

National Incident Management System (NIMS): Five-Year NIMS Training Plan

National Integration Center (NIC), Incident Management Systems
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Preface

On 1 March 2004, the Department of Homeland Security published the *National Incident Management System* (NIMS). The NIMS provides a consistent nationwide template to enable Federal, State, tribal, and local governments, the private sector, and nongovernmental organizations to work together to prepare for, prevent, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity, in order to reduce the loss of life, property, and harm to the environment. This consistency provides the foundation for utilization of NIMS for all incidents, ranging from daily occurrences to incidents requiring coordinated Federal response. The NIMS was updated in 2007 based on input from stakeholders at every level within the nation's response community and lessons learned during recent incidents.

A critical tool in promoting the nationwide implementation of NIMS is a well-developed training program that facilitates NIMS training throughout the nation. Closely related to the training, core competencies will form the basis of the training courses' learning objectives and personnel qualifications that validate proficiency.

The National Integration Center (NIC) Incident Management Systems Integration (formerly known as the NIMS Integration Center) is charged with the development of NIMS core competencies, training courses, and personnel qualifications. This document describes the operational foundations of these efforts; defines NIMS core competencies, training courses, and personnel qualifications as part of the National Training Program for NIMS; assembles and updates the training guidance for available NIMS courses (organized as a core curriculum); and lays out a plan for the next five years to continue development of the National Training Program.

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Introduction

The National Incident Management System (NIMS) represents a core set of doctrine, concepts, principles, terminology, and organizational processes that enables effective, efficient, and collaborative incident management across all emergency management and incident response organizations and disciplines.¹ The President of the United States of America has directed Federal agencies to adopt NIMS and encouraged adoption of NIMS by all stakeholders²—Federal, State, territorial, tribal, sub-state regional, and local governments, private sector organizations, critical infrastructure owners and operators, and nongovernmental organizations involved in emergency management and/or incident response. As initially laid out in Homeland Security Presidential Directive (HSPD)–5, *Management of Domestic Incidents*, which established NIMS, adoption and implementation of the NIMS by State, tribal, and local organizations is one of the conditions for receiving Federal preparedness assistance (through grants, contracts, and other activities).³

Adequately trained and qualified emergency management/response personnel are critical to the national implementation of NIMS.⁴ In particular, the *NIMS* document describes the National Integration Center’s (NIC) responsibility to develop “a national program for NIMS education and awareness,” and to facilitate common national standards for personnel qualification.⁵ The Five-Year NIMS Training Plan will guide the NIC’s activities to support NIMS training and education. The Plan is comprehensive, covering NIC responsibilities and actions as well as those of all stakeholders.

A critical piece of the Five-Year NIMS Training Plan is the description of a National Training Program for NIMS. This document introduces a National Training Program for NIMS, which compiles the NIC’s existing and on-going development of NIMS training and guidance for personnel qualification.⁶ Previous guidance on NIMS training⁷ has been updated and is issued as Appendices of this document. The National Training Program for NIMS will develop and maintain a common national foundation for training and qualifying emergency management/response personnel. To achieve a national goal of well

¹ *National Incident Management System*. Washington, DC: Department of Homeland Security, March 2004 (hereafter cited as *NIMS*); and *National Incident Management System*, revision. Washington, DC: Department of Homeland Security, FEMA 501, Draft August 2007, <http://www.fema.gov/pdf/emergency/nif/nif-nims.pdf> (hereafter cited as *NIMS*, revised), p. 3 & 6.

² Throughout this document, following *NIMS*, revised, the term “stakeholders” refers to all organizations involved in emergency management and incident response. Stakeholders are Federal, State, territorial, tribal, substate regional, and local governments, private sector organizations, critical infrastructure owners and operators, and nongovernmental organizations.

³ *Homeland Security Presidential Directive (HSPD)-5: Management of Domestic Incidents*. Washington, DC: White House, February 2003; and *NIMS*, revised, p. 3.

⁴ “NIMS implementation” means that NIMS is institutionalized in a sustainable manner within every organization, agency, and jurisdiction in order to be effectively and efficiently used for emergency management and incident response activities.

⁵ *NIMS*, revised, p. 76

⁶ The National Training Program for NIMS is described more fully in a later section.

⁷ Federal Emergency Management Agency, *National Incident Management System (NIMS)—National Standard Curriculum Training Development Guidance—FY07*, Washington, DC: Department of Homeland Security, March 2007.

trained and qualified emergency management/response personnel, able to work together effectively and efficiently during any incident, the National Training Program for NIMS has three broad objectives.

These objectives are:

1. Support NIMS education and training for all stakeholder emergency management/response personnel;
2. Adapt the functional capabilities defined by the NIMS into guidelines and courses that help stakeholders develop personnel training and credentialing plans that yield the desired capabilities; and
3. Define the minimum personnel qualifications required for service on complex multi-jurisdictional incidents nationwide, a term used in this document to denote incidents that require responders to hold credentials under the National Emergency Responder Credentialing System, in development by FEMA.⁸

To meet the broad objectives for the National Training Program for NIMS, this Plan describes a sequence of goals, objectives, and action items that translates the functional capabilities defined in the NIMS into positions, core competencies, training, and personnel qualifications. The NIMS defines functional capabilities necessary for emergency management and incident response; it is organized into components and subcomponents: Preparedness; Communications and Information Management; Resource Management; and Command and Management, including Incident Command System (ICS), Multiagency Coordination Systems, and Public Information. For each NIMS component and subcomponent, the National Training Program will define typical position titles for personnel fulfilling each functional capability, and specify the core competencies for these personnel. Based on these core competencies, the Program will define standard training courses and minimum personnel qualifications for each position. Personnel qualifications specify the combination of training, experience, and evaluation that a candidate must complete to become qualified to fill a position on a complex multi-jurisdictional incident, and are recommended to fill the position in other types of incidents.

The Program relies on a process to develop training and personnel qualifications, based on functional needs specified in the NIMS. Personnel need adequate training to gain the knowledge, skills, and abilities to fulfill NIMS functions, and the experience to demonstrate proficiency and become qualified to serve in a position that fulfills NIMS functions. **Figure 1** represents the relationship between functional capabilities, positions, core competencies, training curriculum, and personnel qualifications. Positions and core competencies will be derived from functional capabilities. Starting from core competencies for positions, the Program will specify appropriate training courses and guidelines for personnel qualification for each position. The training and personnel qualification guidelines should be developed in tandem, since each affects the other and personnel qualification typically includes specific training requirements.

Once appropriate training courses have been defined within the National Training Program, the NIC will support development of these courses. In addition to developing the courses, the NIC will issue training guidance for them. This will allow stakeholders to develop equivalent training, if they wish to

⁸ Some information about the forthcoming National Emergency Responder Credentialing System is available at: [http://www.oes.ca.gov/Operational/OESHome.nsf/PDF/NIMS%20Credentialing/\\$file/credentialingFAQ.pdf](http://www.oes.ca.gov/Operational/OESHome.nsf/PDF/NIMS%20Credentialing/$file/credentialingFAQ.pdf). It is also recommended that stakeholders adopt the same qualification and credentialing for service on smaller, day-to-day incidents.

develop training that encompasses specific stakeholder needs in addition to the general NIMS training requirements. In general, this plan assumes that states will be the only stakeholders interested in developing equivalent courses. Stakeholders that develop equivalent training are responsible for ensuring course equivalence. A course will be considered equivalent if it meets the training guidance specified in the appropriate Course Summary (cf., Appendix C). Training guidance describes the course objectives, topics covered, and minimum requirements of instructional time and instructor qualifications for instructor-led courses to shape development of equivalent courses.⁹

Personnel-qualification guidelines will provide a national standard model for credentialing organizations and will eventually be the foundation for a national credentialing system.¹⁰ While the NIC is in the process of developing this national credentialing system, stakeholders hold the responsibility and authority for issuing credentials. However, once NIMS implementation is mature (including a mature state for the National Training Program for NIMS), participation in national incidents will require credentials based on personnel qualifications that meet or exceed the NIC guidelines for personnel qualification.

Figure 1 schematically shows the link between elements in the National Training Program for NIMS. This figure emphasizes the operational basis (Needed Functional Capabilities) as the foundation for the development of training and definition of personnel qualifications.

⁹ For computer-based training, the course needs to meet all equivalence standards defined in the training guidance, except for instructor guidelines, because there is no instructor.

¹⁰ The NIC is developing a national credentialing system that will help verify, quickly and accurately, the identity and qualifications of emergency personnel responding to an incident. The National Emergency Responder Credentialing System will document minimum professional qualifications, certifications, and training and education requirements that define the standards required for specific emergency response functional positions. <http://www.fema.gov/emergency/nims/rm/credentialing.shtm>.

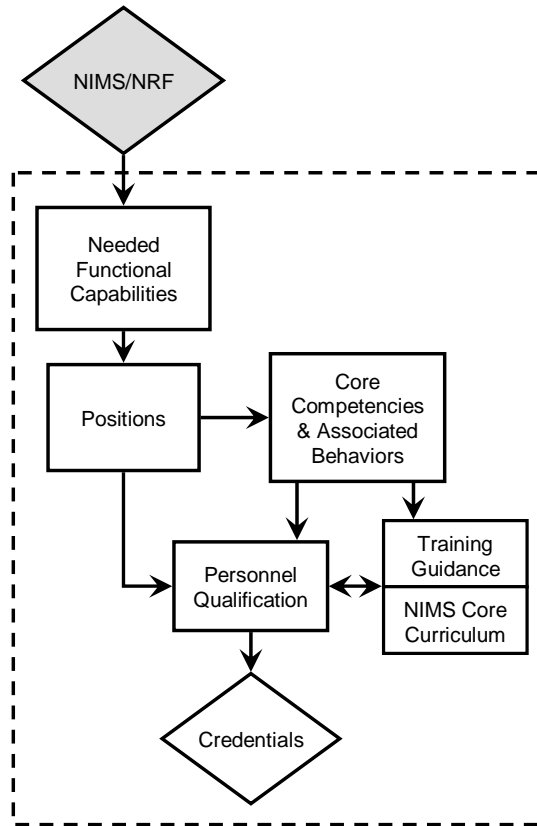


Figure 1: Operational Foundation for NIMS Training and Personnel Qualification Guidelines

The heart of the Five-Year NIMS Training Plan is to develop the complete foundation of the National Training Program for NIMS, which consists of:

- Core competencies for typical positions;
- A national core curriculum for NIMS;
- Training guidance for specific courses within the core curriculum; and
- Personnel qualification guidelines.

Definition of the National Training Program begins with collection of the elements that already exist or are currently in development. Core competencies for ICS positions were published on September 11, 2007. Initial definition of the national core curriculum includes awareness-level courses spanning all NIMS components and subcomponents; advanced courses in ICS; and position-specific courses for ICS (in pilot testing). Training guidance for all existing courses exists (cf., Appendix C). Personnel qualifications guidelines are not yet published.

The National Training Program for NIMS—and this Plan which guides the development, maintenance, and sustainment of the Program—recognizes the shared responsibilities between the NIC and all stakeholders. Though the Five-Year NIMS Training Plan guides specific NIC actions to develop, maintain, and sustain the National Training Program for NIMS, it also provides critical guidance to all stakeholders so that they are able to develop plans, budgets, and schedules for their own training

programs. Stakeholder training plans can include directing personnel to online or in-person NIMS courses and/or completing stakeholder-developed NIMS-equivalent courses consistent with national training guidance. Stakeholder emergency management and incident response credentials for service in incidents with national implications will be based on NIC guidelines for personnel qualifications.

A critical driver for stakeholder training plans should be NIMS compliance requirements for training. NIMS compliance requirements are specific activities designed to measure an organization or jurisdiction's degree of implementation of NIMS.¹¹ Training is one such compliance activity. These training requirements fall into two categories: awareness-level training required of many stakeholder personnel; and training related specifically to personnel qualification. In the first case, compliance requirements encompass a broad requirement for awareness-level training for many emergency management/response personnel. In the second case, training will only be required of those personnel seeking credentials issued under the guidance of the National Emergency Responder Credentialing System. As the National Training Program for NIMS matures, more awareness-level training courses will be required. In addition to such jurisdiction-wide or organization-wide requirements, NIMS will require that stakeholder emergency management and incident response credentials be based on NIC guidelines for personnel qualification for service in complex multi-jurisdictional incidents nationwide, a term used in this document to denote incidents that require responders to hold credentials under the National Emergency Responder Credentialing System, in development by FEMA.

The National Training Program for NIMS is in its initial development phase, but the Five-Year NIMS Training Plan should guide a transition from the Program's initial phase into a more mature state. Currently, NIMS training primarily provides awareness-level training; no national all-hazards personnel-qualification guidance exists. Ultimately, the fully formed Program will contain a comprehensive core curriculum for NIMS training spanning all the components and subcomponents, along with national guidance for personnel qualification in all-hazards emergency management and incident response, both based on defined core competencies. In this more mature state, the ongoing support of the Program will be maintenance and sustainment of its elements, plus an additional element of assessing the effectiveness of courses, the core curriculum, and the National Training Program for NIMS.

In the mature state, qualification guidelines in the National Training Program will be based on a stair-step approach, as shown in **Figure 2**. Personnel entering jobs in emergency management and incident response will gain initial NIMS training as part of their intake or introductory training. As a person gains experience and takes identified training, that person's qualifications to serve during incidents should similarly progress.

¹¹ The NIMS document specifies that NIC/IMSI (formerly known as the NIMS Integration Center) is responsible for "developing . . . compliance requirements and compliance timelines for Federal, State, local and tribal entities regarding NIMS standards and guidelines." *NIMS*, p. 64.

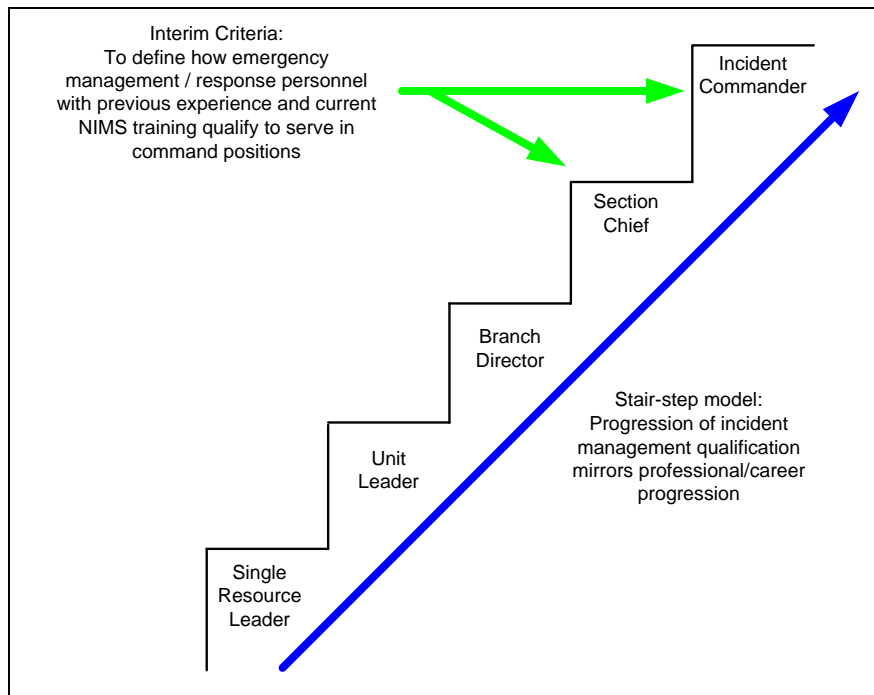


Figure 2: Personnel qualification steps

Position qualifications need to be developed that both define a mature state for the Training Program, when personnel may follow the stair-step model shown in Figure 2; and recognize interim criteria that will be suitable to fill senior positions based on training and experience predating establishment of position-qualification guidelines within the National Training Program for NIMS.

In general, then, the Plan expands on the training that is available and lays down the operational foundation for more advanced personnel training and qualification. Out-year compliance requirements will allow sufficient time for course development, instructor training, and course distribution to stakeholders.

The Plan was developed in conjunction with a working group of representative stakeholders¹² and was made available for national review and public comment. The Plan is based on an analysis of the current state of NIMS-related training, compared to a specification of a desired state of the National Training Program for NIMS. This document describes both the desired state and current state of NIMS training, and then identifies the goals, objectives, and action items that constitute the active portion of the Five-Year NIMS Training Plan.

INTENDED AUDIENCE

The primary audience for the Five-Year NIMS Training Plan is the NIC and stakeholder personnel directly involved in the planning, budgeting, and execution of NIMS training at all levels (Federal, State,

¹² The Working Group of representative stakeholders met on May 1-2, 2007, in Arlington, Virginia, to discuss issues relevant to this initial Five-Year NIMS Training Plan.

tribal, local, private sector, and NGOs). The secondary audience includes all stakeholder personnel who require NIMS training. Both groups are encouraged to use this Five-Year NIMS Training Plan to anticipate, plan, and prepare for the NIC's implementation of the National Training Program for NIMS.

AUTHORITIES AND BACKGROUND

On 28 February 2003, Homeland Security Presidential Directive (HSPD)–5, *Management of Domestic Incidents*, was issued, directing the Secretary of Homeland Security to establish a National Incident Management System. Initially published in March 2004, the NIMS provides a consistent national approach for Federal, State, tribal, and local governments; the private sector; and NGOs to work together to prepare for, prevent, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity, in order to reduce the loss of life, property, and harm to the environment.¹³ Based upon emergency management and incident response practices, the NIMS represents a core set of doctrine, concepts, principles, terminology, and organizational processes that enables effective, efficient, and collaborative incident management.¹⁴

Initially, the Department of Homeland Security established the NIMS Integration Center to coordinate training and support NIMS implementation. Subsequently, this office was renamed the Incident Management Systems Integration (IMSI) and placed within the NIC of the Federal Emergency Management Agency (FEMA).

Incidents' lessons learned and the *NIMS* document recognize that successful implementation relies upon development and maintenance of NIMS training nationally.¹⁵ Furthermore, NIMS implementation relies upon comprehensive NIMS training and standardized personnel qualification. In 2007, the NIC supervised and coordinated an update to the NIMS document to better meet the needs of all stakeholders.

SCOPE OF FIVE-YEAR NIMS TRAINING PLAN

The Five-Year NIMS Training Plan defines the National Training Program for NIMS. It specifies NIC and stakeholder responsibilities and activities for developing, maintaining, and sustaining the National Training Program for NIMS. Besides spanning NIC and stakeholder responsibilities and actions, the Plan defines the process for developing both training and personnel qualification requirements for emergency management/response personnel.

The NIC's responsibilities within the National Training Program for NIMS include defining a core curriculum, descriptions of the curriculum's courses, and training guidance in the form of Course Summaries suitable to guide development of equivalent courses. The NIC also has responsibility to

¹³ *NIMS*, revised version, p. 3.

¹⁴ *Ibid.*

¹⁵ "DHS should institute a formal training program on the NIMS and NRP for all department and agency personnel with incident management responsibilities" (Recommendation 2 of *The Federal Response to Hurricane Katrina: Lessons Learned*, Washington, DC: The White House, February 2006); "The NIC is responsible for ... developing a national program for NIMS education and awareness, including specific instruction on ... NIMS in general" (*NIMS*, revised version, p. 76).

develop personnel qualification guidelines for stakeholder-issued incident management credentials.¹⁶

While the Plan defines stakeholder responsibilities, the details of stakeholder plans and activities are not specified. However, it does provide out-year training-related NIMS compliance requirements as targets for stakeholders to attain. Existing and future documents and guidance are, and will be, designed to assist stakeholder development of jurisdictional, agency, and/or organizational training plans for NIMS.

The Five-Year NIMS Training Plan has the following strategic objectives:

1. Establish specific goals, objectives, and action items to guide the NIC as it develops and implements the National Training Program, thus providing national leadership.
2. Provide sufficient planning and documentation to guide stakeholders' long-term training plans, budgets, and schedules.
3. Define a national core curriculum for NIMS and provide explicit guidelines for NIMS courses in the core curriculum, applicable to all levels of government, the private sector, and NGOs.
4. Provide national guidelines for emergency management/response personnel qualifications, based on development of core competencies for NIMS-defined incident-management positions. Personnel qualifications following these guidelines will be required for service on complex multi-jurisdictional incidents nationwide (incidents that require responders to hold credentials under the National Emergency Responder Credentialing System) and are recommended for service on all incidents.
5. Serve as a single-source, regularly updated compilation of training within the national core curriculum for NIMS and personnel-qualification guidance.

ORGANIZATION OF FIVE-YEAR NIMS TRAINING PLAN DOCUMENT

Preceding the description of the goals, objectives, and action items that constitute its substance, the Five-Year NIMS Training Plan has the following descriptive sections.

- *Desired State of National Training Program for NIMS.* This introduces the overall idealized picture of NIMS training nationally; the NIC and stakeholder responsibilities and interactions are highlighted. Following the initial picture, the steps encompassing the development of a National Training Program for NIMS are described. These aspects of the program include the basis for core competencies and the training courses and objectives to meet the competencies. It concludes with a discussion of personnel qualifications.
- *Current State of NIMS Training.* This describes existing training efforts, following essentially the same structure as the *Desired State of National Training Program for NIMS* section.
- *NIMS Compliance Objectives for Training.* This section describes the evolution of NIMS compliance objectives (requirements) for training, culminating in a table of out-year compliance objectives for training. By verifying stakeholder engagement with the National Training Program for NIMS, these compliance objectives drive stakeholder activities. As the National Training Program matures, the compliance objectives will shift accordingly.

Following these descriptive sections are the tables of goals, objectives, and action items directed at closing that gaps between the current state of NIMS training and the desired state of training and personnel qualification.

Desired State of National Training Program for NIMS

National coordination among the stakeholders and the NIC must occur to reach a state of consistent and systematic implementation of NIMS training and personnel qualification. Ultimately, operational needs require qualified personnel to serve in emergency management and incident response roles. While training is necessary to produce qualified personnel, this Plan recognizes that qualified personnel are more than simply the sum of their training. Training is necessary to develop qualified personnel, but qualification also requires experience through exercises or time in the field and development of discipline-specific skills in emergency management and incident response.

Figure 3 is a visual depiction of the national coordination process for NIMS training and personnel qualification. The NIC provides national leadership and resources, particularly training and qualification guidance. Stakeholders plan, implement training programs, and train, qualify, and credential personnel.

Figure 3 highlights the following key elements of the process:

- Foundational national documents—e.g., the NIMS and the National Response Framework (NRF)—are maintained and distributed by the NIC and provide national doctrine and strategy. These documents, in conjunction with stakeholder assessments of specific hazards, risks, and vulnerabilities, guide stakeholder plans.
- Based on NIMS, the NIC specifies core competencies and their associated behaviors to provide a foundation for both personnel qualification and a national core curriculum for NIMS training.¹⁷ Personnel qualification guidance, in the form of position task books, defines tasks that measurably demonstrate a candidate's proficiency.
- Stakeholder plans and foundational national documents dictate functional capabilities for emergency management and incident response that stakeholders should develop and maintain.
- Personnel qualification guidance specifies means for demonstrating minimum capabilities for stakeholder personnel assigned to NIMS positions. Personnel credentialed to serve on complex multi-jurisdictional incidents nationwide (incidents that require responders to hold credentials under the National Emergency Responder Credentialing System) must be qualified within a system that meets or exceeds the national qualification guidance. It is recommended that national qualification guidance also be used for incidents of other sizes.
- Stakeholders, based on guidance provided by the NIC, determine who should be trained and seek qualification for emergency management and incident response positions, based on their own plans, qualification, and credentialing policy. With consideration of the national training guidance published by the NIC, stakeholders develop a training plan for their personnel. These plans often have significant programmatic, schedule, and budget implications for the stakeholder.

¹⁷ The national core curriculum will be defined more completely below, but it currently constitutes the following courses: IS-700, IS-800, ICS-100, ICS-200, ICS-300, ICS-400, IS-701 through IS-707, and position-specific courses currently in pilot testing or under development.

For example, States may decide to develop their own training courses to suit their specific needs while still meeting the national training guidance.¹⁸

- Stakeholders execute the training plans, resulting in trained, qualified, and credentialed personnel.
- Training and experience for personnel qualification are acquired through course-based knowledge development; risk-free practical application, such as tabletop exercises and planned exercises; and on the job training, such as job shadowing, planned events, and IC experience during small incidents.
- Once trained, personnel will test and practice their skills during specific exercises and demonstrate their skills by effective management of and response to actual incidents.
- Exercise and mission/incident after-action reports should include an evaluation of the effectiveness and performance of incident-management personnel. Recommendations for improvements should be incorporated throughout the national coordination process for NIMS training to tailor stakeholder training plans as well as training and qualification of specific personnel, provide feedback to the national curriculum for NIMS and training courses, and perhaps suggest modifications of the NIMS, National Response Framework, and stakeholder plans.

¹⁸ This Plan supersedes the previous guidance: Federal Emergency Management Agency, *National Incident Management System (NIMS)—National Standard Curriculum Training Development Guidance—FY07*, Washington, DC: Department of Homeland Security, March 2007.

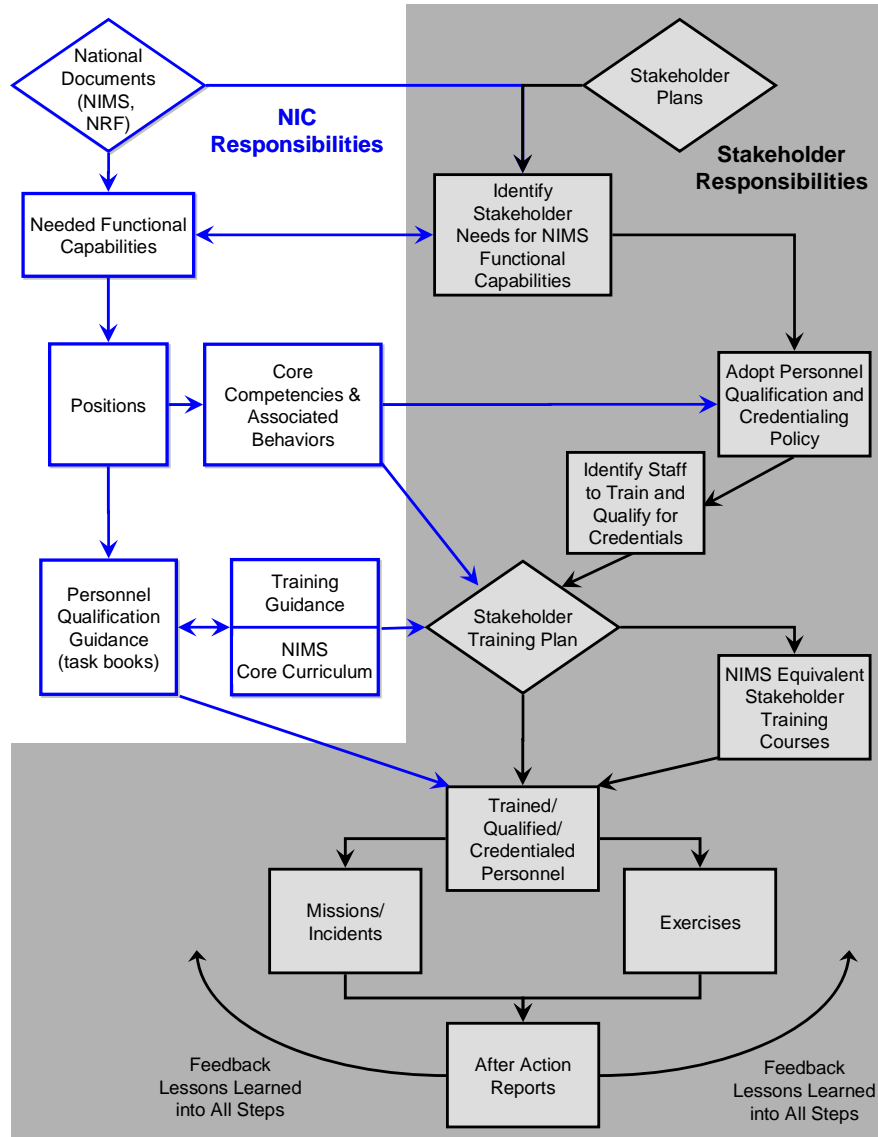


Figure 3: Coordinated responsibilities to support NIMS training and personnel qualification

NATIONAL TRAINING PROGRAM FOR NIMS

The NIMS Five-Year Training Plan defines the process for developing the National Training Program for NIMS. The Program, in turn, is guided by three broad objectives: to support NIMS education and training; to develop NIMS curriculum and training guidance; and to define personnel qualifications.

To meet these broad objectives, this Training Program will develop and maintain the national core curriculum for the NIMS and personnel-qualification guidelines. Both the curriculum and guidelines are based on core competencies and associated behaviors. Taken together, core curriculum and qualification guidelines specify “who” needs NIMS training and “what” the courses, training objectives, and minimum instructional standards are for NIMS training.

The desired state of the National Training Program for NIMS is to create a sustained program of training and personnel qualification that is well coordinated, continually maintained, and meets the operational needs of the emergency management and incident response community under the NIMS. It is envisioned that at the end of Fiscal Year 2012 (FY12), the Training Program will be fully developed and NIMS training will be consistently delivered throughout the community of emergency management/response personnel at the levels identified by the core competencies—at which point, the National Training Program for NIMS will include:

- Core competencies and associated behaviors to describe capabilities required of emergency management/response personnel within the NIMS;
- A national core curriculum for the NIMS, with each course having course objectives that meet training needs set by the core competencies;
- Complete training guidance for all courses in the core curriculum for the NIMS; and
- Qualifications guidelines for individual emergency management/response positions or functions within the NIMS.

The Program also requires additional elements to measure stakeholder participation and evaluate progress of the Program and Plan.

- NIMS compliance requirements for training to assure maintenance and sustainment of stakeholder training programs, including ongoing qualification of emergency management/response personnel.¹⁹
- Program assessment and evaluation systems for gauging the effectiveness of the National Training Program for NIMS.
- Periodic evaluations and updates to maintain the effectiveness of the Five-Year NIMS Training Plan.

OPERATIONAL NEEDS DEFINE CORE COMPETENCIES AND ASSOCIATED BEHAVIORS

The NIMS document specifies an emergency management and incident response framework and specific functions to be conducted within this framework. In most general terms, NIMS functions align with major components and subcomponents of NIMS: Preparedness; Communications and Information Management; Resource Management; and Command and Management, including Incident Command System, Multiagency Coordination Systems, and Public Information. Within each major component and subcomponent, emergency management/response personnel responsibilities and activities are further delineated.

This set of functions, responsibilities, and activities, in conjunction with an incident's size and/or complexity, identifies operational or mission needs. Based on these operational/mission needs, NIMS

¹⁹ Stakeholders will define the emergency management/response personnel within their jurisdiction, agency, or organization who require ongoing training.

personnel capabilities—skills and knowledge necessary to fulfill these needs—can be defined for typical positions within the NIMS structure.

For the purposes of developing training guidelines, operational needs and NIMS position capabilities are expressed in the form of core competencies for the position, along with behaviors associated with these competencies. The core competencies are quite general, usually encompassing broad leadership and/or management skills. The associated behaviors provide more specific descriptions of how a competency is expressed.²⁰ However, overall performance is measured by “tasks,” which are evaluated activities that demonstrate proficiency. The specificity of tasks makes it difficult to develop them for all hazards.

Typically, tasks will be incident-specific, often even discipline-specific, especially for operational and some planning tasks. The NIC will develop personnel qualifications, likely based on tasks, which take into account this distinction of discipline specificity.

CORE CURRICULUM FOR NIMS

The core curriculum for the NIMS represents those courses critical to train personnel capable of implementing emergency management and incident response within the NIMS. The current curriculum’s courses are shown in **Table 1**, and Course Summaries are listed in **Appendix C**.

²⁰ Appendix B lists core competencies and their associated behaviors for sample positions: the eight ICS Command and General Staff positions, for type I & II incidents.

Table 1: Core Curriculum for the NIMS

Course Grouping	Course ID	Course Title
Overview	IS-700	National Incident Management System (NIMS) an Introduction
	IS-800	National Response Framework (NRF), an Introduction
ICS Courses	ICS-100	Introduction to the Incident Command System
	ICS-200	ICS for Single Resources and Initial Action Incidents
	ICS-300	Intermediate ICS
	ICS-400	Advanced ICS
NIMS Components and Subcomponents	IS-701	NIMS Multiagency Coordination System
	IS-702	NIMS Public Information Systems
	IS-703	NIMS Resource Management
	IS-704	NIMS Communication and Information Management
	IS-705	NIMS Preparedness
	IS-706	NIMS Intrastate Mutual Aid, An Introduction
	IS-707	NIMS Resource Typing
ICS Position-Specific Courses	P-400	All-Hazards Incident Commander
	P-430	All-Hazards Operations Section Chief
	P-440	All-Hazards Planning Section Chief
	P-450	All-Hazards Logistics Section Chief
	P-460	All-Hazards Finance Section Chief
	P-480	All-Hazards Intelligence/Investigations Function
	P-402	All-Hazards Liaison Officer
	P-403	All-Hazards Public Information Officer
	P-404	All-Hazards Safety Officer

The core curriculum courses cover all the components and major subcomponents of NIMS and are further classified into levels of training. Each level of training is based upon the expected level of learning the students will achieve.²¹

- “Awareness” training presents NIMS topics and concepts at an introductory level, with evaluations typically provided via written or computer-based examinations (e.g., multiple-choice, true-false, or fill-in-the-blank tests²²) to determine student comprehension.

²¹ “Levels of training” organization is drawn from analysis of course objectives, activities (e.g. practical exercises), depth of material, and evaluations criteria.

- “Advanced” training is oriented to skills development and includes practical exercises to test application level of NIMS subject matter. For the most part, courses provided at this level are geared towards fulfilling NIMS credentialing tracks.
- “Practicum” training emphasizes exercises that practice the skills learned in the other levels of training. In general, this training will be in the form of exercises directed at certifying or qualifying personnel and will include discipline-specific courses.

Table 2: Core Curriculum Aligned with NIMS Components and by Level of Training

		Levels of Training				
		Awareness	Advanced	Practicum		
Components of NIMS	Preparedness	IS-700	IS 800 IS 705			
	Communications & Info Management		IS 704			
	Resource Management		IS 703 IS 706 IS 707			
	Command & Management		ICS	ICS 100 ICS 200	ICS 300 ICS 400	Position-specific courses
			MACS	ICS 701		
		Public Info	ICS 702			
Ongoing Management & Maintenance						

COURSE DEVELOPMENT AND TRAINING GUIDANCE

The Emergency Management Institute (EMI), the United States Fire Administration (USFA), the National Wildfire Coordination Group (NWCG), and Federal agencies in coordination with the NIC have developed, and are continuing to develop, NIMS-related training courses. In conjunction with courses developed by these agencies and departments, the IMSI issues training guidance in the form of Course Summaries (cf., Appendix C), which include descriptions and guidelines for specific courses.

²² Examinations for equivalent courses must be based on the course learning objectives and covering the same material as examinations for NIC-developed core curriculum courses. Passing grade for examinations is 75%.

Each course-developing agency works with the IMSI to assure that the courses meet appropriate instructional standards. Course Summaries describe the courses developed with IMSI support in sufficient detail to guide development of equivalent courses by other stakeholders. The Course Summaries include:

- Intended student audience for the course;
- Course objectives supported by the topical content descriptions and intended learner outcomes;
- Cross-reference to NIMS topics.²³

Course Summaries also determine the means to deliver course material, including consideration of:

- Minimum contact hours; and
- Instructor qualifications (for instructor led courses).

NIMS training development guidance states that training may be offered through government agencies and/or private training vendors. It is not necessary to meet training requirements by attending a Federal course; however, courses must meet course objectives, activities (e.g. practical exercises), and depth of material described within this Plan. This Plan supersedes the previously published *National Standards Curriculum Training Development Guidance*.²⁴

PERSONNEL QUALIFICATION

Personnel qualification relies on a combination of training, operational experience (during exercises or incidents), job shadowing, and administrative requirements (such as agency association and criminal background checks). The Plan considers qualified personnel to be more than simply the sum of their training, and developing minimum expectations for functional qualification of personnel is an important part of the National Training Program for NIMS. Incident experience must supplement training for a candidate to meet minimum expectations to qualify for service in an all-hazards NIMS position during a complex multi-jurisdictional incident nationwide (incidents that require responders to hold credentials under the National Emergency Responder Credentialing System).

Personnel qualification is closely related to credentialing, which is inherently a stakeholder responsibility. For personnel to be credentialed so they can serve in NIMS-defined positions on a complex multi-jurisdictional incident (incidents that require responders to hold credentials under the National Emergency Responder Credentialing System), a stakeholder's credentialing system must meet the minimum personnel-qualification guidelines specified by the NIC.

Personnel qualification guidance will list the performance requirements, through position task books or tasks, for specific positions in a format that allows a trainee to be evaluated against written guidelines. These tasks, based on core competencies and associated behaviors, are the measurable activities that demonstrate proficiency associated with the competencies and behaviors. Successful performance of all tasks during exercises, job shadowing, and/or operations for a relevant position, as observed and

²³ Appendix A is an annotated outline of the revised NIMS document, to be used for the cross-references found in the Course Summaries contained in Appendix C.

²⁴ Federal Emergency Management Agency, *National Incident Management System (NIMS)—National Standard Curriculum Training Development Guidance—FY07*, Washington, DC: Department of Homeland Security, March 2007, p. 5.

recorded by an evaluator, results in a recommendation to the certifying agency that the trainee be qualified in that position.

Current State of NIMS Training

A great deal of NIMS training exists, especially at the awareness level, and stakeholders are training personnel in the NIMS to varying degrees.

CORE COMPETENCIES AND ASSOCIATED BEHAVIORS

The IMSI has drafted core competencies for ICS positions (for examples, cf., Appendix B). These are the only NIMS positions to have their core competencies and behaviors fully defined. A change management board has been chartered by the IMSI to provide ongoing maintenance of the ICS core competencies.²⁵ The board is responsible for determining appropriate minimum competencies and behaviors required to enable interoperability between emergency management and incident response functions. Core competencies will be republished by the board every three years, or as needed.

CORE CURRICULUM FOR NIMS

Many courses in the core curriculum are available. **Table 3** lists the status of each course. A number of the courses are still being developed, but some are closer to completion than others. The courses that are in the latter stages of development are shown within the table to be in “pilot testing.” All other courses that have not reached this stage are shown to be “in development.”

Several of the courses have versions tailored to align with disciplines. The course material remains consistent, but the examples and representative scenarios are drawn from a specific discipline, to increase familiarity to the students.²⁶ Stakeholders that develop equivalent training are responsible for ensuring course equivalence. A course will be considered equivalent if it meets the training guidance specified in the appropriate Course Summary (cf., Appendix C).

REFRESHER TRAINING

Refresher training is recommended on a regular basis to ensure that knowledge and skills are maintained, especially for personnel who are not regularly involved in complex multi-jurisdictional incidents nationwide (incidents that require responders to hold credentials under the National Emergency Responder Credentialing System). Refresher training may be considered for inclusion as a requirement beginning in FY09. This is a point for analysis and development in the future.

²⁵ Information on the group, including how membership is determined and how to petition for membership is available at http://www.fema.gov/emergency/nims/ics_competencies.shtm.

²⁶ In general, these courses have the same course number, with a disciplinary suffix added. Some older courses that have been determined to be equivalent have numbering outside the core curriculum numbering scheme. These will be renumbered or be given an auxiliary number to align with the core curriculum for the NIMS.

Table 3: Status of Core Curriculum for NIMS

Course Grouping	Course ID	Course Title	Course Status
Overview	IS-700	National Incident Management System (NIMS) an Introduction	CBT, C
	IS-800	National Response Framework (NRF), an Introduction	CBT, C
ICS Courses	ICS-100	Introduction to the Incident Command System	CBT, C
	ICS-200*	ICS for Single Resources and Initial Action Incidents	CBT, C
	ICS-300	Intermediate ICS	C
	ICS-400	Advanced ICS	C
NIMS Components and Subcomponents	IS-701	NIMS Multiagency Coordination System	CBT, C
	IS-702	NIMS Public Information Systems	CBT, C
	IS-703	NIMS Resource Management	CBT, C
	IS-704	NIMS Communication and Information Management	D
	IS-705	NIMS Preparedness	D
	IS-706	NIMS Intrastate Mutual Aid, An Introduction	CBT, C
	IS-707	NIMS Resource Typing	D
ICS Position-Specific Courses	P-400	All-Hazards Incident Commander	P
	P-430	All-Hazards Operations Section Chief	P
	P-440	All-Hazards Planning Section Chief	P
	P-450	All-Hazards Logistics Section Chief	P
	P-460	All-Hazards Finance Section Chief	P
	P-480	All-Hazards Information and Intelligence Function	P
	P-402	All-Hazards Liaison Officer	P
	P-403	All-Hazards Public Information Officer	P
	P-404	All-Hazards Safety Officer	P

* It is recommended that IS-200 be taken in a classroom

Key: CBT = computer-based training;²⁷ C = classroom; D = initial development period; P = pilot testing period

COURSE DEVELOPMENT AND TRAINING GUIDANCE

Although it is recommended that stakeholders use EMI, USFA, CDP, and other federal sources for courses in the NIMS core curriculum, equivalent courses may be provided by stakeholders and private vendors. These courses are expected to cover the topics and meet the course objectives as listed in the Course Summaries (cf., **Appendix C**). Because of the wide array of potential providers, the issue of standards for course equivalencies is often raised. Courses provided through vendors outside of pre-recognized equivalent courses must meet the standard course minimums described in the Course Summaries. Stakeholders are responsible for validating that vendor courses meet the proscribed course minimums.

²⁷ Computer-based training includes interactive web-based courses.

Guidelines have been developed to ensure that NIMS training courses, provided outside of NIC venues, meet the appropriate “as taught by the NIC” standard. These guidelines are developed and issued by the NIC, through the IMSI. The consequences for failing to meet this standard could result in participants having to retake these courses from another compliant source.

PERSONNEL QUALIFICATION

The NIC has not yet developed an all-hazards qualification guide that shows the specific progression and provisions of the all-hazard stair-step training program envisioned. The NWCG’s *Wildland Fire Qualification System Guide*, utilized by the wildland fire discipline, is a good example of what is likely to be adopted by the NIC.²⁸

A key requirement of a performance-based training program is a tool to document successful completion of performance requirements for any given position. This education and evaluation tool leads to qualification and certification upon successful completion of all required tasks and training for the position. Position task books are used for this documentation, as they identify the requirements for positions based on competencies and behaviors. The NIC has developed model all-hazard position task books for Command and General Staff positions (in draft as of this document’s publication), and is in the process of developing model task books for the other ICS positions identified in the NIMS ICS competencies.²⁹

²⁸ National Wildfire Coordination Group, *Wildland Fire Qualifications System Guide*, PMS 310-1 (April 2006). Available for download at <http://www.nwcg.gov> (click on “Publications” then “Qualifications”).

²⁹ All-Hazard Position Task Books are available for download at <http://www.usfa.dhs.gov/fireservice/subjects/incident/imt/imt-training.shtm>.

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NIMS Compliance Objectives

To ensure that stakeholders implement NIMS, the NIC evaluates implementation using NIMS Compliance Objectives (requirements). These compliance objectives are regulated at the organizational or jurisdictional level, and Federal policy requires jurisdictions and organizations to meet NIMS compliance requirements as a condition for receiving Federal preparedness assistance (through grants, contracts, and other activities). The NIMS compliance objectives for training typically require that stakeholders are providing their personnel with appropriate NIMS training.

Initially, compliance objectives for training have been focused on the broad awareness-level courses in the NIMS core curriculum. These initial objectives sought to provide awareness of NIMS to the entire emergency management/response community. In FY07, the compliance objectives began a shift toward emphasizing compliance through advanced ICS training of personnel deemed likely to fill certain ICS roles. This represents the beginning of a trend toward emphasis on compliance objectives that emphasize developing qualified personnel.

As the National Training Program for NIMS progresses, stakeholders will be able to train more personnel to greater depth. Compliance objectives will then need to shift accordingly. Compliance objectives will increasingly ensure that stakeholder personnel are meeting published qualifications and then, in turn, receiving credentials. This shift in the compliance objectives for NIMS training must be linked to the National Training Program's maturity to ensure, for example, that there are sufficient numbers of NIMS-related courses and qualified instructors to satisfy the training needs of emergency management/response personnel nationwide.³⁰

Coordinating this shift in compliance and the maturity of the National Training Program for NIMS, the Five-Year NIMS Training Plan describes a complementary evolution of compliance requirements as the Program evolves. As the National Training Program for NIMS reaches its desired state—a sustained, consistent, well-coordinated training program that meets operational needs—compliance requirements will also evolve. Early NIMS compliance objectives required all or most emergency management/response personnel to take IS-700 and IS-800. Once the desired state is reached, NIMS compliance objectives for training will focus on orderly qualification and credentialing of personnel and maintenance and sustainment of stakeholders' training plans for NIMS. **Table 4** shows the NIMS Compliance Objectives for training, as currently envisioned.

³⁰ IMSI recognizes that some stakeholders may have difficulty maintaining a pool of qualified instructors to conduct all courses. If so, gaining necessary training via NIC-delivered courses may be the best course of action.

Table 4: Out-Year NIMS Compliance Objectives for Training

Fiscal Year	Compliance Requirement
FY08	Complete IS-700; IS-800;
	Complete ICS-100; ICS-200 – Awareness Training
	Complete ICS-300 – Advanced Training
	Complete ICS Position-Specific Training – Practicum [†]
FY09	Complete IS-700; IS-800; ICS-100; ICS-200 – Awareness Training
	Complete ICS-300; ICS-400 – Advanced Training
	Complete Emergency Management Framework Course – Awareness Training
	Complete ICS Position-Specific Training – Practicum [†]
FY10	Complete IS-700; IS-800; ICS-100; ICS-200 – Awareness Training
	Complete IS 701; IS-702; IS-703; IS-704 – Awareness Training
	Complete ICS-300; ICS-400 – Advanced Training
	Complete Emergency Management Framework Course – Awareness Training
FY11	Complete ICS Position-Specific Training – Practicum [†]
	Complete EOC Position-Specific Training – Practicum [†]
	Complete IS-700; IS-701; IS-702; IS-703; IS-704; IS-705; IS-706; IS-707; IS-800; ICS-100; ICS-200 – Awareness Training
	Complete Emergency Management Framework Course – Awareness Training
FY12	Complete ICS-300; ICS-400 – Advanced Training
	Complete ICS Position-Specific Training – Practicum [†]
	Complete EOC Position-Specific Training – Practicum [†]
	Complete IS-700; IS-701; IS-702; IS-703; IS-704; IS-705; IS-706; IS-707; IS-800; ICS-100; ICS-200; Emergency Management Framework Course – Awareness Training

[†] Stakeholders are not required to complete ICS Position-Specific Training (or EOC Position-Specific Training in future years) for NIMS compliance. However, the completion of ICS Position-Specific Training is required for those stakeholders who desire to be credentialed as part of the national credentialing system.

Five-Year Training Plan: Goals, Objectives, Action Items

A comparison of the current state to the desired state of the National Training Program for NIMS suggests a set of goals, objectives, and action items are necessary to achieve the desired state.

A great deal of NIMS training exists, especially at an awareness/introductory level, and some stakeholders have taken the initiative to train their personnel beyond the scope of the current compliance requirements, while others are still striving to meet training requirements. As a result, personnel are trained in NIMS to varying degrees. In general terms, some objectives and action items for FY08 and FY09 are aimed at fostering continued development of these awareness-level training efforts. Additional objectives and action items for FY08 and FY09 lay a foundation for supporting qualification of emergency management/response personnel by ensuring that qualification guidelines and sufficient instructors and course offerings are available to train these personnel. Objectives and action items for FY10-FY12 focus on reaching a mature implementation of the National Training Program for NIMS, including the sustained and enhanced NIMS proficiency of the stakeholder community. FY10-FY12 will emphasize ongoing development of a national cadre of emergency management/response personnel holding stakeholder-issued NIMS credentials.

One major goal guides NIC development of courses and training guidance to support stakeholder training nationally and development of personnel qualification guidance for credentials under the National Emergency Responder Credentialing System. **Table 5** specifies objectives and action items to meet this goal, for each NIMS component or subcomponent. Note that the degree of maturity for each of the components and subcomponents varies. As an example, the Incident Command System subcomponent is further along in development than this generic version of **Table 5** represents.

The other major goal addresses aspects of the National Training Program for NIMS outside curriculum development and personnel qualifications, such as updates and maintenance of the plan itself, including specification of the evolution of compliance requirements. The corresponding objectives and action items are shown in **Table 6**.

The objectives under each goal serve as building blocks directed toward developing, maintaining, and sustaining the National Training Program for NIMS. Each goal's objectives follow a logical sequence of development.

Action items are specific tasks that help meet the objectives. These are assigned a specific target year for work, noted by an "X" in the Action Item table for a particular objective as shown in **Tables 5 and 6** below. In some cases, action items may be identified for work over multiple years. This indicates that there is an expectation that the task will take in excess of one year to complete or that the task is required for ongoing maintenance of the training program.

MAJOR GOALS GUIDING NIMS TRAINING PLAN (TABULAR FORM)

The NIC will:

1. Provide guidance and support so that stakeholder personnel can be appropriately trained in all NIMS components and subcomponents; and
2. Maintain and update the Plan annually.

Table 5: Training Goal, To Be Met for Each NIMS Component and Subcomponent

Goal 1: The NIC will provide guidance and support so that stakeholder personnel can be appropriately trained in all NIMS components and subcomponents.									
Objective 1	Define Core Competencies								
		Action Items	Done	FY08	FY09	FY10	FY11	FY12	FY12+
	N,S	Identify mission space	X						
	N,S	Determine functional domains within Component		X					
	N,S	Identify individual responsibilities/skills needed to work within functional domains		X					
Objective 2	Define and Publish Position Qualifications								
		Action Items	Done	FY08	FY09	FY10	FY11	FY12	FY12+
	N	Link functional roles to typical position titles		X					
	N	Publish guidance linking functional roles tied to position titles		X					
	N	Determine skills and knowledge needed for each position			X				
	N	Identify levels of training and experience each position will require, including refresher training			X				
	N	Publish Position Task Book					X		
Objective 3	Develop guidelines to assist Stakeholders to define the training each personnel level requires								
		Action Items	Done	FY08	FY09	FY10	FY11	FY12	FY12+
	N	Identify positions requiring awareness training		X					
	N	Identify positions requiring basic knowledge training		X					
	N	Identify positions requiring advanced training		X					
	N	Publish guidance associating typical positions and recommended levels of training			X				
Objective 4	Analyze existing courses								
		Action Items	Done	FY08	FY09	FY10	FY11	FY12	FY12+
	N	Identify gaps where competencies are not covered by existing courses		X	X	X	X	X	X
	N	Determine Instructor qualifications		X	X				
	N	Specify course minimum standards		X	X				
	N	(Re)Publish existing course guidelines		X	X	X	X	X	X
	N	Report recommendations for course development/improvement		X	X	X	X	X	X
Objective 5	Develop courses								
		Action Items	Done	FY08	FY09	FY10	FY11	FY12	FY12+
	N	Develop individual courses		X	X	X	X	X	X
	S	If stakeholder adapts courses, assess courses compared to objectives and standards provided by the NIC		X	X	X	X	X	X
Objective 6	Expedite course availability								
		Action Items	Done	FY08	FY09	FY10	FY11	FY12	FY12+
	S	Identify qualified instructors			X	X			
	S	Identify actual course offerings			X	X			
	S	Determine availability of course alternatives			X	X			
	N	Provide resources to train instructors and offer courses							
Objective 7	Train Personnel to appropriately identified level								
		Action Items	Done	FY08	FY09	FY10	FY11	FY12	FY12+
	S	Identify positions needed to fulfill functional roles			X	X			
	S	Determine number of course offerings needed			X	X			
	S	Set plans to provide identified levels of training to personnel			X	X			
	S	Train Personnel					X		

N = NIC responsibility

S = Stakeholder responsibility

N,S = Shared responsibility of the NIC and stakeholders

B = Baseline metric collected through compliance metrics

R = Required training in NIMS Compliance Requirements

Table 6: Plan Maintenance Goal

Goal 2: The NIC will maintain and update the Plan annually.								
Objective 1 Ensure mechanisms are developed to assess or measure training implementation								
	Action Items	Done	FY08	FY09	FY10	FY11	FY12	FY12+
WG	Assess current year (CY) compliance requirements (CR) for proper support of CY plan expectations		X	X	X	X	X	X
WG	Measure CY CR for baseline data collection, providing updates to the scope of the plan		X	X	X	X	X	X
WG	Provide adjustments/recommendations for future CR		X	X	X	X	X	X
Objective 2 Assess progress made toward goals of Five-Year NIMS Training Plan								
	Action Items	Done	FY08	FY09	FY10	FY11	FY12	FY12+
WG	Review current & previous Five-Year NIMS Training Plan action items assigned to the NIC	X	X	X	X	X	X	X
WG	Review stakeholder training progress via compliance data	X	X	X	X	X	X	X
WG	Identify any problems/delays reaching goals or objectives	X	X	X	X	X	X	X
WG	Analyze the identified problems/delays for trends or patterns	X	X	X	X	X	X	X
WG	Recommend updates to the overall plan	X	X	X	X	X	X	X
Objective 3 Update Five-Year NIMS Training Plan's goals and objectives as needed								
	Action Items	Done	FY08	FY09	FY10	FY11	FY12	FY12+
WG	Review plan objectives		X	X	X	X	X	X
N	Review and integrate new and updated NIMS related material	X	X	X	X	X	X	X
WG	Update plan with incorporation of stakeholder input	X	X	X	X	X	X	X
N	Publish updated plan	X	X	X	X	X	X	X
Objective 4 Revise and update Training Guidance (i.e., Five-Year NIMS Training Plan Appendices)								
	Action Items	Done	FY08	FY09	FY10	FY11	FY12	FY12+
N	Review and integrate new and updated NIMS related material	X	X	X	X	X	X	X
N	Review and update training guidance for existing courses	X	X	X	X	X	X	X
N	Update material on courses in development	X	X	X	X	X	X	X
N	Publish updated guidance	X	X	X	X	X	X	X
Objective 5 Integrate Five-Year NIMS Training Plan with other NIMS implementation planning activities								
	Action Items	Done	FY08	FY09	FY10	FY11	FY12	FY12+
	TBD							

N = NIC responsibility

WG = NIC-convened Working Group

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Appendix A: NIMS Components

I. COMPONENT I OVERVIEW: PREPAREDNESS

The following concepts and principles of the NIMS relating to the Preparedness component need to be addressed in NIMS training offered by other Federal agencies; State, tribal, and local agencies; and private vendors. If these concepts and principles are addressed in non-DHS training, the training will meet the standards established by the NIC. An overview and means to evaluate NIMS training content relevant to Preparedness follow.

- I.A. Preparedness focuses on the following elements: planning, procedures and protocols, training and exercises, personnel qualifications and certification, and equipment certification. The core concepts and principles of preparedness as taught by DHS (and as defined in the NIMS document) incorporate the following components:
 - I.A.1. *Unified approach:* Preparedness requires a unified approach to emergency management and incident response activities. The unified approach concept is at the core of the command and management system, as it is based on chain of command, unity of command, unity of effort, and, when implemented, unified command.
 - I.A.2. *Levels of capability:* Preparedness involves actions to establish and sustain necessary capabilities to execute a full range of emergency management and incident response activities.
- I.B. Achieving preparedness: Individual jurisdictions are responsible for preparing in advance of an incident, in coordination with and support from the private sector and nongovernmental organizations (NGOs), as appropriate.
 - I.B.1. To achieve national preparedness and coordinated response, emergency management and incident response activities must be coordinated at all levels of government and should include the private sector and NGOs, where appropriate. HSPD-5, *Management of Domestic Incidents*; HSPD-7, *Critical Infrastructure Identification, Prioritization, and Protection*; and HSPD-8, *National Preparedness*; all direct DHS to establish a comprehensive approach to incident management.
 - I.B.2. NIMS provides the template for the management of incidents, regardless of cause, size, location, or complexity. The National Response Framework is an all-hazards plan built upon the NIMS framework. Both documents are designed to improve the Nation's incident management capabilities and overall efficiency.
 - I.B.3. Preparedness activities should be coordinated among all appropriate agencies and organizations within the jurisdiction, as well as across jurisdictions. The NIMS provides the tools to ensure and enhance preparedness through the following roles:
 - I.B.3.a. Preparedness Organizations
 - I.B.3.b. Elected and Appointed Officials
 - I.B.3.c. Nongovernmental Organizations
 - I.B.3.d. Private Sector
 - I.B.4. There are five preparedness elements that build the foundation necessary for efficient and effective response and recovery: Preparedness Planning, Procedures and Protocols, Training and Exercises, Personnel Qualifications and Certification, and Equipment Certification.

- I.B.5. Mitigation is an important element of emergency management and incident response and provides a critical foundation in the effort to reduce the loss of life and property from natural and/or manmade disasters by avoiding or lessening the impact of a disaster and providing value to the public by creating safer communities.

II. COMPONENT II OVERVIEW: COMMUNICATIONS AND INFORMATION MANAGEMENT

The following concepts and principles of the NIMS relating to the Communication and Information Management component need to be addressed in NIMS training offered by other Federal agencies; State, tribal, and local agencies; and private vendors. If these concepts and principles are addressed in non-DHS training, the training will meet the standards established by the NIC. An overview and means to evaluate NIMS training content relevant to Communication and Information Management follow.

- II.A. The underlying concepts and principles of communications and information management reinforce the use of a flexible communications and information system in which emergency management/response personnel can maintain a constant flow of information throughout an incident. The core concepts and principles of communication and information management as taught by DHS (and as defined in the NIMS document) incorporate the following components:
 - II.A.1. *A common operating picture* is established and maintained by gathering, collating, synthesizing, and disseminating incident information to all appropriate parties involved. Having a common operating picture during an incident helps to ensure consistency for all emergency response providers engaged in an incident.
 - II.A.2. *Interoperability* allows emergency management/response personnel and their affiliated organizations to communicate within and across agencies and jurisdictions via various communications systems.
 - II.A.3. *Reliability, scalability, and portability*: Communication and information systems should be designed to be flexible, reliable, and scalable in order to function in any type of incident, regardless of cause, size, location, or complexity. They should be suitable for operations within a single jurisdiction or agency, a single jurisdiction with multiagency involvement, or multiple jurisdictions with multiagency involvement.
 - II.A.4. *Resiliency and redundancy* are critical to ensuring communications flow during an incident.
- II.B. Emergency management/response personnel must be able to manage incident communications and information effectively using the following:
 - II.B.1. Standardized Communication Types
 - II.B.2. Policy and Planning
 - II.B.3. Agreements
 - II.B.4. Equipment Standards and Training
- II.C. Organization and Operations
 - II.C.1. *Incident information*: During an incident, information is vital to assist the IC, UC, and/or supporting agencies and organizations with decision making. Examples include incident notification, situation and status reports, analytical data, and geospatial data.

- II.C.2. *Communications standards and formats:* Common terminology, standards, and procedures should be established and detailed in plans and/or agreements that enable diverse organizations to work together effectively.

III. COMPONENT III OVERVIEW: RESOURCE MANAGEMENT

The following concepts and principles of the NIMS relating to the Resource Management component need to be addressed in NIMS training offered by other Federal agencies; State, tribal, and local agencies; and private vendors. If these concepts and principles are addressed in non-DHS training, the training will meet the standards established by the NIC. An overview and means to evaluate NIMS training content relevant to Resource Management follow.

- III.A. Emergency management and incident response activities require carefully managed resources (personnel, teams, facilities, equipment, and/or supplies) to meet incident needs.
- III.A.1. The underlying concepts of resource management as taught by DHS (and as defined in the NIMS document) are
- Consistency
 - Standardization
 - Coordination
 - Inclusion
 - Information management
 - Credentialing
- III.A.2. The foundations of resource management are based on the following five principles: planning, use of agreements, categorizing resources, resource identification and ordering, and effective management of resources.
- III.B. The Resource Management process can be separated into two parts: (1) resource management activities as an element of preparedness and (2) managing resources during an incident. Resource management during an incident is a finite process, with a distinct beginning and ending specific to the needs of the particular incident, and includes the following seven steps:
- III.B.1. *Identify requirements:* Involves accurately identifying what and how much is needed, where and when it is needed, and who will be receiving or using it.
- III.B.2. *Order and acquire:* Requests for resources that cannot be obtained locally are submitted using standardized resource-ordering procedures.
- III.B.3. *Mobilize:* This process may include planning for deployment, equipping, training, designating assembly points, and obtaining transportation.
- III.B.4. *Track and report:* Resource tracking provides a clear picture of where resources are located; helps staff prepare to receive resources; protects the safety and security of equipment, supplies, and personnel; and enables their coordination and movement.
- III.B.5. *Recover and demobilize:* Recovery involves the final disposition of resources, including rehabilitation, replenishment, and disposal and/or retrograding and pertains to both expendable and nonexpendable resources.

- III.B.6. *Reimburse*: When applicable, reimbursement provides a mechanism to recoup funds expended for incident-specific activities.
- III.B.7. *Inventory*: Resource management uses various resource inventory systems to assess the availability of assets provided by jurisdictions. The inventory process includes credentialing and identifying and typing resources.

IV. COMPONENT IV OVERVIEW: COMMAND AND MANAGEMENT

The following concepts and principles of the NIMS relating to the Command and Management component need to be addressed in NIMS training offered by other Federal agencies; State, tribal, and local agencies; and private vendors. If these concepts and principles are addressed in non-DHS training, the training will meet the standards established by the NIC. An overview and means to evaluate NIMS training content relevant to Command and Management follow.

The Incident Command System (ICS), Multiagency Coordination Systems (MACS), and Public Information are the fundamental elements of incident management. These elements provide standardization through consistent terminology and established organizational structures and are the most visible aspects of incident management. The Command and Management component describes the systems used to facilitate Command and Management operations.

The NIMS relies on the relationships among the three elements. These relationships must be clearly defined and documented as each element evolves during an incident.

The following provides an overview of each element as taught by DHS (and as defined in the NIMS document).

- IV.A. The ICS is a widely applicable management system designed to enable effective and efficient incident management by integrating a combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure.
 - IV.A.1. *Management characteristics*: ICS is based on 14 management characteristics:
 - IV.A.1.a. *Common terminology*: The ICS establishes common terminology that allows diverse incident management and support organizations to work together across a wide variety of incident management functions and hazard scenarios. ICS common terminology covers the organizational functions, resources descriptions, and incident facilities.
 - IV.A.1.b. *Modular organization*: The ICS organizational structure develops in a modular fashion that is based on the size and complexity of the incident, as well as the specifics of the hazard environment created by the incident.
 - IV.A.1.c. *Management by objectives*: The establishment of specific, measurable objectives for various incident management functional activities and directing efforts to attain them is essential to a successful operation.
 - IV.A.1.d. *Incident action planning*: Incident Action Plans (IAPs) guide all response activities and provide a concise and coherent means of capturing and communicating the overall incident priorities, objectives, strategies, and tactics in the contexts of both operational and support activities. Every incident must have an action plan.

- IV.A.1.e. Manageable span of control: The span of control of any individual should range from three to seven subordinates, with the optimum being five.
- IV.A.1.f. Incident facilities & locations: Various types of operational support facilities are established in the vicinity of an incident, depending on its size and complexity, to accomplish a variety of purposes.
- IV.A.1.g. Comprehensive resource management: Maintaining an accurate and up-to-date picture of resource utilization is a critical component of incident management.
- IV.A.1.h. Integrated communications: Incident communications are facilitated through the development and use of a common communications plan and interoperable communications processes and architectures.
- IV.A.1.i. Establishment and transfer of command: The command function must be clearly established from the beginning of incident operations.
- IV.A.1.j. Chain of command and unity of command: These principles clarify reporting relationships and eliminate the confusion caused by multiple, conflicting directives.
- IV.A.1.k. Unified command: Unified command allows agencies with different legal, geographic, and functional authorities to work together effectively without affecting individual agency authority, responsibility, or accountability.
- IV.A.1.l. Accountability: The ICS accountability principles include check-in/check-out, IAP, unity of command, personal responsibility, span of control, and resource tracking.
- IV.A.1.m. Dispatch/deployment: Resources should respond only when requested or when dispatched by an appropriate authority through established resource management systems.
- IV.A.1.n. Information and intelligence management: The incident management organization must establish a process for gathering, analyzing, assessing, sharing, and managing incident-related information and intelligence.
- IV.A.2. *Incident command (IC) and command staff:* Incident command is responsible for overall management of the incident. Overall management includes command staff assignments required to support the command function.
 - IV.A.2.a. Incident command: The command function may be conducted in one of two general ways: single incident commander and unified command.
 - IV.A.2.a.1. *Single incident commander:* When an incident occurs within a single jurisdiction and there is no jurisdictional or functional agency overlap, a single IC should be designated with overall incident management responsibility by the appropriate jurisdictional authority.
 - IV.A.2.a.2. *Unified command (UC):* UC is an important element in multi-jurisdictional or multiagency incident management and allows all agencies with jurisdictional authority or functional responsibility for the incident to jointly provide management direction to an incident through a common set of incident objectives and strategies and a single IAP.

- IV.A.2.b. **Command Staff:** The Command Staff typically includes a public information officer, a safety officer, and a liaison officer, who report directly to the IC/UC and may have assistants as necessary. Additional positions may be required, depending on the nature, scope, complexity, and location(s) of the incident(s), or according to specific requirements established by the IC.
- IV.A.2.c. **Incident command organization:** The incident command and management organization is located at the Incident Command Post (ICP). One ICP is established for each incident, where the incident command directs operations.
- IV.A.3. **General Staff:** The General Staff is responsible for the functional aspects of the incident command structure and typically consists of Operations, Planning, Logistics, and Finance/Administration Section Chiefs. The Command Staff and General Staff must continually interact and share vital information and estimates of the current and future situation and develop recommended courses of action for consideration by the IC.
 - IV.A.3.a. **Operations Section:** The Operations Section is responsible for all activities focused on reducing the immediate hazard, saving lives and property, establishing situational control, and restoring normal operations. The NIMS document provides an organizational template for an Operations Section, which includes the following elements: a section chief, branches, divisions/groups, and resources.
 - IV.A.3.b. **Planning Section:** The Planning Section collects, evaluates, and disseminates incident situation information and intelligence to the IC/UC and incident management personnel. It prepares status reports, displays situation information, maintains the status of resources assigned to the incident, and prepares and documents the IAP. The section has four primary units (resource, situation, demobilization, documentation), as well as technical specialists to assist in evaluating the situation.
 - IV.A.3.c. **Logistics Section:** This section is responsible for all service support requirements needed to facilitate effective and efficient incident management. The Logistics Section provides facilities, security (of the incident command facilities and personnel), transportation, supplies, equipment maintenance and fuel, food services, communications and information technology support, and emergency responder medical services, including inoculations, as required. It has six primary units that fulfill the functional requirements: Supply, Facilities, Ground Support, Communications, Food, and Medical.
 - IV.A.3.d. **Finance/Administration Section:** The Finance/Administration Section is established when the incident management activities require on-scene or incident-specific finance and other administrative support services. When established, this section has four primary units that fulfill functional requirements: Compensation/Claims, Cost, Procurement, and Time.
 - IV.A.3.e. **Intelligence/Investigations Function:** This function ensures that all investigative and intelligence operations, functions, and activities within the incident response are properly managed, coordinated, and directed. It can be embedded in several places within the organizational structure: within the Planning Section; as a separate General Staff section; within the Operations Section; or within the Command Staff. The Intelligence/Investigations Function can be organized in a variety of ways. The following groups can be activated, if needed: Investigative Operations; Intelligence; Forensic; Electronic Communications, Surveillance, and Evidence; Missing/Unidentified Persons and Human Remains; and Investigative Support.

- IV.A.4. *Incident Management Teams (IMTs)*: An IMT is an incident command organization made up of the Command and General Staff members and other appropriate personnel in an ICS organization and can be deployed or activated, as needed.
- IV.A.5. *Incident Complex—Multiple Incident Management with a Single ICS Organization*: Two or more individual incidents located in the same general area and assigned to a single IC or UC.
- IV.A.6. *Area Command*: An organization to oversee the management of multiple incidents that are each being handled by a separate ICS organization or to oversee the management of a very large or evolving incident that has multiple incident management teams engaged.
- IV.A.6.a. An area command is activated only if necessary, depending on the complexity of the incident and incident management span-of-control considerations.
- IV.A.6.b. Area command has the following responsibilities:
- Develops broad objectives for the impacted area(s)
 - Coordinates the development of individual incident objectives and strategies
 - Allocates/reallocates resources as the established priorities change
 - Ensures that incidents are properly managed
 - Ensures effective communications
 - Ensures that incident management objectives are met and do not conflict with each other or with agency policies
 - Identifies critical resource needs and reports them to the established emergency operations center (EOC)/MAC groups
 - Ensures that short-term “emergency” recovery is coordinated
- IV.B. *Multiagency coordination systems*: Multiagency coordination is a *process* that allows all levels of government and all disciplines to work together more efficiently and effectively. Multiagency coordination occurs across the different disciplines involved in incident management, across jurisdictional lines, or across levels of government. The core concepts and principles of the Multiagency Coordination System (MACS) as taught by DHS (and as defined in the NIMS document) incorporate the following components:
- IV.B.1. *Description*: The primary function of multiagency coordination systems is to coordinate activities above the field level and to prioritize the incident demands for critical or competing resources, thereby assisting the coordination of the operations in the field. MACS consist of a combination of elements: personnel, procedures, protocols, business practices, and communications integrated into a common system.
- IV.B.2. *System elements*: MACS include a combination of facilities, equipment, personnel, and procedures integrated into a common system with responsibility for coordination of resources and support to emergency operations.
- IV.B.3. *Examples of system elements*: The most commonly used elements of MACS are EOCs and MAC Groups. An EOC is activated to support the on-scene response during an escalating incident by relieving the burden of external coordination and securing additional resources. Typically, administrators/executives, or their appointed representatives, are brought together and form MAC Groups. MAC Groups may also be known as multiagency committees, emergency management committees, or as otherwise defined.
- IV.B.4. *Primary functions of multiagency coordination systems*: There are seven common functions that MACS will generally perform during an incident: situation assessment, incident priority determination, critical

resource acquisition and allocation, supporting relevant incident management policies and interagency activities, coordination with other MACS, coordination with elected and appointed officials, and coordination of summary information.

IV.C. Public Information

IV.C.1. Public information consists of the processes, procedures, and systems to communicate timely, accurate, and accessible information on the incident's cause, size, and situation to the public, responders, and additional stakeholders (both directly and indirectly affected). Public information includes processes, procedures, and organizational structures required to gather, verify, coordinate, and disseminate information.

IV.C.2. *System description and components:* Public information consists of five components:

IV.C.2.a. The Public Information Officer (PIO) supports the incident command structure as a member of the Command Staff. The PIO advises the incident command on all public information matters relating to management of the incident. The PIO handles inquiries from the media, the public, and elected officials; emergency public information and warnings; rumor monitoring and response; media monitoring; and other functions required to gather, verify, coordinate, and disseminate accurate, accessible, and timely information related to the incident. The PIO serves as a link to the Joint Information System (JIS).

IV.C.2.b. The JIS provides the mechanism to organize, integrate, and coordinate information to ensure timely, accurate, accessible, and consistent messaging activities across multiple jurisdictions and/or disciplines with the private sector and NGOs.

IV.C.2.c. The Joint Information Center (JIC) is a central location that facilitates operation of the JIS.

IV.C.2.d. Organizational independence: Organizations participating in incident management retain their independence.

IV.C.2.e. Getting information to the public and additional stakeholders: This is an ongoing cycle that involves four steps: (1) gathering information, (2) verifying information, (3) coordinating information, and (4) disseminating information.

IV.C.3. *Public information communications planning:* Plans should include processes, protocols, and procedures that require the development of news releases, media lists, contact information for elected officials, community leaders, private-sector organizations, and leads for public-service organizations to facilitate the dissemination of accurate, consistent, accessible, and timely public information to numerous audiences.

V. COMPONENT V OVERVIEW: ONGOING MANAGEMENT AND MAINTENANCE

The following concepts and principles of the NIMS relating to the Ongoing Management and Maintenance component need to be addressed in NIMS training offered by other Federal agencies; State, tribal, and local agencies; and private vendors. If these concepts and principles are addressed in non-DHS training, the training will meet the standards established by the NIC. An overview and means to evaluate NIMS training content relevant to Ongoing Management and Maintenance follow.

Ongoing Management and Maintenance of the NIMS contains two subsections: National Integration Center (NIC) and Supporting Technologies. The core concepts and principles of ongoing management and maintenance as taught by DHS (and as defined in the NIMS document) incorporate the following components:

V.A. National Integration Center

- V.A.1. *Concepts and principles:* The NIC serves as a mechanism for ensuring the ongoing management and maintenance of the NIMS and provides strategic direction for and oversight of the NIMS, supporting both routine maintenance and continuous refinement of the system and its components over the long term.
- V.A.2. *NIMS revision process:* Proposed changes to the NIMS will be submitted to the NIC for consideration, approval, and publication.
- V.A.3. *NIC responsibilities* include the ongoing administration and implementation of the NIMS; ensuring the adoption of common national standards and credentialing systems compatible with the NIMS; leading the development of training and exercises that further the knowledge, adoption, and implementation of the NIMS; and NIMS publication management.

V.B. Supporting Technologies

- V.B.1. *Concepts and principles:* The NIMS leverages science and technology to improve capabilities and lower costs. It observes the following five key principles: interoperability and compatibility, technology support, technology standards, broad-based requirements, and strategic planning for research and development.

Supporting incident management with science and technology: Supporting technologies enhance incident management capabilities or lower costs through three principal activities: operational scientific support, technology standards support, and research and development support.

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Appendix B: Position Competencies and Behaviors

This section includes all-hazards competencies and behaviors for the eight Command and General Staff positions for a Type 1 or Type 2 incident as defined by IMSI. These positions competencies and behaviors correlate with the position-specific courses currently available or in development. Competencies and behaviors for all ICS positions are available from IMSI and can be found at http://www.fema.gov/emergency/nims/ics_competencies.shtm.

Table B-1: Incident Commander

Position	Competencies	Behaviors
Incident Commander Type 1 & 2	Assume position responsibilities	Ensure readiness for assignment.
		Ensure availability, qualifications, and capabilities of resources to complete assignment.
		Gather, update, and apply situational information relevant to the assignment.
		Establish effective relationships with relevant personnel.
		Establish organization structure, reporting procedures, and chain of command of assigned resources.
		Understand and comply with ICS concepts and principles.
	Lead assigned personnel	Model leadership principles of Duty, Respect and Integrity.
		Ensure the safety, welfare, and accountability of assigned personnel.
		Establish work assignments and performance expectations, monitor performance, and provide feedback.
		Emphasize teamwork.
	Communicate effectively	Coordinate interdependent activities.
		Ensure all relevant information is exchanged during check-in, briefings and debriefings.
		Ensure documentation is complete and disposition is appropriate.
		Gather, produce and distribute information as required by established guidelines and ensure understanding by recipient.
		Communicate and assure understanding of work expectations within the chain of command and across functional areas.
	Ensure completion of assigned actions to meet identified objectives	Develop and implement plans and gain concurrence of affected agencies and the public.
		Administer and/or apply agency policy, contracts and agreements.
		Gather, analyze, and validate information pertinent to the incident or event and make recommendations for setting priorities.
		Prepare clear and concise assessments regarding hazards, fire behavior, weather, and other relevant events.
		Make appropriate decisions based on analysis of gathered information.
Take appropriate action based on assessed risks.		
Modify approach based on evaluation of incident situation.		
Anticipate, recognize and mitigate unsafe situations.		
Develop appropriate information releases and conduct media interviews according to established protocol.		
Transfer position duties while ensuring continuity of authority and knowledge and taking into account the increasing or decreasing incident complexity.		
Plan for demobilization and ensure demobilization procedures are followed.		

Table B-2: Operations Section Chief

Position	Competencies	Behaviors
O p e r a t i o n s S e c t i o n C h i e f T y p e 1 & 2	Assume position responsibilities	Ensure readiness for assignment.
		Ensure availability, qualifications, and capabilities of resources to complete assignment.
		Gather, update, and apply situational information relevant to the assignment.
		Establish effective relationships with relevant personnel.
		Establish organization structure, reporting procedures, and chain of command of assigned resources.
		Understand and comply with ICS concepts and principles.
	Lead assigned personnel	Model leadership principles of Duty, Respect and Integrity.
		Ensure the safety, welfare, and accountability of assigned personnel.
		Establish work assignments and performance expectations, monitor performance, and provide feedback.
		Emphasize teamwork.
	Communicate effectively	Coordinate interdependent activities.
		Ensure all relevant information is exchanged during check-in, briefings and debriefings.
		Ensure documentation is complete and disposition is appropriate.
		Gather, produce and distribute information as required by established guidelines and ensure understanding by recipient.
		Communicate and assure understanding of work expectations within the chain of command and across functional areas.
	Ensure completion of assigned actions to meet identified objectives	Develop and implement plans and gain concurrence of affected agencies and the public.
		Administer and/or apply agency policy, contracts and agreements.
		Gather, analyze, and validate information pertinent to the incident or event and make recommendations for setting priorities.
		Prepare clear and concise assessments regarding hazards, fire behavior, weather, and other relevant events.
		Make appropriate decisions based on analysis of gathered information.
Utilize information to produce outputs.		
Take appropriate action based on assessed risks.		
Modify approach based on evaluation of incident situation.		
Plan for demobilization and ensure demobilization procedures are followed.		
Transfer position duties while ensuring continuity of authority and knowledge and taking into account the increasing or decreasing incident complexity.		

Table B-3: Planning Section Chief

Position	Competencies	Behaviors
P l a n n i n g S e c t i o n C h i e f T y p e 1 & 2	Assume position responsibilities	Ensure readiness for assignment.
		Ensure availability, qualifications, and capabilities of resources to complete assignment.
		Gather, update, and apply situational information relevant to the assignment.
		Establish effective relationships with relevant personnel.
		Understand and comply with ICS concepts and principles.
	Lead assigned personnel	Model leadership principles of Duty, Respect and Integrity.
		Ensure the safety, welfare, and accountability of assigned personnel.
		Establish work assignments and performance expectations, monitor performance, and provide feedback.
		Emphasize teamwork.
	Communicate effectively	Ensure all relevant information is exchanged during check-in, briefings and debriefings.
		Ensure documentation is complete and disposition is appropriate.
		Gather, produce and distribute information as required by established guidelines and ensure understanding by recipient.
		Communicate and assure understanding of work expectations within the chain of command and across functional areas.
		Develop and implement plans and gain concurrence of affected agencies and the public.
	Ensure completion of assigned actions to meet identified objectives	Administer and/or apply agency policy, contracts and agreements.
		Gather, analyze, and validate information pertinent to the incident or event and make recommendations for setting priorities.
Take appropriate action based on assessed risks.		
Modify approach based on evaluation of incident situation.		
Plan for demobilization and ensure demobilization procedures are followed.		
Transfer position duties while ensuring continuity of authority and knowledge and taking into account the increasing or decreasing incident complexity.		

Table B-4: Logistic Section Chief

Position	Competencies	Behaviors
L o g i s t i c S e c t i o n C h i e f T y p e 1 & 2	Assume position responsibilities	Ensure readiness for assignment.
		Ensure readiness of self and subordinates [crew] for assignment.
		Ensure availability, qualifications, and capabilities of resources to complete assignment.
		Gather, update, and apply situational information relevant to the assignment.
		Establish effective relationships with relevant personnel.
		Establish organization structure, reporting procedures, and chain of command of assigned resources.
		Understand and comply with ICS concepts and principles.
	Lead assigned personnel	Model leadership principles of Duty, Respect and Integrity.
		Ensure the safety, welfare, and accountability of assigned personnel.
		Establish work assignments and performance expectations, monitor performance, and provide feedback.
		Emphasize teamwork.
	Communicate effectively	Ensure all relevant information is exchanged during check-in, briefings and debriefings.
		Ensure documentation is complete and disposition is appropriate.
		Gather, produce and distribute information as required by established guidelines and ensure understanding by recipient.
		Communicate and assure understanding of work expectations within the chain of command and across functional areas.
		Develop and implement plans and gain concurrence of affected agencies and the public.
	Ensure completion of assigned actions to meet identified objectives	Administer and/or apply agency policy, contracts and agreements.
		Gather, analyze, and validate information pertinent to the incident or event and make recommendations for setting priorities.
		Make appropriate decisions based on analysis of gathered information.
		Modify approach based on evaluation of incident situation.
		Plan for demobilization and ensure demobilization procedures are followed.
Transfer position duties while ensuring continuity of authority and knowledge and taking into account the increasing or decreasing incident complexity.		

Table B-5: Finance/Administration Section Chief

Position	Competencies	Behaviors
F i n a n c e - A d m i n S e c t i o n C h i e f T y p e 1 & 2	Assume position responsibilities	Ensure readiness for assignment.
		Ensure availability, qualifications, and capabilities of resources to complete assignment.
		Gather, update, and apply situational information relevant to the assignment.
		Establish effective relationships with relevant personnel.
		Establish organization structure, reporting procedures, and chain of command of assigned resources.
		Understand and comply with ICS concepts and principles.
	Lead assigned personnel	Model leadership principles of Duty, Respect and Integrity.
		Ensure the safety, welfare, and accountability of assigned personnel.
		Establish work assignments and performance expectations, monitor performance, and provide feedback.
		Emphasize teamwork.
	Communicate effectively	Coordinate interdependent activities.
		Ensure all relevant information is exchanged during check-in, briefings and debriefings.
		Ensure documentation is complete and disposition is appropriate.
		Gather, produce and distribute information as required by established guidelines and ensure understanding by recipient.
		Communicate and assure understanding of work expectations within the chain of command and across functional areas.
	Ensure completion of assigned actions to meet identified objectives	Develop and implement plans and gain concurrence of affected agencies and the public.
		Administer and/or apply agency policy, contracts and agreements.
		Gather, analyze, and validate information pertinent to the incident or event and make recommendations for setting priorities.
		Make appropriate decisions based on analysis of gathered information.
		Utilize information to produce outputs
Take appropriate action based on assessed risks.		
Modify approach based on evaluation of incident situation.		
Plan for demobilization and ensure demobilization procedures are followed.		
Transfer position duties while ensuring continuity of authority and knowledge and taking into account the increasing or decreasing incident complexity.		

Table B-6: Liaison Officer

Position	Competencies	Behaviors
L i a i s o n O f f i c e r	Assume position responsibilities	Ensure readiness for assignment.
		Ensure readiness of self and subordinates [crew] for assignment.
		Ensure availability, qualifications, and capabilities of resources to complete assignment.
		Gather, update, and apply situational information relevant to the assignment.
		Establish effective relationships with relevant personnel.
		Establish organization structure, reporting procedures, and chain of command of assigned resources.
		Understand and comply with ICS concepts and principles.
	Lead assigned personnel	Model leadership principles of Duty, Respect and Integrity.
		Ensure the safety, welfare, and accountability of assigned personnel.
		Establish work assignments and performance expectations, monitor performance, and provide feedback.
		Emphasize teamwork.
		Coordinate interdependent activities.
	Communicate effectively	Ensure all relevant information is exchanged during check-in, briefings and debriefings.
		Ensure documentation is complete and disposition is appropriate.
		Gather, produce and distribute information as required by established guidelines and ensure understanding by recipient.
		Communicate and assure understanding of work expectations within the chain of command and across functional areas.
Ensure completion of assigned actions to meet identified objectives		Gather, analyze, and validate information pertinent to the incident or event and make recommendations for setting priorities.
	Modify approach based on evaluation of incident situation.	
	Plan for demobilization and ensure demobilization procedures are followed.	
	Transfer position duties while ensuring continuity of authority and knowledge and taking into account the increasing or decreasing incident complexity.	

Table B-7: Public Information Officer

Position	Competencies	Behaviors
P u b l i c I n f o r m a t i o n O f f i c e r T y p e 1 & 2	Assume position responsibilities	Ensure readiness for assignment.
		Ensure availability, qualifications, and capabilities of resources to complete assignment.
		Gather, update, and apply situational information relevant to the assignment.
		Establish effective relationships with relevant personnel.
		Establish organization structure, reporting procedures, and chain of command of assigned resources.
		Understand and comply with ICS concepts and principles.
	Lead assigned personnel	Model leadership principles of Duty, Respect and Integrity.
		Ensure the safety, welfare, and accountability of assigned personnel.
		Establish work assignments and performance expectations, monitor performance, and provide feedback.
		Emphasize teamwork.
	Communicate effectively	Coordinate interdependent activities.
		Ensure all relevant information is exchanged during check-in, briefings and debriefings.
		Ensure documentation is complete and disposition is appropriate.
		Gather, produce and distribute information as required by established guidelines and ensure understanding by recipient.
	Ensure completion of assigned actions to meet identified objectives	Develop and implement plans and gain concurrence of affected agencies and the public.
		Administer and/or apply agency policy, contracts and agreements.
		Gather, analyze, and validate information pertinent to the incident or event and make recommendations for setting priorities.
		Prepare clear and concise assessments regarding hazards, fire behavior, weather, and other relevant events.
		Take appropriate action based on assessed risks.
		Anticipate, recognize and mitigate unsafe situations.
Follow established and safety procedures relevant to given assignment		
Provide logistical support as necessary		
Develop appropriate information releases and conduct media interviews according to established protocol.		
Transfer position duties while ensuring continuity of authority and knowledge and taking into account the increasing or decreasing incident complexity.		
Plan for demobilization and ensure demobilization procedures are followed.		

Table B-8: Safety Officer

Position	Competencies	Behaviors
S a f e t y O f f i c e r T y p e 1 & 2	Assume position responsibilities	Ensure readiness for assignment.
		Ensure availability, qualifications, and capabilities of resources to complete assignment.
		Gather, update, and apply situational information relevant to the assignment.
		Establish effective relationships with relevant personnel.
		Understand and comply with ICS concepts and principles.
	Lead assigned personnel	Model leadership principles of Duty, Respect and Integrity.
		Ensure the safety, welfare, and accountability of assigned personnel.
		Establish work assignments and performance expectations, monitor performance, and provide feedback.
	Communicate effectively	Coordinate interdependent activities.
		Ensure all relevant information is exchanged during check-in, briefings and debriefings.
		Ensure documentation is complete and disposition is appropriate.
		Gather, produce and distribute information as required by established guidelines and ensure understanding by recipient.
	Ensure completion of assigned actions to meet identified objectives	Develop and implement plans and gain concurrence of affected agencies and the public.
		Gather, analyze, and validate information pertinent to the incident or event and make recommendations for setting priorities.
		Prepare clear and concise assessments regarding hazards, fire behavior, weather, and other relevant events.
		Utilize information to produce outputs.
Take appropriate action based on assessed risks.		
Anticipate, recognize and mitigate unsafe situations.		
Follow established and safety procedures relevant to given assignment		
Ensure compliance with all legal and safety requirements relevant to air operations		
Ensure functionality of equipment		
Transfer position duties while ensuring continuity of authority and knowledge and taking into account the increasing or decreasing incident complexity.		
Plan for demobilization and ensure demobilization procedures are followed.		

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Appendix C: Course Summaries

This section provides one-page summaries of the NIMS core curriculum courses, as developed by the NIC. In general, this plan assumes that states will be the only stakeholders interested in developing equivalent courses. Stakeholders that develop equivalent training are responsible for ensuring course equivalence. Each course summary defines the minimum requirements for that course and does not necessarily reflect the entire course. Courses will be deemed equivalent if they meet the minimum requirements outlined in these course summaries. Stakeholders that develop equivalent training are responsible for ensuring course equivalence.

The NIMS core curriculum is expected to grow as more courses are added. This course guidance supersedes the *National Standard Curriculum Training Development Guidance – FY07* (March 2007).

IS-700: National Incident Management System (NIMS), An Introduction

Audience

All personnel with a direct role in emergency management/response must complete NIMS IS-700, including:

- *Executive level*—political and government leaders; agency and organization administrators and department heads; personnel that fill ICS roles as unified commanders, incident commanders, Command Staff, or General Staff in either area command or single incidents; senior MACS personnel; senior emergency managers; and emergency operations center Command or General Staff.
- *Managerial level*—agency and organization management between the executive level and first-level supervision; personnel who fill ICS roles as Branch Directors, Division/Group Supervisors, Unit Leaders, technical specialists, strike team and task force leaders, single resource leaders, and field supervisors; midlevel MACS personnel; EOC Section Chiefs, Branch Directors, Unit Leaders, and other emergency management/response personnel who require a higher level of ICS/NIMS training.
- *Responder level*—emergency response providers and disaster workers, entry level to managerial level, including emergency medical service personnel; firefighters; medical personnel; police officers; public health personnel; public work/utility personnel; and other emergency management response personnel.

Course Objectives

- **Concepts:** Describe the key concepts and principles underlying the NIMS.
- **ICS:** Identify the benefits of using ICS as the national incident management model.
- **Area Command:** Describe when it is appropriate to institute an area command.
- **MACS:** Describe when it is appropriate to institute a Multiagency Coordination System.
- **JIS:** Describe the benefits of using a JIS for public information.
- **Preparedness:** Identify the ways in which the NIMS affects preparedness.
- **Resource Management:** Describe how the NIMS affects how resources are managed.
- **Communications:** Describe the advantages of common communication and information management systems.
- **Technology:** Explain how the NIMS influences technology and technology systems.
- **NIC:** Describe the purpose of the NIMS Integration Center.

Relation to NIMS Document

- I Preparedness
- I.A Preparedness Concepts and Principles
- I.B Achieving Preparedness
- II Communications and Information Management
- II.A Underlying Concepts of Communications and Information Management
- III Resource Management
- III.A.1 Underlying Concepts of Resource Management
- III.A.2 Five Basic Principles of Resource Management
- III.B Resource Management Process
- IV Command and Management
- IV.A Incident Management
- IV.A.1 Management Characteristics
- IV.A.2 Incident Command (IC) and Command Staff
- IV.A.2.a Incident Command
- IV.A.2.b Command Staff
- IV.A.2.c Incident Command Organization
- IV.A.3 General Staff
- IV.C Public Information
- IV.C.2.b Joint Information System (JIS)
- V Ongoing Management and Maintenance
- V.A National Integration Center (NIC)
- V.B Supporting Technologies

Instruction Standards

Minimum course contact hours: 3 classroom hours minimum, or interactive, web-based course

Instructor Qualifications:

1. Successful completion of accredited ICS -100, ICS-200, IS-700.
2. Service in a mid-level emergency management and incident response position within five years in real-world incidents, planned events, or accredited exercises.
3. Recognized qualifications in techniques of instruction and adult education methodologies.

IS-800: National Response Framework (NRF), An Introduction

Audience

All Federal, State, tribal, and local emergency management/response personnel whose primary responsibility is emergency management must complete this training. Specifically, officials who must take the course include:

- Personnel in Federal departments and agencies with emergency management and incident response responsibilities under the NRF.
- Officials in State and Territorial governments with emergency management and incident response responsibilities, personnel from emergency management agencies, and personnel from agencies who support and interact with the NRF's 15 Emergency Support Functions and Support Annexes.
- Officials in tribal entities and local jurisdictions with overall emergency management responsibilities as dictated by law or ordinance, officials with overall emergency management responsibilities through delegation, and officials primarily involved in emergency planning.

Course Objectives

- **Purpose:** The course introduces participants to the concepts and principles of the NRF and the response doctrine.
- **Roles and Responsibilities:** Describe the roles and responsibilities of entities as specified in the NRF and actions that support national response.
- **Organization:** Identify the organizational structure used for NRF coordination. Describe the field-level organizations and teams activated under the NRF.
- **Incident Management:** Identify the incident management activities addressed by the NRF to include multiagency coordination.
- **Planning:** Describes how planning relates to national preparedness.

Relation to NIMS Document

- I Preparedness
- I.A Preparedness Concepts and Principles
- I.A.2 Relationship of NIMS to the National Response Plan (NRF)
- I.B Achieving Preparedness
- IV Command and Management
- IV.A Incident Management
- IV.A.1 Management Characteristics
- IV.A.2 Incident Command (IC) and Command Staff
- IV.A.3 General Staff
- IV.A.3.a Operations Section
- IV.A.3.b Planning Section
- IV.A.3.c Logistics Section
- IV.A.3.d Finance/Administration Section
- IV.A.3.e Intelligence/Investigations Function
- IV.A.5 Incident Complex—Multiple Incident Management with a Single ICS Organization
- IV.A.6 Area Command
- IV.A.6.b Area Command Responsibilities
- IV.B Multiagency Coordination Systems

Instruction Standards

Minimum course contact hours: 3 classroom hours, or interactive, web-based course

Instructor Qualifications:

1. Successful completion of accredited ICS -100, ICS-200, IS-700, IS-800.
2. Service in a mid-level emergency management and incident response position within five years in real-world incidents, planned events, or accredited exercises.
3. Recognized qualifications in techniques of instruction and adult education methodologies .

ICS-100: Introduction to the Incident Command System	
<i>Audience</i>	
<ul style="list-style-type: none"> • It is incumbent upon Federal, State, tribal, and local emergency management/response personnel to determine who within their organizations requires ICS-100 training, based on local incident management organizational planning. • <i>Responder level</i>—emergency response providers and disaster workers, entry level to managerial level, including emergency medical service personnel; firefighters; medical personnel; police officers; public health personnel; public work/utility personnel; and other emergency management response personnel • Typically, all Federal, State, tribal, local, private-sector, and nongovernmental personnel at the following levels of responsibility in emergency management and incident response operations: first-line supervisor, mid-level management and command and general staff. 	
<p><i>Course Objectives</i></p> <ul style="list-style-type: none"> • Purpose of ICS: Identify requirements to use ICS, three purposes of ICS, and common incident tasks. • Basic Features of ICS: Describe the basic features of ICS. • Incident Commander and Command Staff Functions: Describe the role and function of the incident commander and Command Staff. • General Staff Functions: Describe the role and function of the Operations, Planning, Logistics and Finance/Administration sections. • Facilities: Describe the six basic ICS facilities, identify facilities that may be located together, and identify facility map symbols. • Common Responsibilities: Describe common mobilization responsibilities and common responsibilities at an incident, list individual accountability and responsibilities, and describe common demobilization responsibilities. 	<p><i>Relation to NIMS Document</i></p> <ul style="list-style-type: none"> IV Command and Management IV.A Incident Command System IV.A.1 Management Characteristics IV.A.1.f Incident Facilities & Locations IV.A.2 Incident Command (IC) and Command Staff IV.A.2.a Incident Command IV.A.2.b Command Staff IV.A.2.c Incident Command Organization IV.A.3 General Staff IV.A.3.a Operations Section IV.A.3.b Planning Section IV.A.3.c Logistics Section IV.A.3.d Finance/Administration Section IV.A.3.e Intelligence/Investigations Function
<p><i>Instruction Standards</i></p> <p><i>Minimum course contact hours:</i> 6 classroom hours, or interactive, web-based course</p> <p><i>Instructor Qualifications:</i></p> <ol style="list-style-type: none"> 1. Successful completion of accredited ICS-100, ICS-200, IS-700. 2. Service in a mid-level emergency management and incident response position within five years in real-world incidents, planned events, or accredited exercises. 3. Recognized qualifications in techniques of instruction and adult education methodologies. 	

ICS-200: ICS for Single Resources and Initial Action Incidents	
<i>Audience</i>	
<ul style="list-style-type: none"> It is incumbent upon Federal, State, tribal, and local emergency management/response personnel to determine who within their organizations requires ICS-200 training, based on local incident management organizational planning. Typically, all Federal, State, tribal, local, private-sector, and nongovernmental personnel at the following levels of responsibility in emergency management and incident response operations: first-line supervisor, mid-level management and command and general staff. 	
<p><i>Course Objectives</i></p> <ul style="list-style-type: none"> Leadership and Management: Describe the chain of command and formal communication relationships, identify common leadership responsibilities, describe span of control and modular development, and describe the use of position titles. Delegation of Authority and Management by Objectives: Describe scope of authority and the process by which authority is delegated. Management by objectives must be described and explained. Functional Areas and Positions: Identify the ICS tools to manage an incident, demonstrate the function of organizational positions within ICS, and demonstrate the use of an ICS 201 form. Briefings: Give an operational briefing and describe components of field, staff and section briefings/meetings. Organizational Flexibility: Explain how the modular organization expands and contracts, complete a complexity analysis given a specific scenario, define the five types of incidents, and describe the importance of preparedness plans and agreements. Transfer of Command: List the essential elements of information involved in transfer of command and describe a transfer-of-command process. 	<p><i>Relation to NIMS Document</i></p> <ul style="list-style-type: none"> IV.A.1 Management Characteristics IV.A.1.c Management by Objectives IV.A.1.b Modular Organization IV.A.1.e Manageable Span of Control IV.A.1.i Establishment and Transfer of Command IV.A.1.j Chain of Command and Unity of Command: IV.A.1.n Information and Intelligence Management IV.A.3 General Staff IV.A.3.a Operations Section IV.A.3.b Planning Section IV.A.3.c Logistics Section IV.A.3.d Finance/Administration Section IV.A.3.e Intelligence/Investigations Function
<p><i>Instruction Standards</i></p> <p><i>Minimum course contact hours:</i> 6 classroom hours, or interactive, web-based course</p> <p><i>Instructor Qualifications:</i></p> <ol style="list-style-type: none"> Successful completion of accredited ICS-100, ICS-200, IS-700, and IS-800. Service in a mid-level emergency management and incident response position within five years in real-world incidents, planned events, or accredited exercises. Recognized qualifications in techniques of instruction and adult education methodologies. 	

ICS-300: Intermediate ICS

Audience

Federal, State, tribal, and local emergency management/response personnel determine who within their organizations requires ICS-300 training, based on local incident management organizational planning.

Typically, required personnel include all mid-level management, Federal, State, tribal, local, private-sector, and nongovernmental personnel, including persons serving as command staff, section chiefs, strike team leaders, task force leaders, unit leaders, division/group supervisors, branch directors, and multiagency coordination system/emergency operations center staff.

It is recommended that ICS-300 participants utilize their skills in an operational environment before taking ICS-400. This will provide necessary context and understanding of the skills they will develop when they take ICS-400.

Course Objectives

- **ICS Fundamentals Review:** Explain ICS staffing fundamentals and organization, including reporting and working relationships, information flow, and transfer of command. Match responsibility statements to each ICS organizational element.
- **Unified Command:** Define and identify the primary features of unified command. Describe the unified command organization and functions in a multi-jurisdictional or multiagency incident. Demonstrate roles and reporting relationships under a unified command in single and multi-jurisdictional incidents.
- **Incident Management Operations:** Describe methods and tools used to assess incident/event complexity. Describe the five steps in transferring and assuming incident command. Identify the key principles of incident management operations. Describe the process for developing incident objectives, strategies, and tactics.
- **Resource Management:** Identify and describe four basic principles of resource management. Identify the basic steps involved in managing incident resources. Demonstrate proper use of ICS forms.
- **Planning Process:** Identify the importance of and explain the differences between planning for incidents or events. Discuss major planning steps, including logistical concerns, cost-benefit analysis, situational understanding, plan development, implementation, and evaluation.
- **Demobilization, Transfer of Command, Closeout**

Relation to NIMS Document

- III Resource Management
- III.A.1 Underlying concepts of Resource Management
- III.A.2 Five Basic Principles of Resource Management
- III.B Resource Management Process
- IV Command and Management
- IV.A Incident Management
- IV.A.1 Management Characteristics
- IV.A.1.a Common Terminology
- IV.A.1.b Modular Organization
- IV.A.1.c Management by Objectives
- IV.A.1.d Incident Action Planning
- IV.A.1.e Manageable Span of Control
- IV.A.1.f Incident Facilities & Locations
- IV.A.1.g Comprehensive Resource Management
- IV.A.1.h Integrated Communications
- IV.A.1.i Establishment and Transfer of Command
- IV.A.1.j Chain of Command and Unity of Command
- IV.A.1.k Unified Command
- IV.A.1.l Accountability
- IV.A.1.m Dispatch/Deployment
- IV.A.1.n Information and Intelligence Management
- IV.A.2 Incident Command (IC) and Command Staff
- IV.A.2.a Incident Command
- IV.A.2.b Command Staff
- IV.A.2.c Incident Command Organization
- IV.A.3 General Staff
- IV.A.3.a Operations Section
- IV.A.3.b Planning Section
- IV.A.3.c Logistics Section
- IV.A.3.d Finance/Administration Section
- IV.A.3.e Intelligence/Investigations Function

Instruction Standards

Minimum course contact hours: 18 total hours

Instructor Qualifications:

1. Successful completion of accredited ICS-100, ICS-200, ICS-300, ICS-400, IS-700, and IS-800.
2. Service in a mid-level incident management position within five years in real-world incidents, planned events, or accredited exercises.
3. Recognized qualifications in techniques of instruction and adult education methodologies.

ICS-400: Advanced ICS

Audience

Federal, State, tribal, and local emergency management/response personnel determine who within their organizations requires ICS-400 training, based on local incident management organizational planning.

Typically, required personnel include all Federal, State, tribal, local, private-sector, and nongovernmental personnel, including persons serving as Command and General Staff in an ICS organization, select department heads with multiagency coordination system responsibilities, area managers, emergency managers, and multiagency coordination system/emergency operations center managers.

It is recommended that ICS-300 participants utilize their skills in an operational environment before taking ICS-400. This will provide necessary context and understanding of the skills they will develop when they take ICS-400.

Course Objectives

- **Command and General Staff:** Describe how unified command functions in a multi-jurisdictional or multiagency incident. List the major steps involved in the planning process. Describe issues that influence incident complexity and available analysis tools. Describe the primary guidelines and responsibilities of the Command and General Staff positions.
- **Major and/or Complex Incident/Event Management: Deputies and Assistants:** List the primary factors affecting major and/or complex incidents and events. List the four expansion options for incident/event organization and describe their application.
- **Area Command:** Define and list the principal advantages of area command, and describe how, where, and when area command would be established. Describe area command organization and identify six primary functions of area command.
- **Unified Command:** Demonstrate a knowledge of unified command structure and operations.
- **Multiagency Coordination:** Describe the kinds of incident/event management problems that can occur due to a lack of multiagency coordination. Identify the major guidelines for establishing and using MAC groups and systems and their primary components. List the responsibilities of key elements with MACS.
- **Organizational Relationships:** Describe the organizational relationships among area command, unified command, multi-entity coordination systems, and emergency operation centers.

Relation to NIMS Document

- IV.A.2 Incident Command (IC) and Command Staff
- IV.A.2.a Incident Command
- IV.A.2.b Command Staff
- IV.A.2.c Incident Command Organization
- IV.A.3 General Staff
- IV.A.3.a Operations Section
- IV.A.3.b Planning Section
- IV.A.3.c Logistics Section
- IV.A.3.d Finance/Administration Section
- IV.A.3.e Intelligence/Investigations Function
- IV.A.5 Incident Complex—Multiple Incident Management with a Single ICS Organization
- IV.A.6 Area Command
- IV.A.6.b Area Command Responsibilities
- IV.B Multiagency Coordination Systems
- IV.B.1 MACS Description
- IV.B.2 System Elements
- IV.B.3 Examples of System Elements
- IV.B.4 Primary Functions of Multiagency Coordination Systems

Instruction Standards

Minimum course contact hours: 14 total hours

Instructor Qualifications:

1. Successful completion of accredited ICS-100, ICS-200, ICS-300, ICS-400, IS-700, and IS-800.
2. Service in a mid-level emergency management and incident response position within five years in real-world incidents, planned events, or accredited exercises.
3. Recognized qualifications in techniques of instruction and adult education methodologies.

IS-701: NIMS Multiagency Coordination Systems (MACS)

Audience

All personnel with a direct role in MACS and complex incident management or response must complete NIMS IS-701, including Federal, state, tribal, and local emergency management/response personnel—among them, incident commanders from all emergency management disciplines, private industry personnel responsible for coordination activities during a disaster, and Voluntary Organizations Active in Disaster personnel.

Course Objectives

- **Concepts:** Describe the key concepts and principles underlying NIMS.
- **ICS:** Identify the benefits of using ICS as the national incident management model.
- **Area Command:** Describe when it is appropriate to institute an area command.
- **MACS:** Describe when it is appropriate to institute a Multiagency Coordination System.
- **JIS:** Describe the benefits of using a JIS for public information.
- **Preparedness:** Identify the ways in which the NIMS affects preparedness.
- **Resource Management:** Describe how the NIMS affects how resources are managed.
- **Communications:** Describe the advantages of common communication and information management systems.
- **Technology:** Explain how the NIMS influences technology and technology systems.
- **NIC:** Describe the purpose of the NIMS Integration Center.

Relation to NIMS Document

- II Communications and Information Management
- II.A Underlying Concepts of Communications and Information Management
- III Resource Management
- III.A.1 Underlying Concepts of Resource Management
- III.A.2 Five Basic Principles of Resource Management
- III.B Resource Management Process
- IV Command and Management
- IV.A Incident Management
- IV.A.1 Management Characteristics
- IV.A.2 Incident Command (IC) and Command Staff
- IV.A.2.a Incident Command
- IV.A.2.b Command Staff
- IV.A.2.c Incident Command Organization
- IV.A.3 General Staff
- IV.B Multiagency Coordination System (MACS)
- IV.B.1 Description
- IV.B.2 System Elements
- IV.B.3 Examples of System Elements
- IV.B.4 Primary Function of MACS
- IV.C Public Information

Instruction Standards

IS-701: Multiagency Coordination Systems (MACS) provides an understanding of MACS components, concepts, and principles, and it outlines the relationships among all elements of the system. IS-701 is composed of six components that require approximately 20 to 40 minutes each, as well as a post-test. Although IS-701 is available as a web-based independent study course, materials may be downloaded and used in a classroom setting. The following instruction standards apply to the classroom setting.

Contact Hours: 16 total hours

Instructor Qualifications:

1. One instructor required, two is recommended.
2. Successful completion of accredited ICS-100, ICS-200, ICS-300, ICS-400, IS-700, and IS-800.
3. Lead and unit instructors performed as EOC staff in at least two level II or higher EOC activations.

IS-702: NIMS Public Information

Audience

This course is designed for experienced PIOs. It will touch on the fundamentals of effective public information programs, but only to illustrate or provide examples for the details of NIMS Public Information.

The public information systems described in NIMS are designed to effectively manage public information at an incident, regardless of the size and complexity of the situation or the number of entities involved in the response. The goal of this course is to facilitate NIMS compliance by providing the basic information and tools needed to apply the NIMS public information systems and protocols during incident management.

This course is designed for local and State PIO.

<i>Course Objectives</i>	<i>Relation to NIMS Document</i>
<ul style="list-style-type: none"> • Joint Information System & Joint Information Center: Define NIMS public information systems, including onsite operations, the JIS and the JIC, and how they relate to each other. • JIS/JIC Process: Describe the JIS/JIC process of gathering, verifying, coordinating, and disseminating information by public information and incident management personnel. • Agency Participation: Identify each agency involved in given emergency situations and the role of each in the JIS to ensure that appropriate situational awareness information is communicated to the public. • Relationship to MACS: Define key terms related to public information systems, including the relationship with multiagency coordination systems and the field. • Resource Requirements: Identify typical resource requirements for public information systems. 	<ul style="list-style-type: none"> II Communications and Information Management II.A Underlying Concepts of Communications and Information Management IV.C Public Information IV.C.1 Public Information Overview IV.C.2 System Description and Components <ul style="list-style-type: none"> IV.C.2.a Public Information Officer (PIO) IV.C.2.b Joint Information System (JIS) IV.C.2.c Joint Information Center (JIC) IV.C.2.d Organizational Independence IV.C.2.e Information Flow to Stakeholders and the Public IV.C.3 Public Information Communications Planning

Instruction Standards

IS-702: NIMS Public Information is a web-based independent study module course that explains NIMS public information systems components, concepts, and principles. IS-702 takes approximately three hours to complete.

IS-703: NIMS Resource Management

Audience

All personnel with a significant resource management role in emergency management and incident response must complete NIMS IS-703.

Course Objectives

- **Concepts and Principles:** Establishing systems for describing, inventorying, requesting, and tracking resources.
- **Activation:** Activating these systems prior to and during an incident.
- **Dispatch:** Dispatching resources prior to and during an incident.
- **Deactivation:** Deactivating or recalling resources during or after incidents.

Relation to NIMS Document

- I Preparedness
- I.A Preparedness Concepts and Principles
- I.B Achieving Preparedness
- III Resource Management
- III.A.1 Underlying Concepts of Resource Management
- III.A.2 Five Basic Principles of Resource Management
- III.B Resource Management Process
- IV Command and Management
- IV.A Incident Management
- IV.A.1 Management Characteristics
- IV.A.2 Incident Command (IC) and Command Staff
- IV.A.2.a Incident Command

Instruction Standards

IS-703: NIMS Resource Management is a web-based independent study module course that explains resource management components, concepts, and principles. The course is divided into six lessons, which each take 10 to 60 minutes to complete. A passing grade on the post-test at the completion of Lesson 6 is required for course credit. Although IS-703 is designed to be taken online interactively, course materials may be downloaded and used in a classroom setting. The following instruction standards apply to the classroom setting:

Contact Hours: 16 total hours

Instructor qualifications:

1. A minimum of two instructors is recommended.
2. Instructors should have experience managing resources at a complex incident.
3. Instructors should have successfully completed ICS-100, ICS-200, IS-700, and IS-800.
4. Instructor should have experience as an instructor teaching adults.

Equivalencies: IS-703 supersedes G-276, Resource Management. For purposes of the Advanced Professional Series, those who have completed G-276 may still claim credit for it as an elective, or IS-703 will count toward that elective.

IS-704: NIMS Communication and Information Management

Audience

IS-704 is designed for: members of the general public; emergency management/response personnel; elected officials of State, tribal, and local governments; appointed officials of State, tribal, and local governments; employees of the Department of Homeland Security; and employees of other Federal agencies.

Course Objectives

At the conclusion of this course, participants should be able to:

- Define communications and information management at the local, tribal, State, and Federal levels of government to include the common operating picture and common communications and data standards.
- Identify each agency involved in communications and information management activities before, during, and after a domestic incident.
- Identify typical interoperability standards established by the NIMS Integration Center relative to communications and information management, including incident notification and situation reports, status reports, analytical data, geospatial information, wireless communications, and identification and authentication issues.
- Define key terms related to communications and information management, including the relationship with multiagency coordination systems, public information, and the field.
- Identify incident management communications issues relative to the incident command system for individual jurisdictions and for multiple jurisdictions.
- Identify potential coordination and policy issues arising from an incident relative to communications and information

Relation to NIMS Document

- I Preparedness
 - I.A Preparedness Concepts and Principles
 - I.A.1 Unified Approach
 - I.B Achieving Preparedness
 - I.B.3 Preparedness Roles
 - I.B.4 Preparedness Elements
- II Communications and Information Management
 - II.A Underlying Concepts of Communications and Information Management
 - II.A.1 Common Operating Picture
 - II.A.2 Interoperability
 - II.A.3 Reliability, Scalability, and Portability
 - II.A.4 Resiliency and Redundancy
 - II.B Effective management of Incident Communications and Information
 - II.B.1 Standardized Communication Types
 - II.B.2 Policy and Planning
 - II.B.3 Agreements
 - II.B.4 Equipment Standards and Training
 - II.C Organization and Operations
 - II.C.1 Incident Information
 - II.C.2 Communications Standards and Formats
- IV Command and Management
 - IV.A Incident Command System
 - IV.B Multiagency Coordination System
 - IV.C Public Information

Instruction Standards

Course Hours: 6 classroom hours minimum, or interactive, web-based course

Instructor Qualifications:

1. A minimum of two instructors is recommended, with one instructor having a Law Enforcement background.
2. Instructors should have successfully completed ICS-100, IS-700, and IS-800.
3. Instructors should have served in a mid-level emergency management and incident response position within five years in real-world incidents, planned events, or accredited exercises and performed in the Logistics and/or Planning functions.
4. Instructor should have experience as an instructor teaching adults.

IS-705: NIMS Preparedness	
<i>Audience</i>	
Federal, state, local and tribal emergency managers; first responders to include incident commanders from all emergency management disciplines; private industry personnel responsible for coordination activities during a disaster; and Voluntary Organizations Active in Disaster (VOAD) personnel.	
<p>Course Objectives</p> <ul style="list-style-type: none"> • Define the preparedness component of the National Incident Management System (NIMS) • Define key concepts and principles of NIMS preparedness to include levels of capability and the use of a unified approach to preparedness • Identify the key preparedness concepts outlined in HSPD8 to include the National Preparedness Goal, the Target Capabilities List, the Universal Task List, and the National Planning Scenarios. • Identify each agency involved in NIMS Preparedness activities to ensure appropriate implementation of the preparedness cycle in advance of an incident. • Identify typical priorities for the NIMS Preparedness activities outlined in the NIMS document to include at minimum the following components: emergency policies, plans, procedures, resources, training, and exercises • Describe the importance of personnel qualifications and certification, equipment certification, mutual aid agreements, and publications management to NIMS Preparedness 	<p>Relation to NIMS Document</p> <p>Preparedness</p> <p>I.A Preparedness Concepts and Principles</p> <p>I.A.1 Unified Approach</p> <p>I.A.2 Levels of capability</p> <p>I.B Achieving Preparedness</p> <p>I.B.1 HSPDs</p> <p>I.B.2 National Response Plan</p> <p>I.B.3 Preparedness Roles</p> <p>I.B.4 Preparedness Elements</p> <p>I.B.5 Mitigation</p> <p>III.B Resource Management Process</p> <p>III.B.7 Inventory</p>
Instruction Standards	
Prerequisites: IS-700 and ICS-100	
<i>Minimum course contact hours:</i> 12 contact hours in classroom; 4 contact hours in distance learning	
<i>Instructor Qualifications:</i>	
<ol style="list-style-type: none"> 1. Successful completion of accredited ICS-100, IS-700, and IS-800. 2. Service in a mid-level emergency management/incident response position within five years in either real world incidents, planned events, or accredited exercises. 3. Recognized qualifications in techniques of instruction and adult education methodologies. 	

IS-706: NIMS Intrastate Mutual Aid, An Introduction

Audience

This course is designed for State, local, and tribal emergency response and coordination personnel and takes approximately two and a half hours to complete.

Course Objectives

- **Purpose:** Describe the purpose, benefits, and uses of mutual aid and assistance.
- **Relation to NIMS:** Explain how mutual aid and assistance agreements relate to NIMS.
- **Involved Information** Identify what information should be included in a mutual aid and assistance agreement.
- **Processes required:** Explain the process for developing mutual aid and assistance agreements.
- **Elements of Mutual Aid and Assistance:** Identify the elements of a mutual aid and assistance operational plan.

Relation to NIMS Document

- I Preparedness
- I.A Preparedness Concepts and Principles
- I.B Achieving Preparedness
- I.B.3 Preparedness Roles
- I.B.4 Preparedness Elements
- III Resource Management
- III.A.1 Underlying Concepts of Resource Management
- III.A.2 Five Basic Principles of Resource Management
- III.B Resource Management Process
- IV Command and Management
- IV A Incident Management
- IV.A.1. Management Characteristics

Instruction Standards

IS-706: NIMS Intrastate Mutual Aid, An Introduction is a web-based independent study module course that explains resource management components, concepts, and principles. The course is divided into 5 lessons. Completion time for each lesson varies but overall the course will take approximately 2.5 hours to complete. A passing grade on the post-test at the completion of Lesson 5 is required for course credit.

Prerequisites: The prerequisite for this course is IS-700: National Incident Management Systems (NIMS), An Introduction.

IS-707: NIMS Resource Typing	
<i>Audience</i>	
Federal, state, local and tribal emergency managers; first responders to include incident commanders from all emergency management disciplines; private industry personnel responsible for coordination activities during a disaster; and Voluntary Organizations Active in Disaster (VOAD) personnel.	
<p>Course Objectives</p> <ul style="list-style-type: none"> • Define NIMS Resource Typing Definitions • Use NIMS Resource Typing Definitions to request and receive appropriate resources during disasters • Use resource database management software program in support of response operations • Demonstrate understanding of criteria for recommending non-identified resources for inclusion in the <i>NIMS Guide 0001 – National NIMS Resource Typing Criteria</i> 	<p>Relation to NIMS Document</p> <ul style="list-style-type: none"> I Preparedness I.A Preparedness Concepts and Principles I.B Achieving Preparedness III Resource Management III.A.1 Underlying Concepts of Resource Management III.A.2 Five Basic Principles of Resource Management III.B Resource Management Process IV Command and Management IV.A Incident Management IV.A.1 Management Characteristics IV.A.2 Incident Command (IC) and Command Staff IV.A.2.a Incident Command
Instruction Standards	
Prerequisites: IS-700 and ICS-100	
Contact hours: 4 contact hours in classroom; or 2 contact hours interactive, web-based course	
Instructor qualifications:	
<ol style="list-style-type: none"> 1. Successful completion of accredited ICS-100, IS-700, IS-800. 2. Service in a mid-level emergency management/incident response position within five years in either real world incidents, planned events, or accredited exercises. 3. Recognized qualifications in techniques of instruction and adult education methodologies. 	

P400: All-Hazards Incident Commander

Audience

Individuals who would fill the role of Type-3 Incident Commander.

Course Objectives

- **Managing the Organization:** Describe how to manage an IMT, common management and communication perils, the role of human resource specialists, and union agreements.
- **IMT Administration and Readiness:** Describe the incident commander’s responsibilities; identify orientation procedures and methods to measure success and build teams.
- **Kits, Aids, Guides:** Identify the components of a typical incident commander’s kit.
- **Command, Coordination, Support, and Oversight:** Describe the purpose and function as related to incident management; define agency administrator.
- **Command Structure and MACS:** Describe the concept and purpose of unified command and area command and the role of PFO and MACS.
- **AA and IC Cooperation:** Describe complexity analyses and clarification of authority and define the responsibility in preparing and conducting an agency administrator briefing.
- **Transfer of Command:** Describe elements of an effective transfer of command and the purpose of a transition plan; identify required forms.
- **Communication, Information, and Intelligence Processing:** Describe primary communication responsibilities, target audiences, and sources to obtain intelligence. Define information and intelligence and ways to enhance internal communications.
- **Objectives, Strategies, and Tactics:** Define incident objectives, strategies, and tactics.
- **Plans and Meetings:** Describe the plans and meetings for which the IC is responsible.
- **Staffing:** Describe the staffing responsibilities and considerations of the IC.
- **Agreements:** Describe agreements united in incident management and the difference between a cooperative agreement and a memorandum of understanding.

Relation to NIMS Document

- IV Command and Management
- IV.A Incident Management
- IV.A.1 Management Characteristics
- IV.A.1.a Common Terminology
- IV.A.1.b Modular Organization
- IV.A.1.c Management by Objectives
- IV.A.1.d Incident Action Planning
- IV.A.1.e Manageable Span of Control
- IV.A.1.f Incident Facilities & Locations
- IV.A.1.g Comprehensive Resource Management
- IV.A.1.h Integrated Communications
- IV.A.1.i Establishment and Transfer of Command
- IV.A.1.j Chain of Command and Unity of Command
- IV.A.1.k Unified Command
- IV.A.1.l Accountability
- IV.A.1.m Dispatch/Deployment
- IV.A.1.n Information and Intelligence Management
- IV.A.2 Incident Command (IC) and Command Staff
- IV.A.2.a Incident Command
- IV.A.2.b Command Staff
- IV.A.2.c Incident Command Organization
- IV.A.3 General Staff
- IV.A.5 Incident Complex—Multiple Incident Management with a Single ICS Organization
- IV.A.6 Area Command
- IV.A.6.b Area Command Responsibilities
- IV.B Multiagency Coordination Systems
- IV.B.1 MACS Description:
- IV.B.2 System Elements
- IV.B.3 Examples of System Elements
- IV.B.4 Primary Functions of Multiagency Coordination Systems

Instruction Standards

Minimum Course Contact Hours: 40 total hours

Instructor standards:

1. Course should be conducted with at least two instructors, one of whom must be qualified as a lead instructor.
2. Instructors should have completed ICS-400 and IS-800.
3. Lead instructor should be fully qualified as Type 1 or 2 for this position and have functioned in that capacity at an incident that required multiagency coordination went beyond one operational period and required a written IAP.
4. Lead instructors must have completed at least 32 hours of instructor training and have previous experience as an instructor on Incident Command System or Emergency Management courses.

P430: All-Hazards Operations Section Chief

Audience

Individuals who would fill the role of Operations Section Chief.

Course Objectives

- **Roles and Responsibilities:** Identify the role of the Operations Section Chief and contrast that with the other divisions and groups.
- **Management Cycle:** Describe the incident management and planning process and operational schedules.
- **Information Gathering:** Describe how to gather, organize, and communicate the appropriate information; incident commander briefing.
- **Strategy and Planning:** Identify the purpose of strategy, tactics, and planning meetings, use of the Operational Planning Worksheet, and the Incident Action Plan.
- **Contingency Planning:** Differentiate short- and long-term contingency planning; name ways to obtain, adjust, communicate, and publicize contingency plans.
- **Demobilization:** Describe early resource monitoring and the demobilization plan.
- **Supervision and Communication:** Identify the supervisor’s role in ICS, communicating instructions, effective delegation, and executing an ops briefing and sub-briefing.
- **Managing and Adjusting the Operations Section:** Identify appropriate use of multiple Operations Section Chiefs, responsibilities in planning, staging areas, the Air Operations Branch, and developments that require adjustments.
- **Risk Assessment and Safety Management:** Differences between Operations Section Chief and safety officer duties, partnerships for safety, and information-gathering strategies for safety management.
- **Personal Interaction:** Identify key players, significant events requiring special communications, and external partners.

Relation to NIMS Document

- | | |
|----------|--|
| IV | Command and Management |
| IV.A | Incident Management |
| IV.A.2 | Incident Command (IC) and Command Staff |
| IV.A.2.a | Incident Command |
| IV.A.2.b | Command Staff |
| IV.A.2.c | Incident Command Organization |
| IV.A.3 | General Staff |
| IV.A.3.a | Operations Section |
| IV.A.3.b | Planning Section |
| IV.A.3.c | Logistics Section |
| IV.A.3.d | Finance/Administration Section |
| IV.A.3.e | Intelligence/Investigations Function |
| IV.A.5 | Incident Complex—Multiple Incident Management with a Single ICS Organization |
| IV.A.6 | Area Command |
| IV.A.6.b | Area Command Responsibilities |
| IV.B | Multiagency Coordination Systems |
| IV.B.1 | MACS Description |
| IV.B.2 | System Elements |

Instruction Standards

Minimum Course Contact Hours: 40 total hours

Instructor standards:

1. Course should be conducted with at least two instructors, one of whom must be qualified as a lead instructor.
2. Instructors should have completed ICS-400 and IS-800.
3. Lead instructor should be fully qualified as Type 1 or 2 for this position and have functioned in that capacity at an incident that required multiagency coordination went beyond one operational period and required a written IAP.
4. Lead instructors must have completed at least 32 hours of instructor training and have previous experience as an instructor on Incident Command System or Emergency Management courses.

P440: All-Hazards Planning Section Chief

Audience

Individuals who would fill the role of Planning Section Chief.

Course Objectives

- **Position:** Describe the function and units of the Planning Section and the roles and responsibilities of the Planning Section Chief.
- **Resources Unit:** Describe the function of the Resources Unit, the roles and responsibilities of the Resources Unit Leader, and the ICS positions that interact with the Resource Unit.
- **Situation Unit:** Describe the function of the Situation Unit and the roles and responsibilities of the Situation Unit Leader.
- **Initial Response:** Describe the information gathered from the initial meetings, briefings and documents, the categories of items to carry in the PSC Kit and items of information derived from Strategic Plan.
- **Planning Cycle:** Describe the purpose, timing and structure of each of the meetings, briefings and documents in the Planning Cycle and the PSC role in the IAP.
- **Interactions:** Identify key strategies for interacting with members of the Planning Section, members of the IMT, and personnel outside of the IMT.
- **Documentation and Demobilization Units:** Describe the responsibilities of the Documentation Unit and Demobilization Unit Leaders and the purpose of the Final Incident Package.

Relation to NIMS Document

- I Preparedness
- I.A Preparedness Concepts and Principles
- I.A.2 Relationship of the NIMS to the National Response Framework (NRF)
- I.B Achieving Preparedness
- IV Command and Management
- IV.A Incident Management
- IV.A.2 Incident Command (IC) and Command Staff
- IV.A.2.a Incident Command
- IV.A.2.b Command Staff
- IV.A.2.c Incident Command Organization
- IV.A.3 General Staff
- IV.A.3.a Operations Section
- IV.A.3.b Planning Section
- IV.A.3.c Logistics Section
- IV.A.3.d Finance/Administration Section
- IV.A.3.e Intelligence/Investigations Function
- IV.A.5 Incident Complex—Multiple Incident Management with a Single ICS Organization
- IV.A.6 Area Command
- IV.A.6.b Area Command Responsibilities
- IV.B Multiagency Coordination Systems
- IV.B.1 MACS Description
- IV.B.2 System Elements

Instruction Standards

Minimum Course Contact Hours: 32 total hours

Instructor standards:

1. Course should be conducted with at least two instructors, one of whom must be qualified as a lead instructor.
2. Instructors should have completed ICS-400 and IS-800.
3. Lead instructor should be fully qualified as Type 1 or 2 for this position and have functioned in that capacity at an incident that required multiagency coordination went beyond one operational period and required a written IAP.
4. Lead instructors must have completed at least 32 hours of instructor training and have previous experience as an instructor on Incident Command System or Emergency Management courses.

P450: All-Hazards Logistics Section Chief

Audience

Individuals who would fill the role of Logistics Section Chief.

Course Objectives

- **Position:** Describe key functions, responsibilities, and units in the Logistics Section.
- **Facilities Unit:** Describe responsibilities and purpose.
- **Ground Support Unit:** Describe responsibilities and purpose.
- **Supply Unit:** Describe responsibilities and purpose.
- **Food Unit:** Describe responsibilities and purpose.
- **Medical Unit:** Describe responsibilities and purpose.
- **Communications Unit:** Describe responsibilities and purpose.
- **Responsibilities:** Describe necessary equipment. Define the role of initial briefings and the IAP and responsibilities in developing them.
- **Planning and Activating the Section:** Identify briefing components; describe how to assess capabilities and limitations.
- **Coordination:** Describe how to work with Command and General Staff; describe the role and responsibility in planning meetings and developing IAPs.
- **Managing and Directing Staff and Contractors:** Describe how to manage personnel, assign work, and monitor progress.
- **Demobilization and Evaluation:** Describe how to evaluate personnel and conduct debriefings.

Relation to NIMS Document

- I Preparedness
- I.A Preparedness Concepts and Principles
- I.A.2 Relationship of NIMS to the National Response Framework
- I.B Achieving Preparedness
- III Resource Management
- III.A.1 Underlying Concepts of Resource Management
- III.A.2 Five Basic Principles of Resource Management
- III.B Resource Management Process
- IV Command and Management
- IV.A Incident Management
- IV.A.1 Management Characteristics
- IV.A.1.f Incident Facilities & Locations
- IV.A.1.g Comprehensive Resource Management
- IV.A.2 Incident Command (IC) and Command Staff
- IV.A.2.a Incident Command
- IV.A.2.b Command Staff
- IV.A.2.c Incident Command Organization
- IV.A.3 General Staff
- IV.A.3.a Operations Section
- IV.A.3.b Planning Section
- IV.A.3.c Logistics Section
- IV.A.3.d Finance/Administration Section
- IV.A.3.e Intelligence/Investigations Function
- IV.A.5 Incident Complex—Multiple Incident Management with a Single ICS Organization
- IV.A.6 Area Command
- IV.A.6.b Area Command Responsibilities
- IV.B Multiagency Coordination Systems
- IV.B.1 MACS Description
- IV.B.2 System Elements
- IV.B.3 Examples of System Elements
- IV.B.4 Primary Functions of MACS

Instruction Standards

Minimum Course Contact Hours: 40 total hours

Instructor standards:

1. Course should be conducted with at least two instructors, one of whom must be qualified as a lead instructor.
2. Instructors should have completed ICS-400 and IS-800.
3. Lead instructor should be fully qualified as Type 1 or 2 for this position and have functioned in that capacity at an incident that required multiagency coordination went beyond one operational period and required a written IAP.
4. Lead instructors must have completed at least 32 hours of instructor training and have previous experience as an instructor on Incident Command System or Emergency Management courses.

P460: All-Hazards Finance Section Chief

Audience

Individuals who would fill the role of Finance Section Chief.

Course Objectives

- **Information Gathering and Sharing:** Identify required reference materials, forms, and supplies. Describe the contents of the Finance Section Chief’s kit. Describe use of the unit log.
- **Section Management:** Describe staffing and ordering needs. Define the initial briefing, section operating plan, performance requirements, and standards.
- **Interaction and Coordination:** Identify information to exchange. Define the role of the planning meeting, IAP, and operational period briefing.
- **Demobilization and Closeout:** Describe responsibilities in closeout and the demobilization plan. Identify information to include in the briefing for replacement.

Relation to NIMS Document

- III Resource Management
- III.A.1 Underlying Concepts of Resource Management
- III.A.2 Five Basic Principles of Resource Management
- III.B Resource Management Process
- IV Command and Management
- IV.A Incident Management
- IV.A.1 Management Characteristics
- IV.A.1.f Incident Facilities & Locations
- IV.A.1.g Comprehensive Resource Management
- IV.A.2 Incident Command (IC) and Command Staff
- IV.A.3 General Staff
- IV.A.3.a Operations Section
- IV.A.3.b Planning Section
- IV.A.3.c Logistics Section
- IV.A.3.d Finance/Administration Section
- IV.A.3.e Intelligence/Investigations Function
- IV.A.5 Incident Complex—Multiple Incident Management with a Single ICS Organization
- IV.A.6 Area Command
- IV.A.6.b Area Command Responsibilities
- IV.B Multiagency Coordination Systems
- IV.B.1 MACS Description
- IV.B.2 System Elements
- IV.B.3 Examples of System Elements

Instruction Standards

Minimum Course Contact Hours: 24 Hours

Instructor standards:

1. Course should be conducted with at least two instructors, one of whom must be qualified as a lead instructor.
2. Instructors should have completed ICS-400 and IS-800.
3. Lead instructor should be fully qualified as Type 1 or 2 for this position and have functioned in that capacity at an incident that required multiagency coordination went beyond one operational period and required a written IAP.
4. Lead instructors must have completed at least 32 hours of instructor training and have previous experience as an instructor on Incident Command System or Emergency Management courses.

P402: All-Hazards Liaison Officer

Audience

Individuals who would fill the role of Liaison Officer.

Course Objectives

- **Position Concept:** Understand the roles and responsibilities of the Liaison Officer as a member of the command staff.
- **Agency Representatives:** Understand the function of an agency representative.
- **Stakeholders:** Define, identify, and profile stakeholders. Understand their roles and responsibilities regarding stakeholders and evaluate Liaison Officers' success.
- **Incident Communications and Work Location:** Identify types of communication and work location needs for a given incident.
- **Information Flow and Use of Assistants:** Understand the process and relevant parties involved in incident information flow, including the role of Assistant Liaison Officers. Know how to obtain status of and information about cooperating agencies.
- **Planning Process:** Know how the Liaison Officers fits into the planning process.
- **Special Situations:** Determine the proper steps to follow in the event of a special situation.
- **Demobilization:** Understand the demobilization process as it relates to the duties of the Liaison Officers. Describe Liaison Officers' responsibilities throughout demobilization.

Relation to NIMS Document

- IV Command and Management
- IV.A Incident Management
- IV.A.1 Management Characteristics
- IV.A.2 Incident Command (IC) and Command Staff
- IV.A.2.a Incident Command
- IV.A.2.b Command Staff
- IV.A.2.c Incident Command Organization
- IV.A.3 General Staff
- IV.A.3.a Operations Section
- IV.A.3.b Planning Section
- IV.A.3.c Logistics Section
- IV.A.3.d Finance/Administration Section
- IV.A.3.e Intelligence/Investigations Function
- IV.A.5 Incident Complex—Multiple Incident Management with a Single ICS Organization
- IV.A.6 Area Command
- IV.A.6.b Area Command Responsibilities
- IV.B Multiagency Coordination Systems
- IV.B.1 MACS Description
- IV.B.2 System Elements
- IV.B.3 Examples of System Elements
- IV.B.4 Primary Functions of MACS

Instruction Standards

Minimum Course Contact Hours: 16 total hours

Instructor standards:

1. Course should be conducted with at least two instructors, one of whom must be qualified as a lead instructor.
2. Instructors should have completed ICS-400 and IS-800.
3. Lead instructor should be fully qualified as Type 1 or 2 for this position and have functioned in that capacity at an incident that required multiagency coordination went beyond one operational period and required a written IAP.
4. Lead instructors must have completed at least 32 hours of instructor training and have previous experience as an instructor on Incident Command System or Emergency Management courses.

P403: All-Hazards Public Information Officer

Audience

Individuals who would fill the role of Public Information Officer.

Course Objectives

- **Roles and Responsibilities:** Describe the role of the PIO position in incident operations and the elements of an incident information strategy.
- **Incident Information Operations:** Describe the fundamentals of information operations during incident management. List elements of an operations plan for information function, and the types of information the PIO will provide at a planning meeting and shift briefings.
- **Developing a Communications Strategy:** List four elements of a communication strategy; describe the importance of coordination and addressing long-term needs.
- **Effective Media Relations:** Describe the importance of effective media relations and the role of the PIO in developing and maintaining such relationships.
- **Assistant PIO Tasks and Assignments:** Describe the roles and responsibilities of Assistant Public Information Officers for internal and external communication and information coordination.
- **Effective Community Relations:** Identify principles of positive community relations, key individuals and organizations, and understanding when and how to use information and formal meetings.
- **Special Situations:** Describe the role of the PIO as it pertains to handling special situations within incidents.
- **Creating a Safe Environment:** Identify sources of safety hazard information and techniques to communicate the hazards to internal and external groups.
- **Demobilization Summary:** Define the PIO's roles and responsibilities during incident transition and demobilization.

Relation to NIMS Document

- II Communications and Information Management
- II.A Underlying Concepts of Communications and Information Management
- IV Command and Management
- IV.A Incident Management
- IV.A.1 Management Characteristics
- IV.A.2 Incident Command (IC) and Command Staff
- IV A.2.a Incident Command
- IV.A.3 General Staff
- IV.C Public Information
- IV.C.1 Public Information Overview
- IV.C.2 System Description and Components
- IV.C.2.a Public Information Officer (PIO)
- IV.C.2.b Joint Information System (JIS)
- IV.C.2.c Joint Information Center (JIC)
- IC.C.2.d Organizational Independence
- IV.C.2.e Information Flow to Stakeholders and the Public
- IV.C.3 Public Information Communications Planning

Instruction Standards

Minimum Course Contact Hours: 40 total hours

Instructor standards:

1. Course should be conducted with at least two instructors, one of whom must be qualified as a lead instructor.
2. Instructors should have completed ICS-400 and IS-800.
3. Lead instructor should be fully qualified as Type 1 or 2 for this position and have functioned in that capacity at an incident that required multiagency coordination went beyond one operational period and required a written IAP.
4. Lead instructors must have completed at least 32 hours of instructor training and have previous experience as an instructor on Incident Command System or Emergency Management courses.

P404: All-Hazards Safety Officer																	
<i>Audience</i>																	
Individuals who would fill a role of Safety Officer.																	
<p>Course Objectives</p> <ul style="list-style-type: none"> • Position Role: Materials for Safety Officer kit, unit log. • Incident Overview: Information sources, laws, regulations and policies, and technical specialists. • Hazards and Risks: Hazard and safety risks, prioritize mitigation, mitigation and accident prevention methods. • Incident Safety Analysis, ICS Form 215A: The purpose, components, and use of Form 215A. • Site Safety and Control Plan, ICS208HM: The purpose, use, and components of Form 208HM. • Incident Safety Action Plan: Elements of a safety plan, safety message, safety briefing, and assistant safety officers. • Coordination with Logistics: Interaction with the Medical Unit, Ground Support Unit, and local health department. • Operations and General Health and Welfare: Promote general health and welfare, describe work/rest guidelines, identify authority to stop and prevent unsafe acts. • Special Situations: Describe the role of critical incident stress management, accident investigations, and special reports. • Demobilization and Closeout: Describe demobilization checkout procedures. 	<p>Relation to NIMS Document</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 30%;">IV</td> <td>Command and Management</td> </tr> <tr> <td>IV.A</td> <td>Incident Management</td> </tr> <tr> <td>IV.A.1</td> <td>Management Characteristics</td> </tr> <tr> <td>IV.A.2</td> <td>Incident Command and Command Staff</td> </tr> <tr> <td>IV.A.2.a</td> <td>Incident Command</td> </tr> <tr> <td>IV.A.3</td> <td>General Staff</td> </tr> <tr> <td>IV.A.6</td> <td>Area Command</td> </tr> <tr> <td>IV.B</td> <td>Multiagency Coordination Systems</td> </tr> </table>	IV	Command and Management	IV.A	Incident Management	IV.A.1	Management Characteristics	IV.A.2	Incident Command and Command Staff	IV.A.2.a	Incident Command	IV.A.3	General Staff	IV.A.6	Area Command	IV.B	Multiagency Coordination Systems
IV	Command and Management																
IV.A	Incident Management																
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IV.A.2.a	Incident Command																
IV.A.3	General Staff																
IV.A.6	Area Command																
IV.B	Multiagency Coordination Systems																
Instruction Standards																	
<i>Minimum Course Contact Hours: 32 total hours</i>																	
<i>Instructor standards:</i>																	
<ol style="list-style-type: none"> 1. Course should be conducted with at least two instructors, one of whom must be qualified as a lead instructor. 2. Instructors should have completed ICS-400 and IS-800. 3. Lead instructor should be fully qualified as Type 1 or 2 for this position and have functioned in that capacity at an incident that required multiagency coordination went beyond one operational period and required a written IAP. 4. Lead instructors must have completed at least 32 hours of instructor training and have previous experience as an instructor on Incident Command System or Emergency Management courses. 																	

P480: All-Hazards Intelligence/Investigations Function

Audience

Individuals who would fill a leadership role within the Intelligence and Investigations Function.

Course Objectives

- **Nature of Intelligence:** Describe the nature of intelligence as it relates to the responsibilities of the Intelligence/Investigations Function. Define the difference between intelligence, information, and investigations and provide examples.
- **Developing Intelligence:** Identify sources of intelligence and National Security Classification Level and determine what type of information should be included in the intelligence file.
- **Organizational Implications:** Identify each of the four organizational structures of the Intelligence/Investigations Function as well as the benefits and challenges of each. Identify members of IMT to interact with most frequently.
- **Preplanning for Intelligence:** Describe the importance of preplanning activities.

Relation to NIMS Document

IV	Command and Management
IV.A	Incident Management
IV.A.1	Management Characteristics
IV.A.1.a	Common Terminology
IV.A.1.n	Information and Intelligence Management
IV.A.2	Incident Command (IC) and Command Staff
IV.A.2.a	Incident Command
IV.A.2.b	Command Staff
IV.A.2.c	Incident Command Organization
IV.A.3	General Staff
IV.A.3.a	Operations Section
IV.A.3.b	Planning Section
IV.A.3.c	Logistics Section
IV.A.3.d	Finance/Administration Section
IV.A.3.e	Intelligence/Investigations Function
IV.A.5	Incident Complex—Multiple Incident Management with a Single ICS Organization
IV.A.6	Area Command
IV.A.6.b	Area Command Responsibilities
IV.B	Multiagency Coordination Systems

Instruction Standards

Minimum Course Contact Hours: 24 Hours

Instructor standards:

1. Course should be conducted with at least two instructors, one of whom must be qualified as a lead instructor.
2. Instructors should have completed ICS-400 and IS-800.
3. Lead instructor should be fully qualified as Type 1 or 2 for this position and have functioned in that capacity at an incident that required multiagency coordination went beyond one operational period and required a written IAP.
4. Lead instructors must have completed at least 32 hours of instructor training and have previous experience as an instructor on Incident Command System or Emergency Management courses.

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