

**INCIDENT COMMAND SYSTEM
NATIONAL TRAINING CURRICULUM**

CURRICULUM SYLLABUS

October 1994

PREFACE

The Curriculum Syllabus provides information on each of the seventeen modules which make up the Incident Command System (ICS) National Training Curriculum.

A table at the end of the syllabus shows how modules may be used in training courses, and also lists companion documents in support of the curriculum.

Module 1—Self-Paced ICS Orientation

A. Description:

Module 1 of the Incident Command System (ICS) curriculum is intended for personnel assigned to an incident or event who have a minimum requirement for understanding ICS. The module reviews the ICS organization, basic terminology, and common responsibilities. It will provide enough information about the Incident Command System to enable personnel to work in a support role at an incident or event, or to support an incident from an off-site location.

This module may also be used as a pre-course study program by personnel who will be continuing their training with additional modules.

B. Target Audience:

This is an orientation for entry-level personnel assisting at an incident or event; persons working in support roles; and off-incident personnel who require a minimum of ICS orientation.

C. Suggested Prerequisite Modules:

This is the first of seventeen modules related to the ICS Training Curriculum.

D. Instructional Objectives:

At the conclusion of this self-study module, you should be able to do the following:

1. List the five major organizational activities within the Incident Command System and explain their primary functions.
2. Give the titles, and explain the duties of Command and General Staff members.
3. Match organizational units to appropriate Operations, Planning, Logistics, or Finance sections.
4. Match supervisory titles with appropriate levels within the organization.

5. Describe the terms used to name major incident facilities, and state the function of each.
6. Describe what an Incident Action Plan is and how it is used at an incident.
7. Describe how span of control functions within the incident organization and in the use of resources.
8. Describe the common responsibilities (general instructions) associated with incident or event assignments.
9. Describe several applications for the use of ICS.

E. Delivery Method:

This module is self-paced.

F. Testing Method:

A self-study examination is located at the back of the module.

G. Duration:

This module can be covered in two-to-four hours of self-paced study time.

Module 2—Principles and Features of ICS

A. Description:

Module 2 briefly describes the principal features which constitute the Incident Command System. Collectively, these features identify the unique quality of the ICS as an incident or event management system.

- Primary management functions
- Management by Objectives
- Unity and Chain of Command
- Transfer of command
- Organizational flexibility
- Unified Command
- Span of control
- Common terminology
- Personnel accountability

- Integrated communications
- Resources management
- The Incident Action Plan

B. Target Audience:

First-level supervisory personnel involved in or with ICS applications.

C. Prerequisite Modules:

Module 1 - Self-Paced ICS Orientation

D. Instructional Objectives:

The student will be required to describe and explain the use or purpose of each of the twelve principal ICS features listed above.

E. Delivery Method:

Instructor Aided

F. Testing Method:

Multiple Choice, True/False
 Matching Terms and Statements
 Small Group Discussions on each feature

G. Duration:

Instruction and testing to be completed within two hours.

Module 3—Organizational Overview

A. Description:

The following will be covered:

Terminology
 Organizational Structure
 How the organization initially develops at an incident
 How the organization expands and/or contracts
 Transfer of command

An exercise related to organization development is included.

B. Target Audience:

First-level supervisory personnel involved with ICS operations.

C. Suggested Prerequisite Modules:

Modules 1 - 2

D. Instructional Objectives:

Upon completion of the module, the student will be able to:

1. Explain how the incident organization expands or contracts to meet operational needs of the incident or event.
2. Describe the use of Branches, Divisions, and Groups within the Operations Section, and provide supervisory titles associated with each level.
3. List the essential elements of information involved in transfer of command.
4. Match organizational positions with appropriate ICS sections.
5. Describe an ICS organization appropriate to a small incident using an Incident Briefing form.

E. Delivery Method: Classroom Instruction

F. Testing Method:

Small Group Exercises
Multiple Choice, True/False
Matching Terms and Statements

G. Duration:

Instruction and testing to be completed within four hours.

Module 4—Incident Facilities

A. Description:

Describes the principal facilities used in conjunction with ICS, and discusses their roles at an incident.

This module will describe six different kinds of facilities that can be established at an incident:

- Command Post
- Staging Areas
- Base
- Camps
- Helibase
- Helispots

B. Target Audience:

First-level supervisory personnel involved in ICS applications.

C. Suggested Prerequisite Modules:

Modules 1 - 3

D. Instructional Objectives:

Upon completion of the module, the student will be able to:

1. Name each of the principal facilities used in conjunction with ICS, and explain the purpose and use of each.
2. Identify which facilities may be located together at an incident or event.
3. Describe how the various incident facilities are used and managed to support an incident or event.
4. Identify appropriate map symbols associated with incident facilities.

E. Delivery Method:

Classroom Instruction

F. Testing Method:

Small Group Exercises
Multiple Choice, True/False
Matching Terms and Statements

G. Duration:

Instruction and testing to be completed within two hours.

Module 5—Incident Resources

A. Description:

The following will be covered:

- Descriptions of the kinds of resources often used in incidents and events.
- Why resource status keeping is important to effective incident operations.
- Examples of how resources are typed for various applications.
- Three ways of using resources on an incident.
- Resource status conditions.
- Changing and maintaining status on resources.

An exercise involving resource designations and status keeping is included.

B. Target Audience:

First-level supervisory personnel involved in or with ICS applications.

C. Suggested Prerequisite Modules:

Modules 1 - 4

D. Instructional Objectives:

Upon completion of the module, the student will:

1. Describe the need for proper incident resource management.
2. Describe three ways of managing resources and the advantages of each.

3. Explain the purpose of resource typing.
4. Describe the three resource status conditions used at an incident, and the purpose and limits associated with each.
5. Explain how resource status is changed, how notification of changes is made, and how status is maintained at an incident or event.
6. In a small group exercise, list various kinds of resources which may be encountered on incidents in which the student is or may become involved. Student groups will provide typing for these resources.

E. Delivery Method:

Classroom Instruction

F. Testing Method:

Small Group Exercise
Multiple Choice, True/False
Matching Terms and Statements

G. Duration:

Instruction and testing to be completed in two hours.

Module 6—Common Responsibilities Associated with ICS Assignments

A. Description:

This module provides students with information on what they need to know and do following assignment to an incident. This module covers actions:

- Prior to leaving for assignment
- At incident check-in
- While working on the incident
- During demobilization

B. Target Audience:

First-level supervisory personnel involved in ICS applications.

C. Suggested Prerequisite Modules:

Modules 1 - 5

D. Instructional Objectives:

Upon completion of the module, the student will:

1. List actions to be accomplished prior to leaving for an incident or event.
2. List the steps involved in incident check-in.
3. List (or select from a list) major personal responsibilities at an incident or event.
4. List the major steps necessary in the incident or event demobilization process.

E. Delivery Method:

Classroom Instruction

F. Testing Method:

Multiple Choice, True/False
Fill-in completions

G. Duration:

Instruction and testing to be completed within two hours.

Module 7—Organization and Staffing

A. Description:

Provides a comprehensive description of the responsibilities of the organizational elements within each section of the ICS. Describes the general duties of each organizational element, terminology, staffing considerations, and reporting relationships. An exercise in organization development is included.

B. Target Audience:

Personnel who will hold ICS supervisory positions.

C. Suggested Prerequisite Modules:

Modules 1 - 6

D. Instructional Objectives:

Upon completion of the module, the student will:

1. Match responsibility statements to each ICS organizational element.
2. List the ICS positions which may include deputies, and describe deputy roles and responsibilities. Describe differences between deputies and assistants.
3. Describe ICS reporting and working relationships for technical specialists and agency representatives.
4. Describe reporting relationships and information flow within the organization.

E. Delivery Method:

Suggested Method of Delivery:

This Module requires students to have read and reviewed the student material prior to the training session. The classroom session will consist of a group activity, module test, and a discussion on test questions.

Classroom instruction is also an option for the module.

F. Testing Method:

Group Activity
Multiple Choice, True/False
Matching Terms and Statements
Group discussion of Module Test

G. Duration:

Testing, group review and instruction to be completed within five hours.

Module 8—Organizing for Incidents or Events

A. Description:

This module describes ways in which incidents and events are organized to ensure achievement of incident objectives.

It discusses the steps in organizational development that should take place on the incident or at the event. The incident briefing is covered, as well as the forms used to support incident operations. Two exercises involving development of the incident organization are included. One of the exercises is for an incident, the other for a planned event.

B. Target Audience:

Personnel who will hold ICS supervisory positions.

C. Suggested Prerequisite Modules:

Modules 1 - 7

D. Instructional Objectives:

Upon completion of the module, the student will:

1. Describe the steps in transferring and assuming incident command.
2. List the major elements included in the incident briefing.
3. Develop sample organizations around a major event. Organizational development will include the use of all appropriate sections and organizational modules.
4. Describe how incidents can best be managed by appropriate and early designation of primary staff members and by proper delegation of authority.
5. Describe how Unified Command functions on a multijurisdiction or multi-agency incident.

6. List the minimum staffing requirements within each organizational element for at least two incidents of different sizes.
 7. Describe the role and use of forms in effective incident management.
- E. Delivery Method:
- Classroom Instruction
Group Exercises
- F. Testing Method:
- Small Group Exercises
Multiple Choice, True/False
Matching Terms and Statements
- G. Duration:
- Instruction and testing to be completed within five hours.

Module 9—Incident Resources Management

- A. Description:
- This module discusses the resource management process at an incident. It describes the stages of resource management, responsibilities related to resource ordering, and the use of the Operational Planning Worksheet. The importance of staging areas in the management of resources is described. It also discusses demobilization of resources and considerations related to cost-effective resource management. An exercise in resource management is included.
- B. Target Audience:
- Personnel who will hold ICS supervisory positions.
- C. Suggested Prerequisite Modules:
- Modules 3 - 8

D. Instructional Objectives:

Upon completion of the module, the student will:

1. Identify and describe four basic principles of resource management.
2. Identify the basic steps involved in managing incident resources.
3. Know the contents of, and how the Operational Planning Worksheet (ICS Form 215) is used.
4. Identify the organizational elements at the incident that can order resources.
5. Describe the differences between single and multipoint resource ordering and the reasons for each.
6. Describe why and how resources are assigned to staging areas, camps, and direct tactical assignments.
7. Describe the purpose and importance of planning for resource demobilization.
8. Identify five key considerations associated with resource management and the reasons for each.

E. Delivery Method:

Classroom Instruction

F. Testing Method:

Small group exercise
Multiple Choice, True/False
Matching Terms and Statements

G. Duration:

Instruction and testing to be completed within four hours.

Module 10—Air Operations

A. Description:

This Module describes the role of the Air Operations Branch, positions within the branch and how to set up an effective aviation organization to support incidents. An exercise in developing an Air Operations organization is included.

B. Target Audience:

Personnel who will hold ICS supervisory positions. Personnel who will function in an Air Operations Branch organization.

C. Suggested Prerequisite Modules:

Modules 1 - 9

D. Instructional Objectives:

Upon completion of the module, the student will:

1. Describe the function and general duties associated with each element of the Air Operations Branch organization.
2. Diagram a full Air Operations Branch organization using a simulated scenario.
3. Describe the function and use of the ICS Form 220, Air Operations Summary Worksheet.

E. Delivery Method:

Classroom Instruction
Group Exercises

F. Testing Method:

Small Group Exercises
Multiple Choice, True/False
Matching Terms and Statements

G. Duration:

Instruction and testing to be completed within four hours.

Module 11—Incident and Event Planning

A. Description:

This module describes the planning process; the development of incident objectives, strategies and tactics; the use of operational periods; and the planning meeting. It describes the major steps and the personnel involved in the planning process. It includes support plans that may be required for some incidents, e.g., Communications, Medical, and Traffic, and it covers the planning for incident or event demobilization. Forms used in preparing the Incident Action Plan are described. An exercise in developing an Incident Action Plan is included.

Students are given the opportunity for developing an Incident Action Plan.

B. Target Audience:

Personnel who will hold ICS supervisory positions.

C. Suggested Prerequisite Modules:

Modules 3 - 10

D. Instructional Objectives:

Upon completion of the module, the student will:

1. List the major steps involved in the planning process.
2. Give the ICS titles of personnel who have responsibilities in developing the Incident Action Plan and list their duties.
3. As part of an exercise, identify incident objectives for a simulated scenario.
4. As part of an exercise, describe appropriate strategies and tactics to meet incident objectives for a simulated scenario.

5. Explain the use of operational periods in the planning process, and how operational periods are derived.
6. Explain the function of the Operational Planning Worksheet (ICS Form 215) and other forms which may be used in preparing the Incident Action Plan.
7. Explain the criteria for determining when the Incident Action Plan should be prepared in writing.
8. Identify the kinds of supporting materials included in an Incident Action Plan.
9. List the major sections in a Demobilization Plan.
10. As part of a group exercise, develop an Incident Action Plan for a simulated scenario.

E. Delivery Method:

Classroom Instruction

F. Testing Method:

Small Group Exercises
Multiple Choice, True/False
Matching Terms and Statements
Group Critiques

G. Duration:

Instruction and testing to be completed within eight hours.

Module 12—Command and General Staff

A. Description:

Each Command and General Staff position is explained in terms of principal responsibilities and importance to the organization. Guidelines for activation of the Command and General Staff positions and the role of deputies and assistants are discussed. Relationships and duties are covered for each Command Staff member and for Agency Representatives. An exercise in developing a Command and General Staff is included.

B. Target Audience:

Senior personnel who will function in multi-agency or multijurisdictional incidents, and personnel who will function in management roles in large, complex incidents and/or within an Area Command.

C. Suggested Prerequisite Modules:

Modules 1 - 12

D. Instructional Objectives:

Upon completion of the module, the student will:

1. Identify the steps built into the ICS design to compensate for previous incident management problems.
2. Describe the primary guidelines related to Command and General Staff positions.
3. Summarize principal responsibilities for each Command and General Staff member.
4. Describe the roles of deputies and assistants in incident management.
5. Describe the purposes and responsibilities of agency representatives, reporting relationships, and how they can be effectively used within the incident organization.
6. Develop a Command and General Staff organization around a simulated scenario.

E. Delivery Method:

Classroom Instruction

F. Testing Method:

Small Group Exercises
Matching Terms and Statements
True/False questions

G. Duration:

Instruction and testing to be completed within 6 hours.

Module 13—Unified Command

A. Description:

Describes the purposes and advantages of multijurisdiction and/or multi-agency Unified Command, and how Unified Command can be applied to incident situations.

Describes the Unified Command organization, how Unified Command is established, and the roles of its major elements. The module discusses a number of factors to be considered in implementing Unified Command. An exercise in developing a Unified Command is included.

B. Target Audience:

Personnel who will hold ICS supervisory positions.

C. Suggested Prerequisite Modules:

Modules 1 - 11

D. Instructional Objectives:

Upon completion of the module, the student will:

1. Define Unified Command.
2. Define the advantages of Unified Command and define the kinds of applications which may call for a Unified Command organization.
3. Identify the primary features of a Unified Command organization.
4. Given a simulated situation, describe roles and reporting relationships under a Unified Command which involves agencies from within the same jurisdiction, and under multijurisdiction conditions.
5. Describe areas of cost sharing which might apply under a Unified Command structure.

6. Given a simulated situation, describe an appropriate Unified Command organization.

E. Delivery Method:

Classroom Instruction

F. Testing Method:

Small Group Exercises
Multiple Choice, True/False
Matching Terms and Statements
Group Critiques

G. Duration:

Instruction and testing to be completed within six hours.

Module 14—Major Incident Management

A. Description:

This module describes how major or complex incidents and events can create special problems related to incident organization. It discusses how anticipating these potential problems can result in increased organizing options for the incident that will lead to more effective management.

The module describes several models on how to divide major, single incidents for more effective management. Two exercises involving major incident management are included.

B. Target Audience:

Senior personnel who will function in major multi-agency incidents, and personnel who will function in management roles in major, complex incidents and/or within Area Command.

C. Suggested Prerequisite Modules:

Modules 1 - 13

D. Instructional Objectives:

Upon completion of the module, the student will:

1. List the principal factors often found in, or related to, major and/or complex incidents.
2. List the four expansion options for incident organization, and describe the conditions under which they would be applied.
3. Demonstrate through an exercise, how to apply the various options related to major or complex incident management.

E. Delivery Method:

Classroom Instruction

F. Testing Method:

Small Group Exercises
Matching Terms and Statements
Group Critiques

G. Duration:

Instruction and testing to be completed within four hours.

Module 15—Area Command

A. Description:

Describes why, when, where, and how Area Command is established and the organization, facilities, and communications required. The module covers the organizational relationships between Area Command and incidents, and between Area Command and jurisdictional authorities. It describes how resource ordering is accomplished under Area Command, and it describes the demobilization process under an Area Command organization structure.

Includes a small-group exercise in developing an Area Command organization and identification of priorities and issues related to a simulated scenario.

B. Target Audience:

Senior personnel who will function in major multi-agency or multijurisdictional incidents, and personnel who will function in management roles in large, complex incidents and/or within Area Command.

C. Suggested Prerequisite Modules:

Modules 1 - 14

D. Instructional Objectives:

Upon completion of the module, the student will:

1. Define Area Command.
2. Identify differences between Area Command, Unified Command, Multi-agency Coordination Systems, and Emergency Operations Centers.
3. List the principal advantages of using Area Command.
4. Describe how, when, and where Area Command would be established.
5. Describe the Area Command Organization.
6. Identify six primary functional responsibilities of Area Command.
7. Working with a simulated scenario, develop an Area Command Organization.

E. Delivery Method:

Classroom Instruction

F. Testing Method:

Small Group Exercises
Matching Terms and Statements
Group Critiques

G. Duration:

Instruction and testing to be completed within six hours.

I-401 - Module 16—Multi-agency Coordination

A. Description:

This module describes the major elements associated with developing and implementing an effective multi-agency coordination system. The module describes essential differences between Area Command, Multi-agency Coordination Systems, and jurisdictional Emergency Operations Centers (EOCs). An exercise involving the design of an interagency MACS is included.

B. Target Audience:

Senior personnel who function in major multi-agency or multijurisdictional incidents, and personnel who function in management roles in large complex incidents and/or within an Area Command. Emergency management staffs within jurisdictional Emergency Operations Centers.

C. Suggested Prerequisite Modules:

Modules 1 - 15

D. Instructional Objectives:

Upon completion of the module, the student will:

1. Describe the kinds of incident management problems that can occur due to a lack of multi-agency coordination.
2. Define essential terms related to multi-agency coordination.
3. Identify the levels at which multi-agency coordination is commonly accomplished.
4. Identify essential differences between Area Command, multi-agency coordination and Emergency Operations Centers.
5. Identify the primary components of a multi-agency coordination system.

6. List the responsibilities of a multi-agency coordination group.
7. Identify the major guidelines for establishing and using Multi-agency Coordination Groups and Systems.
8. Identify principal positions within a multi-agency coordination system.

E. Delivery Method:

Classroom Instruction
Group Discussions

F. Testing Method:

Small Group Exercise
True/False
Completion questions
Group Critiques

G. Duration:

Instruction and testing to be completed within four hours.

I-402 - Module 17—ICS for Executives

A. Description:

Module 17 is an ICS orientation for executives, administrators and policymakers. The Module provides a basic understanding of ICS, unified and area command, and multi-agency coordination to those persons responsible for setting or implementing policy, but who normally are not a part of the on-scene ICS organization. The module also discusses responsibilities and information transfer between agency executives and incident commanders. An Executive Briefing Paper is included as an option to the instructional material.

B. Target Audience:

Agency executives, administrators, and policymakers.

C. Suggested Prerequisite Modules:

Modules 1 - 4 and Module 15 provide additional background material in support of this module.

D. Instructional Objectives:

Upon completion of the module, the participant will be able to:

1. Define the role of an executive related to the Incident Command System.
2. Describe the various ways ICS can be applied.
3. Describe the basic organization of ICS and know the functional responsibilities of the General and Command Staffs.
4. Have basic familiarity with ICS terminology.
5. Understand the differences between on-incident ICS organizations and activities, and the activities accomplished by Emergency Operations Centers (EOCs), Area Commands, and Multi-agency Coordination Systems (MACS).
6. Describe the three major responsibilities of an executive as related to an incident.
7. Explain the administrative, logistical, financial, and reporting implications of large incident operations.

E. Delivery Method:

Self-Study
Classroom Instruction
Interactive Discussions

F. Testing Method:

Group Critiques

G. Duration:

Instruction to be completed within two hours.

The table below provides summary information on modules, course structure, and supporting documentation.

INCIDENT COMMAND SYSTEM
NATIONAL TRAINING CURRICULUM

Modules	Courses and Titles	Est. Hours	NWCG Users	Public Safety	Other Govt.	Private Sector
I-100	INTRODUCTION TO ICS					
1	ICS Orientation	2	x	x	x	x
	Total I-100	2				
I-200	BASIC ICS					
2	Principles and Features of ICS	2	x	x	x	x
3	Organizational Overview	4	x	x	x	x
4	Incident Facilities	2	x	x	x	x
5	Incident Resources	2	x	x	x	x
6	Common Responsibilities	2	x	x	x	x
	Total I-200	12				
I-300	INTERMEDIATE ICS					
7	Organization and Staffing	6	x	x	x	x
8	Organizing for Incidents or Events	5	x	x	x	x
9	Incident Resources Management	4	x	x	x	x
10	Air Operations	4	x	x		
11	Incident and Event Planning	8	x	x	x	x
	Total I-300	27				
I-400	ADVANCED ICS					
12	Command and General Staff	6	x	x	x	x
13	Unified Command	6	x	x	x	
14	Major Incident Management	4	x	x	x	
15	Area Command	6	x	x		
	Total I-400	22				
I-401	MULTI-AGENCY COORDINATION					
16	Multi-agency Coordination	4	x	x	x	x
	Total I-401	4				
I-402	ICS FOR EXECUTIVES					
17	ICS for Executives	2	x	x	x	
	Total I-402	2				
	Total All Modules	69				
Companion Documents		Recommended for Course Presentations		Recommended for Training Administrators		
History of ICS				x		
Instructor Curriculum Guide		x		x		
Curriculum Syllabus				x		
Syllabus Summary				x		
ICS Glossary		x				
ICS Position Descriptions and Responsibilities		x				
Scenario and Incident Action Plan Catalog		x				
ICS Forms Catalog		x				

Users can follow course designations or establish other groupings to meet agency-specific needs.