required and as is essential.

1            2-3/4            3-1/4            3-1/2            3-1/4            2

11. Fully inform the Governor, the Director, and departments or agencies of the State Government of attack capabilities, vulnerabilities, and actions that are probable.

1-1/2            3            2-1/2            1-3/4            1-1/2            1-1/2

12. Inform the Director of enemy, geographic, and weather conditions, to assist him in his decisions.

1            2-1/4            2-3/4            3-1/4            3            2

**MILITARY AFFAIRS OFFICER**

		TIME PHASE →						
		Preparatory	Critical Tension	Attack & Shelter	Initial Recovery	Reconstruction	Final Recovery	Total
CRITICALITY ↑	Extremely High	0	0	0	0	0	0	0
		0	0	2	7	4	0	13
	Moderate	2	6	3	<u>9</u>	<u>10</u>	1	31
		6	6	3	4	9	2	30
	Little or None	<u>16</u>	<u>12</u>	<u>16</u>	4	1	<u>21</u>	<u>70</u>

Table B-16. Frequency of occurrence of criticality ratings made by four judges for six tasks performed by the Military Affairs Officer. The modal value in each time phase is underlined.

1. By way of the State civil defense agency, its Director, and the regional Office of Civil Defense, coordinate military and civil defense movements of Federal to local level military groups and State to local level civil defense services, respectively, to prevent possible interference between and for efficient operation of mutual support between the military and civil defense.  

1-1/4	2	1-1/2	2-3/4	2-1/4	1
-------	---	-------	-------	-------	---
  
2. Provide military support to State to local civil defense services, under the direction of the Governor, when so requested by the services through the normal channels.  

1-1/2	1-3/4	2	3-1/4	3-1/4	1
-------	-------	---	-------	-------	---
  
3. Coordinate military support from military groups at all levels, including the National Guard and the State Guard, by way of the State civil defense agency, the Director, and State to local emergency operating centers. Maintain liaison with these groups; communicate with them; and keep them informed concerning military support.  

1-1/2	1-3/4	1-3/4	2-1/2	2-1/2	1
-------	-------	-------	-------	-------	---
  
4. When funds and equipment are made available or are provided by Federal and State sources, plan and organize the State Guard for military support for civil defense, as a highly mobile group equipped with light weapons.  

1-1/2	1-3/4	1-3/4	3	3	1-1/4
-------	-------	-------	---	---	-------
  
5. As needed, request the State civil defense agency and the Director for assistance, consisting of supplies, transportation, and other facilities, for the State Guard.  

1-1/2	1-3/4	1-1/2	2-3/4	2-3/4	1
-------	-------	-------	-------	-------	---
  
6. Provide communications, supply, and transportation facilities to the State Guard, which facilities are to be operated by the State Guard.  

1-1/4	1-1/2	1-1/4	2-1/2	2-1/2	1-3/4
-------	-------	-------	-------	-------	-------

**MUTUAL AID OFFICER**

	TIME PHASE →						
	Preparatory	Critical Tension	Attack & Shelter	Initial Recovery	Reconstruction	Final Recovery	Total
Extremely High ↑ CRITICALITY	2	1	1	1	1	0	6
	<u>7</u>	2	0	3	<u>6</u>	<u>5</u>	23
Moderate	3	3	1	1	2	4	14
	0	0	0	1	0	0	1
Little or None	0	<u>6</u>	<u>10</u>	<u>6</u>	3	3	<u>28</u>

Table B-17. Frequency of occurrence of criticality ratings made by four judges for three tasks performed by the Mutual Aid Officer. The modal value in each time phase is underlined.

1. Recommend to the Director agreements for mutual support within the State and with other States.  

3-3/4	1-1/2	1-1/2	2-1/4	2-1/4	2-1/4
-------	-------	-------	-------	-------	-------
  
2. Establish and delineate with Federal to local level government and private groups mutual aid understandings, responsibilities, authorities, functions, and operations.  

4-1/2	2-3/4	2	2-3/4	3-1/2	3
-------	-------	---	-------	-------	---
  
3. Maintain liaison with other States with which the State has mutual aid agreements.  

3-1/2	2-3/4	1	2	3-3/4	3-1/2
-------	-------	---	---	-------	-------

**RESOURCES MANAGEMENT OFFICER**

		TIME PHASE →						
		Preparatory	Critical Tension	Attack & Shelter	Initial Recovery	Reconstruction	Final Recovery	Total
Extremely High	↑	20	15	3	7	28	18	91
		<u>43</u>	31	10	23	<u>38</u>	<u>42</u>	187
Moderate		22	14	7	15	11	16	85
		12	7	17	17	5	8	66
Little or None		7	<u>37</u>	<u>67</u>	<u>42</u>	22	20	<u>195</u>

Table B-18. Frequency of occurrence of criticality ratings made by four judges for twenty-six tasks performed by the Resources Management Officer. The modal value in each time phase is underlined.

1. Supervise a small technical and clerical staff, assigned from the State civil defense agency.  
= 3-1/4 3-1/4 3-1/4 3-1/4 3-1/4 3-1/4
2. Establish and maintain effective working relationships with local civil defense and governmental organizations and with the public.  
= 4 2-3/4 1-1/4 2-1/4 3-3/4 4
3. Know the plans and functions of Federal to local level civil defense organizations.  
2-3/4 2-3/4 1-3/4 1-3/4 2-1/2 2-1/2
4. Know organization and management principles, especially those concerning public administration and the implementation of programs by means of field staffs.  
3-1/4 2-3/4 1-1/2 2 3-1/4 3-1/4
5. Know the State's economic characteristics, including labor, industrial, social, and agricultural characteristics.  
4 4 3 3-1/4 4-1/4 4
6. Interpret economic, business, and production data with respect to civil defense.  
3-1/2 3 2-1/4 3 3-3/4 3-3/4
7. Know the methods and techniques for presenting economic, business, and production data.  
2-3/4 2-1/4 1-3/4 2-1/4 2-3/4 2-3/4
8. Provide guidance materials concerning continuity of management and of operations to State to local private groups, including banks, industries, and utilities.  
3 2-1/4 1 1 1-1/2 1-1/2
9. Encourage the development of plans for survival, repair, and restoration by State to local private groups, including banks, industries, and utilities.  
3-3/4 2-3/4 1-1/4 1-1/4 2-3/4 2-3/4
10. Work with State to local private banks and industries to develop and maintain plans for economic controls, including price, wage, rent, and salary stabilization and consumer rationing programs.  
5 3 2-1/4 3-1/2 5 4-1/2

- |     |   |       |       |       |       |       |       |
|-----|---|-------|-------|-------|-------|-------|-------|
| 11. | Develop and coordinate plans of Federal and State civil defense organizations for exercises to test the capability to administer the emergency resources management program.                    | 3     | 1-1/2 | 1     | 1     | 1     | 1     |
| 12. | Maintain liaison and coordinate with designated representatives of the Federal Government concerning resources and economic stabilization plans, programs, and organizations.                   | 3-3/4 | 3-1/2 | 1-1/4 | 2-3/4 | 3-3/4 | 3-1/2 |
| 13. | Cooperate with departments or agencies of the Federal and State Governments to secure surplus property for the State to local level civil defense services.                                     | 3-1/4 | 1-1/2 | 1-1/4 | 2     | 2-1/4 | 2-3/4 |
| 14. | Present ideas concerning resources management clearly and concisely in oral or written form.  | 4     | 3-1/4 | 1-1/4 | 2     | 4     | 4     |
| 15. | Conduct conferences and work shops concerning resources management.   | 3-1/2 | 2-1/4 | 1     | 1-3/4 | 3-1/4 | 3-1/2 |
| 16. | Review requests for resources assistance; and approve or disapprove these requests, according to needs and conformance with civil defense requirements.   | 1-3/4 | 1-3/4 | 1-1/4 | 3     | 4-1/4 | 3-1/4 |
| 17. | Advise and assist the Director in developing and coordinating programs for the conservation and efficient use of State resources and productive capacity.                                       | 3-3/4 | 3     | 2-1/4 | 3-1/2 | 4-1/2 | 4-1/4 |
| 18. | Consult with, cooperate with, work with, and assist Federal to local level government and private groups, including industries in the State, concerning supply and production planning matters. | 3     | 2-1/2 | 1     | 1-1/2 | 3-1/2 | 3-1/2 |
| 19. | Assist the political jurisdictions of the State in developing resources management plans, consistent with Federal and State civil defense plans.  | 4-1/4 | 2-1/2 | 1-1/4 | 1-1/4 | 3     | 2-3/4 |

20. Generally plan and administer the resources management organization, operations, and activities of the State civil defense services, especially of those services concerned with controlled movement, health facilities, welfare centers, and family and community shelters.  
4-1/2      4-1/2      1      3-1/4      4-1/2      4-1/4
21. Develop and maintain the resources data program.  
4      3-3/4      3      4      4-1/2      4-1/4
22. Collect and maintain current data on the availability, geographic location, and normal distribution channels of resources throughout the State.  
4-1/4      3-1/2      1-3/4      3-1/4      4-3/4      4-1/4
23. Develop a system for assigning available resources to priority activities in an emergency.  
4      3      1-1/2      1-3/4      2-3/4      2-1/2
24. Keep advised of current and anticipated needs of the industries throughout the State that are concerned with food, fuel, drugs, and other strategic materials.  
4      2-3/4      1-3/4      2-1/2      4-1/2      4-1/4
25. Develop and maintain a system for estimating and reporting requirements, including assessing damage to resources, facilities, and services.  
3-3/4      3      3      3      3-1/4      3
26. Keep detailed records of all property distributed.  
2-1/4      2      1-1/2      2      2-3/4      2-1/4
27. (Receive general supervision from the Director, by reports and conferences according to established policy.)

SHELTER OFFICER

		TIME PHASE →						
		Preparatory	Critical Tension	Attack & Shelter	Initial Recovery	Reconstruction	Final Recovery	Total
CRITICALITY ↑	Extremely High	<u>14</u>	6	1	2	2	1	26
		12	6	0	0	1	2	21
	Moderate	13	6	1	1	0	1	22
		13	3	4	4	2	2	28
	Little or None	8	<u>39</u>	<u>54</u>	<u>53</u>	<u>55</u>	<u>54</u>	<u>263</u>

Table B-19. Frequency of occurrence of criticality ratings made by four judges for fifteen tasks performed by the Shelter Officer. The modal value in each time phase is underlined.

- |     |   |   |       |       |       |       |       |       |
|-----|---|---|-------|-------|-------|-------|-------|-------|
| 1.  | Establish and maintain effective working relationships with State to local level civil defense, government, and private groups and with the public.       | = | 4     | 2-3/4 | 1-1/4 | 2-1/4 | 3-3/4 | 4     |
| 2.  | Know the plans, organizations, operations, and resources for community shelters of State to local level government and private organizations.             |   | 1-3/4 | 1     | 1     | 1     | 1     | 1     |
| 3.  | Know the plans and functions of Federal to local level civil defense organizations, especially those plans and functions that concern community shelters. |   | 3-1/4 | 2-1/2 | 1-1/2 | 1-1/2 | 1     | 1     |
| 4.  | Know the facilities, methods, and techniques of all available private media in the State for disseminating information to the public.                     |   | 1-1/4 | 1-1/4 | 1-1/4 | 1-1/4 | 1-1/4 | 1-1/4 |
| 5.  | Know the problems and requirements for planning, designing, selecting, developing, constructing, and using community shelters.                            |   | 4     | 3     | 2     | 2     | 1     | 1     |
| 6.  | Identify the problems and needs concerning community and family shelters throughout the State that require special technical and professional assistance. |   | 3-3/4 | 1-1/2 | 1     | 1     | 1     | 1     |
| 7.  | Assist in research on the design of community and family shelters suitable to the needs of the State.   |   | 2-1/4 | 1     | 1     | 1     | 1     | 1     |
| 8.  | Assist and cooperate in the construction of community and family shelter prototypes.  |   | 1-3/4 | 1     | 1     | 1     | 1     | 1     |
| 9.  | Advise and assist the Director in matters concerning the promotion and construction of community and family shelters.                                     |   | 3-1/4 | 2     | 1     | 1     | 1     | 1     |
| 10. | Represent the Director, at his request, in matters concerning the promotion and construction of community and family shelters.                            |   | 3-1/2 | 2     | 1-1/4 | 1-1/4 | 1-1/4 | 1-1/4 |

- |     |  |       |       |       |       |   |   |
|-----|--|-------|-------|-------|-------|---|---|
| 11. | Secure, prepare, provide, and distribute, by way of the political jurisdictions, technical plans, materials, and information for training in and for the design of community and family shelters.  | 3-3/4 | 2-1/2 | 1     | 1     | 1 | 1 |
| 12. | Answer correspondence from the public concerning community and family shelters.  | 3     | 1-1/4 | 1     | 1     | 1 | 1 |
| 13. | Plan, organize, and implement a broad and effective program for the entire State for providing advice and information on the need for family and community shelters and for stimulating, developing, and providing construction of adequate fallout shelters in buildings throughout the State. This program especially emphasizes State to local level government departments or agencies, public and private hospitals and schools, industries, and families. The program is carried out in cooperation with government and private groups throughout the State and is directed by the Director. | 4-1/4 | 4     | 1-1/4 | 1-1/4 | 1 | 1 |
| 14. | Plan, direct, conduct, and evaluate statewide surveys of all existing buildings, as to whether they are usable and suitable for community shelters.  | 4-3/4 | 1     | 1     | 1     | 1 | 1 |
| 15. | Appear before and speak to groups throughout the State to promote effectively the program for adequate community and family shelters.  | 3-1/4 | 2-1/2 | 1     | 1     | 1 | 1 |

**TRAINING AND INFORMATION OFFICER**

		TIME PHASE →						
		Preparatory	Critical Tension	Attack & Shelter	Initial Recovery	Reconstruction	Final Recovery	Total
Extremely High	↑	22	18	5	7	<u>21</u>	15	88
		19	16	5	8	20	<u>21</u>	89
Moderate		<u>27</u>	15	6	17	18	19	102
		13	10	19	22	12	14	90
Little or None		3	<u>25</u>	<u>49</u>	<u>30</u>	13	15	<u>135</u>

Table B-20. Frequency of occurrence of criticality ratings made by four judges for twenty-one tasks performed by the Training and Information Officer. The modal value in each time phase is underlined.

1. Directly supervise a small technical and clerical staff, assigned from the State civil defense agency staff, in information and training procedures and techniques.  
= 3-1/4 3-1/4 3-1/4 3-1/4 3-1/4 3-1/4
2. Directly supervise the Women's Activities Officer in conducting training programs for women civil defense volunteers.  
1-3/4 1-1/2 1 1 1-1/2 1-1/2
3. Establish and maintain effective working relationships with local civil defense groups, with State private groups, and with the public.  
= 4 2-3/4 1-1/4 2-1/4 3-3/4 4
4. Know the information and training organizations, operations, and resources of State to local level government groups.  
2-3/4 2-1/2 1-3/4 2-1/4 3 3
5. Know the plans and functions concerning information, training, and other related areas of Federal to local level civil defense organizations.  
4 3-1/4 2-1/2 2-3/4 3-1/2 2-3/4
6. Know the basic principles and the methods and techniques for organizing and administering information and training programs.  
4 4 2-3/4 3 3-3/4 3-3/4
7. Know the facilities, methods, and techniques of the available private media throughout the State for disseminating information to the public.  
3-1/2 2-3/4 2-1/2 3-1/2 3-1/2 3-1/2
8. Know and apply teaching methods and principles.  
3-3/4 3 2-1/4 2-1/4 3-1/4 2-3/4
9. Plan and conduct studies of the effectiveness of training and information programs.  
3-1/2 1-3/4 1-1/4 1-1/4 2-1/4 2
10. Advise and assist the Director in technical civil defense activities concerning information and training.  
4 3-1/4 1-1/2 2 3-3/4 3-3/4
11. Represent the Director, at his request, in technical civil defense information and training activities.  
3-1/4 3 1-1/4 2 3-1/2 3-1/2

12. Provide technical advice and assistance to the State civil defense agency staff in their planning and implementing of training activities with respect to their special programs.  
3-1/2      2-1/2      1-1/4      1-3/4      3      2-3/4
13. Assist county and local civil defense agencies, Training and Information Officers, and staffs in developing and implementing information and training plans and programs for local civil defense services and for civil defense volunteers. Coordinate these plans and programs with Federal, State, and local civil defense plans and programs.  
3-1/2      3-1/2      2-1/2      3      3-3/4      3-1/2
14. Secure, prepare or plan, organize or edit, and schedule through the political jurisdictions of the State effective civil defense information and training materials and activities for State to local level civil defense services and agencies.  
3-3/4      3      2      2-1/2      4      3-3/4
15. Coordinate the release by the State civil defense agency of civil defense information and training materials.  
3-1/4      3      1-1/4      1-3/4      3-1/4      2-3/4
16. Maintain liaison with Federal and regional Training and Information Officers.  
3-1/4      3      1-1/4      2      3      3
17. Maintain contact with private groups and media throughout the State.  
2-3/4      2-1/4      1-1/2      2      2-3/4      2-3/4
18. Plan, develop, organize, and coordinate, for the State civil defense agency, a broad civil defense information and training program for the entire State.  
4-1/2      4      2-1/4      2-3/4      3-3/4      3-1/2
19. Assist the Director in planning and implementing an information and training program for State to local level civil defense services, for civil defense volunteers, for the public, and for the work force.  
4      2-3/4      1      1-1/2      3-3/4      3-1/2
20. Coordinate the information and training activities of the State civil defense agency.  
4-1/2      3-3/4      2      3-1/2      4-1/4      3-1/4
21. Plan, schedule, and participate in classes, work shops, conferences, and institutes concerning general civil defense information and training matters for groups throughout the State, at their request.  
3-1/2      2-1/4      1-1/4      1-3/4      2-1/2      2-1/4

WOMEN'S ACTIVITIES OFFICER

		TIME PHASE →						
		Preparatory	Critical Tension	Attack & Shelter	Initial Recovery	Reconstruction	Final Recovery	Total
CRITICALITY ↑	Extremely High	1	0	0	1	2	1	5
		6	4	2	2	4	4	22
	Moderate	15	5	2	2	7	4	35
		31	3	3	7	11	15	70
	Little or None	<u>39</u>	<u>80</u>	<u>85</u>	<u>80</u>	<u>68</u>	<u>68</u>	<u>420</u>

Table B-21. Frequency of occurrence of criticality ratings made by four judges for twenty-three tasks performed by the Women's Activities Officer. The modal value in each time phase is underlined.

- |     |  |       |       |       |       |       |       |
|-----|--|-------|-------|-------|-------|-------|-------|
| 1.  | <b>Establish and maintain effective working relationships with local civil defense and private organizations and with the public.</b>  | 4     | 2-3/4 | 1-1/4 | 2-1/4 | 3-3/4 | 4     |
| 2.  | <b>Encourage the formation of and provide guidelines for women's committees at State to local levels. Coordinate, assist, direct, and train these committees in technical civil defense activities and programs.</b> | 1-3/4 | 1     | 1     | 1     | 1-1/4 | 1-1/4 |
| 3.  | <b>Assist and promote the establishment of local women's committees by local political jurisdictions.</b>  | 1-3/4 | 1     | 1     | 1     | 1-1/4 | 1-1/4 |
| 4.  | <b>Plan and conduct conferences and meetings of State to local women's committees.</b>   | 1-3/4 | 1     | 1     | 1     | 1-1/4 | 1-1/4 |
| 5.  | <b>Know the organizations, operations, and resources of State to local government organizations.</b>   | 1-3/4 | 1-1/2 | 1-1/2 | 1-1/2 | 1-1/2 | 1-1/2 |
| 6.  | <b>Know the organizations and resources for programs and activities, especially for those concerning women, of private groups at State to local levels.</b>  | 1-1/2 | 1-1/4 | 1-1/4 | 1-1/4 | 1-1/4 | 1-1/4 |
| 7.  | <b>Know the plans and functions concerning women's activities of Federal to local level civil defense organizations.</b>   | 2-1/4 | 1-3/4 | 1-3/4 | 1-3/4 | 1-3/4 | 1-3/4 |
| 8.  | <b>Know the facilities, methods, and techniques of all available private media throughout the State for informing the public.</b>  | 1-1/2 | 1-1/4 | 1-1/4 | 1-1/4 | 1-1/4 | 1-1/4 |
| 9.  | <b>Know teaching and training principles and methods.</b>  | 1-3/4 | 1-1/2 | 1-1/2 | 1-1/2 | 1-1/2 | 1-1/2 |
| 10. | <b>Plan and conduct studies of the effectiveness of women's activities programs for women civil defense volunteers.</b>  | 1-1/2 | 1     | 1     | 1     | 1     | 1     |
| 11. | <b>Develop objectives and standards for women's activities programs.</b>   | 1-3/4 | 1     | 1     | 1     | 1-1/4 | 1-1/4 |

- |     |   |       |       |       |       |       |       |
|-----|---|-------|-------|-------|-------|-------|-------|
| 12. | Assist State to local level civil defense services in their conducting of those of their duties, tests, exercises, and demonstrations that include women's activities.  | 2     | 1-3/4 | 1-3/4 | 1-3/4 | 1-3/4 | 1-3/4 |
| 13. | Report to and advise the State civil defense agency and the Director on programs concerning the activities of women civil defense volunteers.   | 1-3/4 | 1-1/2 | 1     | 1-1/4 | 1-1/2 | 1-1/4 |
| 14. | Represent the Director, at his request, in matters concerning the activities of women civil defense volunteers.   | 2     | 1-1/4 | 1     | 1     | 1-1/2 | 1-1/4 |
| 15. | Plan and organize a sound technical statewide civil defense program for the activities of women civil defense volunteers. Coordinate this program with other civil defense activities. Recommend the program to the State civil defense agency and the Director.  | 2     | 1     | 1     | 1     | 1-1/2 | 1-1/4 |
| 16. | Assist in and provide suggested guidelines for the coordination by local civil defense agencies, Directors, and Women's Activities Officers of programs for women's activities.   | 1-3/4 | 1     | 1     | 1     | 1-1/4 | 1-1/4 |
| 17. | Maintain liaison with women civil defense volunteers and with Federal to local level civil defense and private groups to implement civil defense activities and programs. Secure the cooperation of these groups and promote these activities and programs. The liaison consists of planning and conducting work shops, conferences, lectures, or other public appearances. | 2     | 1     | 1     | 1     | 1-1/2 | 1-1/4 |
| 18. | Develop a program to encourage the appointment by the political jurisdictions of the State of county and local level Women's Activities Officers.   | 1-1/2 | 1     | 1     | 1     | 1     | 1     |
| 19. | Coordinate the activities of women civil defense volunteers with other phases of the civil defense program throughout the State.  | 2-1/2 | 1-3/4 | 1     | 1-1/4 | 1-3/4 | 1-1/2 |
| 20. | Assist the Training and Information Officer in his direction of civil defense training programs for women civil defense volunteers.   | 2     | 1     | 1     | 1     | 1-1/2 | 1-1/4 |

21. Implement an information program for State to local level government and private groups, including schools and especially for women's groups, to promote their knowledge of and interest in the role of women volunteers in the statewide civil defense program.
- |       |   |   |   |   |   |
|-------|---|---|---|---|---|
| 1-1/2 | 1 | 1 | 1 | 1 | 1 |
|-------|---|---|---|---|---|
22. Prepare, arrange for, and publish information for private groups throughout the State, especially for women's groups. This information includes regular newsletters and appropriate and pertinent reference material.
- |       |   |   |       |       |       |
|-------|---|---|-------|-------|-------|
| 1-1/2 | 1 | 1 | 1-1/4 | 1-1/2 | 1-1/2 |
|-------|---|---|-------|-------|-------|
23. Assist in the civil defense programs of State to local level private organizations, especially women's groups.
- |   |   |   |       |       |       |
|---|---|---|-------|-------|-------|
| 2 | 1 | 1 | 1-1/4 | 1-1/2 | 1-1/4 |
|---|---|---|-------|-------|-------|

## APPENDIX C

### RESULTS OF STATISTICAL TEST OF AGREEMENT IN CRITICALITY RATINGS AMONG JUDGES

The statistic,  $\chi^2_r$ , is presented in tabular form. This statistic was calculated for a randomly selected sample of the tasks in each of a selected group of State level civil defense positions. In each application, the statistic has three degrees of freedom. The statistic, suggested by Friedman (5), is described by Wilcoxon (11).

The question tested by each application of this statistic can be stated as follows: Do the four judges agree with each other within limits that are defined by those limits that could be produced by chance alone, where it is assumed that chance results would be produced when one or more of the judges does not consistently assign to the different tasks criticality ratings that are high or low as compared with ratings assigned by other judges.

Table C-1

$\chi^2$  Values in Each Time Phase for a Sample of the Tasks Listed for Each of a Selected Group of State Civil Defense Positions

Position Title	Number of Tests Sampled	Time Phase						
		Preparatory	Critical Services	Alert & Shelter	Initial Recovery	Reconstruction	Final Recovery	
Executive Branch	13	11.42**	19.68**	3.55	3.00	5.98	2.35	
Judicial Branch	2	0.00	0.90	0.00	3.30	3.45	0.00	
Legislative Branch	10	6.06	0.72	0.18	0.18	0.39	0.18	
Civil Defense Agency	19	4.94	4.10	5.78	2.27	4.94	7.94*	
Director	24	15.19**	14.83**	0.55	10.85*	10.14*	13.03**	
Deputy Director	10	9.21*	8.76*	4.86	5.79	4.08	3.96	
Control Center	7	1.16	5.70	3.00	7.54	3.69	10.50*	
Control Center Officer	14	9.71*	13.78**	10.63*	11.06*	5.94	7.41	
Plans and Operations Officer	19	21.55**	14.89**	9.20*	8.64*	35.37**	12.36**	
Assistant Plans and Operations Officer	10	15.93**	9.00*	1.65	1.23	6.63	5.13	
Chemical, Biological, and Radiological Officer	11	11.10*	13.45**	1.61	1.91	6.46	4.06	
Communications and Warning Officer	12	17.73**	19.05**	6.85	6.33	15.30**	12.18**	
Federal Assistance Officer	6	5.90	11.20*	7.50	8.10*	9.95*	10.65*	
Fiscal and Supply Officer	13	8.54*	11.84**	3.58	12.99**	20.24**	18.64**	
Intelligence Officer	10	1.59	6.75	15.21**	12.57**	8.94*	1.56	
Military Affairs Officer	6	8.80*	15.20**	10.95*	10.90*	8.55*	0.95	
Mutual Aid Officer	3	0.60	2.80	0.80	4.90	4.40	7.40	
Resources Management Officer	12	16.23**	16.63**	6.13	5.70	13.08**	14.58**	
Shelter Officer	10	1.50	5.67	0.96	0.96	0.18	0.18	
Training and Information Officer	10	0.17	2.81	5.97	1.11	9.45*	11.28*	
Women's Activities Officer	11	27.35**	4.09	1.47	3.71	15.44**	15.44**	
Biological and Chemical Service	10	7.32	8.19*	2.43	8.78*	8.13*	3.09	
Food Service	22	11.73**	31.19**	20.99**	19.32**	17.17**	2.62	
Institutions and Installations Service	10	6.87	8.19*	8.62*	20.67**	7.66*	13.29**	
Procurement Service	17	8.26*	18.97**	9.37*	16.20**	11.51**	3.78	
Registration Service	14	4.82	9.58*	4.91	6.71	10.67*	10.76*	
Resources Management and Economic Controls Service	11	7.77	11.54**	3.93	8.02*	3.76	6.00	
Supply Service	10	7.50	12.03**	8.91*	15.75**	15.75**	18.57**	
Training Service	14	5.72	9.36*	12.58**	5.46	4.97	9.71*	
Welfare Service	13	12.67**	19.23**	10.68*	13.64**	13.22**	5.28	
AH of the above	21	5.64	17.84**	10.56*	12.30**	23.99**	6.30	
	374	154.84**	272.52**	85.85**	103.22**	181.52**	102.24**	

\*  $p \leq .05$

\*\*  $p \leq .01$