NATIONAL INCIDENT MANAGEMENT SYSTEM

Training Program

June 2011

FEMA

This page intentionally left blank.

TABLE OF CONTENTS

PREFACE ..... **vi**

INTRODUCTION AND OVERVIEW **1**

INTRODUCTION 1

AUDIENCE 3

PURPOSE 3

ADULT LEARNING IN EMERGENCY MANAGEMENT 4

NIMS TRAINING PROGRAM ORGANIZATION 5

CURRENT STATE OF NIMS TRAINING PROGRAM 7

OPERATIONAL NEEDS DEFINE CORE COMPETENCIES 8

COORDINATING NIMS TRAINING RESPONSIBILITIES 8

NIMS CORE CURRICULUM **11**

NIMS TRAINING ELEMENTS 21

PERSONNEL QUALIFICATION 22

REFERENCES **23**

APPENDIX A: FEDERAL TRAINING WEB RESOURCES **27**

APPENDIX B: NIMS CORE CURRICULUM COURSE SUMMARIES **29**

ICS-100: Introduction to the Incident Command System 30

ICS-200: ICS for Single Resources and Initial Action Incidents 32

ICS-300: Intermediate ICS for Expanding Incidents 33

CS-400: Advanced ICS 35

IS-701: NIMS Multiagency Coordination System (MACS) 37

IS-702: NIMS Publication Information Systems 38

IS-703: NIMS Resource Management 39

IS-704: NIMS Communication and Information Management 40

IS-706: NIMS Intrastate Mutual Aid – An Introduction 41

E/L 950: NIMS ICS All-Hazards Position Specific Incident Commander 43

E/L 952: NIMS ICS All-Hazards Position Specific Public Information Officer 44

E/L 954: NIMS ICS All-Hazards Position Specific Safety Officer 45

E/L 956: NIMS ICS All-Hazards Position Specific Liaison Officer 46

E/L 958: All-Hazards Position Specific Operations Section Chief 47

E/L 960: NIMS ICS All-Hazards Position Specific Division/Group Supervisor 48

E/L 962: All-Hazards Position Specific Planning Section Chief 49

E/L 964: All-Hazards Position Specific Situation Unit Leader 50

E/L 965: All-Hazards Position Specific Resources Unit Leader 51

E/L 967: All-Hazards Position Specific Logistics Section Chief 52

E/L 969: All-Hazards Position Specific Communications Unit Leader 53
E/L 970: All-Hazards Position Specific Supply Unit Leader.....54
E/L 971: All-Hazards Position Specific Facilities Unit Leader.....55
E/L 973: All-Hazards Position Specific Finance/Admin. Section Chief 56
E/L 975: All-Hazards Position Specific Finance/Admin. Unit Leader Course.....57
G-191: Incident Command System/ Emergency Operations Center Interface.....58
G-775: Emergency Operations Center (EOC) Management and Operations 59
APPENDIX C: FEMA-SPONSORED, NIMS COURSEWORK.....60
SORTED ALPHABETICALLY 61
SORTED BY COURSE CODE.....69

This page intentionally left blank.

PREFACE

On March 1, 2004, the Department of Homeland Security (DHS) published the first *National Incident Management System* (NIMS). NIMS provides a consistent template enabling Federal, State, tribal, and local governments, the private sector, and nongovernmental organizations to work together to prepare for, prevent, respond to, recover from, and mitigate the effects of incidents regardless of cause, size, location, or complexity. This consistency provides the foundation for nationwide use of NIMS for all incidents, ranging from daily occurrences to more complex incidents requiring a coordinated, Federal response. In December 2008, after considering input from stakeholders at every level within the Nation's emergency management community and lessons learned during recent incidents, DHS released a revised NIMS document. As a result, NIMS better represents preparedness concepts, including communications and resource management, as well as the Incident Command System (ICS).

Implementing the *NIMS Training Program* is a critical component of a National Training Program, mandated by the *Post-Katrina Emergency Management Reform Act of 2006.*[1] A well developed NIMS training program that both guides and promotes NIMS training is vital to a successful nationwide implementation of NIMS. However, NIMS training is just one component of a comprehensive emergency management program, which requires a continuous cycle of planning, organizing, equipping, exercising, evaluating, and taking corrective action.

The Federal Emergency Management Agency's (FEMA) National Integration Center (NIC) maintains the *NIMS Training Program.* FEMA recognizes that the NIMS national training program must be more than a plan to train emergency management personnel on the ICS. As a result, the NIC is releasing this *NIMS Training Program* document to define a national NIMS training curriculum and personnel qualifications and to assemble and update the training guidance for available NIMS courses (organized as a core curriculum).

The *NIMS Training Program* supersedes the *Five-Year NIMS Training Plan*, originally released in February 2008.

[1] *Post-Katrina Emergency Management Reform Act of 2006.* Pub. Law 109-295, 120 Stat. 1355, Oct. 4, 2001.

This page intentionally left blank.

INTRODUCTION AND OVERVIEW

INTRODUCTION

Homeland Security Presidential Directive (HSPD)-5, Management of Domestic Incidents, directs the Secretary of the Department of Homeland Security (DHS) to develop a National Incident Management System (NIMS). Initially published in March 2004, and revised in December 2008, the NIMS provides a consistent national approach for Federal, State, tribal, and local governments, the private sector, and nongovernmental organizations (NGO) to work together to prepare for, respond to, recover from, and mitigate domestic incidents, regardless of cause, size, or complexity.[2] HSPD-5 directs Federal agencies to adopt NIMS and encourages adoption of NIMS by all other stakeholders[3]—State, tribal, and local governments; private sector organizations; critical infrastructure owners and operators; and NGOs involved in emergency management. In addition, the adoption and implementation of NIMS by State, tribal, and local organizations is a condition for receiving Federal preparedness assistance through grants, contracts, and other activities, as stated in HSPD-5.

Based upon emergency management and incident response practices, NIMS represents a core set of doctrine, concepts, principles, terminology, and organizational processes that enables effective, efficient, and collaborative incident management.[4] The institutionalization of these elements nationwide through training helps to mitigate risk by achieving greater preparedness. Incident after-action reports[5] and NIMS both emphasize that successful implementation relies upon development and maintenance of a national NIMS training program. Furthermore, NIMS implementation relies upon comprehensive NIMS training and standardized personnel qualification.

The NIMS documents integrate best practices into a comprehensive framework for use by emergency management and response personnel in an all-hazards context nationwide. HSPD-5 requires all Federal departments and agencies to adopt NIMS and to use it in their individual incident management programs and activities, as well as in support of all actions taken to assist State, tribal, and local governments. State, tribal, and local governments are not required to participate in NIMS or adopt these best practices. As applied to non-Federal entities, NIMS documents contain guidance that is not legally binding. However, in order to participate in NIMS, it is necessary for entities to adhere to the standards, practices, and/or minimum criteria presented in the NIMS guidance documents. It is also important to note that although a State, tribal, or local government or NGO is not required to apply for Federal preparedness assistance,

---

[2] *National Incident Management System,* p. 3.

[3] Following the revised *National Incident Management System*, the term "stakeholders," as used in this document, refers to all organizations involved in emergency management and incident response. Stakeholders are Federal, State, local, territorial, tribal, and substate regional governments; private sector organizations; critical infrastructure owners and operators; and nongovernmental organizations.

[4] *National Incident Management System,* p. 3.

[5] "DHS should institute a formal training program on the NIMS … 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).

INTRODUCTION AND OVERVIEW

HSPD-5 requires Federal departments and agencies to make adoption of NIMS by State, tribal, and local governments and NGOs a condition for Federal preparedness assistance, through grants, contracts, and other activities.

A basic premise of NIMS is that all incidents begin and end locally. The Federal Government supports State, tribal, and local authorities when their resources are overwhelmed or anticipated to be overwhelmed. The intention of the Federal Government in these situations is not to command the response, but rather to support the affected State, tribal, and local authorities. This is most easily achieved when all the entities are participating in a unified system of emergency management and incident response. NIMS also recognizes the role that NGOs and the private sector have in preparedness and activities to prevent, protect against, mitigate, respond to, and recover from the effects of incidents. As such, DHS strongly emphasizes the importance of NIMS training for all emergency management and incident response personnel, NGOs, and the private sector.

The training and qualification of emergency management[6] response personnel is critical to the success of NIMS implementation nationally.[7] To achieve a national NIMS training program, consistent with the National Training Program, the NIMS document describes the responsibility of Federal Emergency Management Agency's (FEMA) National Integration Center (NIC) to "facilitate the definition of general training requirements and the development of national-level training standards and course curricula associated with NIMS."[8] The *NIMS Training Program* is the NIC's comprehensive tool to track its progress toward meeting this responsibility. The *NIMS Training Program* identifies both important conceptual elements and specific time-based targets for training development.

The primary goal of this guidance is to facilitate training and qualification of emergency management personnel to all NIMS concepts and principles. The *NIMS Training Program* identifies a deliberate method to develop and maintain a complete NIMS core curriculum and, concurrently, to provide training guidance to stakeholders for developing their training plans. To meet this goal, the *NIMS Training Program* has the following three objectives:

1. Support NIMS education and training for all emergency management personnel
2. Adapt the functional capabilities defined by NIMS into guidelines, courses, and a curriculum that help stakeholders to develop personnel training and credentialing plans that yield the desired capabilities
3. Define the minimum personnel qualifications required for service on complex multijurisdictional incidents nationwide[9]

---

[6] For the purposes of the *NIMS Training Program*, the term "emergency management" refers to all system/processes utilized to effectively manage incidents and events.

[7] "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.

[8] *National Incident Management System,* p. 78.

[9] *Personnel Qualifications* is a term used in this document to denote incidents that require responders to hold credentials under the National Credentialing Program, also under development by the NIC.

INTRODUCTION AND OVERVIEW

The *NIMS Training Program* lays out a conceptual framework that maintains a systematic process for the development of training courses and personnel qualifications. This process produces trained and qualified emergency management personnel. The framework facilitates the systematic development of these courses and qualifications by translating functional capabilities (defined in NIMS) into positions, core competencies, training, and personnel qualifications. The *NIMS Training Program* sets a sequence of goals, objectives, and action items for the NIC, which administers NIMS training nationally, and for stakeholders, who run their respective NIMS training and education programs.

AUDIENCE

The *NIMS Training Program* is intended for emergency management officials and administrators responsible for budgets, planning, and procurement, who require guidance on the development and provision of NIMS training.

In addition, the *NIMS Training Program* is an informative guidance document for the following:

- National and State policy-makers (elected/appointed officials)
- Key decision-makers from governmental and nongovernmental agencies and private sector organizations, such as:
    - Federal departments and agencies
    - State, tribal, and local government emergency management agencies and trainers (i.e. State, tribal, and local NIMS Coordinators)
    - Managers overseeing those in mission-critical positions and organizations and professional development
    - Human resource managers setting and overseeing personnel policies and guidance
- Other groups charged with developing NIMS-related guidance or training, credentialing, or personnel qualifications information

PURPOSE

The *NIMS Training Program* defines the national NIMS training program as it relates to the NIMS components of Preparedness, Communications and Information Management, Resource Management, and Command and Management. It specifies NIC and stakeholder responsibilities and activities for developing, maintaining, and sustaining NIMS training. The *NIMS Training Program* outlines responsibilities and activities that are consistent with the National Training Program, as mandated by the *Post-Katrina Emergency Management Reform Act of 2006*. This program integrates with FEMA training offered through the Emergency Management Institute (EMI) and United States Fire Administration (USFA).

The *NIMS Training Program* defines the process for developing training and personnel qualification requirements for emergency management. Additionally, it outlines NIC and stakeholder responsibilities for implementing the NIMS training program. The NIC's responsibilities include:

- Defining the NIMS core curriculum

- Providing course descriptions and training guidance
- Developing personnel qualification guidelines for stakeholder-issued incident management credentials
- Integrating lessons learned from actual incidents, training, exercises, and best practices, identifiable across jurisdictional and functional disciplines

Federal, State, tribal, and local and private sector stakeholders' responsibilities include:

- Identifying appropriate personnel to take NIMS training
- Ensuring all course delivery meets the standard contained within the *NIMS Training Program* and other training guidance provided by the NIC
- Credentialing emergency/incident management personnel

The NIC and NIMS stakeholders share responsibility for ensuring the success of the national NIMS training program. The program provides critical information that can help stakeholders develop plans, budgets, and schedules for their own training programs. However, the program does not specify stakeholder plans and activities; it guides stakeholder development of jurisdictional, agency, and/or organizational NIMS training plans.

The *NIMS Training Program* achieves the following strategic objectives:

- Defines a national curriculum for NIMS and provides information on NIMS courses in the core curriculum, applicable to all levels of government, the private sector, and NGOs by promoting comprehensive NIMS-related training beyond Incident Command System (ICS) training.
- Identifies broad NIMS training goals and objectives for NIMS national training for both the NIC and stakeholders and outlines guidance to attain them.
- Guides human resource management via established training baselines for emergency and incident response personnel qualifications, based on development of core competencies for NIMS-based incident management positions.[10]
- Conveys information pertaining to instruction and learning, articulating specifications for the consistent delivery of NIMS training through a national baseline curriculum for NIMS, with each course having objectives that meet training needs set by the core competencies, complete training guidance, and instructor qualification guidelines.
- Guides development of stakeholders' long-term training plans, budgets, and schedules as well as grant qualifications and applications.

ADULT LEARNING IN EMERGENCY MANAGEMENT

Adult education courses are most effective when instruction incorporates the following general principles:

- Engage adult learners as active, self-directed participants in their own learning

[10] Personnel who serve on complex multijurisdictional incidents nationwide (incidents that require responders to hold credentials under the NIMS Credentialing Program will be required to have qualifications that meet these guidelines; the guidelines are recommended for service on all incidents.

- Recognize factors that motivate adult learners; design courses and adapt instructional style accordingly
- Identify the relevance of the course to student work environments, since relevance motivates students and makes it easier for them to comprehend the material presented
- Acknowledge adult learners' accumulation of diverse professional experiences and aspirations and use this experience in context
- Deliver instruction in a safe, collaborative environment
- Provide opportunities to critically reflect upon and immediately apply new learning in order to transfer that learning into habitual practice

These principles ensure the effectiveness of the guidelines contained in the *NIMS Training Program*. The course guidelines reflect an understanding that compression of the course into a reduced number of days or fewer hours is expected to adversely affect the successful learning experience of the professional adult. For example, when an instructor guide prescribes that a course, such as ICS-300, be taught over 3 days for a total of 18 hours, instructors and those responsible for implementing the training program need to incorporate these adult learning principles. When developing the training and exercise calendar, those responsible for implementing the training program will benefit their students by sequencing the training and exercises offered in such a way as to allow the students the ability to directly and immediately apply their new learning in the operational context. This planned sequencing, which can also be applied at the course level, will assist the adult learners in readily transferring their new learning into habitual practice in their operational context. For example, students taking ICS-300 should have opportunities—through exercises, incidents, or planned events—to apply what they learned in ICS-300 before taking ICS-400.

NIMS Training Program Organization

The following sections make up the *NIMS Training Program*:

- **Current State of NIMS Training Program**. This outlines existing training efforts and NIMS training progress in meeting the goals previously established by the *Five-Year NIMS Training Plan.*
- **NIMS Curriculum: Goals, Objectives, and Action Items***.* The tables of goals, objectives, and action items are intended to close the gap between the current state of NIMS training and the desired state of training and personnel qualification.
- **Appendices:** The appendices contain information to assist NIMS training stakeholders in attaining access to NIMS-related coursework, as well as recommend specific training, instruction, and instructor standards.
    - *Appendix A: Federal Training Web Resources* identifies websites for stakeholders to attain more-specific information on NIMS-related training.
    - *Appendix B*: *NIMS Core Curriculum Course Summaries* identifies course descriptions for each course in the NIMS core curriculum. Each summary outlines:
        - Intended audience
        - Prerequisite training requirements (when appropriate)

    - Course objectives
    - Instruction standards
    - Instructor qualifications
  - *Appendix C: FEMA-Sponsored, NIMS Coursework* identifies a comprehensive listing of FEMA training that supports implementation of NIMS concepts and principles in the following four areas:
    - Preparedness
    - Communications and Information Management
    - Resource Management
    - Command and Management

CURRENT STATE OF NIMS TRAINING PROGRAM

Federal, State, tribal, and local department and agencies, and national organizations are at various stages of implementing the *NIMS Training Program*. This section summarizes some of the relevant accomplishments and current activities related to the *NIMS Training Program* goals.

ICS Core Competencies

Core competencies bring the functional requirements of NIMS down to the field level to the personnel carrying out NIMS. The NIC, in collaboration with its training partners, identified core competencies for the command and general staff positions within the ICS.

The FEMA ICS Core Competencies Management Working Group, comprised of Federal, State, tribal, and local officials, provides ongoing maintenance of these core competencies. The working group also determines appropriate minimum competencies and behaviors required to enable interoperability between emergency management functions.

Additionally, the NIC identified core competencies for incident management in Multi-Agency Coordination Systems (MACS). The framework developed for this purpose describes a five-step process that translates required MACS functions into core competencies that can then be assigned to positions within any MACS management structure.

Everyone involved in emergency management (to include emergency operation center personnel in support of the field), regardless of discipline or level of government, should take the NIMS baseline curriculum courses (Independent Study-700 and ICS-100). Incident command occurs in the field; therefore, the NIC recommends that only individuals with a command and general staff role take advanced ICS courses. Fulfilling the training associated with this plan helps emergency management organizations, departments, and agencies to develop preparedness capabilities for effective and efficient incident management. As a result, trained emergency responders are available as mutual aid to support incident management in other jurisdictions, if requested. The *NIMS Training Program* should sustain a personnel qualification system that is coordinated, maintained, and meets the needs of the emergency management community.

Personnel Qualification

The NIC has developed a multi-discipline work group to develop an all-hazards qualification guide that incorporates all-hazards career progressions into the *NIMS Training Program*. The National Wildfire Coordinating Group's (NWCG) *Wildland Fire Qualification System Guide*, used by the wildland fire discipline, is an example of a guide that the NIC may develop in the future.[11] In order to first identify qualifications for individual positions, position task books are likely to be used for all positions to ensure that the individual has demonstrated the core competencies

[11] NWCG, Wildland Fire Qualification System Guide, PMS 310-1.

required for the position. The NIC is working to develop model all-hazards position task books for command and general staff positions.

Operational Needs Define Core Competencies

Operational needs are determined by a number of considerations: NIMS functions, as articulated in Preparedness, Communications and Information Management, Resource Management, and Command and Management components; related responsibilities and activities; and an incident's size and/or complexity.

The operational needs translate into personnel core competencies that often encompass broad leadership and/or management skills. Ultimately, qualified personnel are required for emergency management roles.

Coordinating NIMS Training Responsibilities

Coordination is necessary between the NIC and NIMS training stakeholders to achieve consistent and systematic implementation of NIMS training and personnel qualification. The NIC provides national leadership and resources, particularly in the form of training and qualification guidance. Stakeholders develop and implement training programs, as well as train, qualify, and credential personnel. This process includes the following:

- Foundational national documents (e.g. NIMS) are maintained and distributed by the NIC and provide national doctrine and strategy. These documents guide stakeholder plans, in conjunction with stakeholder assessments of specific hazards, risks, and vulnerabilities.
- Based on NIMS, the NIC specifies core competencies and associated behaviors to provide a foundation for both personnel qualification and a national curriculum for NIMS training. Personnel qualification guidance, in the form of position task books, defines tasks that measurably demonstrate a candidate's proficiency.
- Stakeholders should develop and maintain plans, in conjunction with foundational national documents, which dictate functional capabilities for emergency management.
- Personnel qualification guidance specifies the means for demonstrating minimum capabilities for stakeholder personnel position assignments within the NIMS structure.
- Personnel credentialed to serve on complex multijurisdictional incidents nationwide (incidents that require responders to hold credentials under the NIMS national credentialing system) must be qualified within a system that meets or exceeds the national qualification guidance.[12]
- The NIC will provide guidance to stakeholders to help determine what personnel require training and to seek qualification for emergency management positions.
- Stakeholders should develop a training plan for their personnel in consultation with their training staffs and/or providers. These plans often have significant programmatic, schedule, and budget implications for the stakeholder. Stakeholders may decide to

[12] The NIC recommends that systems used for smaller incidents also meet the national qualification guidance.

develop their own training courses to suit their specific needs while still meeting the requirements of the *NIMS Training Program*.[13]

- Stakeholders will execute the training plans, resulting in trained, qualified, and, if appropriate, credentialed personnel.
- Training and experience for stakeholder personnel qualification are acquired through course-based knowledge development; risk-free practical application, such as tabletop exercises and planned exercises; and on-the-job training, such as job shadowing, planned events, and incident management experience, can be obtained during small incidents and/or exercises.
- Once trained in a particular area, personnel demonstrate their skills during exercises and by effective management of and response to actual incidents. The *NIMS Training Program* recognizes that training is necessary to develop qualified personnel, but that qualification also requires experience through exercises or time in the field and development of discipline-specific skills in emergency management.
- Exercise and incident after-action reports should include an evaluation of the effectiveness and performance of incident management personnel. Recommendations for improvements should be incorporated throughout the national coordination process for NIMS training to:
    - Tailor stakeholder training plans as well as training and qualification of specific personnel
    - Provide feedback to the national curriculum for NIMS and training courses
    - Suggest modifications of NIMS and stakeholder plans

[13] This plan supersedes the previous guidance: FEMA, *National Incident Management System (NIMS)—National Standard Curriculum Training Development Guidance—FY 2007,* Washington, DC: Department of Homeland Security, March 2007, as well as the original *Five-Year NIMS Training Plan,* released in February 2008.

This page intentionally left blank.

NIMS CORE CURRICULUM

The *NIMS Training Program* identifies those courses critical to train personnel capable of implementing all functions of emergency management. This program revises the NIMS core curriculum (see Figure 1, page 15) to ensure it adequately trains emergency and incident response personnel to all concepts and principles of each NIMS component.

Baseline

The following courses are designed to provide a "baseline", as they introduce basic NIMS and ICS concepts and provide the foundation for higher-level Emergency Operations Center- (EOC), MACS-, and ICS-related training:

- **IS-700 NIMS, an Introduction:** This course introduces the NIMS concept. NIMS provides a consistent nationwide template to enable all government, private sector, and nongovernmental organizations to work together during domestic incidents.
- **ICS-100 Introduction to the Incident Command System:** This course introduces ICS and provides the foundation for higher level ICS training. It describes the history, features and principles, and organizational structure of the system. It also explains the relationship between ICS and NIMS.

Additional Training

The following courses are designed to provide an overview of key NIMS principles relating to MACS, public information, resource management, mutual aid, and communication and information management. FEMA recommends completion of the two baseline courses identified above prior to taking the following awareness and additional training relating to MACS, EOC, and ICS.

- **IS-701 NIMS MACS:** This course introduces MACS and provides examples of how these systems can be used to improve incident response.
- **IS-702 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.
- **IS-703 NIMS Resource Management:** This course provides training to help resource managers prepare before an incident and contribute effectively to incident response.
- **IS-704 NIMS Communication and Information Management:** This course 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; DHS employees; and employees of other Federal agencies.
- **IS-706 NIMS Interstate Mutual Aid, an Introduction:** This independent study course provides an introduction to NIMS interstate mutual aid and assistance. Participants will learn about the purpose and benefits of mutual aid and assistance, as well as the emphasis that NIMS places on mutual aid and assistance.

- **IS-800 National Response Framework (NRF), an Introduction:** The course introduces participants to the concepts and principles of the NRF.
- **ICS-200 ICS for Single Resources and Initial Action Incidents:** This course is designed to enable personnel to operate efficiently during an incident or event within the ICS. ICS-200 provides training and resources for personnel who are likely to assume a supervisory position within the ICS.
- **ICS-300 Intermediate ICS for Expanding Incidents:** ICS-300 provides training and resources for personnel who require advanced knowledge and application of the ICS. This course expands upon information covered in the ICS-100 and ICS-200 courses.
- **ICS-400 Advanced ICS:** This course provides training and resources for personnel who require advanced application of ICS. This course expands upon information covered in ICS-100 through ICS-300.
- **E/L-950 All-Hazards Incident Commander:** This course is designed to provide State and local-level emergency responders with a robust understanding of the duties, responsibilities, and capabilities of an effective incident commander on an all-hazards incident management team (AHIMT). These responsibilities fall into two categories: (1) responding to the incident and command needs of the incident; and (2) effectively fulfilling the position responsibilities of an incident commander on an AHIMT. Exercises, simulations, discussions, and a final exam enable students to process and apply their new knowledge.
- **E/L 952 All-Hazards Public Information Officer:** This course is designed for a public information officer (PIO) assigned to an incident as a member of an AHIMT, local incident management teams (IMT), as well as for the PIO assigned to an incident as an assistant PIO in a variety of capacities. This course will help students develop a strong set of core PIO skills and the ability to apply them within the context of an AHIMT. This course is also distinct from other information function courses in that it combines elements from both the basic and advanced function to concentrate training on the fundamental duties and responsibilities of PIO in an all-hazard environment. The course material does not assume or require experience as a PIO, but also is not a basic PIO course. Exercises, simulations, discussions, and a final exam enable students to process and apply their new knowledge.
- **E/L 954 All-Hazards Safety Officer:** This course is designed to provide State and local-level emergency responders with a robust understanding of the duties, responsibilities, and capabilities of an effective safety officer on an AHIMT. These responsibilities fall into two categories: (1) responding to the incident and the safety needs of the incident; and (2) effectively fulfilling the position responsibilities of a safety officer on an AHIMT. Exercises, simulations, discussions, and a final exam enable students to process and apply their new knowledge.
- **E/L 956 All-Hazards Liaison Officer:** This course is designed to provide State and local-level emergency responders with a robust understanding of the duties, responsibilities, and capabilities of an effective liaison officer on an AHIMT. Exercises, simulations, discussions, and a final exam enable students to process and apply their new knowledge.

- **E/L 958 All-Hazards Operations Section Chief:** This course is designed to provide State and local-level emergency responders with a robust understanding of the duties, responsibilities, and capabilities of an effective operations section chief on an AHIMT. These responsibilities fall into two categories: (1) responding to the incident and the command needs of the incident; and (2) effectively fulfilling the position responsibilities of an Operations Section Chief on an AHIMT. Exercises, simulations, discussions, and a final exam enable students to process and apply their new knowledge.
- **E/L 960 All-Hazards Division/Group Supervisor (DIVS):** The course is designed to provide State and local-level emergency responders with a robust understanding of the duties, responsibilities, and capabilities of an effective DIVS on an AHIMT. The course walks students through general information, including an overview of the operations section and information on incident mobilization, initial situation awareness, and unit management. It also provides detailed instruction on responding to the incident and the command needs of the incident, as well as emphasizing the importance of risk management and safety considerations.
- **E/L 962 All-Hazards Planning Section Chief:** This course is designed to provide State and local-level emergency responders with a robust understanding of the duties, responsibilities, and capabilities of an effective planning section chief (PSC) on an AHIMT. These responsibilities fall into two categories: (1) managing the planning cycle; and (2) tracking resources and incident status. Exercises, simulations, discussions, and a final exam enable students to process and apply their new knowledge.
- **E/L 964 All-Hazards Situation Unit Leader (STIL):** This course helps attendees establish the essential core competencies required to perform the duties of the SITL in an all-hazards incident. It addresses all responsibilities appropriate to a SITL operating in a State and local-level AHIMT, including processing information and intelligence and developing displays. The course is instructor-led training that supports learning through discussion, lecture, and active participation in multiple exercises. By requiring attendees to bring a SITL kit to the instruction, the course provides a realistic, hands-on approach to mastering the skills of a SITL.
- **E/L 965 All-Hazards Resource Unit Leader (RESL):** This course provides an overview of unit leader responsibilities, the planning section, and the planning process to contextualize the resources unit for students unfamiliar with the planning process or ICS. It then explores specific RESL functions and responsibilities, including resource tracking systems, operational planning, and resource products/outputs. The status/check-in and demobilization functions are covered to provide students with the knowledge to perform those duties if necessary. Exercises, simulations, discussions, and a final exam enable students to process and apply their new knowledge.
- **E/L 967 All-Hazards Logistics Section Chief:** This course is designed to provide State and local-level emergency responders with a robust understanding of the duties, responsibilities, and capabilities of an effective logistics section chief on an AHIMT. These responsibilities fall into two categories: (1) responding to the incident; and (2) effectively fulfilling the position responsibilities of a Logistics Section Chief on an AHIMT. Exercises, simulations, discussions, and a final exam enable students to process and apply their new knowledge.

- **E/L 969 All-Hazards Communications Unit Leader:** This course helps participants establish the essential core competencies required for performing the duties of the communications unit leader (COML) in an all-hazards incident. This course addresses all responsibilities appropriate to a COML operating in a State or local-level AHIMT. These responsibilities include the collection, processing, and dissemination as needed to facilitate operations of command, general staff, and unit leaders within the confines of an AHIMT. The course is an instructor-led training that supports learning through discussion, lecture, and active participation in multiple exercises. By requiring participants to bring a COML kit to the instruction, the course provides a realistic, hands-on approach to mastering the skills of a COML.
- **E/L 970 All-Hazards Supply Unit Leader (SPUL):** This course helps attendees establish the essential core competencies required for performing the duties of the SPUL in an all-hazards incident. By requiring attendees to bring jurisdiction-specific information to the instruction, the course provides a realistic, hands-on approach to mastering the skills of a SPUL organized by the fundamental steps of the ordering process. Attendees identify information required for ordering supplies, complete required forms and documentation related to ordering supplies, and learn to anticipate ordering requirements and supply needs for the incident. In addition to the ordering process, the course discussed mobilization, setting up and managing the supply unit, and demobilization.
- **E/L 971 All-Hazards Facilities Unit Leader (FACL):** The course will help students establish the essential core competencies required for performing the duties of the FACL in an all-hazards incident. The course walks students through general information, including an overview of the logistics section and information on incident mobilization, initial situation awareness, and unit management. It also provides detailed instruction in setting up and maintaining incident facilities, including facilities infrastructure, services, layout, and security. Each unit contains a discussion-based exercise and there is a capstone tabletop exercise at the end of the course to give students hands-on practice functioning as a FACL.
- **E/L 973 All-Hazards Finance/Administration Section Chief:** This course is designed to provide State and local-level emergency responders with a robust understanding of the duties, responsibilities, and capabilities of an effective finance/administration section chief on an AHIMT. These responsibilities fall into two categories: (1) managing the finance/administration section personnel; and (2) managing the finances and administrative responsibilities during an incident. Exercises, simulations, discussions, and a final exam enable students to process and apply their new knowledge.
- **E/L 975 All-Hazards Finance/Administration Unit Leader:** The finance/administration unit leader course will help students establish the essential core competencies required for performing the duties of the finance/administration unit leader in an all-hazards incident. The course is designed to enable students to perform as any of the four finance/administration unit leaders (time unit leader, procurement unit leader, compensation and claims unit leader, cost unit leader). Students will learn information that is applicable across all four positions, such as unit set-up and management, information gathering, and interactions. Complex experiential exercises and discussions

will afford students the opportunity to each act as unit leaders while connecting all information learned back to real-world application.

- **G-191 Incident Command System/Emergency Operations Center Interface:** This course reviews ICS and EOC responsibilities and functions and depends heavily on exercises and group discussions to formulate the interface. This course works best when delivered to ICS and EOC personnel from the same community. The course provides an opportunity for participants to begin developing an ICS/EOC interface for their community.
- **G-775 Emergency Operations Center Management and Operations:** This course provides participants with the knowledge and skills to effectively manage and operate EOCs and multiagency coordination systems at the Federal, State, tribal, and local levels of government. This course describes the role, design, and functions of EOCs and their relationships as components of a multiagency coordination system.

Figure 1. NIMS Core Curriculum[14]

Course ID	Course Title
E/L-950	All-Hazards Incident Commander
E/L-952	All-Hazards Public Information Officer
E/L-954	All-Hazards Safety Officer
E/L-956	All-Hazards Liaison Officer
E/L-958	All-Hazards Operations Section Chief
E/L-960	All-Hazards Division/Group Supervisor
E/L-962	All-Hazards Planning Section Chief
E/L-964	All-Hazards Situation Unit Leader
E/L-965	All-Hazards Resource Unit Leader
E/L-967	All-Hazards Logistics Section Chief
E/L-969	All-Hazards Communications Unit Leader
E/L-970	All-Hazards Supply Unit Leader
E/L-971	All-Hazards Facilities Unit Leader
E/L-973	All-Hazards Finance/Administration Section Chief
E/L-975	All-Hazards Finance/Administration Unit Leader
ICS-100	Introduction to the Incident Command System (ICS)
ICS-200	ICS for Single Resources and Initial Action Incidents
ICS-300	Intermediate ICS for Expanding Incidents
ICS-400	Advanced ICS
IS-700	National Incident Management System, An Introduction
IS-701	NIMS Multiagency Coordination System
IS-702	NIMS Public Information
IS-703	NIMS Resource Management
IS-704	NIMS Communication and Information Management

[14] Reference Appendix A for a listing of Federal training provider websites that may offer equivalent training. Reference Appendix C for a comprehensive list of EMI coursework that support NIMS concepts and principles.

IS-706	NIMS Interstate Mutual Aid, An Introduction
IS-800	National Response Framework, An Introduction
G-191	Incident Command System/ Emergency Operations Center (ICS/EOC)
G-775	Emergency Operations Center Management and Operations

The NIC will develop and regularly review the courses that are considered part of the NIMS curriculum according to professionally-recognized instructional standards (such as adult learning modeling). To assist in course instruction, FEMA, through EMI, USFA, and the Center for Domestic Preparedness (CDP), publishes detailed course summaries that include subject matter, guidelines, and instruction requirements for specific courses.

The guidance within the *NIMS Training Program* on Federal, State, tribal, and local training is not absolute. Incident and/or event complexity determines emergency and incident response personnel responsibilities as well as recommended audience for NIMS curriculum coursework delivery. The *NIMS Training Program* training recommendations reflect the following five levels of complexity identified in Figure 2:[15]

Figure 2. Incident Complexity

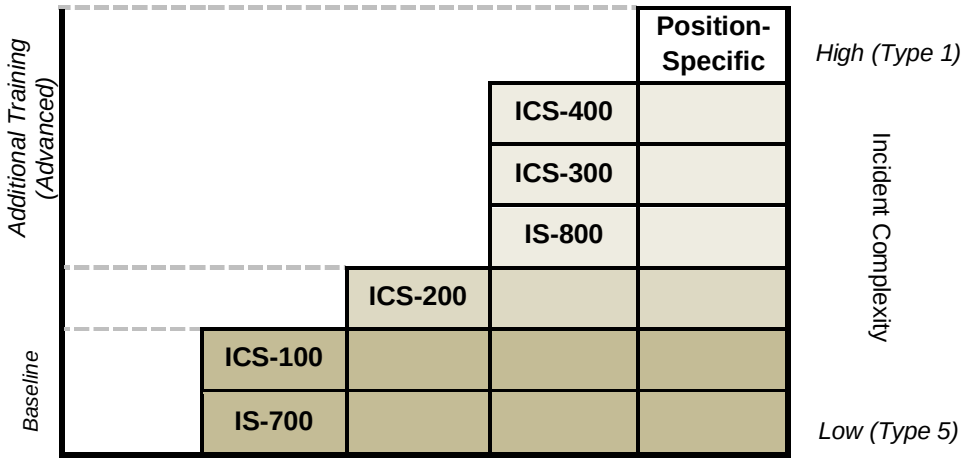
Type 1	• This type of incident is the most complex, requiring national resources for safe and effective management and operation. • All command and general staff positions are filled. • Operations personnel often exceed 500 per operational period and total personnel will usually exceed 1,000. • Branches need to be established. • A written incident action plan (IAP) is required for each operational period. • The agency administrator will have briefings, and ensure that the complexity analysis and delegation of authority are updated. • Use of resource advisors at the incident base is recommended. • There is a high impact on the local jurisdiction, requiring additional staff for office administrative and support functions.
Type 2	• This type of incident extends beyond the capabilities for local control and is expected to go into multiple operational periods. A Type 2 incident may require the response of resources out of area, including regional and/or national resources, to effectively manage the operations, command, and general staffing. • Most or all of the command and general staff positions are filled. • A written IAP is required for each operational period. • Many of the functional units are needed and staffed. • Operations personnel normally do not exceed 200 per operational period and total incident personnel do not exceed 500 (guidelines only). • The agency administrator is responsible for the incident complexity analysis, agency administration briefings, and the written delegation of authority.

[15] United States Fire Administration

Type 3	• When incident needs exceed capabilities, the appropriate ICS positions should be added to match the complexity of the incident. • Some or all of the command and general staff positions may be activated, as well as division/group supervisor and/or unit leader level positions. • A Type 3 IMT or incident command organization manages initial action incidents with a significant number of resources, an extended attack incident until containment/control is achieved, or an expanding incident until transition to a Type 1 or 2 IMT. • The incident may extend into multiple operational periods. • A written IAP may be required for each operational period.
Type 4	• Command staff and general staff functions are activated only if needed. • Several resources are required to mitigate the incident, including a task force or strike team. • The incident is usually limited to one operational period in the control phase. • The agency administrator may have briefings, and ensure the complexity analysis and delegation of authority is updated. • No written IAP is required but a documented operational briefing will be completed for all incoming resources. • The role of the agency administrator includes operational plans including objectives and priorities.
Type 5	• The incident can be handled with one or two single resources with up to six personnel. • Command and general staff positions (other than the incident commander) are not activated. • No written IAP is required. • The incident is contained within the first operational period and often within an hour to a few hours after resources arrive on scene. • Examples include a vehicle fire, an injured person, or a police traffic stop.

Organizations should use their jurisdictions' hazard/threat analyses to determine the "types" of incidents most likely and tailor their NIMS training to meet their needs (Figure 3). For example, if a jurisdiction faces significant and frequent threats, such as hurricanes or hazardous materials incidents, their training program should prepare responders for those threats. The NIC assumes that most jurisdictions will have, at a minimum, Type 4 incidents.

Figure 3. NIMS Training Determined by Incident Complexity

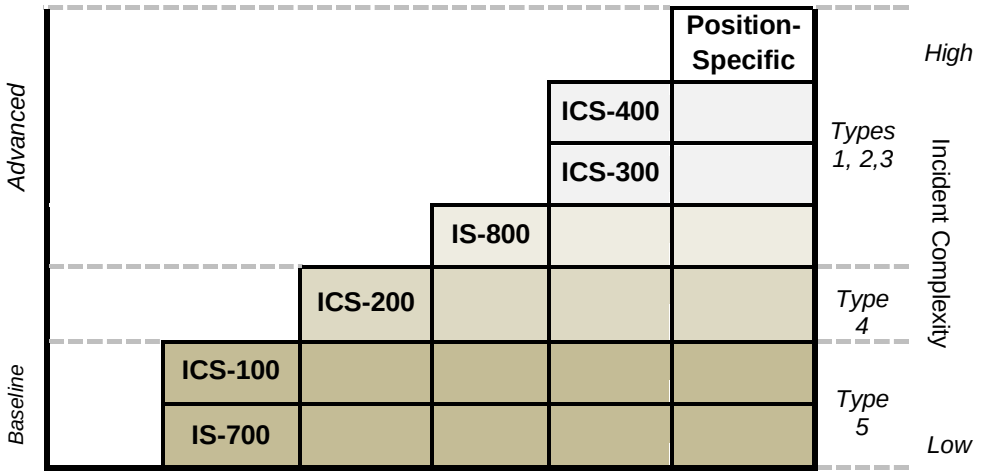


Individuals who may be assigned supervisory roles during:

- Type 1, 2, and 3 incidents should take the following training, at a minimum:
  - ICS-100
  - ICS-200
  - ICS-300
  - ICS-400
  - IS-700
  - IS-800
  - Appropriate ICS Position-specific courses
- Type 4 incidents should take the following training, at a minimum:
  - ICS-100
  - ICS-200
  - IS-700
- Type 5 incidents should take the following training, at a minimum:
  - ICS-100
  - IS-700

Figure 4 illustrates the recommended progression of NIMS training from baseline courses (ICS-100, IS-700) to the advanced ICS and all-hazards position-specific coursework.

Figure 4. Training for Field (ICS) Personnel



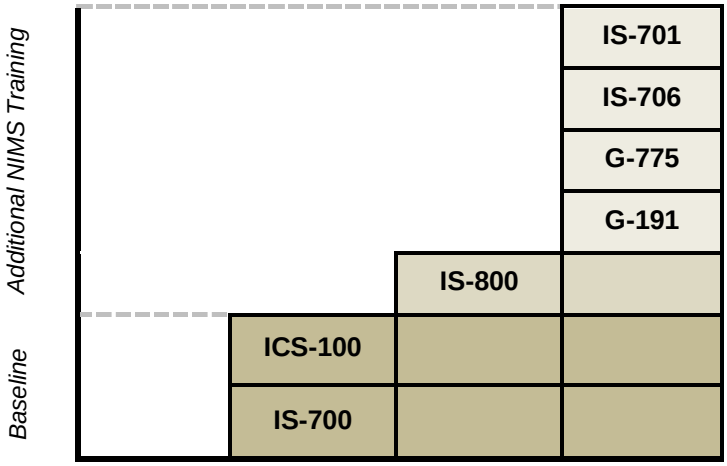
The guidelines in Figure 5 further assist with the determination of training needs for emergency management and response personnel in the field:

Figure 5. ICS Field Operations Training Needs

Incident Type(s)	Core Courses	Additional Courses
1, 2	• ICS-100 • ICS-200 • ICS-300 • ICS-400 • IS-700 • IS-800 • G-191 (*ICS/EOC Interface*)	• Position-specific ICS courses (based on individual assignment or expected assignment) • E/L-947 Emergency Operations Center (EOC) – Incident Management Team (IMT) Interface Course • Training based on jurisdiction risk and/or specific interest (see Appendix A for sources of Federal Training)
3	• ICS-100 • ICS-200 • ICS-300 • ICS-400 • IS-700 • IS-800	• Position-specific ICS courses (based on individual assignment or expected assignment) • G-191 • E/L-947 • Training based on jurisdiction risk and/or specific interest (see Appendix A for sources of Federal training)
4	• ICS-100 • ICS-200 • IS-700	• Position-specific ICS courses (based on individual assignment or expected assignment • Training based on jurisdiction risk and/or specific interest (see Appendix A for sources of Federal training)
5	• ICS-100 • IS-700	• Position-specific ICS courses (based on individual assignment or expected assignment • Training based on jurisdiction risk and/or specific interest (see Appendix A for sources of Federal training)

Additionally, the implementation of the *NIMS Training Program* suggests that the training needs for personnel working within an EOC or other element of the MACS will differ from training required of personnel operating in the field within ICS. Individuals who will be working in MACS including EOCs should take IS-700, ICS-100, IS-800, and other NIMS courses related to emergency management responsibilities. Figures 6 and 7 illustrate the training requirements for personnel within EOCs/MACS and those in the field.

Figure 6. Training for EOC/MACS Personnel



Emergency management and response personnel in an EOC or MACS may wish to consider the guidelines in Figure 7 below:

Figure 7. EOC/MACS Training Needs

Core Courses	Additional Courses
• ICS-100 • IS-700 • IS-701 • IS-706 • IS-800 • G-191 • G-775	• Specific training based on EOC/emergency management role or expected role • Training based on jurisdiction risk and/or specific interest (see Appendix A for sources of Federal Training)

Elected and appointed officials should have a clear understanding of their roles and responsibilities for successful emergency management and incident response. To that end, it is vital that elected and appointed officials understand and receive NIMS training. Therefore, FEMA recommends the following training for senior elected and appointed officials in Figure 8:

Figure 8. Senior Elected and Appointed Officials Training Needs

Recommended Core Courses	Recommended Additional Courses
• G-402 *Incident Command System (ICS) Overview for Executives/Senior Officials* (newly-developed Senior Officials Training course offered by EMI)	• G-191 • Training based on jurisdiction risk and/or specific interest (see Appendix A for sources of Federal Training)

NIMS TRAINING ELEMENTS

The NIC expects students, instructors, and those who support the procurement and implementation of the NIMS curriculum courses to maintain the minimum criteria established in the instructor guides and course summaries.

The NIC encourages a varied composition of students for each of the courses offered in the NIMS core curriculum. Integrating personnel from multiple disciplines greatly enhances students learning experience in training, exercises, and professional development for incident response. This allows those from a single discipline to learn lessons from students from different disciplines, potentially creating a more well-rounded understanding of the course material. Stakeholders and instructors should optimize learning environments to include multiple disciplines.

Additionally, although the NIMS core curriculum identified in the *NIMS Training Program* focuses on individual training, exercising by teams within incident management organizations is equally critical and should be considered in stakeholder training plans.

Student Readiness and Training Sustainability

Students of NIMS training courses will be most prepared for additional training when they maintain the knowledge gained in prior courses. Since skills, abilities, and knowledge lapse when not directly and frequently applied, students will retain the most when offered opportunities at regular intervals to maintain their core competencies. Although the *NIMS Training Program* does not specify guidance for proficiency maintenance, any proactive steps that agencies, departments, organizations, and instructors can provide to students to demonstrate the learning outcomes of courses previously taken and maintain their competencies are encouraged.

FEMA and the NIC understand the importance of maintaining knowledge, skills, and abilities and their impacts on agency budgeting. Therefore, each agency should develop training sustainability requirements for emergency management and response personnel that meet their respective needs. State and local training programs should consider new technology and course delivery methods as a means to reinforce existing knowledge, skills, and abilities. At a minimum, in conjunction with participating in exercises and real events, emergency management and response personnel should refresh their NIMS training every three years.

Course Development, Instructor Qualifications, and Course Delivery

The NIC, in coordination with EMI, USFA, NWCG, CDP, and Federal departments and agencies, is responsible for the development and review of NIMS training curriculum.

The NIC develops and regularly reviews the courses that are considered part of the NIMS core curriculum according to professionally-recognized instructional standards that include adherence to established adult learning models. The NIC collaborates with course managers to define instructor qualifications and the number of required instructors per course. However, this does not prevent any stakeholder from prescribing stricter instructor qualifications. To assist in

course instruction, FEMA publishes subject matter guidelines and instruction requirements for specific courses.

Stakeholders are responsible for ensuring that the course delivery meets or exceeds the standard of the *NIMS Training Program*. Complying with this expectation allows local organizations, departments, and agencies to manage and maintain the NIMS core curriculum course integrity as well as the core competencies among students of the same course nationwide. Stakeholders may fulfill their respective training program requirements by taking other agencies' equivalent training courses. The NIC does not determine or audit course equivalency. This is the responsibility of the individual organization offering the course. Stakeholders using other agencies' courses have a responsibility to audit or verify that these courses meet course equivalency guidelines.

Course instructors have a responsibility to deliver course materials and activities according to the minimum standards identified in the NIMS curriculum instructor guides and/or course summaries. Instructors are the agents who enable, facilitate, and evaluate the learning process for emergency management. Adhering to the NIMS training program standard ensures instructional and course integrity across the Nation, regardless of the jurisdiction, agency, organization, or association.

PERSONNEL QUALIFICATION

Personnel qualification as a whole consists of a combination of training, operational experience (during exercises or incidents), job shadowing, and other administrative requirements, such as agency association and criminal background checks. The *NIMS Training Program* considers qualified personnel to be more than simply the sum of their training, and developing expectations for the qualification of personnel is an important part of NIMS national training. Incident experience must supplement training for a candidate to meet minimum expectations needed to qualify for service in an all-hazards NIMS position during a complex incident.

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

REFERENCES

National Incident Management System Incident Command System Emergency Responder Field Operating Guide. Washington, DC: Department of Homeland Security, draft, 24 May 2007. www.fema.gov/pdf/emergency/nims/erfog.pdf

Federal Emergency Management Agency. *Disaster Workforce Task Books.* Washington, DC: Emergency Management Institute, August 2006.

Federal Emergency Management Agency, ICS Core Competencies. September 2007. www.training.fema.gov/EMIWeb/IS/ICSResource/assets/ics_core_competencies_sep07.pdf

Federal Emergency Management Agency, "National Incident Management System (NIMS)—National Standard Curriculum Training Development Guidance—FY07." Washington, DC: Department of Homeland Security, March 2007. www.fema.gov/pdf/emergency/nims/nims_tsctdg_0307v2.pdf

Federal Emergency Management Agency, "NIMS Guide: National Credentialing Definition and Criteria." Washington, DC: Department of Homeland Security, FEMA NG 0002, March 2007. www.fema.gov/pdf/emergency/nims/ng_0002.pdf

Gustafson, Kent L., and Robert Maribe Branch. *Survey of Instructional Development Models* (4th ed.). Syracuse, NY: ERIC Clearinghouse on Information & Technology, 2002.

Hansen, Hanne Foss. "Choosing Evaluation Models: A Discussion on Evaluation Design," *Evaluation*, vol. 11, no. 4 (2005), pp. 447-462.

Heifetz, Ronald A., and Donald L. Laurie. "The Work of Leadership." *Harvard Business Review: On Point*, Product #4150, January–February 1997, pp. 122–135.

Homeland Security Presidential Directive (HSPD) 5: "Management of Domestic Incidents." Washington, DC: White House, February 2003.

HSPD-7: "Critical Infrastructure Identification, Prioritization, and Protection." Washington, DC: White House, December 2003.

HSPD-8: "National Preparedness." Washington, DC: White House, December 2003.

HSPD-12: "Policy for a Common Identification Standard for Federal Employees and Contractors." Washington, DC: White House, August 2004.

Joint Field Office Activation and Operations: Interagency Integrated Standard Operating Procedure. Washington, DC: Department of Homeland Security, interim approval April 2006. www.fema.gov/pdf/emergency/nrf/NRP_JFO_SOP.pdf

Joint Field Office (JFO) Field Operations Guide (FOG). Washington, DC: Department of Homeland Security, June 2006. www.fema.gov/pdf/emergency/nrf/NRP_JFO_FOG.pdf

REFERENCES

Kirkpatrick, Jim. "The Hidden Power of Kirkpatrick's Four Levels," *T+D* [*Training and Development*], vol. 61, no. 8, August 2007.

Kravetz, Dennis J. "Building a Job Competency Database: What the Leaders Do." Bartlett, IL: Kravetz Associates, 1997. www.kravetz.com/art2/art2p1.html

Moulton, Steven. *Competency Development, Integration and Application.* Society for Human Resource Management Information Center, November 2003.

McGriff, Steven J. "Instructional System Design (ISD): Using the ADDIE Model," Instructional Systems, College of Education, Penn State University, September 2000. www.ehopac.org/TransformationReports/ISD-ADDIEmodel.pdf

National Incident Management System. Washington, DC: Department of Homeland Security, FEMA 501, December 2008. www.fema.gov/pdf/emergency/nims/NIMS_core.pdf

National Infrastructure Protection Plan. Washington, DC: Department of Homeland Security, 2006.

National Response Framework. Washington, DC: Department of Homeland Security, January 2008. www.fema.gov/pdf/emergency/nrf/nrf-core.pdf

National Strategy for Homeland Security. Washington, DC: White House, July 2002. www.dhs.gov/xlibrary/assets/nat_strat_hls.pdf

National Strategy for the Physical Protection of Critical Infrastructures and Key Assets. Washington, DC: White House, February 2003. www.dhs.gov/xlibrary/assets/Physical_Strategy.pdf

National Wildfire Coordinating Group. *Agency Administrator's Guide to Critical Incident Management.* Boise, ID: National Interagency Fire Center, January 2005 (draft). www.nwcg.gov/pms/pubs/pms926.doc

National Wildfire Coordinating Group. *GIS Standard Operating Procedures on Incidents.* PMS 936, NFES 2809. Boise, ID: National Interagency Fire Center, June 2006. www.nwcg.gov/pms/pubs/GSTOP7.pdf

National Wildfire Coordinating Group. *Interagency Incident Business Management Handbook*. PMS 902. Boise, ID: National Interagency Fire Center, April 2004. www.nwcg.gov/pms/pubs/large.html#IIBMH

National Wildfire Coordinating Group. *Wildland Fire Qualification System Guide.* PMS 310-1. Boise, ID: National Interagency Fire Center, May 2008. www.nwcg.gov/pms/pubs/GSTOP7.pdf

Tabet, Karen E. *Generic Competencies: Definition and Application.* Society for Human Resource Management Information Center, November 2003.

United States Air Force. AF Manual 36-2234, Instructional System Development (ISD). November 1, 1993. http://www.au.af.mil/au/awc/awcgate/edref/afman36-2234.pdf

REFERENCES

United States Coast Guard, Commandant Instruction 1550.23: “Training Evaluation Policy.” Washington, DC, July 28, 1998. http://www.uscg.mil/directives/ci/1000-1999/CI_1550_23.pdf

United States House of Representatives. 107th Congress, 2nd Session. *Homeland Security Act of 2002.* Congressional Bills, GPO Access.

United States Marine Corps, *Systems Approach to Training Manual.* Quantico, VA, June 2004.

Weatherly, Leslie. *Competency Models Series Part III: Competency-Based Performance Management.* Society for Human Resource Management white paper, February 2005.

This page intentionally left blank.

APPENDIX A: FEDERAL TRAINING WEB RESOURCES

FEMA	Website
NIMS Resource Center	www.fema.gov/nims
Emergency Management Institute	www.training.fema.gov
Incident Command System (ICS) Resource Center	www.training.fema.gov/EMIWeb/IS/ICSResource/index.htm
NIMS ICS All-Hazards Position Specific website	www.training.fema.gov/AllHazards/cr1ecrlu/
United States Fire Administration, National Fire Academy	www.usfa.dhs.gov/nfa
Center for Domestic Preparedness	www.cdp.dhs.gov

Federal Partner	Website
U.S. Department of Health and Human Services, Center for Disease Control and Prevention	www.cdc.gov
National Wildfire Coordinating Group	http://training.nwcg.gov
U.S. Department of Homeland Security, United States Coast Guard	www.homeport.uscg.mil/ics

This page intentionally left blank.

APPENDIX B: NIMS CORE CURRICULUM COURSE SUMMARIES

This section provides summaries of "core" National Incident Management System (NIMS) curriculum—including, ICS-100, ICS-200, ICS-300, ICS-400, IS-700, and IS-800—and position-specific coursework. NIMS training development guidance states that training may be offered through government agencies and/or private training vendors. It is not necessary to attend a Federally-sponsored NIMS course. However, to receive certification, all course content and instructor qualifications must meet or exceed the specific course objectives, activities (e.g. practical exercises), and depth of material described within this plan. Stakeholders that develop equivalent training are responsible for ensuring course equivalence by meeting the minimum requirements outlined in the course summaries.

The NIMS curriculum is expected to grow as the national NIMS training program matures. Assessing NIMS curricular needs is a continual process that identifies further courses.[16] Each course summary defines the minimum requirements for that course and does not necessarily reflect the entire course. Course summaries include:

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

Course summaries also determine the means to deliver course material, including consideration of minimum contact hours and instructor qualifications (for instructor-led courses).

The following course codes categorize NIMS curriculum coursework:

- E/L: Emergency Management Institute-delivered courses (on/off campus)
- G: State-delivered courses
- F/R: National Fire Academy course (on/off campus)
- IS: Independent study courses
- K: Instructor-led online EMI course

Updated and more detailed guidance can be found on the EMI training website. Guidance found on EMI's training website will provide the most up-to-date, approved methodology for deploying a course eligible for a FEMA certificate.[17]

[16] This course guidance supersedes the *National Standard Curriculum Training Development Guidance–FY 2007* (March 2007).

[17] For additional information about course summaries or requirements for FEMA training certificates please contact EMI: www.training.fema.gov/EMI/.

ICS-100: Introduction to the Incident Command System[18]

Purpose

This course provides training and resources for personnel who require a basic understanding of the Incident Command System (ICS). ICS-100 introduces ICS and provides the foundation for higher level ICS training. This course describes the history, features and principles, and organizational structure of the Incident Command System. It also explains the relationship between ICS and the NIMS.

Audience

The target audience includes persons involved with emergency planning and response or recovery efforts. Recommended that ICS-100 participants use their skills in an operational environment before enrolling in ICS-200. This will provide necessary context and understanding of the skills they will develop when they take ICS-200.

EMI offers the following online discipline specific versions of ICS-100:

- IS-100.HC—Introduction to the Incident Command System for Healthcare/Hospitals
- IS-100.HE—Introduction to the Incident Command System for Higher Education
- IS-100.LE—Introduction to the Incident Command System for Law Enforcement
- IS-100.PW—Introduction to the Incident Command System for Public Works Personnel
- IS-100.SC—Introduction to the Incident Command System for Schools

Prerequisites

N/A

Course Topics

- ICS Overview
- Basic Features of ICS
- Incident Commander and Command Staff Functions
- General Staff Functions
- ICS Facilities
- Common Responsibilities

Relation to NIMS Document

IV	Command and Management
IV.A	Incident Command System
IV.A.1	Management Characteristics
IV.A.2	Incident Command and Command Staff
IV.A.3	General Staff

Instruction Standards

- Minimum course length for actual instructor-led classroom: approximately 8 classroom hours
- Approximately 3 hours for interactive, web-based (independent study) course

Instructor(s) Qualifications

- One instructor required, two recommended
- Lead and unit instructors should have successfully completed ICS-100, ICS-200, and EMI's IS-700 (NIMS, An Introduction)
- Lead instructors should have training and experience in adult education and have served as incident commander or in a command staff or general staff position
- Service in a mid-level emergency management and incident response position within five years in real-world incidents, planned events, or accredited exercises
- Recognized qualifications in techniques of instruction and adult education methodologies

[18] Full course information can be found at www.training.fema.gov/emiweb/is/is100a.asp.

ICS-100: Introduction to the Incident Command System[18]
Instructor Levels • Lead instructors must have sufficient experience in presenting all units of the course to be capable of last-minute substitution for unit instructors. • Unit instructors must be experienced in the lesson content they are presenting. • Adjunct instructors may provide limited instruction in specialized knowledge and skills at the discretion of the lead instructor. Adjunct instructors must be experienced, proficient, and knowledgeable of current issues in their field of expertise. • Training requirements for lead and unit instructors: Instructors should have formal instructor training (National Wildlife Coordinating Group Facilitative Instructor, M-410, EMI Master Trainer Program, Office for Domestic Preparedness Instructor Course, or equivalent).

ICS-200: ICS for Single Resources and Initial Action Incidents[19]	
Purpose This course is designed to enable personnel to operate efficiently during an incident or event within the ICS. This course focuses on the management of single resources. **Audience** ICS-200 provides training and resources for personnel who are likely to assume a supervisory position within the ICS. The primary target audience is response personnel at the supervisory level. **Prerequisites** ICS-100 Note: FEMA's NIC recommends that IS-700 and ICS-200 participants have experience using concepts and principles from ICS-100 in a response or exercise.	
Course Topics • Describe the ICS organization appropriate to the complexity of the incident or event • Use ICS to manage an incident • Leadership and Management • Delegation of Authority and Management by Objectives • Functional Areas and Positions • Briefings • Organizational Flexibility • Transfer of Command	**Relation to NIMS Document** IV.A.1 Management Characteristics IV.A.3 General Staff

Instruction Standards
• Minimum course length for actual instructor-led classroom: 12.5 hours.
• Also available as an interactive, Web-based course.
 	
Instructor Qualifications (in addition to the General ICS Instructor Guidelines)
• FEMA's NIC recommends at least two instructors for ICS 200
• Successful completion of accredited ICS-100, ICS-200, IS-700, and IS-800
  • Lead instructor should have successfully completed ICS-300
  • Unit instructors should have successfully completed ICS-200
• Service in an incident management position within five years in real-world incidents, planned events, or accredited exercises that required a written incident action plan (IAP) or encompassed more than one operational period
• Recognized qualifications in techniques of instruction and adult education methodologies	

[19] Full course information can be found at http://training.fema.gov/emiweb/is/is200a.asp.

ICS-300: Intermediate ICS for Expanding Incidents[20]

Purpose

ICS-300 provides training and resources for personnel who require advanced application of the ICS. The course expands upon information covered in the ICS-100 and ICS-200 courses.

Audience

This course is intended for individuals who may assume a supervisory role in expanding incidents or Type 3 incidents.

Note: During a Type 3 incident, some or all of the command and general staff positions may be activated, as well as division or group supervisor and/or unit leader positions. These incidents may extend into multiple operational periods.

Prerequisites

ICS-100 and ICS-200, IS-/ICS-700, IS-/ICS-800

Note:

- Students must have taken the Emergency Management Institute, U.S. Department of Agriculture, National Fire Academy, or National Wildfire Coordinating Group ICS courses. Other ICS courses will be reviewed for consistency with the ICS objectives prescribed by the National Integration Center (NIC).
- FEMA recommends that ICS-300 participants have experience using concepts and principles from ICS 100 and 200 in a response or exercise and use their skills in an operational environment before taking ICS-400. This will provide necessary context and understanding of the skills they will develop when they take ICS-400.

Course Topics

- Describe how the NIMS command and management component supports the management of expanding incidents.
- Describe the incident or event management process for supervisors and expanding incidents as prescribed by ICS.
- Implement the incident management process in a simulated Type 3 incident.
- Develop an incident action plan for a simulated incident.

Relation to NIMS Document

III	Resource Management
III.A.1	Concepts
III.A.2	Principles
III.B	Managing Resources
IV	Command and Management
IV.A	Incident Command System
IV.A.1	Management Characteristics
IV.A.2	Incident Command and Command Staff
IV.A.3	General Staff

Instruction Standards

Minimum course length for actual instructor-led classroom: 18 hours

Instructor Qualifications (in addition to the General ICS Instructor Guidelines)

- FEMA recommends at least two instructors for ICS-300
- Successful completion of accredited ICS-100, ICS-200, IS-700, and IS-800
    - Lead instructor should have successfully completed ICS-400
    - Unit instructors should have successfully completed ICS-300
- Service in an incident management position within five years in real-world incidents, planned events,

[20] Course information can be found in the EMI course catalog, available at http://training.fema.gov/EMICourses/EMICatalog.asp.

ICS-300: Intermediate ICS for Expanding Incidents[20]
or accredited exercises that required a written IAP or encompassed more than one operational period • Recognized qualifications in techniques of instruction and adult education methodologies

ICS-400: Advanced ICS[21]

Purpose

This course provides training and resources for personnel who require advanced application of the ICS. This course expands upon information covered in ICS-100 through ICS-300 courses. These earlier courses are prerequisites for ICS-400.

Audience

The target audience for this course is senior personnel who are expected to perform in a management capacity in an area command or multiagency coordination entity.

Prerequisites

ICS-100, ICS-200, ICS-300, IS-700 and IS-800

Note:

- FEMA recommends experience using concepts and principles from ICS 100, 200, and 300 and use 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.
- Students must have taken the Emergency Management Institute, U.S. Department of Agriculture, National Fire Academy, or National Wildfire Coordinating Group ICS courses. Other ICS courses will be reviewed for consistency with the ICS objectives prescribed by the NIC.

Course Topics	Relation to NIMS Document	
• Explain how major incidents engender special management challenges. • Describe the circumstances in which an area command is established. • Describe the circumstances in which multiagency coordination systems are established.	IV.A.2	Incident Command and Command Staff
	IV.A.3	General Staff
	IV.A.5	Incident Complex: Multiple Incident Management With a Single ICS Organization
	IV.A.6	Area Command
	IV.B	Multiagency Coordination Systems
	IV.B.1	Definition
	IV.B.2	System Elements
	IV.B.3	Examples of System Elements
	IV.B.4	Primary Functions of MACS

Instruction Standards

Minimum course length for actual instructor-led classroom: 14 hours

Instructor Qualifications (in addition to the General ICS Instructor Guidelines)

- FEMA recommends at least two instructors for ICS-400
- Successful completion of accredited ICS-100, ICS-200, ICS-300, ICS-400, IS-700, and IS-800
- Service in an emergency management and incident response position within five years in real-world incidents, planned events, or accredited exercises that required a written IAP or encompassed more than one operational period. Recognized qualifications in techniques of instruction and adult education methodologies

[21] Course information can be found in the EMI course catalog, available at http://training.fema.gov/EMICourses/EMICatalog.asp.

IS-700: National Incident Management System, An Introduction[22]

Purpose

This course provides training and resources for personnel who require a basic understanding of NIMS.

Audience

This course is intended for individuals with emergency management responsibilities including prevention, preparedness, response, recovery, and mitigation.

Prerequisites

N/A

Course Topics

- Describe the intent of NIMS.
- Describe the key concepts and principles underlying NIMS.
- Describe the purpose of the NIMS components, including preparedness, communications and information management, resource management, and command and management.
- Describe the purpose of the National Integration Center.

Note: This course provides a basic introduction to NIMS. It is not designed to replace Incident Command System and position-specific training.

Relation to NIMS Document

I	Preparedness
I.A	Concepts and Principles
I.B	Achieving Preparedness
II	Communications and Information Management
II.A	Concepts and Principles
III	Resource Management
III.A	Concepts and Principles
III.B	Managing Resources
IV	Command and Management
IV.A	Incident Command System
IV.A.1	Management Characteristics
IV.A.2	Incident Command and Command Staff
IV.A.3	General Staff
IV.C	Public Information
IV.C.2	System Description and Components
V	Ongoing Management and Maintenance
V.A	National Integration Center
V.B	Supporting Technologies

Instruction Standards

- Minimum course length for actual instructor-led classroom: 8 classroom hours
- Also available as an interactive, Web-based course

Instructor Qualifications

It is recommended that this training be taught by instructors with the following minimum qualifications:[23]

- Successful completion of IS-700, IS-701 (NIMS Multiagency Coordination System), and IS-800 (National Response Framework, An Introduction)
- Formal instructor training (NWCG Facilitative Instructor, M-410, EMI Master Trainer Program, Office for Domestic Preparedness Instructor Course, or equivalent)
- Experience teaching emergency management material to adults
- Emergency management experience in a multiagency environment

[22] Full course information can be found at http://training.fema.gov/EMIWeb/IS/is700a.asp.

[23] The NIMS instructor guidelines for this course are also listed in the instructor guide for the course, which can be accessed at http://training.fema.gov/EMIWeb/IS/IS700a/IG%20files/IS700A_InstructorGuide.pdf, January 2009.

IS-701: NIMS Multiagency Coordination System (MACS)

Purpose

This course introduces MACS as described in the NIMS, and shows how these systems can be used to improve incident response. MACS consist of a combination of elements: personnel, procedures, protocols, business practices, and communications integrated into a common system. After taking this course, you should be able to improve the overall coordination with, and support for, incident management by developing and operating within MACS. (Note: While this course discusses the ICS, it is not a substitute for ICS 400, Advanced ICS.)

Audience

This course is intended for Federal, State, tribal, and local emergency managers; first responders including incident commanders from all emergency management disciplines; private industry personnel responsible for coordination activities during a disaster; and voluntary agency personnel.

Prerequisites

N/A; FEMA recommends completion of IS-700: National Incident Management System (NIMS), an Introduction.

Course Topics

This course will describe to participants the components of a MACS and establish relationships between all elements of the system. After taking the course, students should be able to:

- Define multiagency coordination at the Federal, State, tribal, and local levels of government.
- Define key terms related to MACS.
- Identify typical priorities established between elements of the MACS.
- Describe the process of acquiring and allocating resources required by incident management personnel related to the entire MACS.
- Identify potential coordination and policy issues arising from an incident relative to the entire MACS.

Relation to NIMS Document

II	Communications and Information Management
II.A	Concepts and Principles
III	Resource Management
III.B	Managing Resources
IV	Command and Management
IV.A	Incident Command System
IV.A.1	Management Characteristics
IV.A.2	Incident Command and Command Staff
IV.A.3	General Staff
IV.B	Multiagency Coordination Systems
IV.B.1	Definition
IV.B.2	System Elements
IV.B.3	Examples of System Elements
IV.B.4	Primary Function of MACS
IV.C	Public Information

Instruction Standards

- Minimum course length for actual instructor-led classroom: 16 hours
- Approximately 5 hours for interactive, web-based course

Instructor Qualifications

It is recommended that this training be team taught by instructors with the following minimum qualifications:

- One instructor required, two recommended
- Lead and unit instructors should have successfully completed ICS-100, ICS-200, ICS-300, ICS-400, and EMI's IS-700 (NIMS, An Introduction) and IS-800 (National Response Framework, An Introduction)
- Lead and unit instructors should have performed as emergency operations center staff in at least two level II or higher emergency operation center activations

IS-702: NIMS Publication Information Systems	
Purpose The NIMS provides a consistent nationwide template to enable all government, private sector, and nongovernmental organizations to work together during domestic incidents. This includes 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. **Audience** This course is designed for State, tribal and local public information officers. **Prerequisites** N/A; FEMA recommends completion of IS-700: NIMS, an Introduction.	
Course Topics The goal of this course is to facilitate NIMS compliance by providing students with the basic information and tools that students need to apply NIMS public information systems and protocols during incident management. At the conclusion of this course, students should be able to: • Define NIMS public information systems to include onsite operations, the Joint Information System (JIS), and the Joint Information Center (JIC), and how they relate to each other. • Describe the JIS/JIC process of gathering, verifying, coordinating, and disseminating information by public information and incident management personnel. • Identify each agency involved in given emergency situations and the role of each in the JIS to ensure appropriate situational awareness information is communicated to the public. • Define key terms related to public information systems to include the relationship with multiagency coordination systems and the field. • Identify typical resource requirements for public information systems.	**Relation to NIMS Document** II Communications and Information Management II.A Concepts and Principles IV.C Public Information IV.C.1 Introduction IV.C.2 System Description and Components IV.C.3 Public Information Communications Planning
Instruction Standards This course is available only as a 3-hour interactive, Web-based course.	

IS-703: NIMS Resource Management

Purpose

This course introduces resource management as described in the NIMS, and shows how systems for managing resources can be used to improve incident response. The course includes examples of best practices, lessons learned, and job aids to assist the participant in planning for resource management.

The course includes the following lessons:

- Lesson 1: Resource Management Overview
- Lesson 2: Resource Management Planning
- Lesson 3: Resource Typing and Readiness
- Lesson 4: Resource Management During Incidents
- Lesson 5: Resource Management and Complex Incidents
- Lesson 6: Course Summary

Audience

This course is designed for Federal, State, tribal, and local emergency managers; first responders, including incident commanders from all emergency management disciplines; private industry personnel responsible for coordination activities during a disaster; and voluntary agency personnel.

Prerequisites

N/A; FEMA recommends completion of IS-700: NIMS, an Introduction.

Course Topics

- Establish systems for describing, inventorying, requesting, and tracking resources.
- Activate these systems prior to and during an incident.
- Dispatch resources prior to and during an incident.
- Deactivate or recall resources during or after incidents.

Relation to NIMS Document

I	Preparedness
I.A	Concepts and Principles
I.B	Achieving Preparedness
III	Resource Management
III.A.1	Concepts
III.A.2	Principles
III.B	Managing Resources
IV	Command and Management
IV.A	Incident Command System
IV.A.1	Management Characteristics
IV.A.2	Incident Command and Command Staff

Instruction Standards

- Minimum course length for actual instructor-led classroom: 16 total hours
- Interactive, Web-based course: 5 hours

Instructor Qualifications

FEMA recommends that this training be taught by instructors (a minimum of two) with the following minimum qualifications:

- Experience managing resources at a complex incident
- Successful completion of ICS-100, ICS-200, IS-700, and IS-800
- Experience as an instructor teaching adults

Equivalencies

IS-703 supersedes G276, Resource Management. For purposes of the Advanced Professional Series, those who have completed G276 may still claim credit for it as an elective, or IS-703 will count as that elective.

IS-704: NIMS Communication and Information Management

Purpose

This interactive computer-based course introduces the communications and information management component of the NIMS. The NIMS provides a consistent nationwide template to enable all government, private sector, and nongovernmental organizations to work together during domestic incidents. Effective emergency management and incident response activities rely on flexible communications and information systems that provide a common operating picture to emergency management/response personnel and their affiliated organizations. Establishing and maintaining a common operating picture and ensuring accessibility and interoperability are the principal goals of the communications and information management component of NIMS. Properly planned, established, and applied communications enable the dissemination of information among command and support elements and, as appropriate, cooperating agencies and organizations.

Audience

Individuals with emergency management responsibilities including prevention, preparedness, response, recovery, and mitigation.

Prerequisites

Completion of IS-700: NIMS, an Introduction.

Course Topics

- Identify the components of NIMS Communications and Information Management.
- Identify capabilities required to achieve effective communications and information management.
- Assess the communications and information management capability of your jurisdiction or agency.
- Describe processes and forms for managing incident information flow.
- Identify strategies for continually improving communications and information management systems and maintaining their readiness.

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

This course is available only as a 2-hour interactive, Web-based course.

IS-706: NIMS Intrastate Mutual Aid – An Introduction	
Purpose This course provides an introduction to NIMS intrastate mutual aid and assistance. Incident response personnel will learn about the purpose and benefits of mutual aid and assistance. Personnel will also learn about the emphasis that NIMS places on mutual aid and assistance. The course explains how to develop mutual aid and assistance agreements and mutual aid operational plans. **Audience** This course is designed for State, tribal, and local emergency response and coordination personnel. **Prerequisites** Completion of IS-700: NIMS, an Introduction.	
Course Topics • Describe the purpose, benefits, and uses of mutual aid and assistance. • Explain how mutual aid and assistance agreements relate to NIMS. • Identify what information should be included in a mutual aid and assistance agreement. • Explain the process for developing mutual aid and assistance agreements. • Identify the elements of a mutual aid and assistance operational plan.	**Relation to NIMS Document** I Preparedness I.A Concepts and Principles I.B Achieving Preparedness I.B.3 Preparedness Roles I.B.4 Preparedness Elements III Resource Management III.A.1 Concepts III.A.2 Principles III.B Managing Resources IV Command and Management IV A Incident Command System IV.A.1. Management Characteristics
Instruction Standards This course is available only as a 2.5-hour interactive, Web-based course.	

IS-800: National Response Framework, An Introduction[24]

Purpose

This course provides an introduction to the National Response Framework.

Audience

This course is intended for government executives, private-sector and nongovernmental organization leaders, and emergency management practitioners. This includes senior elected and appointed leaders, such as Federal department or agency heads, State governors, mayors, leaders, and city or county officials—those who have a responsibility to provide for effective response.

Prerequisites

N/A

Course Topics

At the end of this course, participants will be able to:

- Describe the purpose of the National Response Framework.
- Explain the response doctrine established by the National Response Framework.
- Identify the roles and responsibilities of entities as specified in the National Response Framework.
- Explain the actions that support national response.
- Identify the response organizations used for multiagency coordination.
- Describe how planning relates to national preparedness.

Relation to NIMS Document

I	Preparedness
I.A	Concepts and Principles
I.B	Achieving Preparedness
I.B.2	NIMS and Its Relationship to the National Response Framework
IV	Command and Management
IV.A	Incident Command System
IV.A.1	Management Characteristics
IV.A.2	Incident Command and Command Staff
IV.A.3	General Staff
IV.A.5	Incident Complex: Multiple Incident Management With a Single ICS Organization
IV.A.6	Area Command
IV.B	Multiagency Coordination Systems

Instruction Standards

- Minimum course length for actual instructor-led classroom: 3 hours
- Interactive, Web-based course also available

Instructor Qualifications

It is recommended that this training be taught by instructors with the following minimum qualifications:

- Successful completion of ICS-100 (Introduction to Incident Command), EMI's IS-700 (NIMS, An Introduction), IS-701 (NIMS Multiagency Coordination System), and IS-800 (NRF, An Introduction)
- Formal instructor training (NWCG Facilitative Instructor, M-410, EMI Master Trainer Program, Office for Domestic Preparedness Instructor Course, or equivalent)
- Experience teaching emergency management material to adults
- Emergency management experience in a multiagency environment

[24] Full course information can be found at http://www.training.fema.gov/emiweb/is/is800b.asp.

E/L 950: NIMS ICS All-Hazards Position Specific Incident Commander[25]

Purpose

This course is designed to provide State, tribal, and local-level emergency management and response personnel with a robust understanding of the duties, responsibilities, and capabilities of an effective IC on an All-Hazards Incident Management Team. These responsibilities fall into two categories: 1) response to the incident and command needs of the incident, and 2) effectively fulfilling the position responsibilities of an Incident Commander on an All-Hazards ICS Incident Management Team. Exercises, simulations, discussions, and a final exam enable students to process and apply their new knowledge.

Audience

NIMS ICS Position Specific training should be completed by personnel who are regularly assigned to functional, support, or unit leader positions on Type III or Type IV All-Hazards Incident Management Teams (AHIMT), or by those persons who desire to seek credentials/certification in those positions.

Prerequisites

ICS-100, ICS-200, ICS-300; IS-700, IS-800.

Note: Completion of the ICS-400 course is highly recommended for all Position Specific training classes, and is a requirement to serve as an instructor for the program.

Course Topics	Relation to NIMS Document	
• Demonstrate, through exercises and a final exam, an understanding of the duties, responsibilities, and capabilities of an effective Incident Commander on an AHIMT. • Describe the interaction and cooperation that occurs between the Agency Administrator and the Incident Commander for the successful management of an incident. • Define incident objectives, strategies, and tactics as they are utilized by the Incident Commander for effective incident management.	III	Resource Management
	III.A.1	Concepts
	III.A.2	Principles
	III.B	Managing Resources
	IV	Command and Management
	IV.A	Incident Command System
	IV.A.1	Management Characteristics
	IV.A.2	Incident Command and Command Staff
	IV.A.3	General Staff

Instruction Standards

Minimum course actual student contact classroom hours: 35 total (5 days)

Instructor Qualifications (in addition to the General Position Specific Instructor Guidelines)

- FEMA recommends that at least two instructors be used to teach all Position Specific courses
- Successful completion of accredited ICS-100, ICS-200, ICS-300, ICS-400; IS-700, and IS-800
- Service in an incident management position within five years in real-world incidents, planned events, or accredited exercises that required a written IAP and/or went more than one operational period
- Instructors should hold certification as instructors from a recognized program of study such as State Fire Instructor (NFPA 1041, Level II or above); EMI Master Trainer Program; or other recognized qualifications in techniques of instruction and adult education methodologies

[25] Course information can be found in the EMI course catalog, available at http://training.fema.gov/EMICourses/EMICatalog.asp.

E/L 952: NIMS ICS All-Hazards Position Specific Public Information Officer[26]

Purpose

This course is designed for a PIO assigned to an incident as a member of an All-Hazard Incident Management Team (AHIMTs), Local IMTs, as well as for the PIO assigned to an incident as an assistant PIO in a variety of capacities. This course will help students develop a strong set of core PIO skills and the ability to apply them within the context of an AHIMT. This course is also distinct from other information function courses in that it combines elements from both the basic and advanced function to concentrate training on the fundamental duties and responsibilities of PIO in an all-hazard environment. The course material does not assume or require experience as a PIO, but also is not a basic PIO course. Exercises, simulations, discussions, and a final exam enable students to process and apply their new knowledge.

Audience

NIMS ICS Position Specific training should be completed by personnel who are regularly assigned to functional, support, or unit leader positions on Type III or Type IV All-Hazards Incident Management Teams (AHIMT), or by those persons who desire to seek credentials/certification in those positions.

Prerequisites

ICS-100, ICS-200, ICS-300; IS-700, IS-800.

Note: Completion of the ICS-400 course is highly recommended for all Position Specific training classes, and is a requirement to serve as an instructor for the program.

Course Topics

- Describe the fundamentals of information operations during incident management.
- Develop a Communications Strategy for disseminating incident information.
- Describe the importance of effective media relations and the role of the Public Information Officer in developing and maintaining such relationships.
- Describe the role of the Public Information Officer as it pertains to handling special situations within incidents.

Relation to NIMS Document

III	Resource Management
III.A.1	Concepts
III.A.2	Principles
III.B	Managing Resources
IV	Command and Management
IV.A	Incident Command System
IV.A.1	Management Characteristics
IV.A.2	Incident Command and Command Staff
IV.A.3	General Staff

Instruction Standards

Minimum course actual student contact classroom hours: 35 total (5 days)

Instructor Qualifications (in addition to the General Position Specific Instructor Guidelines)

- FEMA recommends that at least two instructors be used to teach all Position Specific courses
- Successful completion of accredited ICS-100, ICS-200, ICS-300, ICS-400; IS-700, and IS-800
- Service in an incident management position within five years in real-world incidents, planned events, or accredited exercises that required a written IAP and/or went more than one operational period
- Instructors should hold certification as instructors from a recognized program of study such as State Fire Instructor (NFPA 1041, Level II or above); EMI Master Trainer Program; or other recognized qualifications in techniques of instruction and adult education methodologies

[26] Course information can be found in the EMI course catalog, available at http://training.fema.gov/EMICourses/EMICatalog.asp.

E/L 954: NIMS ICS All-Hazards Position Specific Safety Officer[27]

Purpose

This course is designed to provide State, tribal, and local-level emergency management and response personnel with a robust understanding of the duties, responsibilities, and capabilities of an effective SOFR on an All-Hazards Incident Management Team. These responsibilities fall into two categories: 1) responding to the incident and the safety needs of the incident, and 2) effectively fulfilling the position responsibilities of a Safety Officer on an All-Hazards IMT. Exercises, simulations, discussions, and a final exam enable students to process and apply their new knowledge.

Audience

NIMS ICS Position Specific training should be completed by personnel who are regularly assigned to functional, support, or unit leader positions on Type III or Type IV All-Hazards Incident Management Teams (AHIMT), or by those persons who desire to seek credentials/certification in those positions.

Prerequisites

ICS-100, ICS-200, ICS-300; IS-700, IS-800.

Note: Completion of the ICS-400 course is highly recommended for all Position Specific training classes, and is a requirement to serve as an instructor for the program.

Course Topics	Relation to NIMS Document	
• Demonstrate, through exercises and a final exam, an understanding of the duties, responsibilities, and capabilities of an effective Safety Officer on an All- Hazards Incident Management Team. • Describe the roles and responsibilities of the Safety Officer in assuming the position and creating an attitude of safety on an incident. • Use multiple methods of communicating safety risks and mitigations through the Incident Safety Plan, Assistant Safety Officers, Safety Messages, and briefings.	III	Resource Management
	III.A.1	Concepts
	III.A.2	Principles
	III.B	Managing Resources
	IV	Command and Management
	IV.A	Incident Command System
	IV.A.1	Management Characteristics
	IV.A.2	Incident Command and Command Staff
	IV.A.3	General Staff

Instruction Standards

Minimum course actual student contact classroom hours: 28 total (4 days)

Instructor Qualifications (in addition to the General Position Specific Instructor Guidelines)

- FEMA recommends that at least two instructors be used to teach all Position Specific courses
- Successful completion of accredited ICS-100, ICS-200, ICS-300, ICS-400; IS-700, and IS-800
- Service in an incident management position within five years in real-world incidents, planned events, or accredited exercises that required a written IAP and/or went more than one operational period
- Instructors should hold certification as instructors from a recognized program of study such as State Fire Instructor (NFPA 1041, Level II or above); EMI Master Trainer Program; or other recognized qualifications in techniques of instruction and adult education methodologies

[27] Course information can be found in the EMI course catalog, available at http://training.fema.gov/EMICourses/EMICatalog.asp.

E/L 956: NIMS ICS All-Hazards Position Specific Liaison Officer[28]

Purpose

This course is designed to provide State, tribal, and local-level emergency management and response personnel with a robust understanding of the duties, responsibilities, and capabilities of an effective Liaison Officer on an All-Hazards Incident Management Team. Exercises, simulations, discussions, and a final exam enable students to process and apply their new knowledge.

Audience

NIMS ICS Position Specific training should be completed by personnel who are regularly assigned to functional, support, or unit leader positions on Type III or Type IV All-Hazards Incident Management Teams (AHIMT), or by those persons who desire to seek credentials/certification in those positions.

Prerequisites

ICS-100, ICS-200, ICS-300; IS-700, IS-800.

Note: Completion of the ICS 400 course is highly recommended for all Position Specific training classes, and is a requirement to serve as an instructor for the program.

Course Topics	Relation to NIMS Document	
• Demonstrate, through exercises and a final exam, an understanding of the duties, responsibilities, and capabilities of an effective Liaison Officer on an AHIMT. • Define the role and importance of the Liaison Officer as a member of the command staff. • Describe the roles and responsibilities of the Liaison Officer regarding stakeholders, and evaluate Liaison Officer success.	III	Resource Management
	III.A.1	Concepts
	III.A.2	Principles
	III.B	Managing Resources
	IV	Command and Management
	IV.A	Incident Command System
	IV.A.1	Management Characteristics
	IV.A.2	Incident Command and Command Staff
	IV.A.3	General Staff

Instruction Standards

Minimum course actual student contact classroom hours: 14 total (2 days)

Instructor Qualifications (in addition to the General Position Specific Instructor Guidelines)

- FEMA recommends that at least two instructors be used to teach all Position Specific courses
- Successful completion of accredited ICS-100, ICS-200, ICS-300, ICS-400; IS-700, and IS-800
- Service in an incident management position within five years in real-world incidents, planned events, or accredited exercises that required a written IAP and/or went more than one operational period
- Instructors should hold certification as instructors from a recognized program of study such as State Fire Instructor (NFPA 1041, Level II or above); EMI Master Trainer Program; or other recognized qualifications in techniques of instruction and adult education methodologies

[28] Course information can be found in the EMI course catalog, available at http://training.fema.gov/EMICourses/EMICatalog.asp.

E/L 958: All-Hazards Position Specific Operations Section Chief[29]

Purpose

This course is designed to provide State, tribal, and local-level emergency management and response personnel with a robust understanding of the duties, responsibilities, and capabilities of an effective Operations Section Chief on an All-Hazards Incident Management Team. These responsibilities fall into two categories: 1. response to the incident and command needs of the incident, and 2. effectively fulfilling the position responsibilities of an Incident Commander on an All-Hazards ICS Incident Management Team. Exercises, simulations, discussions, and a final exam enable students to process and apply their new knowledge.

Audience

NIMS ICS Position Specific training should be completed by personnel who are regularly assigned to functional, support, or unit leader positions on Type III or Type IV All-Hazards Incident Management Teams (AHIMT), or by those persons who desire to seek credentials/certification in those positions.

Prerequisites

ICS-100, ICS-200, ICS-300; IS-700, IS-800.

Note: Completion of the ICS 400 course is highly recommended for all Position Specific training classes, and is a requirement to serve as an instructor for the program.

Course Topics

- Demonstrate an understanding of the duties, responsibilities, and capabilities of an effective Operations Section Chief on an AHIMT.
- Describe the purpose of the Strategy, Tactics, and Planning meetings and the Operations Section Chief's role and responsibilities in developing the Operational Planning Worksheet (ICS Form 215) and the Incident Action Plan.
- Describe Operations Section Chief responsibilities as they relate to planning

Relation to NIMS Document

III	Resource Management
III.A.1	Concepts
III.A.2	Principles
III.B	Managing Resources
IV	Command and Management
IV.A	Incident Command System
IV.A.1	Management Characteristics
IV.A.2	Incident Command and Command Staff
IV.A.3	General Staff

Instruction Standards

Minimum course actual student contact classroom hours: 28 total (4 days)

Instructor Qualifications (in addition to the General Position Specific Instructor Guidelines)

- FEMA recommends that at least two instructors be used to teach all Position Specific courses
- Successful completion of accredited ICS-100, ICS-200, ICS-300, ICS-400; IS-700, and IS-800
- Service in an incident management position within five years in real-world incidents, planned events, or accredited exercises that required a written IAP and/or went more than one operational period
- Instructors should hold certification as instructors from a recognized program of study such as State Fire Instructor (NFPA 1041, Level II or above); EMI Master Trainer Program; or other recognized qualifications in techniques of instruction and adult education methodologies

[29] Course information can be found in the EMI course catalog, available at http://training.fema.gov/EMICourses/EMICatalog.asp.

E/L 960: NIMS ICS All-Hazards Position Specific Division/Group Supervisor[30]

Purpose

The course is designed to provide State, tribal, and local-level emergency management and response personnel with a robust understanding of the duties, responsibilities, and capabilities of an effective DIVS on an AHIMT. The course walks students through general information, including an overview of the Operations Section and information on incident mobilization, initial situation awareness and unit management. It also provides detailed instruction on responding to the incident and the command needs of the incident, as well as emphasizing the importance of risk management and safety considerations.

Audience

NIMS ICS Position Specific training should be completed by personnel who are regularly assigned to functional, support, or unit leader positions on Type III or Type IV All-Hazards Incident Management Teams (AHIMT), or by those persons who desire to seek credentials/certification in those positions.

Prerequisites

ICS-100, ICS-200, ICS-300; IS-700, IS-800.

Note: Completion of the ICS-400 course is highly recommended for all Position Specific training classes, and is a requirement to serve as an instructor for the program.

Course Topics	Relation to NIMS Document	
• Course Introduction: Identify the course objective and position-specific resource materials for the position of Division/Group Supervisor (DIVS). • Overview of the Operations Section: Describe the function and components of the Operations Section. • Division/Group Management and Personnel Management: Describe the supervision and personnel management responsibilities of the Division/Group Supervisor.	III	Resource Management
	III.A.1	Concepts
	III.A.2	Principles
	III.B	Managing Resources
	IV	Command and Management
	IV.A	Incident Command System
	IV.A.1	Management Characteristics
	IV.A.2	Incident Command and Command Staff
	IV.A.3	General Staff

Instruction Standards

Minimum course actual student contact classroom hours: 21 total (3 days)

Instructor Qualifications (in addition to the General Position Specific Instructor Guidelines)

- FEMA recommends that at least two instructors be used to teach all Position Specific courses
- Successful completion of accredited ICS-100, ICS-200, ICS-300, ICS-400; IS-700, and IS-800
- Service in an incident management position within five years in real-world incidents, planned events, or accredited exercises that required a written IAP and/or went more than one operational period
- Instructors should hold certification as instructors from a recognized program of study such as State Fire Instructor (NFPA 1041, Level II or above); EMI Master Trainer Program; or other recognized qualifications in techniques of instruction and adult education methodologies

[30] Course information can be found in the EMI course catalog, available at http://training.fema.gov/EMICourses/EMICatalog.asp.

E/L 962: All-Hazards Position Specific Planning Section Chief[31]

Purpose

This course is designed to provide State, tribal, and local-level emergency management and response personnel with a robust understanding of the duties, responsibilities, and capabilities of an effective Planning Section Chief (PSC) on an All-Hazards Incident Management Team. These responsibilities fall into two categories: PSC duties 1) managing the planning cycle and 2) tracking resources and incident status. Exercises, simulations, discussions, and a final exam enable students to process and apply their new knowledge.

Audience

NIMS ICS Position Specific training should be completed by personnel who are regularly assigned to functional, support, or unit leader positions on Type III or Type IV All-Hazards Incident Management Teams (AHIMT), or by those persons who desire to seek credentials/certification in those positions.

Prerequisites

ICS-100, ICS-200, ICS-300; IS-700, IS-800.

Note: Completion of the ICS-400 course is highly recommended for all Position Specific training classes, and is a requirement to serve as an instructor for the program.

Course Topics	Relation to NIMS Document	
• Describe the function of the Planning Section and the roles and responsibilities of the Planning Section Chief. • Describe the information gathered from the initial meetings, briefings and documents • Describe the purpose, timing and structure of each of the meetings, briefings and documents in the Planning Cycle.	III	Resource Management
	III.A.1	Concepts
	III.A.2	Principles
	III.B	Managing Resources
	IV	Command and Management
	IV.A	Incident Command System
	IV.A.1	Management Characteristics
	IV.A.2	Incident Command and Command Staff
	IV.A.3	General Staff

Instruction Standards

Minimum course actual student contact classroom hours: 28 total (4 days)

Instructor Qualifications (in addition to the General Position Specific Instructor Guidelines)

- FEMA recommends that at least two instructors be used to teach all Position Specific courses
- Successful completion of accredited ICS-100, ICS-200, ICS-300, ICS-400; IS-700, and IS-800
- Service in an incident management position within five years in real-world incidents, planned events, or accredited exercises that required a written IAP and/or went more than one operational period
- Instructors should hold certification as instructors from a recognized program of study such as State Fire Instructor (NFPA 1041, Level II or above); EMI Master Trainer Program; or other recognized qualifications in techniques of instruction and adult education methodologies

[31] Course information can be found in the EMI course catalog, available at http://training.fema.gov/EMICourses/EMICatalog.asp.

E/L 964: All-Hazards Position Specific Situation Unit Leader[32]

Purpose

This course helps emergency management and response personnel establish the essential core competencies required for performing the duties of the SITL during an all-hazards incident. This course addresses all responsibilities appropriate to a SITL operating in a local- or state-level AHIMT. These responsibilities include processing information and intelligence and developing displays. The course is an instructor-led training that supports learning through discussion, lecture, and active participation in multiple exercises. By requiring attendees to bring Situation Unit Leader Kit to the instruction, the course provides a realistic, hands-on approach to mastering the skills of a SITL.

Audience

NIMS ICS Position Specific training should be completed by personnel who are regularly assigned to functional, support, or unit leader positions on Type III or Type IV All-Hazards Incident Management Teams (AHIMT), or by those persons who desire to seek credentials/certification in those positions.

Prerequisites

ICS-100, ICS-200, ICS-300; IS-700, IS-800.

Note: Completion of the ICS-400 course is highly recommended for all Position Specific training classes, and is a requirement to serve as an instructor for the program.

Course Topics	Relation to NIMS Document	
• Describe the function of the Situation Unit and the roles and responsibilities of the Situation Unit Leader • Identify how to obtain, analyze, and disseminate necessary incident intelligence • Explain how to effectively establish and maintain the Situation Unit • Participate in a Planning Meeting and Operational Briefing	III	Resource Management
	III.A.1	Concepts
	III.A.2	Principles
	III.B	Managing Resources
	IV	Command and Management
	IV.A	Incident Command System
	IV.A.1	Management Characteristics
	IV.A.2	Incident Command and Command Staff
	IV.A.3	General Staff

Instruction Standards

Minimum course actual student contact classroom hours: 35 total (5 days)

Instructor Qualifications (in addition to the General Position Specific Instructor Guidelines)

- FEMA recommends that at least two instructors be used to teach all Position Specific courses
- Successful completion of accredited ICS-100, ICS-200, ICS-300, ICS-400; IS-700, and IS-800
- Service in an incident management position within five years in real-world incidents, planned events, or accredited exercises that required a written IAP and/or went more than one operational period
- Instructors should hold certification as instructors from a recognized program of study such as State Fire Instructor (NFPA 1041, Level II or above); EMI Master Trainer Program; or other recognized qualifications in techniques of instruction and adult education methodologies

[32] Course information can be found in the EMI course catalog, available at http://training.fema.gov/EMICourses/EMICatalog.asp.

E/L 965: All-Hazards Position Specific Resources Unit Leader[33]

Purpose

This course provides an overview of Resources Unit Leader responsibilities, the Planning Section and the planning process to contextualize the Resources Unit for emergency management and response personnel unfamiliar with the planning process or the Incident Command System (ICS). It then explores specific RESL functions and responsibilities including resource tracking systems, operational planning, and resource products/outputs. The Status/Check-in and Demobilization functions are covered to provide students with the knowledge to perform those duties if necessary. Exercises/simulations, discussions, and a final exam enable students to process and apply their new knowledge.

Audience

NIMS ICS Position Specific training should be completed by personnel who are regularly assigned to functional, support, or unit leader positions on Type III or Type IV All-Hazards Incident Management Teams (AHIMT), or by those persons who desire to seek credentials/certification in those positions.

Prerequisites

ICS-100, ICS-200, ICS-300; IS-700, IS-800.

Note: Completion of the ICS-400 course is highly recommended for all Position Specific training classes, and is a requirement to serve as an instructor for the program.

Course Topics

- Establish and manage the Resources Unit;
- Participate as a RESL in the planning process
- Complete required documents to support the incident
- Manage and document the demobilization of incident resources.

Relation to NIMS Document

III	Resource Management
III.A.1	Concepts
III.A.2	Principles
III.B	Managing Resources
IV	Command and Management
IV.A	Incident Command System
IV.A.1	Management Characteristics
IV.A.2	Incident Command and Command Staff
IV.A.3	General Staff

Instruction Standards

Minimum course actual student contact classroom hours: 28 total (4 days)

Instructor Qualifications (in addition to the General Position Specific Instructor Guidelines)

- FEMA recommends that at least two instructors be used to teach all Position Specific courses
- Successful completion of accredited ICS-100, ICS-200, ICS-300, ICS-400; IS-700, and IS-800
- Service in an incident management position within five years in real-world incidents, planned events, or accredited exercises that required a written IAP and/or went more than one operational period
- Instructors should hold certification as instructors from a recognized program of study such as State Fire Instructor (NFPA 1041, Level II or above); EMI Master Trainer Program; or other recognized qualifications in techniques of instruction and adult education methodologies

[33] Course information can be found in the EMI course catalog, available at http://training.fema.gov/EMICourses/EMICatalog.asp.

E/L 967: All-Hazards Position Specific Logistics Section Chief[34]

Purpose

This course is designed to provide State, tribal, and local-level emergency management and response personnel with a robust understanding of the duties, responsibilities, and capabilities of an effective LSC on an All-Hazards Incident Management team. These responsibilities fall into two categories: Logistics Section Chief duties (1) responding to the incident; and (2) effectively fulfilling the position responsibilities of a Logistics Section Chief on an All-Hazards ICS Incident Management Team. Exercises, simulations, discussions, and a final exam enable students to process and apply their new knowledge.

Audience

NIMS ICS Position Specific training should be completed by personnel who are regularly assigned to functional, support, or unit leader positions on Type III or Type IV All-Hazards Incident Management Teams (AHIMT), or by those persons who desire to seek credentials/certification in those positions.

Prerequisites

ICS-100, ICS-200, ICS-300; IS-700, IS-800.

Note: Completion of the ICS 400 course is highly recommended for all Position Specific training classes, and is a requirement to serve as an instructor for the program.

Course Topics

- Demonstrate, through exercises and a final exam, an understanding of the duties, responsibilities, and capabilities of an effective Logistics Section Chief on an AHIMT
- Identify the course objective and position-specific resource materials for the position of Logistics Section Chief.
- Describe the responsibilities of the Logistics Section Chief in relationship to the responsibilities of Unit Leaders within the Section.

Relation to NIMS Document

III	Resource Management
III.A.1	Concepts
III.A.2	Principles
III.B	Managing Resources
IV	Command and Management
IV.A	Incident Command System
IV.A.1	Management Characteristics
IV.A.2	Incident Command and Command Staff
IV.A.3	General Staff

Instruction Standards

Minimum course actual student contact classroom hours: 35 total (5 days)

Instructor Qualifications (in addition to the General Position Specific Instructor Guidelines)

- FEMA recommends that at least two instructors be used to teach all Position Specific courses
- Successful completion of accredited ICS-100, ICS-200, ICS-300, ICS-400; IS-700, and IS-800
- Service in an incident management position within five years in real-world incidents, planned events, or accredited exercises that required a written IAP and/or went more than one operational period
- Instructors should hold certification as instructors from a recognized program of study such as State Fire Instructor (NFPA 1041, Level II or above); EMI Master Trainer Program; or other recognized qualifications in techniques of instruction and adult education methodologies

[34] Course information can be found in the EMI course catalog, available at http://training.fema.gov/EMICourses/EMICatalog.asp.

E/L 969: All-Hazards Position Specific Communications Unit Leader[35]

Purpose

This course helps emergency management and response personnel establish the essential core competencies required for performing the duties of the COMM UL in an all-hazards incident. This course addresses all responsibilities appropriate to a COMM UL operating in a local- or state-level AHIMT. These responsibilities include the collection, processing and dissemination of information as needed to facilitate Operations of Command, General Staff, and Unit Leader positions within the confines of a Type 3 AH Incident Management Team. The course is an instructor-led training program that supports learning through discussion, lecture, and active participation in multiple exercises. By requiring attendees to bring a Communications Unit Leader Kit to the instruction, the course provides a realistic, hands-on approach to mastering the skills of a COMM UL.

Audience

NIMS ICS Position Specific training should be completed by personnel who are regularly assigned to functional, support, or unit leader positions on Type III or Type IV All-Hazards Incident Management Teams (AHIMT), or by those persons who desire to seek credentials/certification in those positions.

Prerequisites

ICS-100, ICS-200, ICS-300; IS-700, IS-800.

Note: Completion of the ICS-400 course is highly recommended for all Position Specific training classes, and is a requirement to serve as an instructor for the program.

Course Topics

- Identify the functions of the Communications Unit and the duties and responsibilities of the COML.
- Arrive at an all-hazards incident properly equipped, gather information to assess the assignment, and begin initial planning activities of a COML.
- Plan, staff, manage, and demobilize the Communications Unit in a safe and effective manner to meet the needs of the incident.

Relation to NIMS Document

III	Resource Management
III.A.1	Concepts
III.A.2	Principles
III.B	Managing Resources
IV	Command and Management
IV.A	Incident Command System
IV.A.1	Management Characteristics
IV.A.2	Incident Command and Command Staff
IV.A.3	General Staff

Instruction Standards:

Minimum course actual student contact classroom hours: 28 total (4 days)

Instructor Qualifications: (in addition to the General Position Specific Instructor Guidelines)

- FEMA recommends that at least two instructors be used to teach all Position Specific courses
- Successful completion of accredited ICS-100, ICS-200, ICS-300, ICS-400; IS-700, and IS-800
- Service in an incident management position within five years in real-world incidents, planned events, or accredited exercises that required a written IAP and/or went more than one operational period
- Instructors should hold certification as instructors from a recognized program of study such as State Fire Instructor (NFPA 1041, Level II or above); EMI Master Trainer Program; or other recognized qualifications in techniques of instruction and adult education methodologies

[35] Course information can be found in the EMI course catalog, available at http://training.fema.gov/EMICourses/EMICatalog.asp.

E/L 970: All-Hazards Position Specific Supply Unit Leader[36]

Purpose

This course helps emergency management and response personnel establish the essential core competencies required for performing the duties of the SPUL during an all-hazards incident. By requiring attendees to bring jurisdiction-specific information to the instruction, the course provides a realistic, hands-on approach to mastering the skills of a SPUL organized by the fundamental steps of the ordering process. Attendees identify information required for ordering, as well as complete required forms and documentation related to ordering, and anticipate ordering and supply needs for the incident. In addition to the ordering process, the course discussed mobilization, setting up and managing the Supply Unit, and demobilization

Audience

NIMS ICS Position Specific training should be completed by personnel who are regularly assigned to functional, support, or unit leader positions on Type III or Type IV All-Hazards Incident Management Teams (AHIMT), or by those persons who desire to seek credentials/certification in those positions.

Prerequisites

ICS-100, ICS-200, ICS-300; IS-700, IS-800.

Note: Completion of the ICS-400 course is highly recommended for all Position Specific training classes, and is a requirement to serve as an instructor for the program

Course Topics

- Describe the function and components of the Logistics Section and the Supply Unit.
- Describe the ordering process in its entirety.
- Describe the information required when an order originates to be able to process that order.
- Maintain an appropriate inventory level of supplies.

Relation to NIMS Document

III	Resource Management
III.A.1	Concepts
III.A.2	Principles
III.B	Managing Resources
IV	Command and Management
IV.A	Incident Command System
IV.A.1	Management Characteristics
IV.A.2	Incident Command and Command Staff
IV.A.3	General Staff

Instruction Standards

Minimum course actual student contact classroom hours: 28 total (4 days)

Instructor Qualifications (in addition to the General Position Specific Instructor Guidelines)

- FEMA recommends that at least two instructors be used to teach all Position Specific courses
- Successful completion of accredited ICS-100, ICS-200, ICS-300, ICS-400; IS-700, and IS-800
- Service in an incident management position within five years in real-world incidents, planned events, or accredited exercises that required a written IAP and/or went more than one operational period
- Instructors should hold certification as instructors from a recognized program of study such as State Fire Instructor (NFPA 1041, Level II or above); EMI Master Trainer Program; or other recognized qualifications in techniques of instruction and adult education methodologies

[36] Course information can be found in the EMI course catalog, available at http://training.fema.gov/EMICourses/EMICatalog.asp.

E/L 971: All-Hazards Position Specific Facilities Unit Leader[37]

Purpose

The course will help emergency management and response personnel establish the essential core competencies required for performing the duties of the FACL during an all-hazards incident. The course walks students through general information, including an overview of the Logistics Section and information on incident mobilization, initial situation awareness, and unit management. It also provides detailed instruction in setting up and maintaining incident facilities, including facilities infrastructure, services, layout, and security. Each unit contains a discussion-based exercise and there is a capstone tabletop exercise at the end of the course to give students hands-on practice functioning as a FACL.

Audience

NIMS ICS Position Specific training should be completed by personnel who are regularly assigned to functional, support, or unit leader positions on Type III or Type IV All-Hazards Incident Management Teams (AHIMT), or by those persons who desire to seek credentials/certification in those positions.

Prerequisites

ICS-100, ICS-200, ICS-300; IS-700, IS-800.

Note: Completion of the ICS-400 course is highly recommended for all Position Specific training classes, and is a requirement to serve as an instructor for the program.

Course Topics

- Describe the function and components of the Logistics Section and the Facilities Unit;
- Describe the information gathered and preparation needed during the pre-incident, dispatch/mobilization, and arrival phases;
- Design and establish the layout of incident facilities;
- Establish and manage the Facilities Unit

Relation to NIMS Document

III	Resource Management
III.A.1	Concepts
III.A.2	Principles
III.B	Managing Resources
IV	Command and Management
IV.A	Incident Command System
IV.A.1	Management Characteristics
IV.A.2	Incident Command and Command Staff
IV.A.3	General Staff

Instruction Standards

Minimum course actual student contact classroom hours: 35 total (5 days)

Instructor Qualifications (in addition to the General Position Specific Instructor Guidelines)

- FEMA recommends that at least two instructors be used to teach all Position Specific courses
- Successful completion of accredited ICS-100, ICS-200, ICS-300, ICS-400; IS-700, and IS-800
- Service in an incident management position within five years in real-world incidents, planned events, or accredited exercises that required a written IAP and/or went more than one operational period
- Instructors should hold certification as instructors from a recognized program of study such as State Fire Instructor (NFPA 1041, Level II or above); EMI Master Trainer Program; or other recognized qualifications in techniques of instruction and adult education methodologies

[37] Course information can be found in the EMI course catalog, available at http://training.fema.gov/EMICourses/EMICatalog.asp.

E/L 973: All-Hazards Position Specific Finance/Admin. Section Chief[38]

Purpose

This course is designed to provide State and local-level emergency management and response personnel with a robust understanding of the duties, responsibilities, and capabilities of an effective Finance/Administrative SC on an All-Hazards Incident Management Team. These responsibilities fall into two categories: FSC duties 1) managing the Finance/Administration Section personnel and 2) managing the finances and administrative responsibilities during an incident. Exercises, simulations, discussions, and a final exam enable students to process and apply their new knowledge.

Audience

NIMS ICS Position Specific training should be completed by personnel who are regularly assigned to functional, support, or unit leader positions on Type III or Type IV All-Hazards Incident Management Teams (AHIMT), or by those persons who desire to seek credentials/certification in those positions.

Prerequisites

ICS-100, ICS-200, ICS-300; IS-700, IS-800.

Note: Completion of the ICS-400 course is highly recommended for all Position Specific training classes, and is a requirement to serve as an instructor for the program.

Course Topics	Relation to NIMS Document	
• Demonstrate, through exercises and a final exam, an understanding of the duties, responsibilities, and capabilities of an effective Finance/Administration Section Chief on an All- Hazards Incident Management Team • Describe how to gather, organize and communicate information necessary to perform as a Finance/Administration Section Chief • Identify key strategies for interacting with members of the Incident Management Team, and personnel outside of the IMT.	III	Resource Management
	III.A.1	Concepts
	III.A.2	Principles
	III.B	Managing Resources
	IV	Command and Management
	IV.A	Incident Command System
	IV.A.1	Management Characteristics
	IV.A.2	Incident Command and Command Staff
	IV.A.3	General Staff

Instruction Standards

Minimum course actual student contact classroom hours: 21 total (3 days)

Instructor Qualifications (in addition to the General Position Specific Instructor Guidelines)

- FEMA recommends that at least two instructors be used to teach all Position Specific courses
- Successful completion of accredited ICS-100, ICS-200, ICS-300, ICS-400; IS-700, and IS-800
- Service in an incident management position within five years in real-world incidents, planned events, or accredited exercises that required a written IAP and/or went more than one operational period
- Instructors should hold certification as instructors from a recognized program of study such as State Fire Instructor (NFPA 1041, Level II or above); EMI Master Trainer Program; or other recognized qualifications in techniques of instruction and adult education methodologies

[38] Course information can be found in the EMI course catalog, available at http://training.fema.gov/EMICourses/EMICatalog.asp.

E/L 975: All-Hazards Position Specific Finance/Admin. Unit Leader Course[39]

Purpose

The Finance/Administration Unit Leader course will help emergency management and response personnel establish the essential core competencies required for performing the duties of the Finance/Administration Unit Leader during an all-hazards incident. The course is designed to enable students to perform as any of the four Finance/Administration Unit Leaders (Time Unit Leader, Procurement Unit Leader, Compensation and Claims Unit Leader, Cost Unit Leader). Students will learn information that is applicable across all four positions, such as Unit set-up and management, information gathering, and interactions. Complex experiential exercises and discussions will afford students the opportunity to act as each Unit Leaders while connecting all information learned back to real-world application.

Audience

NIMS ICS Position Specific training should be completed by personnel who are regularly assigned to functional, support, or unit leader positions on Type III or Type IV All-Hazards Incident Management Teams (AHIMT), or by those persons who desire to seek credentials/certification in those positions.

Prerequisites

ICS-100, ICS-200, ICS-300; IS-700, IS-800.

Note: Completion of the ICS-400 course is highly recommended for all Position Specific training classes, and is a requirement to serve as an instructor for the program.

Course Topics	Relation to NIMS Document	
• Describe the purpose and functions of the Finance/Administration Section and establish a Finance/Administration Unit. • Use appropriate information and clear communication to interact and coordinate with incident personnel. • Manage a Finance/Administration Unit.	III	Resource Management
	III.A.1	Concepts
	III.A.2	Principles
	III.B	Managing Resources
	IV	Command and Management
	IV.A	Incident Command System
	IV.A.1	Management Characteristics
	IV.A.2	Incident Command and Command Staff
	IV.A.3	General Staff

Instruction Standards

Minimum course actual student contact classroom hours: 21 total (3 days)

Instructor Qualifications (in addition to the General Position Specific Instructor Guidelines)

- FEMA recommends that at least two instructors be used to teach all Position Specific courses
- Successful completion of accredited ICS-100, ICS-200, ICS-300, ICS-400; IS-700, and IS-800
- Service in an incident management position within five years in real-world incidents, planned events, or accredited exercises that required a written IAP and/or went more than one operational period
- Instructors should hold certification as instructors from a recognized program of study such as State Fire Instructor (NFPA 1041, Level II or above); EMI Master Trainer Program; or other recognized qualifications in techniques of instruction and adult education methodologies

[39] Course information can be found in the EMI course catalog, available at http://training.fema.gov/EMICourses/EMICatalog.asp.

G-191: Incident Command System/ Emergency Operations Center Interface

Purpose

The course provides an opportunity for emergency management and response personnel to begin developing an ICS/EOC interface for their communities. The course reviews ICS and EOC responsibilities and functions and depends heavily on exercises and group discussions to formulate an interface. This course works best when delivered to Incident Command System and Emergency Operations Center personnel from the same community.

Audience

Participants should be personnel who are active in a community's ICS and EOC activities.

Prerequisites

N/A; FEMA recommends IS-100, IS-200 and/or EOC management courses.

Course Topics

At the end of this course, participants will be able to:

- Describe ICS principles.
- Describe MAC/EOC principles.
- Identify the roles of ICS and EOC during emergency operations.
- Using scenarios, analyze the ICS and EOC systems and identify various interface issues.
- Apply ICS/EOC interface concepts in an exercise situation.
- Begin developing an ICS/EOC interface action plan for their communities.

Relation to NIMS Document

I	Preparedness
I.A	Concepts and Principles
I.B	Achieving Preparedness
I.B.3	Preparedness Roles
I.B.4	Preparedness Elements
III	Resource Management
IV	Command and Management
IV A	Incident Command System

Instruction Standards

Minimum course length for actual instructor-led classroom: 8 hours

Instructor Qualifications

Instructors should have formal instructor training (NWCG Facilitative Instructor, M-410, EMI Master Trainer Program, Office for Domestic Preparedness Instructor Course or equivalent).
Instructors must have sufficient experience in presenting all units of the course. It is recommended that instructors have:

- Successfully completed ICS-100 through ICS-400
- Successfully completed IS-275—The EOC's Role in Community Preparedness, Response, and Recovery Activities; IS-701—NIMS Multiagency Coordination Systems; IS-702—NIMS Public Information Systems; and IS-703—NIMS Resource Management
- Served in the ICS command staff or in a general staff (supervisory position)
- Served in a leadership position at an EOC

Adjunct instructors may provide limited instruction in specialized knowledge and skills at the discretion of the lead instructor. Adjunct instructors must be experienced, proficient, and knowledgeable of current issues in their field of expertise.

G-775: Emergency Operations Center (EOC) Management and Operations

Purpose

This course explores the role, design, and functions of EOCs and their relationships as components of a multiagency coordination system. The course contains disaster-related examples, activities, and case studies that relate to EOCs and multiagency coordination systems at the Federal, State, tribal, and local levels of government.

Audience

This course is open to all Federal, State, tribal, and local emergency management and response personnel; first responders including incident commanders from all emergency management disciplines; private industry personnel responsible for coordination activities during a disaster; and voluntary organizations active in disaster (VOAD) personnel.

Prerequisites

N/A; FEMA recommends IS-700 and IS-701.

Course Topics

At the end of the course, participants should be able to:

- Relate EOC operations to NIMS requirements.
- Describe the role that EOCs play in overall multiagency coordination.
- Describe the relationship between the EOC and the on-scene ICS structure.
- Identify staffing, information, systems, and equipment needs at the EOC.
- Determine whether participants' EOC organizations are conducive to effective coordination.
- Identify potential alternate locations suitable for EOC operations should the primary EOC facility become damaged or inoperable.
- Create a test, training, and exercise plan for critical EOC operations.
- Develop a strategy and schedule for reviewing EOC resource requirements and technology needs.

Relation to NIMS Document

I	Preparedness
I.A	Concepts and Principles
I.B	Achieving Preparedness
I.B.3	Preparedness Roles
I.B.4	Preparedness Elements
III	Resource Management
III.A.1	Concepts
III.A.2	Principles
III.B	Managing Resources
IV	Command and Management
IV A	Incident Command System
IV.A.1.	Management Characteristics

Instruction Standards

Minimum course length for actual instructor-led classroom: 12 hours

Instructor Qualifications

Instructors should have experience and training in delivering adult education/training.

Two instructors are recommended for this course. Each instructor should have the following:

- Experience and training in delivering adult education/training
- Management-level experience working in an EOC

APPENDIX C: FEMA-SPONSORED, NIMS COURSEWORK

Below are FEMA courses (sorted alphabetically and by course code) that support the integration and implementation of NIMS as identified in:

Emergency Management Institute Training Catalog: www.training.fema.gov/EMICourses/EMICatalog.asp

National Fire Academy Course Catalog: www.usfa.dhs.gov/nfa/catalog/index

FEMA does not certify or validate any private vendor's NIMS training course(s), course curricula, course materials, or instructors, regardless of content or instructor qualifications. State, local, and private sector partners that rely on these vendors to provide NIMS training must ensure the vendor training courses meet or exceed the minimum criteria as identified in course instruction guides. Courses must be taught using instructors that meet the recommended instructor qualification criteria and follow the timelines stated in the instructor guide. While instructors are encouraged to "localize" courses, they cannot shorten courses or otherwise change course design.

The following course codes categorize NIMS curriculum coursework:

- E/L: Emergency Management Institute-delivered courses
- F/R: National Fire Academy course (off /on campus)
- G: State-delivered courses
- IS: Independent Study courses
- K: Instructor led on-line EMI course

The following acronyms apply to course titles:

- IEMC – Integrated Emergency Management Course
- TTT – Train the Trainer

SORTED ALPHABETICALLY[40]

Course			Association to NIMS
Code	Number	Title	
IS	007.A	A Citizen's Guide to Disaster Assistance	Preparedness
E	483	Administration of Public Assistance for Community Recovery	Preparedness
E	194	Advanced Floodplain Management Concepts	Preparedness - Mitigation
E	282	Advanced Floodplain Management Concepts II	Preparedness - Mitigation
E	388	Advanced Public Information Officers	Command and Management - Public Information
E	392	All-Hazards Emergency Management Higher Education Conference (IO)	Preparedness - Training
IS	005.A	An Introduction to Hazardous Materials	Preparedness
IS	010	Animals in Disaster - Module A - Awareness and Preparedness	Preparedness
IS	011	Animals in Disaster - Module B - Community Planning	Preparedness
IS	271	Anticipating Hazardous Weather and Community Risk	Preparedness - Mitigation
E	179	Application of HAZUS Multi-Hazard for Disaster Operations	Preparedness - Mitigation
E	296	Application of HAZUS Multi-Hazard for Risk Assessment	Preparedness - Mitigation
E	190	ArcGIS for Emergency Managers	Preparedness - Mitigation
IS	022	Are you Ready? An In-depth Guide to Citizen Preparedness	Preparedness - Training
E	313	Basic HAZUS Multi-Hazard	Preparedness - Mitigation
G	290	Basic Public Information Officer	Command and Management - Public Information
G	285	Benefit-Cost Analysis Using LD Module: Intermediate Training	Preparedness - Mitigation
G	278	Benefit-Cost Analysis: Entry-Level	Preparedness - Mitigation
E	275	Benefit-Cost Users Workshop	Preparedness - Mitigation
E	276	Benefit-Cost Analysis: Entry-Level Training	Preparedness - Mitigation
E	155	Building Design for Homeland Security	Preparedness
E	156	Building Design for Homeland Security for COOP TTT	Preparedness
IS	008.A	Building for Earthquakes of Tomorrow: Complying w/EO 12699	Preparedness - Mitigation
IS	650	Building Partnerships with Governments	Preparedness
R	308	Command and Control of Fire Department Operations at Natural and Man-Made Disasters	Preparedness - Training
R	314	Command and Control of Fire Department Operations at	Preparedness - Training

[40] Course summaries for ICS Position-specific training, while developed by EMI, are conducted primarily at the State and local level. Guidance found on EMI's training website will provide the most up-to-date, approved methodology for deploying a course eligible for a FEMA certificate. Additional information about course summaries or requirements for FEMA training certificates is available at www.training.fema.gov.

Course			Association to NIMS
Code	Number	Title	
		Target Hazards	
R	825	Command and Control of Fire Department Operations at Target Hazards [Volunteer Incentive Program]	Preparedness - Training
R	312	Command and Control of Incident Operations	Command and Management - Incident Command System
R	831	Command and Control of Incident Operations [Volunteer Incentive Program]	Command and Management - Incident Command System
G	575	Communications Interoperability	Communications and Information Management
IS	324	Community Hurricane Preparedness	Preparedness - Planning
E	317	Comprehensive Data Management	Preparedness - Mitigation
E	206	Conducting Hazard Mitigation Disaster Operations TTT	Preparedness - Mitigation
IS	546.A	Continuity of Operations (COOP) Awareness	Preparedness - Planning
L	522	Continuity of Operations for Governments	Preparedness - Planning
E	550	Continuity of Operations Planning TTT	Preparedness - Planning
E	551	COOP Devolution Planning Workshop TTT	Preparedness - Planning
IS	548	COOP Managers Training	Preparedness - Planning
E	548	COOP Program Manager TTT	Preparedness - Planning
E	241	Cooperating Technical Partners Program: Special Topics	Preparedness - Mitigation
E	604	Course Development	Preparedness - Training
IS	821	Critical Infrastructure and Key Resources	Preparedness - Planning
E	263	Dam Break Analysis Using HEC/HMS and HEC/RAS	Preparedness - Mitigation
E	202	Debris Management	Preparedness
G	202	Debris Management Planning for State and Local Officials	Preparedness
IS	241	Decision Making and Problem Solving	Preparedness - Training
E	384	Defense Support of Civil Authorities (DSCA)	Preparedness
IS	244	Developing and Managing Volunteers	Resource Management
E	132	Discussion-Based Exercise Design and Evaluation	Preparedness - Exercises
E	488	Donations Management Workshop TTT	Resource Management
G	434.A	Earthquake: Safety Program for Schools	Preparedness - Mitigation
E	436	Earthquakes: A Teacher's Package for K-6 TTT	Preparedness - Training
IS	242	Effective Communication	Preparedness - Training
IS	031	eGrants for States and Tribes	Preparedness - Mitigation
E	123	EMAP Accreditation Manager Orientation	Preparedness
E	124	EMAP Assessor Training	Preparedness
E	580	Emergency Management Framework for Tribal Governments	Preparedness
G	110	Emergency Management Operations Course (EMOC)	Command and Management - Multiagency Coordination System
E	581	Emergency Management Operations for Tribal Governments	Preparedness

Course			Association to NIMS
Code	Number	Title	
G	775	Emergency Operations Center (EOC) Management and Operations	Command and Management - Multiagency Coordination System
E	947	Emergency Operations Center (EOC)-Incident Management Team (IMT) Interface	Command and Management
G	357	Emergency Response to Criminal and Terrorist Incidents	Preparedness - Planning
F	549	Emergency Response to Terrorism: Strategic and Tactical Considerations for Supervisors (ERT:STCS)	Command and Management - Incident Command System
IS	250	Emergency Support Function (ESF) #15 External Affairs: A New Approach to Emergency Communication and Information	Command and Management - Public Information
IS	279	Engineering Principles and Practices for Retrofitting Flood-Prone Residential Structures	Preparedness - Mitigation
E	252	Environmental and Historic Preservation Cadre Training	Preparedness - Mitigation
E	247	EO 11988 and EO 11990: Floodplain Management and Protections of Wetlands TTT	Preparedness - Mitigation
IS	775	EOC Management and Operations	Command and Management - Multiagency Coordination System
IS	807	ESF #7 - Logistics Management and Resource Support	Preparedness - Planning
IS	808	ESF #8 - Public Health and Medical Services	Preparedness - Planning
IS	809	ESF #9 - Search and Rescue	Preparedness - Planning
IS	810	ESF #10 - Oil and Hazardous Materials Resources	Preparedness - Planning
IS	811	ESF #11 - Agriculture and Natural Resources	Preparedness - Planning
IS	812	ESF #12 - Energy	Preparedness - Planning
IS	813	ESF #13 - Public Safety and Security	Preparedness - Planning
IS	814	ESF #14 - Long-Term Community Recovery	Preparedness - Planning
G	358	Evacuation and Re-Entry Planning	Preparedness - Planning
K	606	Evaluation of Training	Preparedness - Training
R	306	Executive Analysis of Fire Service Operations in Emergency Management	Preparedness - Training
G	135	Exercise Control/Simulation	Preparedness - Exercises
E	131	Exercise Evaluation and Improvement Planning	Preparedness - Exercises
IS	130	Exercise Evaluation and Improvement Planning	Preparedness - Exercises
G	138	Exercise Practicum for the Master Exercise Practitioner	Preparedness - Exercises
G	137	Exercise Program Manager/Management	Preparedness - Exercises
E	731	External Affairs Overview	Command and Management - Public Information
IS	230.a	Fundamentals of Emergency Management	Preparedness - Training
R	243	Hazardous Materials Incident Management	Command and Management - Incident Command System
IS	340	Hazardous Materials Prevention and Planning	Preparedness - Planning
E	174	HAZUS Multi-Hazard for Earthquake	Preparedness - Mitigation
E	172	HAZUS Multi-Hazard for Flood	Preparedness - Mitigation
E	170	HAZUS Multi-Hazard for Hurricanes	Preparedness - Mitigation
E	146	Homeland Security Exercise and Evaluation Program (HSEEP) Training	Preparedness - Exercises

Course			Association to NIMS
Code	Number	Title	
E	147	Homeland Security Exercise and Evaluation Program (HSEEP) Training TTT	Preparedness - Exercises
G	146	Homeland Security Exercise and Evaluation Program (HSEEP) Training	Preparedness - Exercises
G	147	Homeland Security Exercise and Evaluation Program (HSEEP) Training TTT	Preparedness - Exercises
G	408	Homeland Security Planning for Local Governments	Preparedness - Planning
IS	055	Household Hazardous Materials	Preparedness
L	324	Hurricane Planning	Preparedness - Planning
G	363	Hurricane Readiness for Coastal Communities	Preparedness - Planning
E	271	Hydrologic Engineering Center: Hydrologic Modeling Systems	Preparedness - Mitigation
E	264	Hydrologic Engineering Center: Software Course (Riverine Analysis System) (IO)	Preparedness - Mitigation
G	300	ICS 300: Intermediate Incident Command System for Expanding Incidents	Command and Management - Incident Command System
G	400	ICS 400: Advanced Incident Command System, Command and General Staff, Complex Incidents	Command and Management - Incident Command System
E	930	IEMC: Community-Specific	Preparedness - Exercises
E	910	IEMC: Earthquake Preparedness and Response	Preparedness - Exercises
E	920	IEMC: Hazardous Materials Preparedness and Response	Preparedness - Exercises
E	915	IEMC: Homeland Security Preparedness and Response	Preparedness - Exercises
E	905	IEMC: Hurricane Preparedness and Response	Preparedness - Exercises
F	321	Incident Command for High-rise Operations (ICHO)	Command and Management - Incident Command System
G	402	Incident Command System (ICS) Overview for Executives and Senior Officials, ICS-402	Command and Management - Incident Command System
E	449	Incident Command System Curricula TTT	Command and Management - Incident Command System
IS	200	Incident Command System for Single Resources and Initial Action Incidents	Command and Management - Incident Command System
F	322	Incident Command System for Structural Collapse Incidents (ICSSCI)	Command and Management - Incident Command System
G	191	Incident Command System/Emergency Operations Center Interface (ICS/EOC)	Command and Management - Incident Command System
F	729	Incident Safety Officer (ISO)	Command and Management - Incident Command System
E	605	Instructional Delivery	Preparedness - Training
E	262	Instructional Delivery for Subject Matter Experts	Preparedness - Training
G	265	Instructional Delivery Skills	Preparedness - Training
E	603	Instructional Design	Preparedness - Training
E	141	Instructional Presentation and Evaluation Skills	Preparedness - Training
IS	820	Introduction to National Response Framework (NRF) Support Annexes	Preparedness - Planning
IS	317	Introduction to Community Emergency Response Team (CERT)	Preparedness

Course			Association to NIMS
Code	Number	Title	
IS	520	Introduction to COOP Planning for Pandemic Influenza	Preparedness - Planning
IS	393.A	Introduction to Hazard Mitigation	Preparedness - Mitigation
IS	331	Introduction to Radiological Emergency Preparedness (REP) Exercise Evaluation	Preparedness
IS	386	Introduction to Residential Coastal Construction	Preparedness - Mitigation
IS	100	Introduction to the Incident Command System (ICS), ICS-100	Command and Management - Incident Command System
IS	100.HC	Introduction to the Incident Command System, ICS-100 for Healthcare/Hospitals	Command and Management - Incident Command System
IS	100.HE	Introduction to the Incident Command System, ICS-100 for Higher Education	Command and Management - Incident Command System
IS	100.LE	Introduction to Incident Command System, ICS-100, for Law Enforcement	Command and Management - Incident Command System
IS	100.PW	Introduction to the Incident Command System, ICS-100 for Public Works Personnel	Command and Management - Incident Command System
IS	100.SC	Introduction to the Incident Command System, ICS-100 for Schools	Command and Management - Incident Command System
G	291	Joint Information System/Center Planning for State and Local PIOs	Command and Management - Public Information
IS	240	Leadership and Influence	Preparedness - Training
G	194.3	Letters of Map Change	Preparedness - Mitigation
IS	111	Livestock in Disaster	Preparedness
G	194.1	Local Floodplain Manager Roles and Responsibilities	Preparedness - Mitigation
G	288	Local Volunteer and Donations	Resource Management
E	601	Management and Supervision of Training	Preparedness - Training
E	273	Managing Floodplain Development Through the National Flood Insurance Program (NFIP)	Preparedness - Mitigation
E	270	Managing Floodplain Development Through the National Flood Insurance Program (NFIP) TTT	Preparedness - Mitigation
G	273	Managing Floodplain Development Through the National Flood Insurance Program (NFIP)	Preparedness - Mitigation
E	272	Managing Floodplain Post-Disaster	Preparedness - Mitigation
G	386	Mass Fatalities Incident Response	Preparedness Planning
E	609	Master Trainer Program Practicum	Preparedness - Training
G	318	Mitigation Planning Workshop for Local Governments	Preparedness - Mitigation
IS	701	Multi-Agency Coordination System (MACS)	Command and Management - Multiagency Coordination System
L	363	Multi-Hazard Emergency Planning for Higher Education	Preparedness - Planning
E	361	Multi-Hazard Emergency Planning for Schools	Preparedness - Planning
IS	362	Multi-Hazard Emergency Planning for Schools	Preparedness - Planning
E	274	National Dam Safety Technical Workshop	Preparedness - Mitigation
E	278	National Flood Insurance Program/Community Rating System	Preparedness - Mitigation
IS	706	National Incident Management System (NIMS), Intrastate Mutual Aid, An Introduction	Resource Management
IS	702	National Incident Management Systems (NIMS) Public	Command and Management

Course			Association to NIMS
Code	Number	Title	
		Information Systems	Public Information
IS	860.a	National Infrastructure Protection Plan (NIPP)	Preparedness - Planning
E	237	National Preparedness Training and Exercise Conference	Preparedness - Training
G	194.2	National Flood Insurance Program (NFIP) Rules and Regulations in Depth	Preparedness - Mitigation
IS	704	NIMS Communication and Information Management System	Communications and Information Management
E	969	NIMS ICS All-Hazards Communications Unit Leader	Command and Management - Incident Command System
E/L	949	NIMS ICS All-Hazards Communications Unit Leader TTT	Preparedness - Training
E	960	NIMS ICS All-Hazards Division/Group Supervisor	Command and Management - Incident Command System
E/L	961	NIMS ICS All-Hazards Division/Group Supervisor TTT	Preparedness - Training
E	971	NIMS ICS All-Hazards Facilities Unit Leader	Command and Management - Incident Command System
E/L	972	NIMS ICS All-Hazards Facilities Unit Leader TTT	Preparedness - Training
E	973	NIMS ICS All-Hazards Finance/Administration Section Chief	Command and Management - Incident Command System
E	974	NIMS ICS All-Hazards Finance/Administration TTT	Command and Management - Incident Command System
E	975	NIMS ICS All-Hazards Finance/Administration Unit Leader	Command and Management - Incident Command System
E/L	976	NIMS ICS All-Hazards Finance/Administration Unit Leader TTT	Preparedness - Training
E	950	NIMS ICS All-Hazards Incident Commander	Command and Management - Incident Command System
E	951	NIMS ICS All-Hazards Incident Commander TTT	Command and Management - Incident Command System
E	956	NIMS ICS All-Hazards Liaison Officer	Command and Management - Incident Command System
E	957	NIMS ICS All-Hazards Liaison Officer TTT	Command and Management - Incident Command System
E	967	NIMS ICS All-Hazards Logistics Section Chief	Command and Management - Incident Command System
E	968	NIMS ICS All-Hazards Logistics Section Chief TTT	Command and Management - Incident Command System
E	958	NIMS ICS All-Hazards Operations Section Chief	Command and Management - Incident Command System
E	959	NIMS ICS All-Hazards Operations Section Chief TTT	Command and Management - Incident Command System
E	962	NIMS ICS All-Hazards Planning Section Chief	Command and Management - Incident Command System
E	963	NIMS ICS All-Hazards Planning Section Chief TTT	Command and Management - Incident Command System
E	952	NIMS ICS All-Hazards Public Information Officer	Command and Management - Incident Command System
E	953	NIMS ICS All-Hazards Public Information Officer TTT	Command and Management - Incident Command System

Course			Association to NIMS
Code	Number	Title	
E	965	NIMS ICS All-Hazards Resource Unit Leader	Command and Management - Incident Command System
E/L	966	NIMS ICS All-Hazards Resource Unit Leader TTT	Preparedness - Training
E	954	NIMS ICS All-Hazards Safety Officer	Command and Management - Incident Command System
E	955	NIMS ICS All-Hazards Safety Officer TTT	Command and Management - Incident Command System
E	964	NIMS ICS All-Hazards Situation Unit Leader	Command and Management - Incident Command System
E/L	978	NIMS ICS All-Hazards Situation Unit Leader TTT	Preparedness - Training
E	970	NIMS ICS All-Hazards Supply Unit Leader	Command and Management - Incident Command System
E/L	977	NIMS ICS All-Hazards Supply Unit Leader TTT	Preparedness - Training
IS	703	NIMS Resource Management	Resource Management
IS	700	NIMS, An Introduction	Preparedness
F	806	NIMS--Incident Command System for the Fire Service	Command and Management - Incident Command System
IS	837	NRF Incident Annex: Terrorism Incident Law Enforcement and Investigation	Preparedness - Planning
IS	831	NRF Support Annex: Biological Incident	Preparedness - Planning
IS	832	NRF Support Annex: Catastrophic Incident	Preparedness - Planning
IS	833	NRF Support Annex: Cyber Incident	Preparedness - Planning
IS	834	NRF Support Annex: Food and Agriculture Incident	Preparedness - Planning
IS	835	NRF Support Annex: Mass Evacuation Incident	Preparedness - Planning
IS	836	Nuclear/Radiological Incident Annex	Preparedness - Planning
E	133	Operations-Based Exercise Design and Evaluation	Preparedness - Exercises
E	136	Operations-Based Exercise Development	Preparedness - Exercises
IS	346	Orientation to Hazardous Materials for Medical Personnel	Preparedness
E	602	Performance and Needs Analysis	Preparedness - Training
G	194.4	Preparing for Post-Disaster Responsibilities	Preparedness
E	344	Protecting Communities and Acquiring Resources	Preparedness - Mitigation
IS	394.A	Protecting Your Home or Small Business from Disaster	Preparedness - Mitigation
G	289	Public Information Officer Awareness	Command and Management - Public Information
E	341	Radiological Accident Assessment Concepts	Preparedness
E	340	Radiological Emergency Program and Planning	Preparedness - Planning
E	386	Residential Coastal Construction	Preparedness - Mitigation
G	277	Residential Coastal Construction	Preparedness - Mitigation
E	279	Retrofitting Flood-Prone Residential Buildings	Preparedness - Mitigation
G	279	Retrofitting Flood-Prone Residential Buildings	Preparedness - Mitigation
G	439	Seismic Sleuths: A Teacher's Package on Earthquakes TTT	Preparedness - Mitigation
IS	15.a	Special Events Contingency Planning	Preparedness - Planning

Course			Association to NIMS
Code	Number	Title	
IS	197.SP	Special Needs Planning Considerations for Service and Support Providers	Preparedness - Planning
E	208	State Coordinating Officer	Command and Management - Multiagency Coordination System
E	257	State Director Training	Command and Management - Multiagency Coordination System
L	945	State IEMC National Response Framework (NRF)	Preparedness - Exercises
E	289	State Volunteer and Donations Management	Resource Management
L	460	The Role of Community Officials in Emergency Management	Preparedness
G	436	Tremor Troops: A Teacher's Package for K-6	Preparedness - Training
E	431	Understanding the Emergency Management Assistance Compact (EMAC)	Resource Management
E	212	Unified Hazard Mitigation Assistance Program	Preparedness - Mitigation
E	287	Voluntary Agency Liaison: Functions and Methods	Preparedness
G	310	Weapons of Mass Destruction Tabletop Exercises	Preparedness - Exercises
G	310.06	Weapons of Mass Destruction: Suicide Bomber Scenario	Preparedness - Exercises
G	310.05	Weapons of Mass Destruction: Biological-Anthrax Scenario	Preparedness - Exercises
G	310.04	Weapons of Mass Destruction: Chemical VX Scenario	Preparedness - Exercises
G	310.03	Weapons of Mass Destruction: Chemical-Sarin Scenario	Preparedness - Exercises
G	310.01	Weapons of Mass Destruction: Nuclear Scenario	Preparedness - Exercises
G	310.02	Weapons of Mass Destruction: Radiological Scenario	Preparedness - Exercises

SORTED BY COURSE CODE[41]

- E/L: Emergency Management Institute-delivered courses
- F/R: National Fire Academy course (off /on campus)
- G: State-delivered courses
- IS: Independent Study courses
- K: Instructor led on-line EMI course

Course			Association to NIMS
Code	Number	Title	
E	123	EMAP Accreditation Manager Orientation	Preparedness
E	124	EMAP Assessor Training	Preparedness
E	131	Exercise Evaluation and Improvement Planning	Preparedness - Exercises
E	132	Discussion-Based Exercise Design and Evaluation	Preparedness - Exercises
E	133	Operations-Based Exercise Design and Evaluation	Preparedness - Exercises
E	136	Operations-Based Exercise Development	Preparedness - Exercises
E	141	Instructional Presentation and Evaluation Skills	Preparedness - Training
E	146	Homeland Security Exercise and Evaluation Program (HSEEP) Training	Preparedness - Exercises
E	147	Homeland Security Exercise and Evaluation Program (HSEEP) Training TTT	Preparedness - Exercises
E	155	Building Design for Homeland Security	Preparedness
E	156	Building Design for Homeland Security for COOP TTT	Preparedness
E	170	HAZUS Multi-Hazard for Hurricanes	Preparedness - Mitigation
E	172	HAZUS Multi-Hazard for Flood	Preparedness - Mitigation
E	174	HAZUS Multi-Hazard for Earthquake	Preparedness - Mitigation
E	179	Application of HAZUS Multi-Hazard for Disaster Operations	Preparedness - Mitigation
E	190	ArcGIS for Emergency Managers	Preparedness - Mitigation
E	194	Advanced Floodplain Management Concepts	Preparedness - Mitigation
E	202	Debris Management	Preparedness
E	206	Conducting Hazard Mitigation Disaster Operations TTT	Preparedness - Mitigation
E	208	State Coordinating Officer	Command and Management - Multiagency Coordination System
E	212	Unified Hazard Mitigation Assistance Program	Preparedness - Mitigation
E	237	National Preparedness Training and Exercise Conference	Preparedness - Training
E	241	Cooperating Technical Partners Program: Special Topics	Preparedness - Mitigation
E	247	EO 11988 and EO 11990: Floodplain Management and Protections of Wetlands TTT	Preparedness - Mitigation
E	252	Environmental and Historic Preservation Cadre Training	Preparedness - Mitigation

[41] Course Summaries for ICS Position-specific training, while developed by EMI, are conducted primarily at the State and local level. Guidance found on EMI's training website will provide the most up-to-date, approved methodology for deploying a course eligible for a FEMA certificate. For additional information about Course Summaries or requirements for FEMA training certificates: www.training.fema.gov

Course			Association to NIMS
Code	Number	Title	
E	257	State Director Training	Command and Management - Multiagency Coordination System
E	262	Instructional Delivery for Subject Matter Experts	Preparedness - Training
E	263	Dam Break Analysis Using HEC/HMS and HEC/RAS	Preparedness - Mitigation
E	264	Hydrologic Engineering Center: Software Course (Riverine Analysis System) (IO)	Preparedness - Mitigation
E	270	Managing Floodplain Development Through the National Flood Insurance Program (NFIP) TTT	Preparedness - Mitigation
E	271	Hydrologic Engineering Center: Hydrologic Modeling Systems	Preparedness - Mitigation
E	272	Managing Floodplain Post-Disaster	Preparedness - Mitigation
E	273	Managing Floodplain Development Through the National Flood Insurance Program (NFIP)	Preparedness - Mitigation
E	274	National Dam Safety Technical Workshop	Preparedness - Mitigation
E	275	Benefit-Cost Users Workshop	Preparedness - Mitigation
E	276	Benefit-Cost Analysis: Entry-Level Training	Preparedness - Mitigation
E	278	National Flood Insurance Program/Community Rating System	Preparedness - Mitigation
E	279	Retrofitting Flood-Prone Residential Buildings	Preparedness - Mitigation
E	282	Advanced Floodplain Management Concepts II	Preparedness - Mitigation
E	287	Voluntary Agency Liaison: Functions and Methods	Preparedness
E	289	State Volunteer and Donations Management	Resource Management
E	296	Application of HAZUS Multi-Hazard for Risk Assessment	Preparedness - Mitigation
E	313	Basic HAZUS Multi-Hazard	Preparedness - Mitigation
E	317	Comprehensive Data Management	Preparedness - Mitigation
E	340	Radiological Emergency Program and Planning	Preparedness - Planning
E	341	Radiological Accident Assessment Concepts	Preparedness
E	344	Protecting Communities and Acquiring Resources	Preparedness - Mitigation
E	361	Multi-Hazard Emergency Planning for Schools	Preparedness - Planning
E	384	Defense Support of Civil Authorities (DSCA)	Preparedness
E	386	Residential Coastal Construction	Preparedness - Mitigation
E	388	Advanced Public Information Officers	Command and Management - Public Information
E	392	All-Hazards Emergency Management Higher Education Conference (IO)	Preparedness - Training
E	431	Understanding the Emergency Management Assistance Compact (EMAC)	Resource Management
E	436	Earthquakes: A Teacher's Package for K-6 TTT	Preparedness - Training
E	449	Incident Command System Curricula TTT	Command and Management - Incident Command System
E	483	Administration of Public Assistance for Community Recovery	Preparedness
E	488	Donations Management Workshop TTT	Resource Management
E	548	COOP Program Manager TTT	Preparedness - Planning

Course			Association to NIMS
Code	Number	Title	
E	550	Continuity of Operations Planning TTT	Preparedness - Planning
E	551	COOP Devolution Planning Workshop TTT	Preparedness - Planning
E	580	Emergency Management Framework for Tribal Governments	Preparedness
E	581	Emergency Management Operations for Tribal Governments	Preparedness
E	601	Management and Supervision of Training	Preparedness - Training
E	602	Performance and Needs Analysis	Preparedness - Training
E	603	Instructional Design	Preparedness - Training
E	604	Course Development	Preparedness - Training
E	605	Instructional Delivery	Preparedness - Training
E	609	Master Trainer Program Practicum	Preparedness - Training
E	731	External Affairs Overview	Command and Management - Public Information
E	905	IEMC: Hurricane Preparedness and Response	Preparedness - Exercises
E	910	IEMC: Earthquake Preparedness and Response	Preparedness - Exercises
E	915	IEMC: Homeland Security Preparedness and Response	Preparedness - Exercises
E	920	IEMC: Hazardous Materials Preparedness and Response	Preparedness - Exercises
E	930	IEMC: Community-Specific	Preparedness - Exercises
E	947	Emergency Operations Center (EOC)-Incident Management Team (IMT) Interface	Command and Management
E	950	NIMS ICS All-Hazards Incident Commander	Command and Management - Incident Command System
E	951	NIMS ICS All-Hazards Incident Commander TTT	Command and Management - Incident Command System
E	952	NIMS ICS All-Hazards Public Information Officer	Command and Management - Incident Command System
E	953	NIMS ICS All-Hazards Public Information Officer TTT	Command and Management - Incident Command System
E	954	NIMS ICS All-Hazards Safety Officer	Command and Management - Incident Command System
E	955	NIMS ICS All-Hazards Safety Officer TTT	Command and Management - Incident Command System
E	956	NIMS ICS All-Hazards Liaison Officer	Command and Management - Incident Command System
E	957	NIMS ICS All-Hazards Liaison Officer TTT	Command and Management - Incident Command System
E	958	NIMS ICS All-Hazards Operations Section Chief	Command and Management - Incident Command System
E	959	NIMS ICS All-Hazards Operations Section Chief TTT	Command and Management - Incident Command System
E	960	NIMS ICS All-Hazards Division/Group Supervisor	Command and Management - Incident Command System
E	962	NIMS ICS All-Hazards Planning Section Chief	Command and Management - Incident Command System
E	963	NIMS ICS All-Hazards Planning Section Chief TTT	Command and Management -

Course			Association to NIMS
Code	Number	Title	
			Incident Command System
E	964	NIMS ICS All-Hazards Situation Unit Leader	Command and Management - Incident Command System
E	965	NIMS ICS All-Hazards Resource Unit Leader	Command and Management - Incident Command System
E	967	NIMS ICS All-Hazards Logistics Section Chief	Command and Management - Incident Command System
E	968	NIMS ICS All-Hazards Logistics Section Chief TTT	Command and Management - Incident Command System
E	969	NIMS ICS All-Hazards Communications Unit Leader	Command and Management - Incident Command System
E	970	NIMS ICS All-Hazards Supply Unit Leader	Command and Management - Incident Command System
E	971	NIMS ICS All-Hazards Facilities Unit Leader	Command and Management - Incident Command System
E	973	NIMS ICS All-Hazards Finance/Administration Section Chief	Command and Management - Incident Command System
E	974	NIMS ICS All-Hazards Finance/Administration TTT	Command and Management - Incident Command System
E	975	NIMS ICS All-Hazards Finance/Administration Unit Leader	Command and Management - Incident Command System
E/L	949	NIMS ICS All-Hazards Communications Unit Leader TTT	Preparedness - Training
E/L	961	NIMS ICS All-Hazards Division/Group Supervisor TTT	Preparedness - Training
E/L	966	NIMS ICS All-Hazards Resource Unit Leader TTT	Preparedness - Training
E/L	972	NIMS ICS All-Hazards Facilities Unit Leader TTT	Preparedness - Training
E/L	976	NIMS ICS All-Hazards Finance/Administration Unit Leader TTT	Preparedness - Training
E/L	977	NIMS ICS All-Hazards Supply Unit Leader TTT	Preparedness - Training
E/L	978	NIMS ICS All-Hazards Situation Unit Leader TTT	Preparedness - Training
F	321	Incident Command for High-rise Operations (ICHO)	Command and Management - Incident Command System
F	322	Incident Command System for Structural Collapse Incidents (ICSSCI)	Command and Management - Incident Command System
F	549	Emergency Response to Terrorism: Strategic and Tactical Considerations for Supervisors (ERT:STCS)	Command and Management - Incident Command System
F	729	Incident Safety Officer (ISO)	Command and Management - Incident Command System
F	806	NIMS-Incident Command System for the Fire Service	Command and Management - Incident Command System
G	110	Emergency Management Operations Course (EMOC)	Command and Management - Multiagency Coordination System
G	135	Exercise Control/Simulation	Preparedness - Exercises
G	137	Exercise Program Manager/Management	Preparedness - Exercises
G	138	Exercise Practicum for the Master Exercise Practitioner	Preparedness - Exercises
G	146	Homeland Security Exercise and Evaluation Program (HSEEP) Training	Preparedness - Exercises
G	147	Homeland Security Exercise and Evaluation Program	Preparedness - Exercises

Course			Association to NIMS
Code	Number	Title	
		(HSEEP) Training TTT	
G	191	Incident Command System/Emergency Operations Center Interface (ICS/EOC)	Command and Management - Incident Command System
G	194.1	Local Floodplain Manager Roles and Responsibilities	Preparedness - Mitigation
G	194.2	National Flood Insurance Program (NFIP) Rules and Regulations in Depth	Preparedness - Mitigation
G	194.3	Letters of Map Change	Preparedness - Mitigation
G	194.4	Preparing for Post-Disaster Responsibilities	Preparedness
G	202	Debris Management Planning for State and Local Officials	Preparedness
G	265	Instructional Delivery Skills	Preparedness - Training
G	273	Managing Floodplain Development Through the National Flood Insurance Program (NFIP)	Preparedness - Mitigation
G	277	Residential Coastal Construction	Preparedness - Mitigation
G	278	Benefit-Cost Analysis: Entry-Level	Preparedness - Mitigation
G	279	Retrofitting Flood-Prone Residential Buildings	Preparedness - Mitigation
G	285	Benefit-Cost Analysis Using LD Module: Intermediate Training	Preparedness - Mitigation
G	288	Local Volunteer and Donations	Resource Management
G	289	Public Information Officer Awareness	Command and Management - Public Information
G	290	Basic Public Information Officer	Command and Management - Public Information
G	291	Joint Information System/Center Planning for State and Local PIOs	Command and Management - Public Information
G	300	ICS 300: Intermediate Incident Command System for Expanding Incidents	Command and Management - Incident Command System
G	310	Weapons of Mass Destruction Tabletop Exercises	Preparedness - Exercises
G	310.01	Weapons of Mass Destruction: Nuclear Scenario	Preparedness - Exercises
G	310.02	Weapons of Mass Destruction: Radiological Scenario	Preparedness - Exercises
G	310.03	Weapons of Mass Destruction: Chemical-Sarin Scenario	Preparedness - Exercises
G	310.04	Weapons of Mass Destruction: Chemical VX Scenario	Preparedness - Exercises
G	310.05	Weapons of Mass Destruction: Biological-Anthrax Scenario	Preparedness - Exercises
G	310.06	Weapons of Mass Destruction: Suicide Bomber Scenario	Preparedness - Exercises
G	318	Mitigation Planning Workshop for Local Governments	Preparedness - Mitigation
G	357	Emergency Response to Criminal and Terrorist Incidents	Preparedness - Planning
G	358	Evacuation and Re-Entry Planning	Preparedness - Planning
G	363	Hurricane Readiness for Coastal Communities	Preparedness - Planning
G	386	Mass Fatalities Incident Response	Preparedness - Planning
G	400	ICS 400: Advanced Incident Command System, Command and General Staff, Complex Incidents	Command and Management - Incident Command System
G	402	Incident Command System (ICS) Overview for Executives and Senior Officials, ICS-402	Command and Management - Incident Command System

Course			Association to NIMS
Code	Number	Title	
G	408	Homeland Security Planning for Local Governments	Preparedness - Planning
G	434.A	Earthquake: Safety Program for Schools	Preparedness - Mitigation
G	436	Tremor Troops: A Teacher's Package for K-6	Preparedness - Training
G	439	Seismic Sleuths: A Teacher's Package on Earthquakes TTT	Preparedness - Mitigation
G	575	Communications Interoperability	Communications and Information Management
G	775	Emergency Operations Center (EOC) Management and Operations	Command and Management - Multiagency Coordination System
IS	005.A	An Introduction to Hazardous Materials	Preparedness
IS	007.A	A Citizen's Guide to Disaster Assistance	Preparedness
IS	008.A	Building for Earthquakes of Tomorrow: Complying w/EO 12699	Preparedness - Mitigation
IS	010	Animals in Disaster - Module A - Awareness and Preparedness	Preparedness
IS	011	Animals in Disaster - Module B - Community Planning	Preparedness
IS	15.a	Special Events Contingency Planning	Preparedness - Planning
IS	022	Are you Ready? An In-depth Guide to Citizen Preparedness	Preparedness - Training
IS	031	eGrants for States and Tribes	Preparedness - Mitigation
IS	055	Household Hazardous Materials	Preparedness
IS	100	Introduction to Incident Command System (ICS)	Command and Management - Incident Command System
IS	100.HC	Introduction to the Incident Command System, ICS-100 for Healthcare/Hospitals	Command and Management - Incident Command System
IS	100.PW	Introduction to the Incident Command System, ICS-100 for Public Works	Command and Management - Incident Command System
IS	100.LE	Introduction to the Incident Command System, ICS-100 for Law Enforcement	Command and Management - Incident Command System
IS	100.HE	Introduction to the Incident Command System, ICS-100 for Higher Education	Command and Management - Incident Command System
IS	100.SC	Introduction to the Incident Command System, ICS-100 for Schools	Command and Management - Incident Command System
IS	111	Livestock in Disaster	Preparedness
IS	130	Exercise Evaluation and Improvement Planning	Preparedness - Exercises
IS	197.SP	Special Needs Planning Considerations for Service and Support Providers	Preparedness - Planning
IS	200	Incident Command System for Single Resources and Initial Action Incidents	Command and Management - Incident Command System
IS	230.a	Fundamentals of Emergency Management	Preparedness - Training
IS	240	Leadership and Influence	Preparedness - Training
IS	241	Decision-Making and Problem-Solving	Preparedness - Training
IS	242	Effective Communication	Preparedness - Training
IS	244	Developing and Managing Volunteers	Resource Management
IS	250	Emergency Support Function (ESF) #15 External Affairs: A New Approach to Emergency Communication and	Command and Management - Public Information

Course			Association to NIMS
Code	Number	Title	
		Information	
IS	271	Anticipating Hazardous Weather and Community Risk	Preparedness - Mitigation
IS	279	Engineering Principles and Practices for Retrofitting Flood-Prone Residential Structures	Preparedness - Mitigation
IS	317	Introduction to Community Emergency Response Team (CERT)	Preparedness
IS	324	Community Hurricane Preparedness	Preparedness - Planning
IS	331	Introduction to Radiological Emergency Preparedness (REP) Exercise Evaluation	Preparedness
IS	340	Hazardous Materials Prevention and Planning	Preparedness - Planning
IS	346	Orientation to Hazardous Materials for Medical Personnel	Preparedness
IS	362	Multi-Hazard Emergency Planning for Schools	Preparedness - Planning
IS	386	Introduction to Residential Coastal Construction	Preparedness - Mitigation
IS	393.A	Introduction to Hazard Mitigation	Preparedness - Mitigation
IS	394.A	Protecting Your Home or Small Business from Disaster	Preparedness - Mitigation
IS	520	Introduction to COOP Planning for Pandemic Influenza	Preparedness - Planning
IS	546.A	Continuity of Operations (COOP) Awareness	Preparedness - Planning
IS	548	COOP Managers Training	Preparedness - Planning
IS	650	Building Partnerships with Governments	Preparedness
IS	700	NIMS, An Introduction	Preparedness
IS	701	Multi-Agency Coordination System (MACS)	Command and Management - Multiagency Coordination System
IS	702	National Incident Management Systems (NIMS) Public Information Systems	Command and Management Public Information
IS	703	NIMS Resource Management	Resource Management
IS	704	NIMS Communication and Information Management System	Communications and Information Management
IS	706	National Incident Management System (NIMS), Intrastate Mutual Aid, An Introduction	Resource Management
IS	775	EOC Management and Operations	Command and Management - Multiagency Coordination System
IS	807	ESF #7 - Logistics Management and Resource Support	Preparedness - Planning
IS	808	ESF #8 - Public Health and Medical Services	Preparedness - Planning
IS	809	ESF #9 - Search and Rescue	Preparedness - Planning
IS	810	ESF #10 - Oil and Hazardous Materials Resources	Preparedness - Planning
IS	811	ESF #11 - Agriculture and Natural Resources	Preparedness - Planning
IS	812	ESF #12 - Energy	Preparedness - Planning
IS	813	ESF #13 - Public Safety and Security	Preparedness - Planning
IS	814	ESF #14 - Long-Term Community Recovery	Preparedness - Planning
IS	820	Introduction to National Response Framework (NRF) Support Annexes	Preparedness - Planning
IS	821	Critical Infrastructure and Key Resources	Preparedness - Planning
IS	831	NRF Support Annex: Biological Incident	Preparedness - Planning

Course			Association to NIMS
Code	Number	Title	
IS	832	NRF Support Annex: Catastrophic Incident	Preparedness - Planning
IS	833	NRF Support Annex: Cyber Incident	Preparedness - Planning
IS	834	NRF Support Annex: Food and Agriculture Incident	Preparedness - Planning
IS	835	NRF Support Annex: Mass Evacuation Incident	Preparedness - Planning
IS	836	Nuclear/Radiological Incident Annex	Preparedness - Planning
IS	837	NRF Incident Annex: Terrorism Incident Law Enforcement and Investigation	Preparedness - Planning
IS	860.a	National Infrastructure Protection Plan (NIPP)	Preparedness - Planning
K	606	Evaluation of Training	Preparedness - Training
L	324	Hurricane Planning	Preparedness - Planning
L	363	Multi-Hazard Emergency Planning for Higher Education	Preparedness - Planning
L	460	The Role of Community Officials in Emergency Management	Preparedness
L	522	Continuity of Operations for Governments	Preparedness Planning
L	945	State IEMC National Response Framework (NRF)	Preparedness - Exercises
R	243	Hazardous Materials Incident Management	Command and Management - Incident Command System
R	306	Executive Analysis of Fire Service Operations in Emergency Management	Preparedness - Training
R	308	Command and Control of Fire Department Operations at Natural and Man-Made Disasters	Preparedness - Training
R	312	Command and Control of Incident Operations	Command and Management - Incident Command System
R	314	Command and Control of Fire Department Operations at Target Hazards	Preparedness - Training
R	825	Command and Control of Fire Department Operations at Target Hazards [Volunteer Incentive Program]	Preparedness - Training
R	831	Command and Control of Incident Operations [Volunteer Incentive Program]	Command and Management - Incident Command System

This page intentionally left blank.