National Incident Management System (NIMS):

Five-Year NIMS Training Plan

National Integration Center (NIC), Incident Management Systems Division (IMSD)

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Introduction

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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 has directed Federal agencies to adopt NIMS and encouraged adoption of NIMS by all stakeholders—Federal, State, territorial, tribal, substate regional, and local governments, private sector organizations, critical infrastructure owners and operators, nongovernmental organizations involved in emergency management and/or incident response.[2] 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 the 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 establishment of a National Training Program for NIMS. 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 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.

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.

3. Define the minimum personnel qualifications for service in complex multi-jurisdictional incidents nationwide.

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[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/nrf/nrf-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, 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

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, 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.

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 competency 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 develop training that encompasses specific stakeholder needs in addition to the general NIMS training requirements. Training guidance describes the learning objectives, topics covered, and minimum instructional requirements of instructional time and instructor qualifications, to shape development of equivalent courses.

Personnel-qualification guidelines will provide a national standard model for credentialing organizations and will eventually be the foundation for a national credentialing system.[6] While the NIC is in process of developing this national credentialing system, stakeholders hold the responsibility and authority for issuing credentials. However, once the 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.

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[6] 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, training and education requirements that define the standards required for specific emergency response functional positions. *http://www.fema.gov/emergency/nims/rm/credentialing.shtm*, accessed 4 September 2007.

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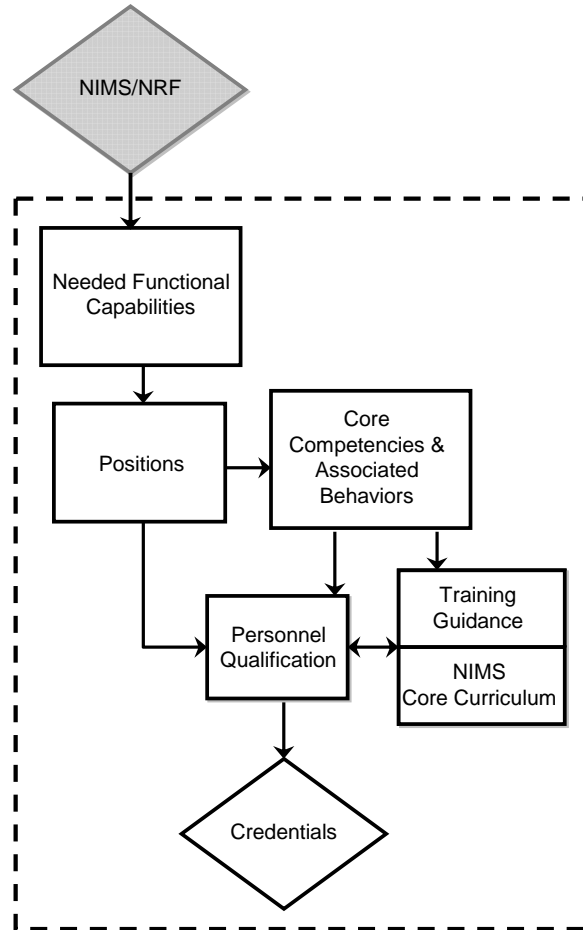
2   **Figure 1: Operational Foundation for NIMS Training and Personnel Qualification Guidelines**

3   The heart of the Five-Year NIMS Training Plan, then, is to develop the complete foundation of the
4   National Training Program.

5   •   Core competencies for typical positions

6   •   A National Core Curriculum for NIMS

7   •   Training guidance for specific courses within the core curriculum

8   •   Qualification guidelines

9   Establishment of the National Training Program begins with collection of the elements that already exist
10   or are currently in development. Core competencies are in draft form for ICS positions. Initial
11   definition of the national core curriculum includes awareness-level courses spanning all NIMS
12   components and subcomponents; advanced courses in ICS; and position-specific courses for ICS (in
13   pilot testing). Training guidance for all existing courses exists (see Appendix C). Last, personnel
14   qualifications are not defined.

15   The National Training Program for NIMS—and this Plan which guides the development, maintenance,
16   and sustainment of the Program—recognizes the shared responsibilities between the NIC and all
17   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 is NIMS compliance requirements for training. NIMS compliance requirements are specific activities designed to measure an organization or jurisdiction's degree of implementation of NIMS.[7] For NIMS training, initial NIMS compliance requirements encompass a broad requirement for awareness-level training for all emergency management/response personnel. As the National Training Program for NIMS matures, the breadth of required awareness-level training will expand. In addition to such jurisdiction-wide or organization-wide requ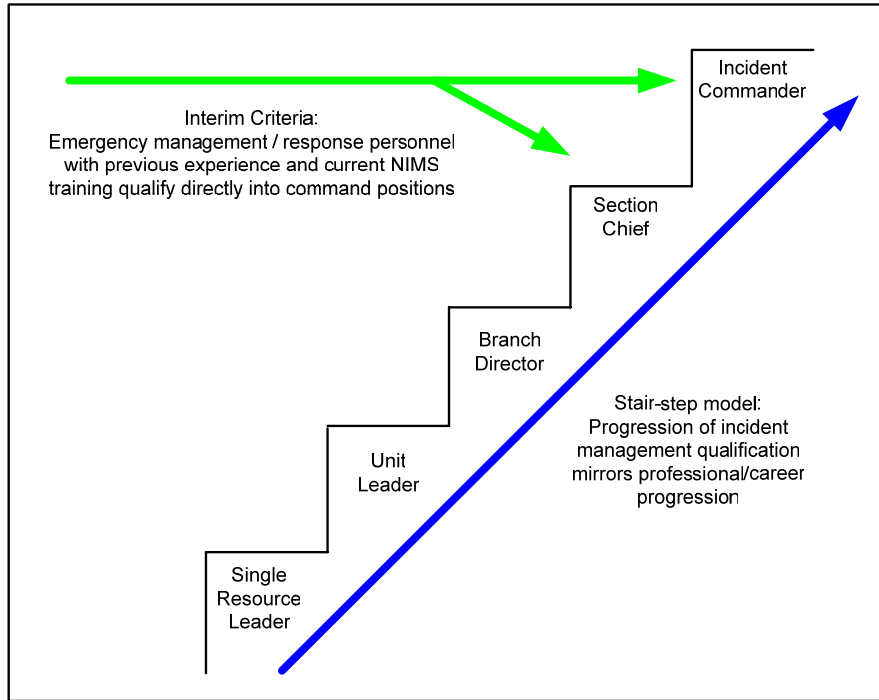irements, NIMS will require that stakeholder emergency management and incident response credentials for service in complex multi-jurisdictional incidents be based on NIC guidelines for personnel qualification.

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 additional training, that person's qualifications to serve during incidents should similarly progress.

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[7] The NIMS document specifies that NIC/IMSD (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.

The figure shows a stair-step diagram with steps labeled from bottom to top: Single Resource Leader, Unit Leader, Branch Director, Section Chief, Incident Commander. A blue diagonal arrow points upward across the steps. Green arrows at the top point toward Incident Commander and Section Chief.

Interim Criteria:
Emergency management / response personnel with previous experience and current NIMS training qualify directly into command positions

Incident Commander

Section Chief

Branch Director

Stair-step model:
Progression of incident management qualification mirrors professional/career progression

Unit Leader

Single Resource Leader

1

2 **Figure 2: Personnel qualification steps**

3   Position qualifications need to be developed that both define a desired state for the Training Program
4   and recognize interim criteria that will be suitable to fill senior positions based on training and
5   experience predating establishment of position-qualification guidelines within the National Training
6   Program for NIMS.

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

11   The Plan has been developed in conjunction with a Working Group of representative stakeholders[8] and
12   has been released for national review. The Plan is based on an analysis of the current state of NIMS-
13   related training, compared to a specification of a desired state of the National Training Program for
14   NIMS. This document describes both the desired state and current state of NIMS training, and then
15   identifies the goals, objectives, and action items that constitute the active portion of the Five-Year NIMS
16   Training Plan.

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[8] 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.

1 # INTENDED AUDIENCE

2   The primary audience for the Five-Year NIMS Training Plan is the NIC and stakeholder personnel
3   directly involved in the planning, budgeting, and execution of NIMS training at all levels (Federal, State,
4   tribal, local, private sector, and NGOs). The secondary audience includes all stakeholder personnel who
5   require NIMS training. Both groups are encouraged to use this Five-Year NIMS Training Plan to
6   anticipate, plan, and prepare for the NIC's implementation of the National Training Program for NIMS.

7 # AUTHORITIES AND BACKGROUND

8   On 28 February 2003, Homeland Security Presidential Directive (HSPD)–5, *Management of Domestic*
9   *Incidents*, was issued, directing the Secretary of Homeland Security to establish a National Incident
10   Management System. Initially published in March 2004, the NIMS provides a consistent national
11   approach for Federal, State, tribal, and local governments; the private sector; and NGOs to work
12   together to prepare for, respond to, recover from, and mitigate domestic incidents, regardless of cause,
13   size, or complexity.[9] Based upon emergency management and incident response practices, the NIMS
14   represents a core set of doctrine, concepts, principles, terminology, and organizational processes that
15   enables effective, efficient, and collaborative incident management.[10]

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

20   Incidents' lessons learned and the *NIMS* document recognize that successful implementation relies upon
21   development and maintenance of NIMS training nationally.[11] Furthermore, NIMS implementation relies
22   upon comprehensive NIMS training and standardized personnel qualification. In 2007, the NIC
23   supervised and coordinated an update to the NIMS document, to better meet the needs of all
24   stakeholders.

25 # SCOPE OF FIVE-YEAR NIMS TRAINING PLAN

26   The Five-Year NIMS Training Plan defines the National Training Program for NIMS. It specifies NIC
27   and stakeholder responsibilities and activities for developing, maintaining, and sustaining the National
28   Training Program for NIMS. Besides spanning NIC and stakeholder responsibilities and actions, the Plan

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[9] *NIMS*, revised version, p. 3.

[10] Ibid.

[11] "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).

1   defines the process for developing both training and personnel qualification requirements for emergency
2   management and incident response credentials.

3   The NIC's responsibilities within the National Training Program for NIMS include defining a core
4   curriculum, descriptions of the curriculum's courses, and training guidance in the form of Course
5   Summaries suitable to guide development of equivalent courses. The NIC also has responsibility to
6   develop personnel-qualification guidelines for stakeholder-issued incident-management credentials.

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

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

13 1. Establish specific goals, objectives, and action items to guide the NIC as it develops and implements the
14   National Training Program thus providing national leadership.

15 2. Provide sufficient planning and documentation to guide stakeholders' long-term training plans, budgets,
16   and schedules.

17 3. Define a national core curriculum for NIMS and provide explicit guidelines for NIMS courses in the core
18   curriculum, applicable to all levels of government, the private sector, and NGOs.

19 4. Provide national guidelines for emergency management/response personnel qualifications, based on
20   development of core competencies for NIMS-defined incident-management positions.

21 5. Serve as a single-source, regularly updated compilation of training within the national core curriculum for
22   the NIMS and personnel-qualification guidance.

23 Organization of the Five-Year NIMS Training Plan Document

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

26 • *Desired State of NIMS Training and Personnel Qualification.* This introduces the overall picture of
27   NIMS training nationally; the NIC and stakeholder responsibilities and interactions are
28   highlighted. Following the initial picture, the steps surrounding the development of a National
29   Training Program for NIMS are described. These aspects of the program include the basis for
30   core competencies and the training courses and objectives to meet the competencies; it
31   concludes with a discussion of personnel qualifications.

32 • *Current State of NIMS Training.* This describes existing training efforts, following essentially the
33   same structure as the Desired State of NIMS Training and Personnel Qualifications section.

34 • *NIMS Compliance Requirements for Training.* This section describes the evolution of NIMS
35   compliance requirements for training, culminating in a table of out-year compliance
36   requirements for training. By verifying stakeholder engagement with the National Training
37   Program for NIMS, these drive stakeholder activities. As the National Training Program matures
38   compliance requirements will shift accordingly.

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

Desired State of NIMS Training and Personnel Qualification

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 providing 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, especially 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 NRF (National Response Framework)—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 the 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.[12] Qualification guides are usually in the form of position task books, which define tasks that measurably demonstrate a candidate's competency and associated behaviors.

- Stakeholder plans and foundational national documents and dictate functional capabilities for emergency management and incident response that stakeholders should develop and maintain. Functional capabilities relate specifically to core competencies needed to perform within each respective function of NIMS.

- Personnel qualification guidance specifies means for demonstrating minimum capabilities for stakeholder personnel assigned to NIMS positions. Personnel credentialed to serve on national incidents must be qualified within a system that meets or exceeds the national qualification guidance.

- Stakeholders 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. For example, stakeholders

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[12] 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.

1   may decide to develop their own training courses to suit their specific needs while still meeting
2   the national training guidance.

3   • Stakeholders execute the training plans, resulting in trained, qualified, and credentialed
4   personnel.

5   • Training and experience for personnel qualification are acquired through course-based
6   knowledge development; risk-free practical application, such as tabletop exercises and planned
7   exercises; and on the job training, such as: job shadowing, planned events, and IC experience
8   during small incidents.

9   • Once trained, personnel will test and practice their skills during specific exercises and
10   demonstrate their skills by effective management of and response to actual incidents.

11 • Exercise and mission/incident after-action reports should include an evaluation of the
12   effectiveness of incident-management personnel. Recommendations for improvements should
13   be incorporated throughout the national coordination process for NIMS training to tailor
14   stakeholder training plans as well as training and qualification of specific personnel, provide
15   feedback to the national curriculum for NIMS and training courses, and perhaps suggest
16   modifications of the NIMS, NRF, and stakeholder plans.
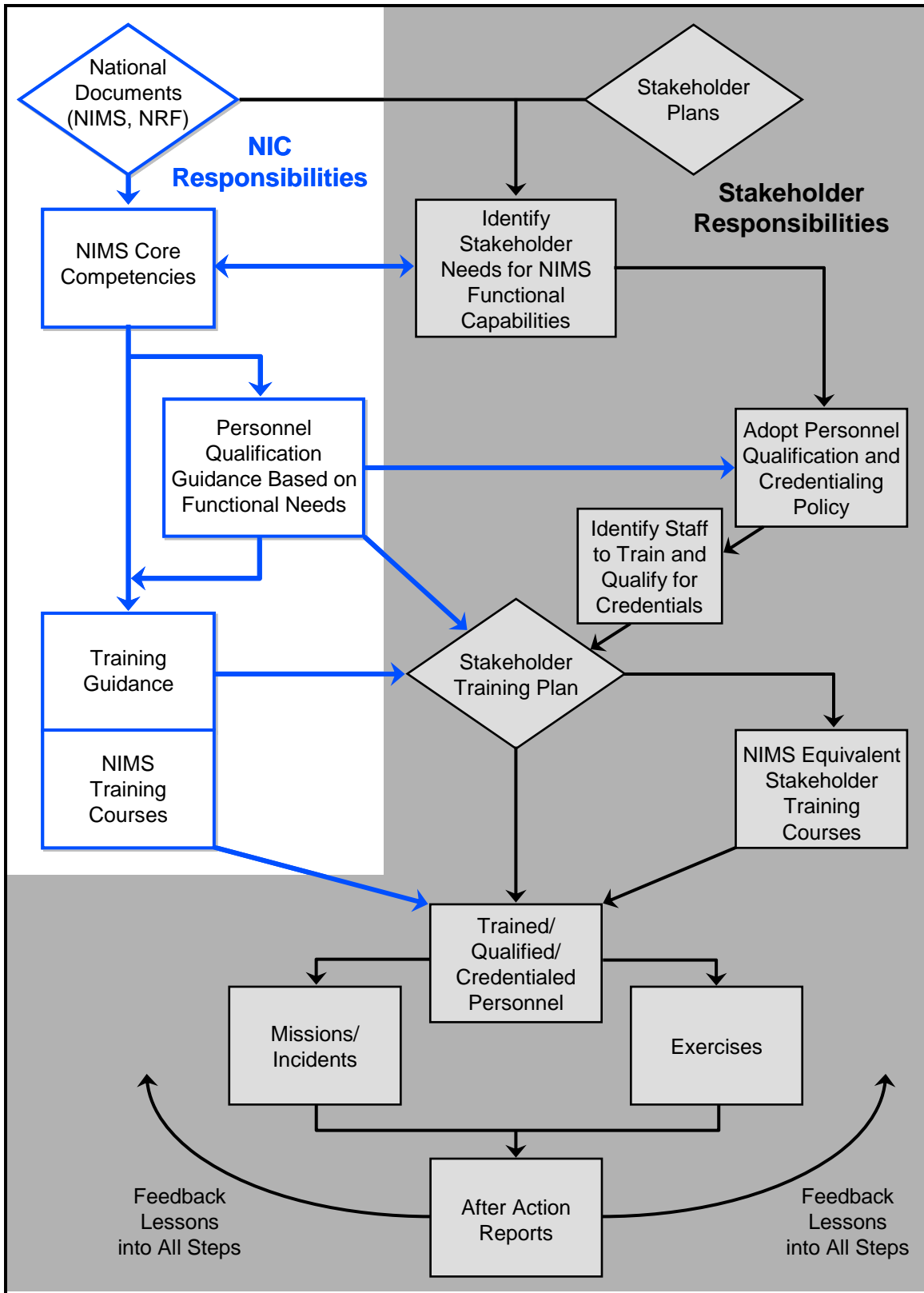
Figure 3: Coordinated responsibilities to support NIMS training and personnel qualification

1 NATIONAL TRAINING PROGRAM FOR NIMS

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

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

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

17 • Core competencies and associated behaviors to describe capabilities required of emergency
18 management/response personnel within the NIMS

19 • A national core curriculum for the NIMS, with each course having learning objectives that meet
20 training needs set by the core competencies

21 • Complete training guidance for all courses in the core curriculum for the NIMS

22 • Qualifications guidelines for individual emergency management/response positions or functions
23 within the NIMS

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

26 • NIMS compliance requirements for training to assure maintenance and sustainment of
27 stakeholder training programs, including ongoing qualification of emergency
28 management/response personnel[13]

29 • Program assessment and evaluation systems for gauging the effectiveness of the National
30 Training Program for NIMS

31 • Periodic evaluations and updates to maintain the effectiveness of the Five-Year NIMS Training
32 Plan

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

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 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.[14] However, the rubber meets the road in "tasks," which are measurable activities to demonstrate proficiency in each position.

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 takes into account this distinction of discipline specificity.

CORE CURRICULUM FOR THE 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.

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

1   **Table 1:** Core Curriculum for the NIMS

Course Grouping	Course ID	Course Title
ICS Courses Overview	IS-700	National Incident Management System (NIMS) an Introduction
	IS-800	National Response Plan (NRP), 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 Multi-Agency 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

2   The core curriculum courses cover all the components and major subcomponents of NIMS and are
3   further classified into levels of training. Each level of training is based upon the expected level of
4   learning the students will achieve:[15]

5   • "Awareness" training presents NIMS topics and concepts at an introductory level, with
6   evaluations typically provided via objective-based examinations (e.g., multiple-choice, true-
7   false, or fill-in-the-blank tests) to determine student comprehension.

8   • "Advanced" training is oriented to skills development and includes practical exercises to test
9   application level of NIMS subject matter. For the most part, courses provided at this level are
10   geared towards fulfilling NIMS credentialing tracks.

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[15] "Levels of training" organization is drawn from analysis of course objectives, activities (e.g. practical exercises),
depth of material, and evaluations of students.

1 • "Practicum" training emphasizes exercises that practice the skills learned in the other levels of
2 training. In general, this training will be in the form of exercises directed at certifying or
3 qualifying personnel and will include discipline-specific courses.

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

			Levels of Training		
			Awareness	**Advanced**	**Practicum**
Components of NIMS	**Preparedness**		IS 800* IS 705		
	Communications & Info Management		IS 704		
	Resource Management	IS-700	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				

5 * The current IS-800 is based on the NRP; a revised version will be developed and released in
6 conjunction with the updated NRF.

7 # COURSE DEVELOPMENT AND TRAINING GUIDANCE

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

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

17 • Intended student audience for the course

18 • Course objectives supported by the topical content descriptions and intended learner outcomes

1   - Cross-reference to NIMS topics[16]

2   - Evaluation methodology to ensure that a course has met its learning objectives

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

4   - Minimum contact hours

5   - Instructor qualifications (for instructor led courses)

6   NIMS training development guidance states that training may be offered through government agencies
7   and/or private training vendors. It is not necessary to meet training requirements by attending a Federal
8   course; however, courses must meet course objectives, activities (e.g. practical exercises), and depth of
9   material described within this Plan. This Plan supersedes the previously published *National Standards*
10 *Curriculum Training Development Guidanc*e.[17]

PERSONNEL QUALIFICATION

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

19 Personnel qualification is closely related to credentialing, which is inherently a stakeholder
20 responsibility. For personnel to be credentialed to serve in NIMS-defined positions on a complex multi-
21 jurisdictional incident, a stakeholder's credentialing system must meet the minimum personnel-
22 qualification guidelines specified by the NIC.

23 Generally, personnel-qualification guidance will list the performance requirements, through position
24 task books or tasks, for specific positions in a format that allows a trainee to be evaluated against written
25 guidelines. These tasks, based on core competencies and associated behaviors, are the measurable
26 activities that demonstrate proficiency associated with the competencies and behaviors. Successful
27 performance of all tasks during exercises, job shadowing, and/or operations for a relevant position, as
28 observed and recorded by an evaluator, results in a recommendation to the certifying agency that the
29 trainee be qualified in that position.

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[16] 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.

[17] 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.

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 IMSD has drafted core competencies for ICS positions (for examples, see 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 IMSD to provide ongoing maintenance of the ICS core competencies. 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 equivalent courses 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.[18]

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[18] In general, equivalent 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, but these will be renumbered or be given an auxiliary number to align with the core curriculum for the NIMS.

1   **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	W, C
	IS-800	National Response Plan (NRP), an Introduction	W, C
ICS Courses	ICS-100	Introduction to the Incident Command System	W, C
	ICS-200	ICS for Single Resources and Initial Action Incidents	W, C
	ICS-300	Intermediate ICS	C
	ICS-400	Advanced ICS	C
NIMS Components and Subcomponents	IS-701	NIMS Multi-Agency Coordination System	W, C
	IS-702	NIMS Public Information Systems	W, C
	IS-703	NIMS Resource Management	W, C
	IS-704	NIMS Communication and Information Management	D
	IS-705	NIMS Preparedness	D
	IS-706	NIMS Intrastate Mutual Aid, An Introduction	W, 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

2   Key: W = web-based, interactive course; C = classroom; D = initial development period; P = pilot testing
3   period

4   COURSE DEVELOPMENT AND TRAINING GUIDANCE

5   Equivalent courses may be provided by stakeholders and private vendors. These courses are expected to
6   cover the topics and meet the course objectives as listed in the Course Summaries (See Appendix C).
7   Because of the wide array of potential providers, the issue of standards for course equivalencies is often
8   raised. Courses provided through vendors outside of pre-recognized equivalent courses must meet the
9   standard course minimums described in the Course Summaries.

1   Guidelines have been developed to ensure that NIMS training courses, provided outside of NIC venues,
2   meet the appropriate "as taught by the NIC" standard. These guidelines are developed and issued by the
3   NIC, through the EMI.[19]

4 # PERSONNEL QUALIFICATION

5   The NIC has not yet defined any all-hazards qualification guidance or position task books. The NWCG's
6   qualification guide, which is a position task book initially designed for the firefighting community but
7   currently being adapted for all-hazards use, is the best example of what is likely to be adopted by the
8   NIC. [20]

9   Position task books identify the requirements and standards for positions related to a specific agency,
10   incident type, or particular function. Task books are used as education and evaluation tools, and
11   individuals can be certified as qualified for that position once they are evaluated as having successfully
12   completed all required tasks for that position.

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[19] TheCourse Summaries (Appendix C) set forth in this Plan supersede previous National Training Guidance

[20] National Wildfire Coordination Group, *Wildland Fire Qualification System Guide*. This document is under revision to provide application for all hazards.

NIMS Compliance Requirements

To ensure that stakeholders implement NIMS, the NIC evaluates implementation using NIMS Compliance Requirements. These compliance requirements 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). NIMS compliance requirements for training typically require that stakeholders are providing their personnel with appropriate NIMS training.

Initially, compliance requirements for training have been focused on the broad awareness-level courses in the NIMS core curriculum. These initial requirements sought to provide awareness of NIMS to the entire emergency management/response community. In FY07, compliance requirements 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 requirements 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 requirements will then need to shift accordingly. Compliance requirements will increasingly ensure that stakeholder personnel are meeting published qualifications and then, in turn, receiving credentials. This shift in the compliance requirements 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.

Coordinating this shift in compliance requirements 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 requirements have required all or most emergency management/response personnel to take IS-700 and IS-800. Once the desired state is reached, NIMS compliance requirements 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 requirements for training, as currently envisioned.

1   **Table 4:** Out-Year NIMS Compliance Requirements for Training

Fiscal Year	Tier	Compliance Requirement
FY08	Tier 1	Complete IS-700; IS-800; ICS-100; ICS-200 - Awareness Training Complete ICS-300; ICS-400 - Advanced Training
	Tier 2	Complete IS 701; IS-702; IS-703; IS-704 - Awareness Training Complete ICS Position Specific Training – Practicum *
FY09	Tier 1	Complete IS-700; IS-800; ICS-100; ICS-200 - Awareness Training Complete ICS-300; ICS-400 - Advanced Training
	Tier 2	Complete IS 701; IS-702; IS-703; IS-704 - Awareness Training Complete Emergency Management Framework Course – Awareness Training Complete IS-705; IS-706; IS-707 – Awareness Training Complete ICS Position Specific Training – Practicum*
FY10	Tier 1	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
	Tier 2	Complete Emergency Management Framework Course – Awareness Training Complete IS-705; IS-706; IS-707 – Awareness Training Complete ICS/EOC Training – Advanced Training Complete ICS Position Specific Training – Practicum*
FY11	Tier 1	Complete IS-700; IS-800; ICS-100; ICS-200 - Awareness Training Complete IS 701; IS-702; IS-703; IS-704 - Awareness Training Complete IS 705; IS-706; IS-707 – Awareness Training Complete ICS-300; ICS-400 - Advanced Training
	Tier 2	Complete ICS/EOC Training – Advanced Training Complete ICS Position Specific Training – Practicum* Complete EOC Position Specific Training – Practicum*
FY12	Tier 1	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 ICS-300; ICS-400; ICS/EOC Course - Advanced Training
	Tier 2	Complete ICS Position Specific Training – Practicum* Complete EOC Position Specific Training – Practicum*

2   Tier 2 activities introduce concepts that may become Tier 1 activities in future fiscal years. Stakeholders
3   are encouraged to complete the Tier 2 training in the year assigned; however the completion of this
4   training is not a requirement for NIMS compliance.

5   *Stakeholders are not required to complete ICS Position Specific Training (or EOC Position Specific
6   Training in future years) for NIMS compliance. However, the completion of ICS Position Specific Training
7   is required for those stakeholders who desire to be credentialed as part of the national credentialing
8   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 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.

The goals focus on providing training in the context of the NIMS components. There are seven major goals listed in the next section that focus on the development and implementation of the National Training Program for NIMS. The final goal addresses aspects of the National Training Program for NIMS outside curriculum development and personnel qualifications, such as the evolution of compliance requirements and updates and maintenance of the plan itself.

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 through 11 below. In some cases, action items may be identified for work over multiple years selected. 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 THE NIMS TRAINING PLAN

1. Personnel are appropriately trained in NIMS Preparedness

2. Personnel are appropriately trained in NIMS Communications & Information Management

3. Personnel are appropriately trained in NIMS Resource Management

4. Personnel are appropriately trained in the NIMS Incident Command System

5. Personnel are appropriately trained in the NIMS Multiagency Coordination System

1   6. Personnel are appropriately trained in NIMS Public Information

2   7. Plan is maintained and updated annually

1   **Table 5:** Preparedness Component Goal

Goal 1: Personnel are appropriately trained in NIMS Preparedness									
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 Preparedness Component (e.g. planning, budgeting & acquisition, training, etc.)		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 preparedness 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			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/adapt courses**								
	Action Items	Done	FY08	FY09	FY10	FY11	FY12	FY12+	
S	Develop individual courses based from course guidance		X	X	X	X	X	X	
S	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	Establish Compliance Requirements for Preparedness Component training					B	R		

2

3   N = NIC responsibility

4   S = Stakeholder responsibility

5   N,S = Shared responsibility of the NIC and stakeholders

6   B = Baseline metric collected through compliance metrics

7   R = Required training in NIMS Compliance Requirements

1   **Table 6:** Communication & Information Management Component Goal

Goal 2: Personnel are appropriately trained in NIMS Communications & Information Management								
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 Communications & Information Management Component (e.g. planning, budgeting & acquisition, training, etc.)		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 Communications & Information Management 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			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/adapt courses**							
	Action Items	Done	FY08	FY09	FY10	FY11	FY12	FY12+
S	Develop individual courses based from course guidance		X	X	X	X	X	X
S	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	Establish Compliance Requirements for Communications & Information Management Component training					B	R	

2
3

4   N = NIC responsibility

5   S = Stakeholder responsibility

6   N,S = Shared responsibility of the NIC and stakeholders

7   B = Baseline metric collected through compliance metrics

8   R = Required training in NIMS Compliance Requirements

1

Table 7: Resource Management Component Goal

Goal 3: Personnel are appropriately trained in NIMS Resource Management								
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 Resource Management Component (e.g. planning, budgeting & acquisition, training, etc.)		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 Resource Management 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			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/adapt courses**							
	Action Items	Done	FY08	FY09	FY10	FY11	FY12	FY12+
S	Develop individual courses based from course guidance		X	X	X	X	X	X
S	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	Establish Compliance Requirements for Resource Management Component training					B	R	

2
3

4 N = NIC responsibility

5 S = Stakeholder responsibility

6 N,S = Shared responsibility of the NIC and stakeholders

7 B = Baseline metric collected through compliance metrics

8 R = Required training in NIMS Compliance Requirement

1   **Table 8:** Incident Command System Subcomponent Goal

Goal 4: Personnel are appropriately trained in NIMS Incident Command System								
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 ICS (e.g. planning, budgeting & acquisition, training, etc.)		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 ICS position titles identified by NIMS		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			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 positions identified by NIMS 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/adapt courses**							
	Action Items	Done	FY08	FY09	FY10	FY11	FY12	FY12+
S	Develop individual courses based from course guidance		X	X	X	X	X	X
S	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	Establish Compliance Requirements for ICS training					B	R	

2
3

4   N = NIC responsibility

5   S = Stakeholder responsibility

6   N,S = Shared responsibility of the NIC and stakeholders

7   B = Baseline metric collected through compliance metrics

8   R = Required training in NIMS Compliance Requirements

1   **Table 9:** Multiagency Coordination System Subcomponent Goal

Goal 5: Personnel are appropriately trained in NIMS Multiagency Coordination Systems

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 MACS (e.g. planning, budgeting & acquisition, training, etc.)		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 MACS 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			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/adapt courses

	Action Items	Done	FY08	FY09	FY10	FY11	FY12	FY12+
S	Develop individual courses based from course guidance		X	X	X	X	X	X
S	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	Establish Compliance Requirements for MACS training					B	R	

2
3
4   N = NIC responsibility

5   S = Stakeholder responsibility

6   N,S = Shared responsibility of the NIC and stakeholders

7   B = Baseline metric collected through compliance metrics

8   R = Required training in NIMS Compliance Requirements

1 **Table 10:** Public Information Subcomponent Goal

Goal 6: Personnel are appropriately trained in NIMS Public Information									
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 Public Information (e.g. planning, budgeting & acquisition, training, etc.)		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 Public Information position titles and titles identifed by NIMS		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			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 and previously identified 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/adapt courses**								
	Action Items		Done	FY08	FY09	FY10	FY11	FY12	FY12+
	S	Develop individual courses based from course guidance		X	X	X	X	X	X
	S	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	Establish Compliance Requirements for Public Information training					B	R	

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4 N = NIC responsibility

5 S = Stakeholder responsibility

6 N,S = Shared responsibility of the NIC and stakeholders

7 B = Baseline metric collected through compliance metrics

8 R = Required training in NIMS Compliance Requirements

1 **Table 11:** Plan Maintenance Goal

Goal 7:	Plan is maintained and updated 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 requirement (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 Training Plan**								
	Action Items		Done	FY08	FY09	FY10	FY11	FY12	FY12+
	WG	Review current & previous FY action items assigned to the NIC	X	X	X	X	X	X	X
	WG	Review stakeholder training progress	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 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 update Training Guidance (i.e., FY 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 Training Plan with other NIMS implementation planning activities**								
	Action Items		Done	FY08	FY09	FY10	FY11	FY12	FY12+
	?	TBD							

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4   N = NIC responsibility

5   WG = NIC-convened Working Group

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 Plan 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

1   I.B.4.   There are five preparedness elements that build the foundation necessary for efficient and effective
2   response and recovery: Preparedness Planning, Procedures and Protocols, Training and Exercises,
3   Personnel Qualifications and Certification, and Equipment Certification.

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

II. COMPONENT II OVERVIEW: COMMUNICATIONS AND INFORMATION MANAGEMENT

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

15   II.A.   The underlying concepts and principles of communications and information management reinforce the use of a
16   flexible communications and information system in which emergency management/response personnel can
17   maintain a constant flow of information throughout an incident. The core concepts and principles of
18   communication and information management as taught by DHS (and as defined in the NIMS document)
19   incorporate the following components:

20   II.A.1.   A *common operating picture* is established and maintained by gathering, collating, synthesizing, and
21   disseminating incident information to all appropriate parties involved. Having a common operating
22   picture during an incident helps to ensure consistency for all emergency response providers engaged in
23   an incident.

24   II.A.2.   *Interoperability* allows emergency management/response personnel and their affiliated organizations to
25   communicate within and across agencies and jurisdictions via various communications systems.

26   II.A.3.   *Reliability, scalability, and portability*: Communication and information systems should be designed to be
27   flexible, reliable, and scalable in order to function in any type of incident, regardless of cause, size,
28   location, or complexity. They should be suitable for operations within a single jurisdiction or agency,
29   a single jurisdiction with multiagency involvement, or multiple jurisdictions with multiagency
30   involvement.

31   II.A.4.   *Resiliency and redundancy* are critical to ensuring communications flow during an incident.

32   II.B.   Emergency management/response personnel must be able to manage incident communications and
33   information effectively using the following:

34   II.B.1.   Standardized Communication Types
35   II.B.2.   Policy and Planning
36   II.B.3.   Agreements
37   II.B.4.   Equipment Standards and Training

38   II.C.   Organization and Operations

1 II.C.1. *Incident information*: During an incident, information is vital to assist the IC, UC, and/or supporting
2   agencies and organizations with decision making. Examples include incident notification, situation and
3   status reports, analytical data, and geospatial data.

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

7 # III. COMPONENT III OVERVIEW: RESOURCE MANAGEMENT

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

13 III.A. Emergency management and incident response activities require carefully managed resources (personnel,
14   teams, facilities, equipment, and/or supplies) to meet incident needs.

15 III.A.1. The underlying concepts of resource management as taught by DHS (and as defined in the NIMS
16   document) are

17   • Consistency
18   • Standardization
19   • Coordination
20   • Inclusion
21   • Information management
22   • Credentialing

23 III.A.2. The foundations of resource management are based on the following five principles: planning, use of
24   agreements, categorizing resources, resource identification and ordering, and effective management of
25   resources.

26 III.B. The Resource Management process can be separated into two parts: (1) resource management activities as an
27   element of preparedness and (2) managing resources during an incident. Resource management during an
28   incident is a finite process, with a distinct beginning and ending specific to the needs of the particular incident,
29   and includes the following seven steps:

30 III.B.1. *Identify requirements*: Involves accurately identifying what and how much is needed, where and when it
31   is needed, and who will be receiving or using it.

32 III.B.2. *Order and acquire*: Requests for resources that cannot be obtained locally are submitted using
33   standardized resource-ordering procedures.

34 III.B.3. *Mobilize*: This process may include planning for deployment, equipping, training, designating assembly
35   points, and obtaining transportation.

36 III.B.4. *Track and report:* Resource tracking provides a clear picture of where resources are located; helps staff
37   prepare to receive resources; protects the safety and security of equipment, supplies, and personnel;
38   and enables their coordination and movement.

1   III.B.5. *Recover and demobilize*: Recovery involves the final disposition of resources, including rehabilitation,
2   replenishment, and disposal and/or retrograding and pertains to both expendable and nonexpendable
3   resources.

4   III.B.6. *Reimburse*: When applicable, reimbursement provides a mechanism to recoup funds expended for
5   incident-specific activities.

6   III.B.7. *Inventory*: Resource management uses various resource inventory systems to assess the availability of
7   assets provided by jurisdictions. The inventory process includes credentialing and identifying and
8   typing resources.

IV. COMPONENT IV OVERVIEW: COMMAND AND MANAGEMENT

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

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

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

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

23 IV.A. The ICS is a widely applicable management system designed to enable effective and efficient incident
24   management by integrating a combination of facilities, equipment, personnel, procedures, and
25   communications operating within a common organizational structure.

26   IV.A.1. *Management characteristics*: ICS is based on 14 management characteristics:

27   IV.A.1.a. Common terminology: The ICS establishes common terminology that allows diverse
28   incident management and support organizations to work together across a wide variety of
29   incident management functions and hazard scenarios. ICS common terminology covers the
30   organizational functions, resources descriptions, and incident facilities.

31   IV.A.1.b. Modular organization: The ICS organizational structure develops in a modular fashion that
32   is based on the size and complexity of the incident, as well as the specifics of the hazard
33   environment created by the incident.

34   IV.A.1.c. Management by objectives: The establishment of specific, measurable objectives for
35   various incident management functional activities and directing efforts to attain them is
36   essential to a successful operation.

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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.

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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.

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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.

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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.

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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.

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IV.A.1.i.   Establishment and transfer of command: The command function must be clearly established from the beginning of incident operations.

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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.

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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.

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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.

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IV.A.1.m.   Dispatch/deployment: Resources should respond only when requested or when dispatched by an appropriate authority through established resource management systems.

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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.

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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.

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IV.A.2.a.   Incident command: The command function may be conducted in one of two general ways: single incident commander and unified command.

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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.

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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.

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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.

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IV.A.2.c. Incident command organization: The incident command and management organization is located at the Incident Command Post (ICP). Typically, one ICP is established for each incident, where the incident command directs operations.

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IV.A.3. *General Staff*: The General Staff is responsible for the functional aspects of the incident command structure and typically consists of the 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.

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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.

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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 then 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 a number of technical specialists to assist in evaluating the situation.

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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.

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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.

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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

1   burden of external coordination and securing additional resources. Typically,
2   administrators/executives, or their appointed representatives, are brought together and form MAC
3   Groups. MAC Groups may also be known as multiagency committees, emergency management
4   committees, or as otherwise defined.

5   IV.B.4.   *Primary functions of multiagency coordination systems*: There are seven common functions that MACS will
6   generally perform during an incident: situation assessment, incident priority determination, critical
7   resource acquisition and allocation, supporting relevant incident management policies and interagency
8   activities, coordination with other MACS, coordination with elected and appointed officials, and
9   coordination of summary information.

10   IV.C.   Public Information

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

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

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

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

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

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

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

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

V. COMPONENT V OVERVIEW: ONGOING MANAGEMENT AND MAINTENANCE

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.

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.

Appendix B: Position Competencies and Behaviors

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.
		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.
		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.
		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: Safety Officer

Position	Competencies	Behaviors
Safety Officer 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.
		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.
		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.
		Develop and implement plans and gain concurrence of affected agencies and the public.
	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.
		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 revelant to given assignment
		Ensure compliance with all legal and safety requirement revelavant 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.

Table B-3: Public Information Officer

Position	Competencies	Behaviors
Public Information Officer 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.
		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.
		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.
		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 revelant 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-4: Liaison Officer

Position	Competencies	Behaviors
Liaison Officer	**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-5: Operations Section Chief

Position	Competencies	Behaviors
Operations Section Chief 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.
		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.
		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.
		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-6: 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.
		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.
		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-7: 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.
		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.
		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-8: Finance/Administration Section Chief

Position	Competencies	Behaviors
Finance-Admin Section Chief 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.
		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.
		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.
		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.

Appendix C: Course Summaries

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	*Relation to NIMS Document*	
• **Concepts:** Describe the key concepts and principles underlying the NIMS.	I	Preparedness
	I.A	Preparedness Concepts and Principles
	I.B	Achieving Preparedness
• **ICS:** Identify the benefits of using ICS as the national incident management model.	II	Communications and Information Management
	II.A	Underlying Concepts of Communications and Information Management
• **Area Command**: Describe when it is appropriate to institute an area command.	III	Resource Management
	III.A.1	Underlying Concepts of Resource Management
• **MACS:** Describe when it is appropriate to institute a Multiagency Coordination System.	III.A.2	Five Basic Principles of Resource Management
	III.B	Resource Management Process
	IV	Command and Management
• **JIS:** Describe the benefits of using a JIS for public information.	IV A	Incident Management
	IV.A.1.	Management Characteristics
• **Preparedness:** Identify the ways in which the NIMS affects preparedness.	IV.A.2	Incident Command (IC) and Command Staff
	IV A.2.a	Incident Command
• **Resource Management**: Describe how the NIMS affects how resources are managed.	IV A.2.b	Command Staff
	IV.A.2.c	Incident Command Organization
	IV.A.3	General Staff
• **Communications:** Describe the advantages of common communication and information management systems.	IV.C	Public Information
	IV.C.2.b	Joint Information System (JIS)
	V	Ongoing Management and Maintenance
• **Technology:** Explain how the NIMS influences technology and technology systems.	V.A	National Integration Center (NIC)
	V.B	Supporting Technologies
• **NIC:** Describe the purpose of the NIMS Integration Center.		

Instruction Standards

Course Hours: 3 classroom hours minimum, or interactive, web-based course

Instructor Qualifications:

1. Successful completion of accredited ICS: 100, 200, 300, 400, 700, 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-800: National Response Plan (NRP), 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 NRP

- 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 NRP's 15 Emergency Support Functions

- 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	*Relation to NIMS Document*	
Purpose: Describe the purpose of the NRP. Locate information within the NRP.	I	Preparedness
	I.A	Preparedness Concepts and Principles
Roles and Responsibilities: Describe the roles and responsibilities of entities as specified in the NRP.	I.A.2	Relationship of NIMS to the National Response Plan (NRP)
	I.B	Achieving Preparedness
Organization: Identify the organizational structure used for NRP coordination. Describe the field-level organizations and teams activated under the NRP.	IV	Command and Management
	IV A	Incident Management
	IV.A.1.	Management Characteristics
Incident Management: Identify the incident management activities addressed by the NRP.	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

Course Hours: 3 classroom hours minimum, or interactive, web-based course

Instructor Qualifications:

1. Successful completion of accredited ICS: 100, 200, 300, 400, 700, 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

Audience

- 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.
- 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 (sergeant/lieutenant), mid-level management (captain/shift commander) and command and general staff (battalion chief/division chief/district commander/PIO and operations/planning/logistics/finance-admin).

Course Objectives	*Relation to NIMS Document*	
▪ **Purpose of ICS**: Identify requirements to use ICS, three purposes of ICS, and common incident tasks.	IV	Command and Management
	IV.A	Incident Command System
▪ **Basic Features of ICS:** Describe the basic features of ICS.	IV.A.1	Management Characteristics
	IV.A.1.f	Incident Facilities & Locations
▪ **Incident Commander and Command Staff Functions:** Describe the role and function of the incident commander and Command Staff.	IV.A.2	Incident Command (IC) and Command Staff
	IV.A.2.a	Incident Command
	IV.A.2.b	Command Staff
▪ **General Staff Functions:** Describe the role and function of the Operations, Planning, Logistics and Finance/Administration sections.	IV.A.2.c	Incident Command Organization
	IV.A.3	General Staff
	IV.A.3.a	Operations Section
	IV.A.3.b	Planning Section
▪ **Facilities:** Describe the six basic ICS facilities, identify facilities that may be located together, and identify facility map symbols.	IV.A.3.c	Logistics Section
	IV.A.3.d	Finance/Administration Section
	IV.A.3.e	Intelligence/Investigations Function
▪ **Common Responsibilities:** Describe common mobilization responsibilities and common responsibilities at an incident, list individual accountability and responsibilities, and describe common demobilization responsibilities.		

Instruction Standards

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

Instructor Qualifications:

1. Successful completion of accredited ICS: 100, 200, 300, 400, 700, 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-200: ICS for Single Resources and Initial Action Incidents

Audience

- 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.

- 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 (sergeant/lieutenant), mid-level management (captain/shift commander) and command and general staff (battalion chief/division chief/district commander/PIO and operations/planning/logistics/finance-admin).

Course Objectives	*Relation to NIMS Document*	
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.	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
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.	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
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.	IV.A.3	General Staff
	IV.A.3.a	Operations Section
	IV.A.3.b	Planning Section
Briefings: Give an operational briefing and describe components of field, staff and section briefings/meetings.	IV.A.3.c	Logistics Section
	IV.A.3.d	Finance/Administration Section
	IV.A.3.e	Intelligence/Investigations Function
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.		

Instruction Standards

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

Instructor Qualifications

1. Successful completion of accredited ICS: 100, 200, 300, 400, 700, 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-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.

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

Training must meet the following specific standards:

Course Contact Hours ICS 300: 18 classroom hours minimum; 24 classroom hours recommended

Instructor Qualifications:

1. Successful completion of accredited ICS: 100, 200, 300, 400, 700, 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

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.

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.

Course Objectives	*Relation to NIMS Document*	
• **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.	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
• **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.	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
• **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.	IV.A.6	Area Command
	IV.A.6.b	Area Command Responsibilities
	IV.B	Multiagency Coordination Systems
	IV.B.1	MACS Description
• **Unified Command:** Demonstrate a knowledge of unified command structure and operations.	IV.B.2	System Elements
	IV.B.3	Examples of System Elements
• **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.	IV.B.4	Primary Functions of Multiagency Coordination Systems
• **Organizational Relationships:** Describe the organizational relationships among area command, unified command, multi-entity coordination systems, and emergency operation centers.		

Instruction Standards:

Course Hours: 14 classroom hours minimum, 20 classroom contact hours recommended.

Instructor Qualifications:

1. Successful completion of accredited ICS: 100, 200, 300, 400, 700, 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 Multi-Agency 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	*Relation to NIMS Document*	
• **Concepts:** Describe the key concepts and principles underlying NIMS.	II	Communications and Information Management
	II.A	Underlying Concepts of Communications and Information Management
• **ICS:** Identify the benefits of using ICS as the national incident management model.	III	Resource Management
• **Area Command**: Describe when it is appropriate to institute an area command.	III.A.1	Underlying Concepts of Resource Management
	III.A.2	Five Basic Principles of Resource Management
• **MACS:** Describe when it is appropriate to institute a Multiagency Coordination System.	III.B	Resource Management Process
	IV	Command and Management
• **JIS:** Describe the benefits of using a JIS for public information.	IV A	Incident Management
	IV.A.1.	Management Characteristics
• **Preparedness:** Identify the ways in which the NIMS affects preparedness.	IV.A.2	Incident Command (IC) and Command Staff
	IV A.2.a	Incident Command
• **Resource Management**: Describe how the NIMS affects how resources are managed.	IV A.2.b	Command Staff
	IV.A.2.c	Incident Command Organization
• **Communications:** Describe the advantages of common communication and information management systems.	IV.A.3	General Staff
	IV.B	Multiagency Coordination System (MACS)
	IV.B.1	Description
• **Technology:** Explain how the NIMS influences technology and technology systems.	IV.B.2	System Elements
	IV.B.3	Examples of System Elements
• **NIC:** Describe the purpose of the NIMS Integration Center.	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.

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.

Course Objectives	*Relation to NIMS Document*	
• **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.	II	Communications and Information Management
	II.A	Underlying Concepts of Communications and Information Management
• **JIS/JIC Process:** Describe the JIS/JIC process of gathering, verifying, coordinating, and disseminating information by public information and incident management personnel.	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)
• **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.	IV.C.2.b	Joint Information System (JIS)
	IV.C.2.c	Joint Information Center (JIC)
	IC.C.2.d	Organizational Independence
• **Relationship to MACS:** Define key terms related to public information systems, including the relationship with multiagency coordination systems and the field.	IV.C.2.e	Information Flow to Stakeholders and the Public
	IV.C.3	Public Information Communications Planning
• **Resource Requirements**: Identify typical resource requirements for public information systems.		

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. Although it is designed to be taken online interactively, course materials may be downloaded and used in a classroom setting.

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	*Relation to NIMS Document*	
• **Concepts and Principles:** Establishing systems for describing, inventorying, requesting, and tracking resources.	I	Preparedness
	I.A	Preparedness Concepts and Principles
	I.B	Achieving Preparedness
• **Activation:** Activating these systems prior to and during an incident.	III	Resource Management
	III.A.1	Underlying Concepts of Resource Management
• **Dispatch:** Dispatching resources prior to and during an incident.	III.A.2	Five Basic Principles of Resource Management
	III.B	Resource Management Process
• **Deactivation:** Deactivating or recalling resources during or after incidents.	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.

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 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

IS-704: NIMS Communication and Information Management is a web-based independent study module course.

IS-705: NIMS Preparedness
Audience

Course Objectives	*Relation to NIMS Document*
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Instruction Standards

*To be filled out as the information becomes available.

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	*Relation to NIMS Document*	
• **Purpose:** Describe the purpose, benefits, and uses of mutual aid and assistance.	I	Preparedness
	I.A	Preparedness Concepts and Principles
• **Relation to NIMS:** Explain how mutual aid and assistance agreements relate to NIMS.	I.B	Achieving Preparedness
	I.B.3	Preparedness Roles
• **Involved Information** Identify what information should be included in a mutual aid and assistance agreement.	I.B.4	Preparedness Elements
	III	Resource Management
	III.A.1	Underlying Concepts of Resource Management
• **Processes required:** Explain the process for developing mutual aid and assistance agreements.	III.A.2	Five Basic Principles of Resource Management
	III.B	Resource Management Process
• **Elements of Mutual Aid and Assistance:** Identify the elements of a mutual aid and assistance operational plan.	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. Although IS-706 is designed to be taken online interactively, course material may be downloaded and used in a classroom setting.

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

IS-707: NIMS Resource Typing

Audience	
Course Objectives	*Relation to NIMS Document*
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Instruction Standards	

*To be filled out as the information becomes available.

P400: All-Hazards Incident Commander

Audience
Individuals who would fill the role of Incident Commander

Course Objectives	*Relation to NIMS Document*	
• **Managing the Organization**: Describe how to manage an IMT, common management and communication perils, the role of human resource specialists, and union agreements.	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
• **IMT Administration and Readiness**: Describe the incident commander's responsibilities; identify orientation procedures and methods to measure success and build teams.	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
• **Kits, Aids, Guides**: Identify the components of a typical incident commander's kit.	IV.A.1.h	Integrated Communications
	IV A 1 i	Establishment and Transfer of Command
• **Command, Coordination, Support, and Oversight**: Describe the purpose and function as related to incident management; define agency administrator.	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
• **Command Structure and MACS**: Describe the concept and purpose of unified command and area command and the role of PFO and MACS.	IV.A.2	Incident Command (IC) and Command Staff
	IV A.2.a	Incident Command
	IV A.2.b	Command Staff
• **AA and IC Cooperation**: Describe complexity analyses and clarification of authority and define the responsibility in preparing and conducting an agency administrator briefing.	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
• **Transfer of Command**: Describe elements of an effective transfer of command and the purpose of a transition plan; identify required forms.	IV.A.6	Area Command
	IV.A.6.b	Area Command Responsibilities
	IV.B	Multiagency Coordination Systems
• **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.	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
• **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.		

Instruction Standards
Minimum Course Contact Hours: 40 total hours

P430: All-Hazards Operations Section Chief

Audience

Individuals who would fill the role of Operations Section Chief

Course Objectives	*Relation to NIMS Document*	
• **Roles and Responsibilities:** Identify the role of the Operations Section Chief and contrast that with the other divisions and groups.	IV	Command and Management
	IV A	Incident Management
• **Management Cycle:** Describe the incident management and planning process and operational schedules.	IV.A.2	Incident Command (IC) and Command Staff
	IV A.2.a	Incident Command
• **Information Gathering:** Describe how to gather, organize, and communicate the appropriate information; incident commander briefing.	IV A.2.b	Command Staff
	IV.A.2.c	Incident Command Organization
• **Strategy and Planning:** Identify the purpose of strategy, tactics, and planning meetings, use of the Operational Planning Worksheet, and the Incident Action Plan.	IV.A.3	General Staff
	IV.A.3.a	Operations Section
	IV.A.3.b	Planning Section
	IV.A.3.c	Logistics Section
• **Contingency Planning:** Differentiate short- and long-term contingency planning; name ways to obtain, adjust, communicate, and publicize contingency plans.	IV.A.3.d	Finance/Administration Section
	IV.A.3.e	Intelligence/Investigations Function
• **Demobilization:** Describe early resource monitoring and the demobilization plan.	IV.A.5	Incident Complex—Multiple Incident Management with a Single ICS Organization
	IV.A.6	Area Command
• **Supervision and Communication:** Identify the supervisor's role in ICS, communicating instructions, effective delegation, and executing an ops briefing and sub-briefing.	IV.A.6.b	Area Command Responsibilities
	IV.B	Multiagency Coordination Systems
	IV.B.1	MACS Description
• **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.	IV.B.2	System Elements
• **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.		

Instruction Standards

Minimum Course Contact Hours: 40 total hours

P440: All-Hazards Planning Section Chief

Audience

Individuals who would fill the role of Planning Section Chief

Course Objectives	Relation to NIMS Document	
Roles and Responsibilities: Identify the role of the Operations Section Chief and contrast that with the other divisions and groups.	I	Preparedness
	I.A	Preparedness Concepts and Principles
Management Cycle: Describe the incident management and planning process and operational schedules.	I.A.2	Relationship of the NIMS to the National Response Framework (NRF)
	I.B	Achieving Preparedness
Information Gathering: Describe how to gather, organize, and communicate the appropriate information; incident commander briefing.	IV	Command and Management
	IV A	Incident Management
Strategy and Planning: Identify the purpose of strategy, tactics, and planning meetings and the use of an operational planning worksheet and IAP.	IV.A.2	Incident Command (IC) and Command Staff
	IV A.2.a	Incident Command
Contingency Planning: Differentiate short- and long-term contingency planning; name ways to obtain, adjust, communicate, and publicize contingency plans.	IV A.2.b	Command Staff
	IV.A.2.c	Incident Command Organization
	IV.A.3	General Staff
Demobilization: Describe early resource monitoring and the demobilization plan.	IV.A.3.a	Operations Section
	IV.A.3.b	Planning Section
Supervision and Communication: Identify the supervisor's role in ICS, communicating instructions, effective delegation, and executing an ops briefing and sub-briefing.	IV.A.3.c	Logistics Section
	IV.A.3.d	Finance/Administration Section
	IV.A.3.e	Intelligence/Investigations Function
Managing and Adjusting the Operations Section: Identify appropriate use of multiple Operations Section Chiefs, responsibilities in planning, staging areas, Air Operations Branch, and developments that require adjustments.	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
Risk Assessment and Safety Management: Differences between Operations Section Chief and safety officer duties, partnerships for safety, and information-gathering strategies for safety management.	IV.B	Multiagency Coordination Systems
	IV.B.1	MACS Description
	IV.B.2	System Elements
Personal Interaction: Identify key players, significant events requiring special communications, and external partners.		

Instruction Standards

Minimum Course Contact Hours: 40 total hours

P450: All-Hazards Logistics Section Chief

Audience
Individuals who would fill the role of Logistics Section Chief

Course Objectives	*Relation to NIMS Document*	
• **Position**: Describe key functions, responsibilities, and units in the Logistics Section.	I	Preparedness
	I.A	Preparedness Concepts and Principles
• **Facilities Unit**: Describe responsibilities and purpose.	I.A.2	Relationship of NIMS to the National Response Framework
• **Ground Support Unit**: Describe responsibilities and purpose.	I.B	Achieving Preparedness
	III	Resource Management
	III.A.1	Underlying Concepts of Resource Management
• **Supply Unit**: Describe responsibilities and purpose.	III.A.2	Five Basic Principles of Resource Management
• **Food Unit**: Describe responsibilities and purpose.	III.B	Resource Management Process
	IV	Command and Management
• **Medical Unit**: Describe responsibilities and purpose.	IV A	Incident Management
	IV.A.1.	Management Characteristics
• **Communications Unit**: Describe responsibilities and purpose.	IV.A.1.f	Incident Facilities & Locations
	IV.A.1.g	Comprehensive Resource Management
• **Responsibilities**: Describe necessary equipment. Define the role of initial briefings and the IAP and responsibilities in developing them.	IV.A.2	Incident Command (IC) and Command Staff
	IV A.2.a	Incident Command
	IV A.2.b	Command Staff
• **Planning and Activating the Section**: Identify briefing components; describe how to assess capabilities and limitations.	IV.A.2.c	Incident Command Organization
	IV.A.3	General Staff
	IV.A.3.a	Operations Section
	IV.A.3.b	Planning Section
• **Coordination**: Describe how to work with Command and General Staff; describe the role and responsibility in planning meetings and developing IAPs.	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
• **Managing and Directing Staff and Contractors**: Describe how to manage personnel, assign work, and monitor progress.	IV.A.6	Area Command
	IV.A.6.b	Area Command Responsibilities
	IV.B	Multiagency Coordination Systems
• **Demobilization and Evaluation**: Describe how to evaluate personnel and conduct debriefings.	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
Still in development

P460: All-Hazards Finance Section Chief

Audience

Individuals who would fill the role of Finance Section Chief

Course Objectives	*Relation to NIMS Document*	
• **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.	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

Still in development

P480: All-Hazards Intelligence/Investigations Function	
Audience	
Individuals who would fill a leadership role within the Information and Intelligence Function	
Course Objectives	*Relation to NIMS Document*

Course Objectives	*Relation to NIMS Document*	
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.	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		
Still in development		

P402: All-Hazards Liaison Officer

Audience
Individuals who would fill the role of Liaison Officer

Course Objectives	Relation to NIMS Document	
• **Position Concept:** Understand the roles and responsibilities of the Liaison Officer as a member of the command staff.	IV	Command and Management
	IV A	Incident Management
	IV.A.1	Management Characteristics
• **Agency Representatives:** Understand the function of an agency representative.	IV.A.2	Incident Command (IC) and Command Staff
	IV A.2.a	Incident Command
• **Stakeholders:** Define, identify, and profile stakeholders. Understand their roles and responsibilities regarding stakeholders and evaluate Liaison Officers' success.	IV A.2.b	Command Staff
	IV.A.2.c	Incident Command Organization
	IV.A.3	General Staff
	IV.A.3.a	Operations Section
• **Incident Communications and Work Location:** Identify types of communication and work location needs for a given incident.	IV.A.3.b	Planning Section
	IV.A.3.c	Logistics Section
	IV.A.3.d	Finance/Administration Section
• **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.	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
• **Planning Process:** Know how the Liaison Officers fits into the planning process.	IV.B	Multiagency Coordination Systems
	IV.B.1	MACS Description
• **Special Situations:** Determine the proper steps to follow in the event of a special situation.	IV.B.2	System Elements
	IV.B.3	Examples of System Elements
	IV.B.4	Primary Functions of MACS
• **Demobilization:** Understand the demobilization process as it relates to the duties of the Liaison Officers. Describe Liaison Officers' responsibilities throughout demobilization.		

Instruction Standards
Minimum Course Contact Hours: 16 total hours

P403: All-Hazards Public Information Officer

Audience

Individuals who would fill the role of Public Information Officer

Course Objectives	Relation to NIMS Document	
• **Roles and Responsibilities**: Describe the role of the PIO position in incident operations and the elements of an incident information strategy.	II	Communications and Information Management
	II.A	Underlying Concepts of Communications and Information Management
• **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.	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
• **Developing a Communications Strategy:** List four elements of a communication strategy; describe the importance of coordination and addressing long-term needs.	IV.A.3	General Staff
	IV.C	Public Information
	IV.C.1	Public Information Overview
• **Effective Media Relations:** Describe the importance of effective media relations and the role of the PIO in developing and maintaining such relationships.	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)
• **Assistant PIO Tasks and Assignments:** Describe the roles and responsibilities of Assistant Public Information Officers for internal and external communication and information coordination.	IC.C.2.d	Organizational Independence
	IV.C.2.e	Information Flow to Stakeholders and the Public
	IV.C.3	Public Information Communications Planning
• **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.		

Instruction Standards

Still in development

P404: All-Hazards Safety Officer
Audience
Individuals who would fill a role of Safety Officer

Course Objectives	Relation to NIMS Document	
• **Position Role:** Materials for Safety Officer kit, unit log.	IV	Command and Management
• **Incident Overview**: Information sources, laws, regulations and policies, and technical specialists.	IV A	Incident Management
	IV.A.1.	Management Characteristics
• **Hazards and Risks**: Hazard and safety risks, prioritize mitigation, mitigation and accident prevention methods.	IV.A.2	Incident Command and Command Staff
	IV A.2.a	Incident Command
• **Incident Safety Analysis, ICS Form 215A:** The purpose, components, and use of Form 215A.	IV.A.3	General Staff
	IV.A.6	Area Command
• **Site Safety and Control Plan, ICS208HM:** The purpose, use, and components of Form 208HM.	IV.B	Multiagency Coordination Systems
• **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.		

Instruction Standards
Still in development

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