
**IS-0200.b – ICS for Single Resources
and Initial Action Incidents**

**Instructor Guide
October 2013**

This page intentionally left blank.

Background Information

Purpose	<p>This course is designed to enable personnel to operate efficiently during an incident or event within the Incident Command System (ICS). This course focuses on the management of single resources.</p> <hr/>
Who Should Attend	<p>IS-0200.b provides training on and resources for personnel who are likely to assume a supervisory position within the ICS.</p> <p>The primary target audience is response personnel at the supervisory level.</p> <hr/>
ICS Instructor Guidelines	<p>The National Integration Center (NIC) is responsible for “facilitating the development of national guidelines for incident management training and exercises at all jurisdictional levels, while individual agencies and organizations are responsible for establishing and certifying instructors.” The NIC provides guidelines for ICS instructors.</p> <p>While individual agencies and organizations are responsible for establishing and certifying instructors, the NIC urges those agencies and organizations to follow these guidelines.</p> <p>The NIC recommends the following general instructor guidelines:</p> <ul style="list-style-type: none">• Instructor Levels<ul style="list-style-type: none">○ 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<ul style="list-style-type: none">○ Instructors should have formal instructor training (National Wildfire Coordinating Group (NWCG) M-410 Facilitative Instructor course, EMI Master Trainer Program, Office for Domestic Preparedness Instructor Course, or equivalent). <hr/>
ICS-200 Instructor Qualifications	<p>It is recommended that this ICS-200 training be team taught by two instructors with the following minimum qualifications:</p> <ul style="list-style-type: none">• Lead Instructor should have successfully completed ICS-300;• Unit Instructors should have successfully completed ICS-200; and• Lead Instructor should have training and experience in adult education and have served as Incident Commander or in a Command Staff or General Staff position. <hr/>

Background Information

Course Objectives

The course objectives are to allow course participants to:

- Describe the ICS organization appropriate to the complexity of the incident or event.
- Use ICS to manage an incident or event.

Training Content

The training is comprised of the following units:

- Unit 1: Course Overview
- Unit 2: Leadership & Management
- Unit 3: Delegation of Authority & Management by Objectives
- Unit 4: Functional Areas & Positions
- Unit 5: Briefings
- Unit 6: Organizational Flexibility
- Unit 7: Transfer of Command
- Unit 8: Course Summary

The below table presents the recommended training agenda.

Day 1	Unit 1: Course Overview	1 hour 30 minutes
	Unit 2: Leadership & Management	2 hours
	Unit 3: Delegation of Authority & Management by Objectives	2 hours
	Unit 4: Functional Areas & Positions	2 hours
Day 2	Unit 5: Briefings	1 hour 30 minutes
	Unit 6: Organizational Flexibility	1 hour 30 minutes
	Unit 7: Transfer of Command	45 minutes
	Unit 8: Course Summary	1 hour

Background Information

ICS Training and NIMS

The National Incident Management System (NIMS) National Standard Curriculum: Training Development Guidance outlines the system's ICS concepts and principles, management characteristics, organizations and operations, organizational element titles, and recommendations for a model curriculum. It also provides an evaluation checklist for content that may be used to make sure that the training meets the "as taught by DHS" standard. The guidance document is available for download from the NIMS homepage at <http://www.fema.gov/emergency/nims>.

The model NIMS ICS curriculum organizes four levels of training: ICS-100, Introduction to ICS; ICS-200, Basic ICS; ICS-300, Intermediate ICS; and ICS-400, Advanced ICS. ICS training provided by the Emergency Management Institute (EMI), the National Fire Academy (NFA), the National Wildfire Coordinating Group (NWCG), the U.S. Department of Agriculture (USDA), the Environmental Protection Agency (EPA), and the U.S. Coast Guard (USCG) follows this model.

According to the National Integration Center, emergency management and response personnel already ICS trained do not need retraining if their previous training is consistent with the DHS standard. This would include ICS courses managed, administered, or delivered by EMI, NFA, NWCG, USDA, EPA, or USCG. For more information about NIMS ICS, email the National Integration Center at FEMA-NIMS@dhs.gov, or call 202-646-3850.

Background Information

Course Logistics Overview

Course Materials

Listed below are the materials that you will need in order to conduct this course:

- **Instructor Guide and Resource CD**: Obtain one copy of the Instructor Guide and Resource CD for each trainer.
- **Student Manual**: Secure one copy of the Student Manual for each person attending the session.
- **PowerPoint Files**: The course visuals may be downloaded from the EMI website or copied from a CD. **Transfer the course visuals to the hard drive of a computer.** The visuals will operate more effectively if they are accessed from the computer's hard drive instead of a CD. Complete the following steps for copying the folders and files from a CD:
 1. Insert the Visuals CD in your CD drive.
 2. Using Windows Explorer, access the list of folders and files on your CD drive.
 3. Highlight the folder on the CD titled "Visuals."
 4. With the Visuals folder highlighted, click on the Edit pull-down menu and then select Copy.
 5. Select a location on your computer's hard drive. When you are in that drive (and folder), click on the Edit pull-down menu and then select Paste.
 6. All of the visuals should now be copied onto your hard drive. Test the visuals to make sure that everything transferred correctly.
- **Course Evaluation Forms**: Make sure that you have one copy of the course evaluation form for each person attending the training.

Course Equipment

The following equipment is required for conducting this course:

- **Computer and Projection Device**: Make arrangements to have a computer with a PowerPoint slide projector. Be sure to try out the projector in advance of the training, in case you need help getting it to work properly. Make sure all equipment is functioning properly. Test the PowerPoint projector and the lights. If you do not have equipment for projection, plan to refer participants to their Student Manuals. The visuals are reproduced in the Student Manual, but the training is more effective with the projection of the visuals. Arrange for technical assistance to be available during training in the event of equipment malfunction.

Copyright

This course makes no use of copyrighted/proprietary material.

Unit 1: Course Overview

This page intentionally left blank.

Unit 1. Course Overview

Unit Objectives

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

- Describe the Incident Command System (ICS) organization appropriate to the complexity of the incident or event.
 - Use ICS to manage an incident or event.
-

Scope

- Course Welcome and Course Objectives
 - Student Introductions and Expectations
 - Instructor Expectations
 - Incident Command System: Review
 - ICS Features: Review
 - Activity
 - Features
 - Course Structure
 - Course Logistics
 - Successful Course Completion
-

Methodology

The lead instructor will welcome participants to the class, then the instructor team will introduce themselves. Using a visual, the instructor will review course objectives. Next, students will introduce themselves and identify their expectations. The instructors will share their expectations with the class.

Following the introductions, a brief review of the Incident Command System principles and features will be presented. An activity will be used to energize the group and refresh the participants' memories of the ICS features learned in ICS-100.

After the ICS review, the course structure, course logistics, and completion requirements will be presented.

Unit 1. Course Overview

Time Plan

A suggested time plan for this unit is shown below. More or less time may be required, based on the experience level of the group.

Topic	Time
Course Welcome and Course Objectives	5 minutes
Student Introductions and Expectations	20 minutes
Instructor Expectations	10 minutes
Incident Command System: Review	10 minutes
ICS Features: Review	35 minutes
Course Structure Course Logistics Successful Course Completion	10 minutes
Total Time	1 hour 30 minutes

Materials

- PowerPoint visuals 1.1 – 1.15
- Student Manual

COURSE OBJECTIVES

Visual 1.2

Course Objectives

- Describe the Incident Command System (ICS) organization appropriate to the complexity of the incident or event.
- Use ICS to manage an incident or event.

Visual 1.2
Course Overview

FEMA

Instructor Notes: Present the following key points.

Review the course objectives with the class. Tell the participants that by the end of this course, they will be able to:

- Describe the Incident Command System (ICS) organization appropriate to the complexity of the incident or event.
- Use ICS to manage an incident or event.

This course is designed to provide overall incident management skills rather than tactical expertise. Additional courses are available on developing and implementing incident tactics.

STUDENT INTRODUCTIONS AND EXPECTATIONS

Visual 1.4



Instructor Notes: Present the following key points.

Ask the students to identify what they hope to gain from attending this course. If possible, summarize the expectations on chart paper.

Based on the expectations presented, clarify if there are any topic areas that are beyond the scope of this course.

Save the expectations list. During the summary, you may want to use this list to see how well the course met the class expectations.

INCIDENT COMMAND SYSTEM: REVIEW

Visual 1.6

What Is ICS?

ICS:

- Is a standardized, on-scene, all-hazard incident management concept.
- Enables a coordinated response among various jurisdictions and agencies.
- Established common processes for planning and management of resources.
- Allows for integration within a common organizational structure.



 **FEMA** Visual 1.6
Course Overview

Instructor Notes: Present the following key points.

Remember in the ICS-100 course you learned that ICS is used to ensure the effective management of incidents and events.

ICS was developed in the 1970s following a series of catastrophic fires in California's urban interface. Property damage ran into the millions, and many people died or were injured. The personnel assigned to determine the causes of these outcomes studied the case histories and discovered that response problems could rarely be attributed to lack of resources or failure of tactics. Surprisingly, studies found that response problems were far more likely to result from inadequate management than from any other single reason.

ICS:

- Is a standardized management tool for meeting the demands of small or large emergency or nonemergency situations.
- Represents "best practices," and has become the standard for emergency management across the country.
- May be used for planned events, natural disasters, and acts of terrorism.
- Is a key feature of the National Incident Management System (NIMS).

ICS is not just a standardized organizational chart, but an entire management system.

INCIDENT COMMAND SYSTEM: REVIEW

Visual 1.7

When Is ICS Used?

ICS can be used to manage:

- Natural hazards.
- Technological hazards.
- Human-caused hazards.
- Planned events.



FEMA

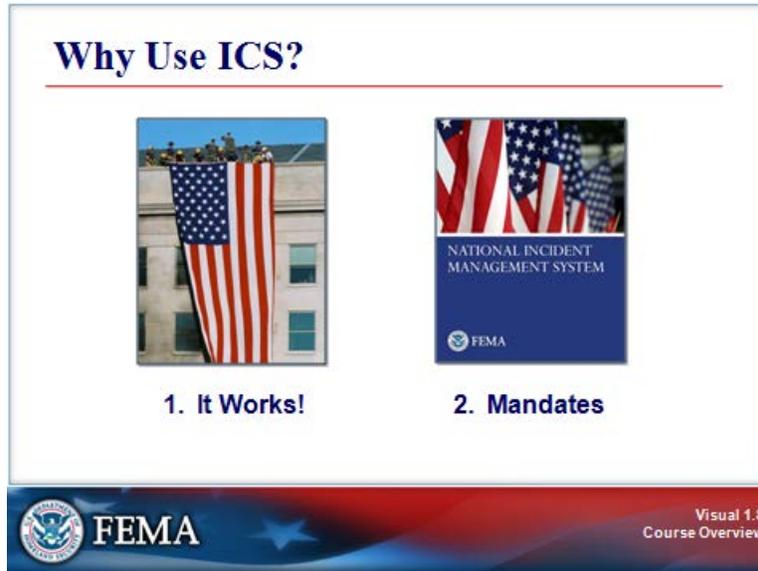
Visual 1.7
Course Overview

Instructor Notes: Present the following key points.

- All levels of government, the private sector, and nongovernmental agencies must be prepared to prevent, protect against, respond to, and recover from a wide spectrum of major events and natural disasters that exceed the capabilities of any single entity.
- Threats from natural disasters and human-caused events, such as terrorism, require a unified and coordinated national approach to planning and to domestic incident management.

INCIDENT COMMAND SYSTEM: REVIEW

Visual 1.8



Instructor Notes: Present the following key points.

- ICS works! It saves lives! Life safety is the top priority for ICS response. Add examples from your own experience as applicable.
- The use of ICS is mandated by Homeland Security Presidential Directive (HSPD) 5 and Presidential Policy Directive (PPD) 8 and the National Incident Management System (NIMS).

The following page includes more information about HSPD-5 and PPD-8. The next part of this unit includes a brief review of NIMS.

INCIDENT COMMAND SYSTEM: REVIEW

Visual 1.8 (Continued)

HSPD-5, Management of Domestic Incidents, identified steps for improved coordination in response to incidents. It required the Department of Homeland Security (DHS) to coordinate with other Federal departments and agencies and State, local, and tribal governments to establish a National Response Framework (NRF) and a National Incident Management System (NIMS).

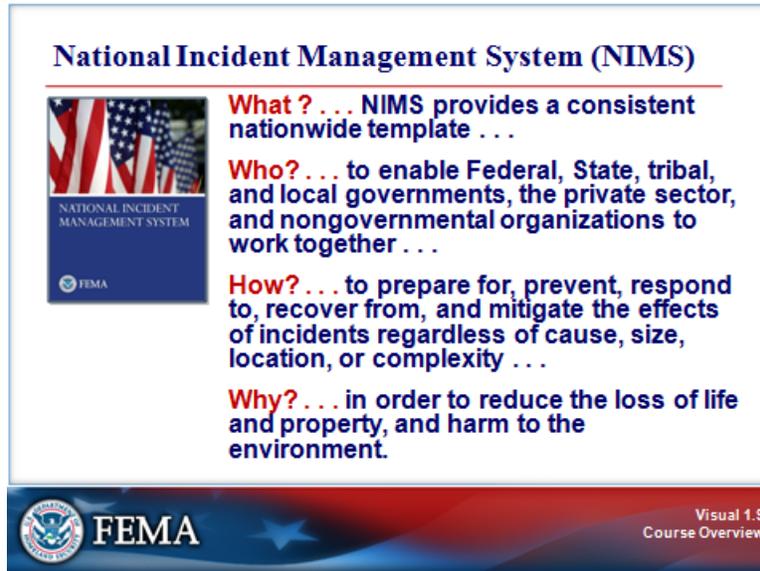
Presidential Policy Directive 8 (PPD-8) describes the Nation's approach to preparedness—one that involves the whole community, including individuals, businesses, community- and faith-based organizations, schools, tribes, and all levels of government (Federal, State, Local, Tribal, and Territorial).

PPD-8 links together national preparedness efforts using the following key elements:

- National Preparedness System: How We Get There
- National Planning System: What We Deliver
- Annual National Preparedness: How Well We Are Doing
- Whole Community Initiative: Who We Engage

INCIDENT COMMAND SYSTEM: REVIEW

Visual 1.9

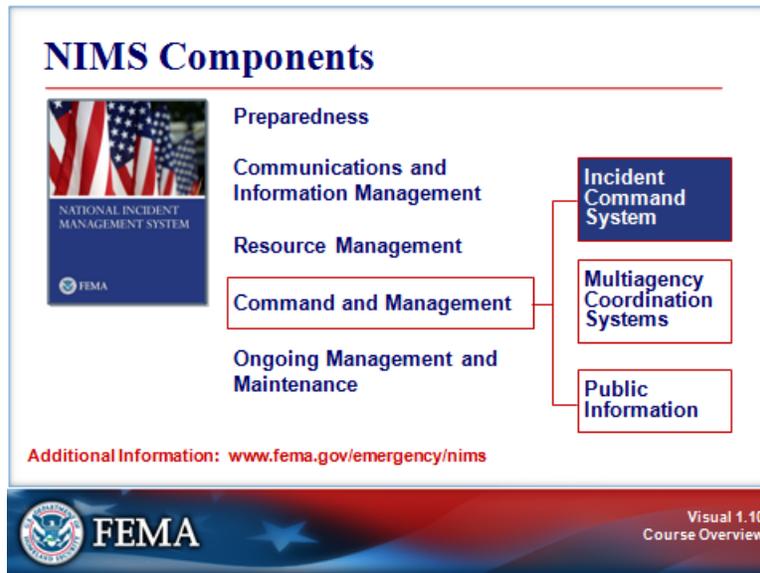


Instructor Notes: Present the following key points.

- The National Incident Management System (NIMS) provides a consistent nationwide template to enable Federal, State, tribal, and local governments, the private sector, and nongovernmental organizations to work together to prepare for, prevent, respond to, recover from, and mitigate the effects of incidents regardless of cause, size, location, or complexity, in order to reduce the loss of life and property, and harm to the environment.
- Building upon the Incident Command System (ICS), NIMS provides the Nation's first responders and authorities with the same foundation for incident management for terrorist attacks, natural disasters, and other emergencies. NIMS requires that ICS be institutionalized.

INCIDENT COMMAND SYSTEM: REVIEW

Visual 1.10



Instructor Notes: Present the following key points.

NIMS represents a core set of doctrine, concepts, principles, terminology, and organizational processes that enables effective, efficient, and collaborative incident management.

- **Preparedness:** Effective emergency management and incident response activities begin with a host of preparedness activities conducted on an ongoing basis, in advance of any potential incident. Preparedness involves an integrated combination of planning, procedures and protocols, training and exercises, personnel qualifications and certification, and equipment certification.
- **Communications and Information Management:** Emergency management and incident response activities rely upon communications and information systems that provide a common operating picture to all command and coordination sites. NIMS describes the requirements necessary for a standardized framework for communications and emphasizes the need for a common operating picture. NIMS is based upon the concepts of interoperability, reliability, scalability, portability, and the resiliency and redundancy of communications and information systems.
- **Resource Management:** Resources (such as personnel, equipment, and/or supplies) are needed to support critical incident objectives. The flow of resources must be fluid and adaptable to the requirements of the incident. NIMS defines standardized mechanisms and establishes the resource management process to: identify requirements, order and acquire, mobilize, track and report, recover and demobilize, reimburse, and inventory resources.

(Continued on the next page.)

INCIDENT COMMAND SYSTEM: REVIEW

Visual 1.10 (Continued)

- **Command and Management:** The Command and Management component within NIMS is designed to enable effective and efficient incident management and coordination by providing flexible, standardized incident management structures. The structures are based on three key organizational constructs: **the Incident Command System, Multiagency Coordination Systems, and Public Information.**
- **Ongoing Management and Maintenance:** Within the auspices of Ongoing Management and Maintenance, there are two components: the National Integration Center (NIC) and Supporting Technologies.

ICS FEATURES: REVIEW

Visual 1.12



Instructor Notes: Present the following key points.

Debrief Instructions (Continued)

3. Show the visual with the list. Have the teams count the number of features they identified.
4. Congratulate the winning team(s).
5. Next, do a round robin discussion where each team must now explain what the ICS feature means. Use the following descriptions of these ICS terms as needed to ensure that each ICS feature is explained correctly.

Standardization:

- **Common Terminology:** Using common terminology helps to define organizational functions, incident facilities, resource descriptions, and position titles.

Command:

- **Establishment and Transfer of Command:** The command function must be clearly established from the beginning of an incident. When command is transferred, the process must include a briefing that captures all essential information for continuing safe and effective operations.
- **Chain of Command and Unity of Command:** Chain of command refers to the orderly line of authority within the ranks of the incident management organization. Unity of command means that every individual has a designated supervisor to whom he or she reports at the scene of the incident. These principles clarify reporting relationships and eliminate the confusion caused by multiple, conflicting directives. Incident managers at all levels must be able to control the actions of all personnel under their supervision.

(Continued on the next page.)

ICS FEATURES: REVIEW

Visual 1.12 (Continued)

- **Unified Command:** In incidents involving multiple jurisdictions, a single jurisdiction with multiagency involvement, or multiple jurisdictions with multiagency involvement, Unified Command allows agencies with different legal, geographic, and functional authorities and responsibilities to work together effectively without affecting individual agency authority, responsibility, or accountability.

Planning/Organizational Structure:

- **Management by Objectives:** Includes establishing overarching objectives; developing strategies based on incident objectives; developing and issuing assignments, plans, procedures, and protocols; establishing specific, measurable objectives for various incident management functional activities and directing efforts to attain them, in support of defined strategies; and documenting results to measure performance and facilitate corrective action.
- **Incident Action Planning:** Incident Action Plans (IAPs) provide a coherent means of communicating the overall incident objectives in the context of both operational and support activities.
- **Modular Organization:** The Incident Command organizational structure develops in a modular fashion that is based on the size and complexity of the incident, as well as the specifics of the hazard environment created by the incident.
- **Manageable Span of Control:** Span of control is key to effective and efficient incident management. Within ICS, the span of control of any individual with incident management supervisory responsibility should range from three to seven subordinates.

Facilities and Resources:

- **Comprehensive Resource Management:** Maintaining an accurate and up-to-date picture of resource utilization is a critical component of incident management. Resources are defined as personnel, teams, equipment, supplies, and facilities available or potentially available for assignment or allocation in support of incident management and emergency response activities.
- **Incident Locations and Facilities:** Various types of operational support facilities are established in the vicinity of an incident to accomplish a variety of purposes. Typical designated facilities include Incident Command Posts, Bases, Camps, Staging Areas, Mass Casualty Triage Areas, and others as required.

(Continued on the next page.)

ICS FEATURES: REVIEW

Visual 1.12 (Continued)

Communications/Information Management:

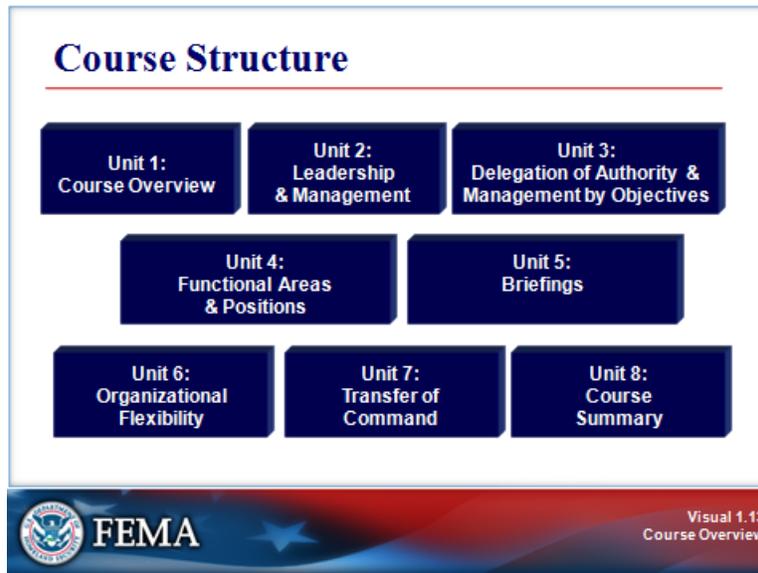
- **Integrated Communications:** Incident communications are facilitated through the development and use of a common communications plan and interoperable communications processes and architectures.
- **Information and Intelligence Management:** The incident management organization must establish a process for gathering, analyzing, sharing, and managing incident-related information and intelligence.

Professionalism:

- **Accountability:** Effective accountability at all jurisdictional levels and within individual functional areas during incident operations is essential. To that end, the following principles must be adhered to:
 - Check-In: All responders, regardless of agency affiliation, must report in to receive an assignment in accordance with the procedures established by the Incident Commander.
 - Incident Action Plan: Response operations must be directed and coordinated as outlined in the IAP.
 - Unity of Command: Each individual involved in incident operations will be assigned to only one supervisor.
 - Personal Responsibility: All responders are expected to use good judgment and be accountable for their actions.
 - Span of Control: Supervisors must be able to adequately supervise and control their subordinates, as well as communicate with and manage all resources under their supervision.
 - Resource Tracking: Supervisors must record and report resource status changes as they occur.
- **Dispatch/Deployment:** Personnel and equipment should respond only when requested or when dispatched by an appropriate authority.

COURSE STRUCTURE

Visual 1.13



Instructor Notes: Present the following key points.

This course will focus on the following ICS features:

- Chain of Command and Unity of Command
- Modular Organization
- Management by Objectives
- Manageable Span of Control
- Transfer of Command

This course includes the following eight units:

- Unit 1: Course Overview (current unit)
- Unit 2: Leadership & Management
- Unit 3: Delegation of Authority & Management by Objectives
- Unit 4: Functional Areas & Positions
- Unit 5: Briefings
- Unit 6: Organizational Flexibility
- Unit 7: Transfer of Command
- Unit 8: Course Summary

Review the agenda with the class on the last page.

COURSE LOGISTICS

Visual 1.14

Course Logistics

- **Course agenda**
- **Sign-in sheet**
- **Housekeeping:**
 - **Breaks**
 - **Message and telephone location**
 - **Cell phone policy**
 - **Facilities**
 - **Other concerns**



 **FEMA** 

Visual 1.14
Course Overview

Instructor Notes: Present the following key points.

Review the following course logistics:

- Course agenda
- Sign-in sheet
- Housekeeping:
 - Breaks
 - Message and telephone location
 - Cell phone policy
 - Facilities
 - Other concerns

SUCCESSFUL COURSE COMPLETION

Visual 1.15

Successful Course Completion

- Participate in unit activities/exercises
- Achieve 75% or higher on the final exam
- Complete the end-of-course evaluation

Visual 1.15
Course Overview

FEMA

Instructor Notes: Present the following key points.

Explain that successful course completion requires that participants:

- Participate in unit activities/exercises.
- Achieve 75% or higher on the final exam.
- Complete the end-of-course evaluation.

Ask the participants if they have any questions. Note that the next unit covers the ICS leadership and management principles.

Instructor Note: Contact EMI's Independent Study office (independentstudy@dhs.gov) for details on testing and certificates. This should be done well in advance of the course (i.e., at least 6 weeks).

Unit 1. Course Overview

ICS-200: ICS for Single Resources and Initial Action Incidents Sample Agenda

DAY 1

Morning Session

- Unit 1: Course Overview (1 hour 30 minutes)
- Unit 2: Leadership & Management (2 hours)

Afternoon Session

- Unit 3: Delegation of Authority & Management by Objectives (2 hours)
- Unit 4: Functional Areas & Positions (2 hours)

DAY 2

Morning Session

- Unit 5: Briefings (1 hour 30 minutes)
- Unit 6: Organizational Flexibility (1 hour 30 minutes)

Afternoon Session

- Unit 7: Transfer of Command (45 minutes)
- Unit 8: Course Summary (1 hour)