

**Disclaimer:** This list of training programs is provided for informational purposes only. Neither the NRT nor its member agencies endorse the organizations included herein. No formal review or certification is required to be included on this list. Prior to the selection of an ICS training program, it is strongly recommended that programs be reviewed to ensure that they follow the guidelines presented in the NRT publication *Minimum Essential ICS Training Elements*.

**JANUARY 20, 1999**

## **Minimum Essential ICS Training Elements**

**Introduction:** The National Response Team (NRT) has issued a technical assistance document, *Managing Response to Oil Discharges and Hazardous Substance Releases under the NCP*. The purpose of the technical assistance document is to educate all national response system responders to the organizational management concept of Unified Command as it fits within the Incident Command System for emergency response. The following minimum essential training elements are intended to complement the NRT's technical assistance document. This document identifies the minimum essential elements that should be considered in developing or evaluating ICS training for responders. Users should evaluate which of these elements are needed for their purposes. This document also contains a listing of NRT agencies and their policies regarding the use of an Incident Command System, and provides a compilation of sources of ICS training in the Federal government.

A response management system should embody features common to any emergency response (i.e., a modular organization, common terminology, integrated communications, a unified command structure, a manageable span of control, and the means for comprehensive resource management). The Incident Command System (ICS) has broad application for the management of all-risk all-hazard events, whether planned events or emergency incidents.

Minimum essential elements of an effective response management system are:

- " The system must be organizationally flexible to meet the dynamic and varied needs of incidents.
- " Agencies must be able to use the system on a day-to-day basis for routine situations as well as for major emergencies.
- " The system must be sufficiently standardized to enable personnel from various backgrounds, positions, and locations to rapidly assimilate into a common management structure.

The ICS organizational structure is modular, flexible and can be expanded to meet complex situations or reduced for minor incidents. The objective of the organizational structure is to obtain and then maintain an appropriate span of control. The ICS management system used for oil spills provides the means to

quickly transition the response from the initial "emergency" phase to a more methodical "project@ phase.

The organization of an ICS is built around five major management functions: Command, Planning, Operations, Logistics, and Finance. These functions are applied to any incident whether large or small. The Incident Commander retains responsibility for these functions unless delegated to another individual. In some incidents or applications only a few of the organization's functional elements may be formally established or delegated to another individual. However, if there is a need to expand the organization, additional positions exist within the ICS framework to meet any need.

*Command* has overall responsibility for the incident, determines objectives and establishes priorities based on the nature of the incident, the resources available and agency policy.

*Planning* develops an Incident Action Plan to accomplish the objectives, collects and evaluates information, and maintains the status of assigned resources.

*Operations* develops the tactical organization and directs all resources to carry out the Incident Action Plan.

*Logistics* provides the resources and all other services needed to support the organization.

*Finance* monitors costs related to the incident, provides accounting, procurement, time recording, cost analysis, and overall fiscal guidance.

The **minimum essential elements of training for any effective response system** are enumerated on the following pages in some detail. As an overview, the elements cover instruction on: general organization; terminology; resource management; development of large-scale response organizations; and assigned responsibilities for carrying out the functions of Command and General Staff, Planning, Logistics, Operations, and Finance. These minimum essential elements apply equally to supervisory and technical personnel alike.

Note that these minimum essential elements deal primarily with the response management system itself; skills-level training specific to the type of hazard event is still required in order to effectively respond to that event.

### **Minimum Essential ICS Training Elements**

- " ICS Orientation
- " Organizational Overview
- " Primary Elements of ICS

- " Response Base (Facility) Functions
- " Incident Resources
- " Pre-Incident Preparation
- " Initial Mobilization
- " Organizational Roles and Responsibilities
- " Resource Management
- " Incident Planning Process
- " Unified Command
- " Multi-Agency Coordination
- " Demobilization

### **" ICS Orientation**

- Review of the ICS organization
- Basic terminology
- Common responsibilities
- Major organizational activities within ICS and their primary functions
- Duties of Command and General Staff personnel

### **" Organizational Overview**

- How the organization initially develops
  - How the organization expands and/or contracts to meet operational dynamics of the incident
  - Essential elements of information involved in transfer of command
  - Use of Branches, Divisions, and Groups within the Operations Section, use of Branches and Units within Planning, Logistics, and Finance Sections, and supervisory titles associated with each level
  - Matching agency capabilities with appropriate ICS positions

### **" Primary Elements of ICS**

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

### **" Response Base (Facility) Functions**

- Establishment and role of the Command Post
- Establishment and role of a Staging Areas
- Establishment and role of a Helo base
- Identification of common charts and symbols for use in response operations

## " Incident Resources

- Kinds of resources used
- Proper resource management
- Status of resources used at an incident, and the purpose and limits associated with each
- Change in resource status, how notification of changes is made, and how status is maintained or tracked

## " Pre-Incident Preparation

- Consolidation of required documents used during a response
- Proper notification sequence
- Training of personnel including exercise of management system

## " Initial Mobilization

- Actions to be accomplished prior to leaving for an incident event.
- Steps involved in incident check-in.

## " Organizational Roles and Responsibilities

- General duties of each organizational element
- Critical skill sets of typical ICS positions
  - Minimum staffing requirements within each organizational element
  - Reporting relationships
- Flow of information, both within and external to the ICS organization
- Use of briefings
  - Use of forms
  - Transfer of incident command
  - Major elements included in the incident briefing
  - Responsibilities for each Command and General Staff member
  - Responsibilities for each Section Chief
  - Roles of deputies and assistants, including technical specialists
  - Responsibilities for Unit leaders
  - Purposes and responsibilities of agency representatives, reporting relationships, and how they can be effectively used within the incident organization

## " Resource Management (personnel and materials)

- Principles of resource management
- Use of Forms and Worksheets
- Identification of organizational elements that can order resources
- Single and multi point resource ordering and the reasons for each
- How and why resources are assigned to staging areas

## " Financial Management

- Participation in financial section
- Tracking expenditures/cost recovery documentation
- Estimating future costs

## " Incident Planning Process

- Major steps involved in the planning process
- Identification of personnel who have responsibility of developing the Incident Action Plan, and their duties
- Development of appropriate strategies for possible worst case scenarios
- Development of appropriate tactics to meet incident objectives
- Use of operational periods in the planning process, and how operational periods are derived
- Function of Worksheets and Forms in preparing the Incident Action Plan
- Criteria for determining when the Incident Action Plan should be prepared in writing
- Supporting materials included in an Incident Action Plan

## " Unified Command

- Define Unified Command
- Applications and advantages of multi jurisdiction and/or multi agency Unified Command organization.
- Features of a Unified Command organization
- Roles and reporting relationships under a Unified Command which involve agencies from within the same jurisdiction, and under multijurisdiction conditions
- Cost sharing which might apply under a Unified Command structure

## " Multi-Agency Coordination

- Kinds of incident management problems that can occur due to a lack of multi-agency coordination
- Terms related to multi-agency coordination
- Levels at which multi-agency coordination is commonly accomplished
- Components of a multi-agency coordination system
- Responsibilities of a multi-agency coordination group
- Guidelines for establishing and using multi-agency coordination system

- Roles and responsibilities of positions within a multi-agency coordination system
- Preservation of evidence

**" Demobilization**

- Importance of planning for resource demobilization
- When a Demobilization Plan should be initiated
- Elements of a Demobilization Plan

**NRT Member Agencies' Roles in the National Response System**

| <b>AGENCY</b>                              | <b>ROLE in NRS</b> For details see National Oil and Hazardous Substances Pollution Contingency Plan, 40 CFR 300.170 and 300.175 | <b>ICS/UC STATUS/TYPE</b>   |
|--|---|---|
|  | <b>Provide OSC</b>  | <b>Support OSC</b>  |
| <b>EPA - Chair NRT</b>                     | x   | xThe EPA supports ICS/UC but no uniform policy has been adopted regarding its use. Pilot training program is being conducted based on ICS/UC Technical Assistance Document developed by NRT. EPA endorsed NIIMS ICS in the NRT's Integrated Contingency Plan Guidance. EPA response planning regulation for non-transportation-related facilities does not specify a spill management team. |
| <b>USCG - Vice Chair NRT</b>               | x   | xThe USCG endorses NIIMS ICS. Training available at local Marine Safety Offices by NSFCC and through consultant under contract to USCG (MATES). Response planning regulations for vessels and marine transportation-related facilities require the identification of an organizational structure to manage response actions.  |
| <b>FEMA</b> Under the Stafford Act and the |   | xFEMA has directed its program offices to use an organizational   |

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| Federal Response Plan, FEMA serves as Federal Coordinating Officer with responsibility for coordinating Federal agencies and Federal resources in support of Federal, state, and local relief efforts. |   | structure consistent with the principles of ICS during emergency or disaster responses under the Federal Response Plan. The National Fire Academy strongly endorses ICS/UC. NIIMS-compatible training available at the National Emergency Training Center, Emmitsburg, MD. |
| <b>DOD</b>   | x | x  |
| · USN  | x | xNIIMS-compatible ICS training included in standard Navy OSC courses.  |
| SUPSALV  | x | xSUPSALV strongly endorses ICS.  |

|                          |                   |   |  |
|--------------------------|-------------------|---|--|
| · USAF                   | x                 | x | DOD Wildland Fire Management Policy Working Group recommends adoption of NIIMS ICS for DOD wildland fire management.   |
| · USA                    | x                 | x |  |
| ACOE                     | x                 | x |  |
| <b>DOE</b>               | x                 | x | DOE endorses ICS/UC but no uniform policy is employed throughout the National Laboratories and Sites. Each site/lab has its own plan based upon the diverse hazardous material holdings and the respective federal/state/local statutes and regulations. |
| <b>USDA</b>              |                   | x | NIIMS ICS used for fire management and all hazards/disasters.  |
| · USFS<br>· ARS<br>· SCS | · APHIS<br>· FSIS |   | NIIMS ICS training available through the National Interagency Fire Center (NIFC).  |
| <b>DOC/NOAA</b>          |                   | x | Endorses use of ICS/UC.  |

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|-------------------------------------|---------------------------------|---|--|
| <b>DHHS</b>                         |                                 | x | No formal ICS training, but uses ICS.  |
| · PHS<br>· CDC<br>· ATSDR           |                                 |   |  |
| <b>DOI</b>                          | x                               | x | Uses NIIMS ICS in all-hazard responses. Originally initiated by fire service. NIIMS ICS training available through the National Interagency Fire Center (NIFC).  |
| · USFWS<br>· USGS<br>· BLM<br>· OSM | · BR<br>· BIA<br>· NPS<br>· MMS |   | Several DOI bureaus (NPS, FWS, BLM) teach ICS to their employees and use NIIMS ICS for wildfire management and in all hazards/disasters. NPS organizes their participation in major oil spills using ICS that works with ICS/UC as implemented by USCG. NPS instruct its employees in ICS during HAZWOPER training. MMS requires response plans to designate a trained spill management team including a spill-response coordinator and alternate. MMS also endorsed use of NIIMS ICS in ICP guidance. |
| <b>DOJ</b>                          |                                 | x | No ICS.  |
| · FBI<br>· FMS                      |                                 |   |  |
| <b>DOT/RSPA</b>                     |                                 | x | RSPA endorsed use of NIIMS ICS in ICP guidance.  |
| · HMS.<br>· OPS<br>· FRA            |                                 |   | The RSPA-Office of Pipeline Safety (OPS) response planning guidance for onshore pipelines calls for the identification of a response management team organized as an ICS. RSPA-OPS guidance provides for pipeline operators to omit description of the management team if the response plan adopts NIIMS ICS by reference. RSPA-OPS endorsed use of NIIMS ICS in ICP guidance.   |

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| <b>DOL/OSHA</b>  |  | x | In 29 CFR 1910.120(q), OSHA requires use of a site-specific Incident Command System or equivalent for employees engaged in emergency response. |
| <b>DOS</b>   |  | x | Unknown  |
| <b>NRC</b>   |  | x | Unknown  |
| <b>GSA</b>   |  | x | Unknown  |
| <b>Special Forces</b> For more details, see the National Oil and Hazardous Substances Pollution Contingency Plan (NCP), at 40 CFR 300.145. |  |   |  |
| · NSF  |  | x | NIIMS ICS.   |
| · ERT  |  | x | Endorses use of ICS/UC.  |
| · RERT   |  | x |  |
| · SSC  |  | x | Endorses use of ICS.   |
| · NPFC   |  | x | NIIMS ICS.   |
| · DRG  |  | x | NIIMS ICS  |
| · SUPSALV  |  | x | Strongly endorses ICS.   |

| <b>OTHER POTENTIAL MEMBERS OF RESPONSE TEAM OR USERS/SUPPLIERS OF RESOURCES</b> | <b>Role in NRS</b> | <b>ICS Status/Type</b>   |
|---|--------------------|--|
|   | <b>Provide OSC</b> | <b>Support OSC</b>   |
| <b>NTSB</b>   |                    |  |
| <b>States</b>   | x                  | xMany states endorse ICS/UC for management of oil and hazardous substances discharges and other disasters. |
| <b>Local Government</b>   |                    | xUse of ICS/UC varies. Local firefighting resources are likely to strongly endorse NIIMS ICS.              |
| <b>Responsible Parties</b>  |                    | Use of ICS/UC varies. RP may   |

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|              |  | be required to utilize a spill management system as required under specific response planning regulations or agency guidance. |
| <b>OSROs</b> |  | xUse of ICS/UC varies. OSROs that routinely work with or support FOSCs are likely to use NIIMS ICS.                           |

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| <p><b>Federal Government Sources of ICS Training</b> Private sector sources of ICS training can be found on the NRT Homepage, at <a href="http://www.nrt.org/">http://www.nrt.org/</a>. Please read the disclaimer before using the list of private sector sources of ICS training.</p>   |  |
| <p><b>NATIONAL FIRE ACADEMY</b><br/> <b>National Emergency Training Center, Emmitsburg, MD</b><br/> <b>POC: (800) 238-3358, Ext. 1035 or (301) 447-1035, Website:</b><br/> <a href="http://www.usfa.fema.gov/">http://www.usfa.fema.gov/</a>.</p>   |  |
| <p><b>Course Description:</b></p> <p><u>Hazardous Materials Incident Management</u>. This six-day (Sunday through Friday) program focuses on the duties and responsibilities of the emergency response personnel who will assume the Incident Commander role in hazardous materials emergencies above the initial response. Based on the current requirements of Title 29 of the code of Federal Regulations Section 1910.120 (29 CFR 1910.120) and the applicable national standards, the program follows three phases of an incident: preplanning, incident operations, and post-incident responsibilities. Topics include negligence and liability; planning; Incident Command System/Emergency Operations Center interface; training requirements; and emergency response plans. Evaluation of the student" knowledge of the subject is attained through written tests and graded scenarios. Evening classes and projects are required.</p> |  |
| <p><b>EMERGENCY MANAGEMENT INSTITUTE (EMI)</b><br/> <b>National Emergency Training Center, Emmitsburg, MD</b><br/> <b>POC: (800) 238-3358 or (301) 447-1000, E-mail: <a href="mailto:emi@fema.gov">emi@fema.gov</a></b></p>   |  |
| <p><b>Course Description:</b></p> <p><u>IEMC: All Hazards</u>. This is the core course that addresses preparedness, response and recovery in emergency situations resulting from natural and technological hazards. The IEMC is conducted for large as well as small communities depending upon the priority of needs and hazards that are facing the communities.</p>  |  |
| <p><b>Course Description:</b></p>   |  |

IEMC: Hazardous Materials. This course addresses the unique problems associated with the handling and transportation of radioactive, toxic, and other hazardous materials.

**Course Description:**

Incident Command System (ICS) Curricula Train-the-Trainer. This 4 ½-day course will train participants to teach the three ICS field courses that EMI offers. Those courses are ICS for Law Enforcement Agencies, ICS Public Officials Conference and the ICS/EOC Interface Workshop. This combined Train-the-Trainer will concentrate on "how to teach" the courses rather than on course content. Participants can expect evening sessions in this course.

**Course Description:**

Incident Command System (ICS): Public Works. This 12-hour course introduces public works personnel to the ICS. Several scenarios are included that allow participants to apply ICS to public works events.

**Course Description:**

Incident Command System (ICS) for Public Officials Conference. The 1 ½-hour conference is designed as a briefing for elected and appointed policy level officials. This conference focuses on providing public officials with an awareness of ICS as an effective management tool, which can be adopted in managing emergency situations.

**Course Description:**

POC: Resty Adlesberger, (301) 447-1076

FEMA Independent Study Program: FEMA has developed an independent study program for the general public and individuals who have emergency management responsibilities. The program consists of 12 self-paced courses that cover a variety of emergency management topics. There are no prerequisites or fees to enroll in the courses. Each course includes lessons with practices and a final exam and the average course completion time is 10-12 hours. The Emergency Management Institute issues those who score a 75% or better. Only the general public courses are available on the Website.

Website: <http://www.fema.gov//emi/crslist.htm>

IS –195 Basic Incident Command System. The course is described as a basic introductory course to meet the need to provide training for those who are not first responders (i.e. law enforcement personnel, fire, or emergency medical services personnel) who may be called upon to function in an ICS environment. The course has been developed for self-instruction but can also be delivered in a classroom setting with the use of an instructor. The course includes a large number of scenarios, examples, and opportunities for students to apply what they have learned.

Website: <http://fema.gov/emi/is195.htm>

Additional Independent Study Courses offered by EMI:

IS-1 Emergency Program Manager: An Orientation to the Position  
IS-2 Emergency Preparedness, USA  
IS-3 Radiological Emergency Management  
IS-5 Hazardous Materials: A citizen's Guide  
IS-7 A Citizens Guide to Disaster Assistance  
IS-301 Radiological Emergency Response

**U.S. Coast Guard  
National Strike Force Coordination Center  
POC: Tracy Taylor, (919) 331-6000, Ext. 3058**

**Course Description:**

Instruction in response management based on the National Interagency Incident Management System (NIIMS) Incident Command System (ICS) using the NIIMS National Training Curriculum. ICS instruction includes training at the I-200, I-300, I-400 level, Position Specific Workshops and other USCG specific ICS implementation-related topics. The NSF also has other products geared toward the local area spill management team (SMT) that can help move the SMT closer toward achieving their maximum response effort/goals. Due to limited availability and changing schedules due to actual response activities, check with the nearest USCG Marine Safety Office for times, dates, and availability of scheduled ICS training.

**McKinna's Emergency Spill Support  
6608 Winterberry Drive, Austin, TX 78750  
POC: (512) 338-8928  
(Under contract to the U.S. Coast Guard NSFCC.)**

**Course Description:**

During the past three years, in an effort to improve the decision-making process within the local, multi-agency command post teams, the U.S. Coast Guard developed a format that has been demonstrated in a number of U.S. ports. This training is provided under contract by McKinna's Emergency Spill Support to improve the development of a shared organizational focus and team problem solving skills among potentially diverse members within the local SMT. This has led to the development of the Multi-Agency Team-building Enhancement Systems (MATES). MATES is designed to improve the preparedness of the area response team by focusing on vital team interaction skills prior to an actual response. Due to limited spaces, participants are selected by the local USCG Marine Safety Office to ensure appropriate composition of area response team participants.

**National Interagency Fire Center (NIFC)**  
**3833 South Development Avenue**  
**Boise, ID 83705**  
**POC: Paul Broyles, (208) 387-5226 or**  
**Website: <http://fire.nifc.nps.gov/sacs/html/training.html>**

**Course Descriptions:**

The NIFC offers incident management courses based on the ICS National Training Curriculum developed by the National Wildfire Coordinating Group. The ICS National Training Curriculum is sponsored by the National Wildfire Coordinating Group and developed by the NIFC. The curriculum was prepared with the support and assistance of a multi-disciplined and interagency steering group. The curriculum consists of seventeen modules of instruction which are designed to teach the skills essential to incident management, not specific tactical skills related to particular disciplines. Each of the training modules has been submitted for review to more than 200 public safety, emergency management, and industry professionals from across the United States. The modules may be used independently, in a variety of combinations, or sequentially. They can also be clustered and presented together as courses.

**Introduction to ICS, ICS I-100.** This course consists of Module 1 and is self-paced. This module is suggested training for all entry-level personnel assigned to an incident or event, persons working in support roles and cooperating agencies, off incident personnel who are required a minimum of ICS orientation and technical specialists assigned to support incident from an off-site location.

**Basic ICS, I-200.** This consists of Modules 2 through 6. Basic ICS introduces students to the principles associated with the ICS. It covers organization, facilities, resource terminology and the common responsibilities of general instruction associated with incident or event assignments.

**Intermediate ICS, I-300.** This consists of Modules 7 through 11. Intermediate ICS expands on Basic ICS, but does not repeat Basic ICS. It provides more description and detail of the organization and operation of the ICS, management of resources, describes the duties of all positions including the Air Operations organization and provides examples of how the essential principles are used in incident and event planning.

**Advanced ICS, I-400.** This consists of Modules 12 through 15. Advanced ICS expands on much of the material covered in the Intermediate ICS modules. These modules emphasize large-scale organization development: roles and relationships of the primary staff: the planning, operational, logistical and fiscal considerations related to a large and complex incident and event management. It describes the application of Area Command and the importance of interagency coordination on complex incidents and events.

**Multi-agency Coordination, I-401.** This consists of Module 126. This module deals with the roles of the Emergency Operations Centers (EOCs) and Multi-agency Coordination Systems (MACS) and the function of each.

**Course Descriptions (continued):**

**ICS for Executives, I-402.** This consists of Module 17. Incident Command System for Executives provides the basics of ICS, Unified and Area Command and multi-agency coordination to those persons responsible for establishing or implementing policy, but who normally are not part of the on-scene ICS Organization. Also discussed are the responsibilities and information transfer between executives and incident commanders. The Executive Briefing Paper discusses issues of concern for the executive, briefly discusses the ICS organization and components of the Incident Command System.

Courses are offered at NIFC in Boise, Idaho and at various locations around the nation. Course materials, consisting of an instructors guide (with viewgraphs and answer key) and reference text, are available from NIFC. Also available are several companion documents that are designed to enhance and assist in the presentation of the instructional materials. Send requests to purchase course materials to the NIFC, ATTN: Supply at the address listed above. Orders must be from agencies or organizations, not private individuals. Questions regarding costs and ordering procedures should be directed to (208) 387-5542.

**Course Description:**

HAZMAT Incident Commander. Course content includes: introduction to the Incident Command System; roles and responsibilities for the staff of the incident command system; tabletop exercise for incident command system development; working with local, state, federal and site emergency response plans; overview of laws affecting incident response; unified incident command (multi-jurisdictional); developing the incident command structure; response to small containers, highway cargo tanks, and rail incidents as the incident command staff; and full scale response: developing and filling all of the proper incident command roles. This will utilize resources from the Hazardous Materials Technician Class.