National Incident Management System Training Program

Summer 2020

FEMA

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I.   Background

Each day across the nation, communities experience incidents and disasters that require an effective response from local agencies working across jurisdictions and using similar processes and systems. FEMA's National Incident Management System (NIMS) provides principles, structures, and processes that link the nation's responders together, enabling them to meet challenges that are beyond the capacity of any single jurisdiction or organization.

The effectiveness of NIMS hinges on how well incident personnel at all levels understand their roles and responsibilities. Training is critical to building a common understanding and ensuring that responders apply NIMS concepts across state, local, tribal, and territorial jurisdictions and partners.

NIMS training is one piece of a comprehensive incident management program involving a continuous cycle of planning, organizing, equipping, exercising, evaluating, and taking corrective actions.

In 2017, FEMA revised NIMS to incorporate lessons learned, best practices, and changes in national policy, including updates to the National Preparedness System.[1] This *NIMS Training Program* incorporates the revised NIMS content and clarifies recommended training for incident personnel. This training program supersedes all prior versions of NIMS training and the *Five-Year NIMS Training Plan*.

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[1] The National Preparedness System outlines an organized process to help the whole community achieve the National Preparedness Goal (NPG). It comprises and explains existing policies, programs, and guidance, including the National Planning Frameworks, Federal Interagency Operational Plans, and National Preparedness Report.

II. Introduction and Overview

A. Introduction

NIMS provides stakeholders across the United States with shared vocabulary, systems, and processes to successfully deliver the capabilities described in the National Preparedness System. It defines systems and structures—including the Incident Command System (ICS), Emergency Operations Center (EOC), and Multiagency Coordination Group (MAC Group)—that guide how personnel work together during incidents.

Successful, unified efforts require qualified incident personnel who understand their respective roles in these systems. *Incident personnel* includes all individuals who have roles in incident management or support, whether on-scene, in an EOC, or through a MAC Group.

This training program outlines a path for developing and maintaining NIMS and provides guidance for Authorities Having Jurisdiction (AHJ) in developing their training plans. The *NIMS Training Program* has the following objectives:

1. Describe the national approach to NIMS training;

2. Define NIMS training for all incident personnel;

3. Provide guidance to individuals and organizations wishing to pursue advanced qualifications;

4. Define components of an organizational training plan; and

5. Define roles and responsibilities at all levels to provide consistent NIMS training on a national scale.

This *NIMS Training Program* defines a national baseline to guide and promote NIMS training. It provides recommendations to assist AHJs in developing their own training plans, tailored to their specific needs.

B. Audience

The audience for the *NIMS Training Program* consists of administrators and officers responsible for establishing organizational training requirements and training policies for incident personnel at all levels.

Homeland Security Presidential Directive-5 (HSPD-5) directs Federal agencies to adopt NIMS and encourages all other stakeholders to do the same—state, local, tribal, and territorial governments, private sector organizations, critical infrastructure owners and operators, and Nongovernmental Organizations (NGO) involved in incident management and support. The *NIMS Training Program* defines the minimum NIMS training referenced in the NIMS Implementation Objectives,[2] which present the NIMS implementation criteria for FEMA preparedness grants.

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[2] To find the NIMS Implementation Objectives, see https://www.fema.gov/implementation-guidance-and-reporting.

C. National Approach to NIMS Implementation

The interconnectivity of NIMS components allows personnel in diverse geographic areas with differing roles and responsibilities and operating within various functions of ICS or EOCs to integrate their efforts using a common set of structures, terminologies, and processes. Since incident management is decentralized, collaborative efforts across state, local, tribal, territorial, Federal, nonprofit, and private sector organizations are important.

Training delivery is also decentralized, and effective training is crucial to ensure that all personnel and organizations understand their incident responsibilities and are able to collaborate and respond.

The *NIMS Implementation Objectives for Local, State, Tribal, and Territorial Jurisdictions*[3] document reflects the concepts and principles contained within NIMS. It provides goals for state, local, tribal, and territorial governments to pursue to promote consistency nationwide. The implementation objectives clarify the NIMS implementation requirements in FEMA preparedness grant notices of funding opportunity (NOFO). Federal departments and agencies, which also play an important role in effective NIMS implementation, can refer to the *NIMS Implementation Objectives and Metrics for Federal Departments and Agencies.*

As recipients and subrecipients of Federal preparedness grants, jurisdictions and organizations must achieve, or be actively working to achieve, all of the NIMS Implementation Objectives. These objectives require AHJs to ensure that all incident personnel receive training pertinent to their incident responsibilities, in alignment with the *NIMS Training Program*.

NIMS implementation does not affect any public assistance or other Federal funding that an organization or community would receive in the wake of a disaster or other emergency. FEMA provides grants to prepare state, local, tribal, and territorial governments and first responders—as well as ports, transit systems, and nonprofit organizations—to protect against, prevent, respond to, and recover from a variety of man-made and natural disasters. Preparedness grants allow these entities to develop and maintain lifesaving capabilities in advance of a catastrophic event through planning, purchasing equipment, providing training, conducting exercises, hiring personnel, and supporting operational costs.

D. NIMS Training Responsibilities

Extensive coordination at all levels is necessary to provide consistent NIMS training on a national scale. Because no single training or education provider can serve all needs across the nation, NIMS training exists as a component of the National Training and Education System (NTES)—a network of students, training providers, and higher education partners building a more secure and resilient nation. This *NIMS Training Program* sets forth an NTES-consistent approach to NIMS training, including outlining specific activities.

Developing, maintaining, and sustaining a training program that prepares all incident personnel to understand their responsibilities and work together during incidents involves many players. Their key roles and responsibilities are described below.

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[3] To find the NIMS Implementation Objectives, see https://www.fema.gov/implementation-guidance-and-reporting

FEMA

FEMA is responsible for the following:

- Managing and maintaining NIMS[4];

- Defining the NIMS Implementation Objectives;

- Defining minimum NIMS training requirements for incident personnel, facilitating a coordinated national response;

- Collaborating with stakeholders to lead the development and refinement of NIMS operational tools and supporting guidance, including this training program;

- Issuing certificates of completion for individuals who complete FEMA-delivered courses; and

- Defining minimum qualification criteria, including minimum training for many deployable positions that are included in the National Qualification System (NQS).

NQS promotes interoperability by establishing a common language for defining job titles, and by enabling AHJs to plan for, request, and have confidence in the capabilities of incident personnel deployed from other entities through mutual aid agreements and compacts.

Additionally, for organizations that opt to participate in NQS, FEMA maintains NQS-specific guidance[5], including the following resources:

- *NIMS Guideline for the National Qualification System* – This document describes the components of a qualification and certification system, defines a process for certifying the qualifications of incident personnel, describes how to establish and implement a peer review process, and introduces the process of credentialing personnel.

- NIMS Job Titles/Position Qualifications – These resource typing documents define the minimum criteria that personnel serving in specific incident-related positions must meet before deploying to an incident. These criteria not only define required capabilities, but also describe specific education, training, experience, physical/medical fitness, currency, and professional and technical licenses and certifications, when appropriate.

- NQS Position Task Books (PTB) – These documents identify the competencies, behaviors, and tasks that personnel should use in a performance-based approach to qualify for a defined position. PTBs pair with NIMS Job Titles/Position Qualifications to define the minimum qualification criteria for NQS positions.

- EOC Skillsets – An EOC Skillset describes an EOC function in terms of discrete responsibilities aligned with demonstrable tasks. Skillsets can either reflect a function in an EOC (such as Planning) or a level of responsibility (such as Leadership). Leaders use EOC Skillsets to construct EOC PTBs.

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[4] *See* 6 U.S.C. § 319(b)(1).
[5] To find NQS supplemental guidance and tools, see https://www.fema.gov/national-qualification-system.

- *Emergency Operations Center Skillsets User Guide* – This document explains what EOC Skillsets are and how to use them to construct EOC PTBs, supporting the qualification and certification of EOC personnel.

NQS directly supports FEMA's strategic plan to build a national incident workforce. It also serves as a tool to help AHJs meet the NIMS Implementation Objectives for incident workforce development. FEMA recommends that AHJs develop or participate in a qualification, certification, and credentialing program that aligns with NQS.

Authority Having Jurisdiction

An AHJ is an entity that can create and administer processes to qualify, certify, and credential personnel for incident-related positions. AHJs include state, tribal, territorial, and Federal government departments and agencies, along with training commissions, NGOs, companies, and local organizations such as police, fire, public health, and public works departments.

AHJs build on FEMA's minimum NIMS training standards and recommendations to determine training necessary for incident personnel under their purview. AHJs are responsible for the following:

- Specifying NIMS training requirements beyond FEMA's minimum standards, as appropriate;

- Establishing training and experience standards for instructors;

- Certifying instructors that meet the AHJ's standards;

- Determining necessary refresher training for personnel;

- Issuing training certificates for non-FEMA courses;

- Determining equivalency of third-party training courses by validating that they meet or exceed the FEMA-approved curriculum; and

- When implementing NQS: Referring to the *NIMS Guideline for the NQS*, NQS Job Titles/Position Qualifications, and NQS PTBs.

Other Federal Departments and Agencies

Other Federal departments and agencies are responsible for all AHJ responsibilities, plus the following:

- Ensuring NIMS implementation within their organization;

- Ensuring that recipients of Federal preparedness grants and contracts under their administration are implementing NIMS, as outlined in the *NIMS Implementation Objectives and Metrics for Federal Departments and Agencies; and*

- Identifying the Emergency Support Function (ESF) capabilities, roles, and tasks that enable them to fulfill their authorities/responsibilities.

Implementing Organizations

State, local, tribal, territorial, Federal, and private sector stakeholders are responsible for the following:

- Developing and maintaining an organizational training plan, in coordination with local emergency management plans;

- Establishing guidance for additional training;

- Ensuring that personnel meet the minimum training standards;

- Identifying the appropriate personnel to receive NIMS training based on their level of incident responsibility, in coordination with local emergency management plans;

- Communicating NIMS training requirements to personnel;

- Maintaining training records;

- Ensuring that courses delivered meet FEMA's minimum standards;

- Encouraging partner organizations, including NGOs and private sector entities with roles in incident management, to participate in NIMS training; and

- When implementing NQS: Developing a qualification and certification process consistent with the *NIMS Guideline for the NQS.*

Instructors

Instructors are responsible for the following:

- Maintaining appropriate qualifications; and

- Incorporating revised training content into courses when updates are available.

Incident Personnel

Incident personnel are responsible for the following:

- Completing NIMS training according to their level of incident responsibility; and

- Providing training records/certificates to their organization.

E. Personnel Qualifications

NIMS uses a performance-based approach to guide responders' professional development and ensure that personnel deployed through mutual aid have the knowledge, experience, training, and capability to fulfill their assigned roles. Qualifying, certifying, and credentialing are essential steps that help prepare personnel to perform their assigned duties in a variety of environments.

Common personnel qualifications provide a consistent national baseline for certifying and credentialing incident management, incident support, and emergency management personnel (see Figure 1). FEMA publishes minimum training requirements for specific positions in documents called Job Titles/Position Qualifications. The Resource Typing Library Tool (RTLT)[6] is a master resource catalog that includes national resource typing definitions and Job Titles/Position Qualifications for commonly shared and deployed resources across all core capabilities. This

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[6] To access the RTLT, visit https://www.fema.gov/resource-management-mutual-aid.

catalog supports a common language for mobilizing resources before, during, and after major incidents.

Resource users at all levels can use these definitions when identifying and inventorying their resources for capability estimation, planning, and mobilization during mutual aid efforts. The RTLT has the functionality of a web services Application Programming Interface (API), which allows third-party systems to receive data from the master resource catalog to populate and update a jurisdiction's own resource catalog.
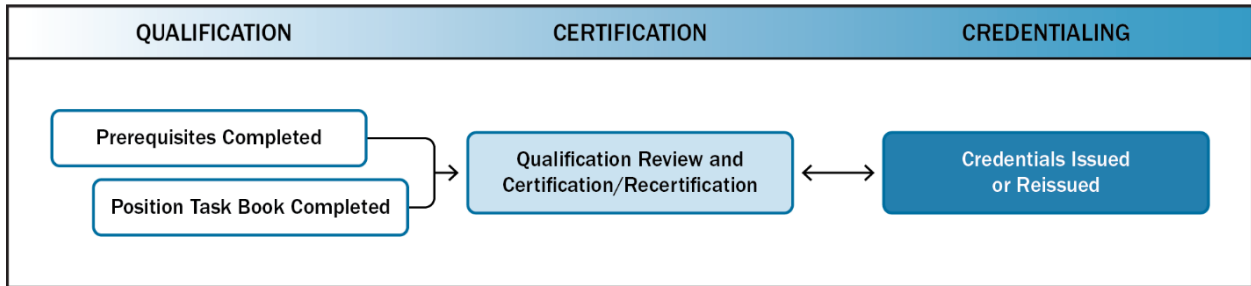
Figure 1: Qualification, Certification, and Credentialing of Incident Personnel

National Qualification System (NQS)

The *NIMS Guideline for the NQS* expands on NIMS by providing specific instructions for building a qualification system that aligns personnel capabilities with national guidelines for minimum qualification criteria. Implementing NQS helps ensure that personnel deploying through mutual aid agreements have the knowledge, experience, training, and capability to perform the duties of their requested roles.

NQS also explains how jurisdictions can use PTBs and EOC Skillsets as performance-based tools for personnel qualification.

III. NIMS Core Curriculum

A. Overview

NIMS training develops incident personnel capable of performing necessary functions in their AHJ and assisting when mutual aid is necessary. Because incident personnel have diverse responsibilities and different knowledge and skill requirements, the *NIMS Training Program* provides customized training progressions for personnel in each of the four NIMS Command and Coordination systems:

1. ICS – responsible for tactical activities on-scene

2. EOC – responsible for operational and strategic coordination, resource acquisition, and information gathering, analysis, and sharing

3. Public Information Officers (PIO) operating within the Joint Information System (JIS) – responsible for outreach and communication to the media and public

   - JIS ICS PIOs

   - JIS EOC PIOs

4. MAC Group – responsible for policy guidance and senior-level decision-making

These systems guide how personnel work together during incidents. Courses for these systems are organized into Focus Areas. Focus Area training progressions include baseline training for all personnel, multiple levels of supervisory training based on an individual's level of incident responsibility, and advanced training for individuals seeking advanced position qualifications. See Figure 2.

An AHJ may determine that additional, advanced training is necessary to meet the requirements for a qualification program (such as NQS), but FEMA does not require this additional training for preparedness grant eligibility.

Each AHJ determines which personnel will take which courses. Organizational leaders should base their determination on an individual's level of incident responsibility and the organization's relevant emergency management plans. AHJs should coordinate their efforts with local and state emergency management agencies.

> **Individual Level of Incident Responsibility**
>
> *NIMS Training Program* training guidelines are based on an individual's level of incident responsibility rather than on agency, rank, or discipline. This is because of variations in position responsibilities across different organizations. An individual's level of incident responsibility includes both the position within the incident management structure and the incident's complexity.

Regardless of Focus Area, all NIMS training falls into three basic categories, which share many of the same foundational courses[7]:

- **All Incident Personnel:** Associated courses provide the foundational knowledge to help nonsupervisory incident personnel understand where they fit in the overall incident structure. Many incident personnel never advance beyond these baseline courses.

- **Incident Personnel with Leadership Responsibilities:** Associated courses provide additional background on external incident management systems for mid-level incident personnel responsible for establishing the initial incident command or for those preparing for a future supervisory role.

- **Incident Personnel Designated as Leaders/Supervisors:** Courses provide enhanced knowledge and increased comfort in using NIMS structures and processes, for senior level incident personnel. Trainees are typically those designated as ICS or EOC leaders/supervisors for large or complex incidents that extend beyond a single operational period and generate an Incident Action Plan (IAP).

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[7] Emergency Management Institute (EMI) course codes:
IS = independent study online
G = EMI-developed course delivered by state, local, tribal, and territorial instructors
E = EMI resident course delivered at EMI's campus
L = EMI resident course delivered offsite
K = EMI resident course delivered via Adobe Connect
V = EMI resident course delivered via video teleconference
NFA = National Fire Academy course

Personnel should complete all courses for their Focus Area and level. Advanced training is available for all Focus Areas but is not necessary for FEMA preparedness grant eligibility. AHJs may have additional requirements. See Appendix B for more information.
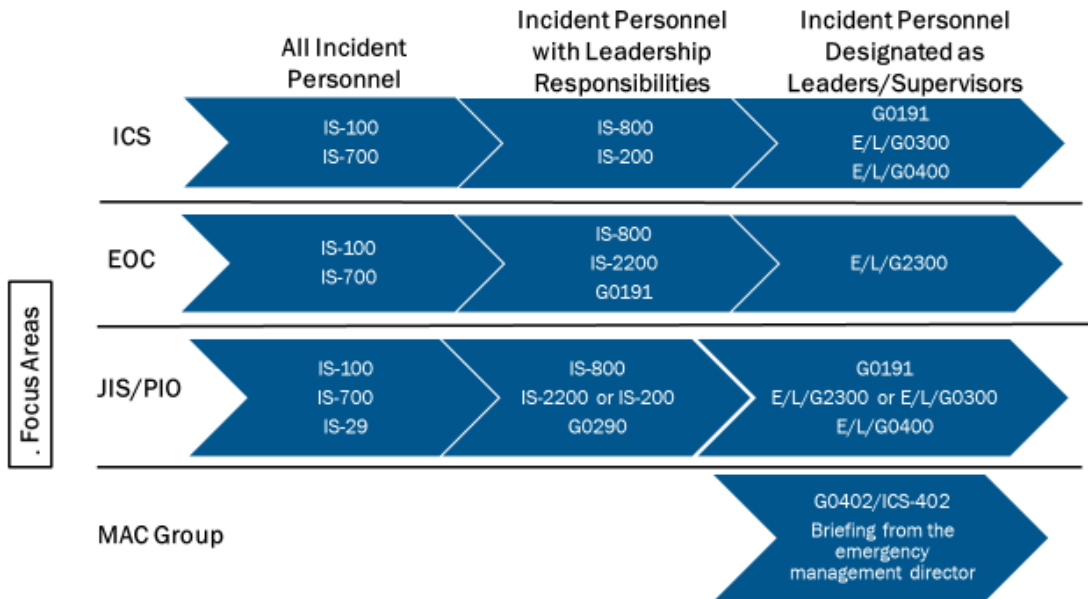

Figure 2: Preparedness Grant Notice of Funding Opportunity (NOFO) Criteria

B. ICS Training Progression

Personnel who will operate within ICS (field personnel) follow the ICS training progression. Each AHJ determines how far individuals need to progress based on their role within ICS and the size and complexity of the incident. See Figure 3 for details.
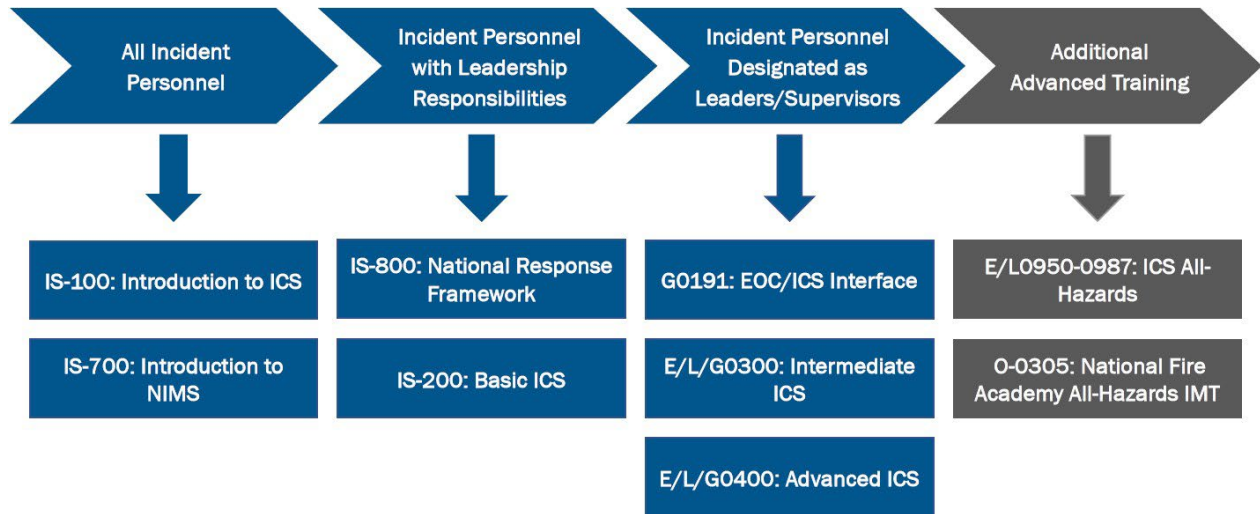

Figure 3: ICS Training Progression

All ICS Personnel: All incident personnel working within the ICS should complete the following courses for foundational knowledge of incident response:

- IS-100: Introduction to the Incident Command System, ICS 100 – This course introduces ICS and provides the foundation for higher-level ICS training.

- IS-700: National Incident Management System, An Introduction – This course introduces NIMS concepts and principles.

ICS Personnel with Leadership Responsibilities: Supervisory personnel working within the ICS should complete the following courses for additional background in incident management systems with leadership responsibilities:

- IS-800: National Response Framework, An Introduction – This course introduces participants to the concepts and principles of the National Response Framework (NRF).

- IS-200: Basic Incident Command System for Initial Response, ICS-200 – This course enables personnel to operate efficiently within the ICS during an incident or event.

ICS Personnel Designated as Leaders/Supervisors: Leaders who could be responsible in complex incidents should complete this level of training. These courses apply higher-level concepts, methods, and tools for larger, more complex incidents:

- G0191: Emergency Operations Center/Incident Command System Interface – This course provides an opportunity for emergency management and response personnel to begin developing an ICS/EOC interface for their communities.

- E/L/G0300: Intermediate Incident Command System for Expanding Incidents, ICS-300 – This course provides training for personnel who require advanced ICS knowledge.

  – FEMA recommends that students take the two-day classroom version of ICS-200 before attending ICS-300 to ensure they have the foundational knowledge necessary to be successful in ICS-300.

- E/L/G0400: Advanced Incident Command System for Command and General Staff–Complex Incidents, ICS-400 – This course provides training in managing large, complex incidents or events.

  – FEMA recommends that students not take ICS-400 immediately following ICS-300 but instead wait to take ICS-400 after gaining additional ICS experience.

ICS Advanced Training: This training is above and beyond what is necessary for FEMA preparedness grant eligibility. Students participating in these advanced courses will broaden their understanding of emergency management concepts:

- E/L0950-0987 – See Appendix B for additional advanced training options.

- O-0305: U.S. Fire Administration (USFA)/National Fire Academy (NFA) Type 3 All-Hazards Incident Management Team (AHIMT) – Type 3 AHIMT training develops state, regional, and tribal AHIMTs who can function under NIMS during a large or complex incident or major event. This course is designed for those who are assigned to function in a Type 3 AHIMT during a large/complex incident, typically one covering multiple operational periods.

C. EOC Training Progression

Personnel who staff an EOC follow the EOC training progression. Each AHJ determines how far individuals need to progress based on their role within the EOC and the size and complexity of incidents they will support. See Figure 4 for details.
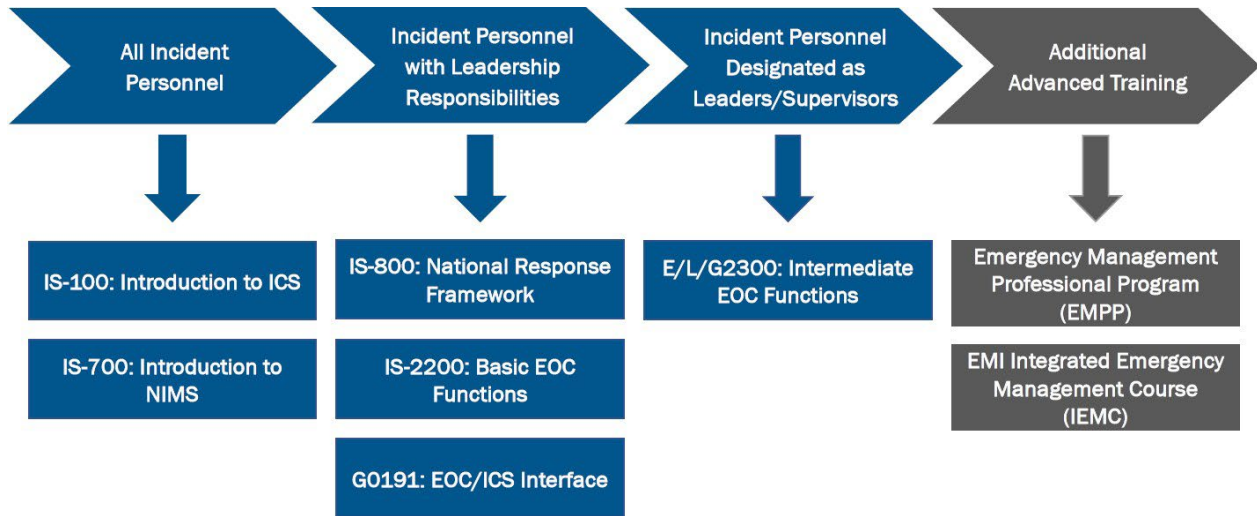
Figure 4: EOC Training Progression

All EOC Personnel: All incident personnel working within an EOC should complete the following courses for foundational knowledge of incident response:

- IS-100: Introduction to the Incident Command System, ICS 100 – This course introduces ICS and provides the foundation for higher-level ICS training.

- IS-700: National Incident Management System, An Introduction – This course introduces NIMS concepts and principles.

EOC Personnel with Leadership Responsibilities: Supervisory personnel working within an EOC should complete the following courses for additional background in incident management systems with leadership responsibilities:

- IS-800: National Response Framework, An Introduction – This course introduces participants to the concepts and principles of the NRF.

- IS-2200: Basic EOC Functions – This course prepares incident personnel working in an EOC to understand the role and functions of an EOC during incident response and the transition to recovery.

  - FEMA recommends that personnel with leadership responsibilities in an EOC complete IS-2200 instead of IS-200.

- G0191: Emergency Operations Center/Incident Command System Interface – This course provides an opportunity for emergency management and response personnel to begin developing an ICS/EOC interface for their communities.

EOC Personnel Designated as Leaders/Supervisors: EOC leaders need enhanced knowledge. This course applies higher-level concepts, methods, and tools for larger, more complex incidents:

- E/L/G2300: Intermediate EOC Functions – This course describes the role, design, and function of EOCs as components of a Multiagency Coordination System (MACS).

EOC Advanced Training: This training is above and beyond what is necessary for FEMA preparedness grant eligibility. Students participating in these advanced courses will broaden their understanding of emergency management concepts:

- FEMA's Emergency Management Professional Program (EMPP) – This program includes three academies: Basic, Advanced, and Executive.

- Emergency Management Institute (EMI) Integrated Emergency Management Course (IEMC) – This is an exercise-based training series for EOC personnel.

- See Appendix B for more details.

D. JIS/PIO Training Progression

The JIS integrates incident information and public affairs into a cohesive organization to provide coordinated and complete information before, during, and after incidents. A JIS cuts across the three levels of incident management (on-scene/tactical, center/coordination, and policy/strategic) and helps ensure coordinated messaging among all incident personnel.

JIS/PIO personnel,[8] whether assigned to work in an ICS or an EOC environment, should follow the JIS/PIO Training Progression. Each AHJ determines how far individuals need to progress based on their role within incident command, and the size and complexity of incidents they are preparing for. See Figure 5 for details.
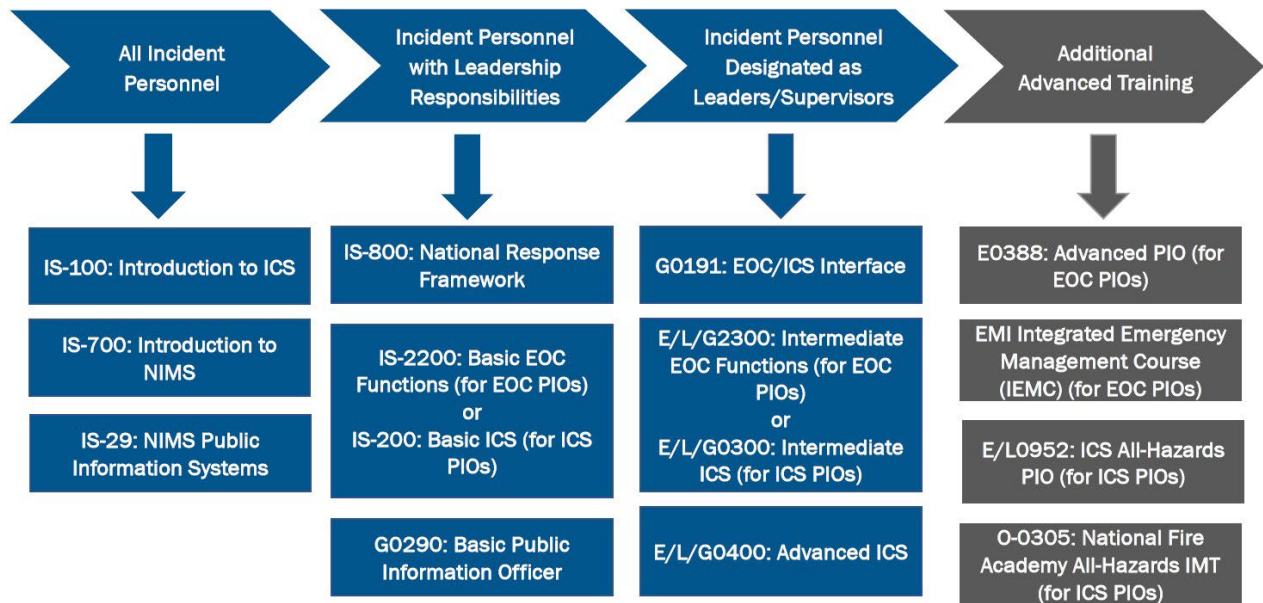
All Incident Personnel	Incident Personnel with Leadership Responsibilities	Incident Personnel Designated as Leaders/Supervisors	Additional Advanced Training
IS-100: Introduction to ICS	IS-800: National Response Framework	G0191: EOC/ICS Interface	E0388: Advanced PIO (for EOC PIOs)
IS-700: Introduction to NIMS	IS-2200: Basic EOC Functions (for EOC PIOs) or IS-200: Basic ICS (for ICS PIOs)	E/L/G2300: Intermediate EOC Functions (for EOC PIOs) or E/L/G0300: Intermediate ICS (for ICS PIOs)	EMI Integrated Emergency Management Course (IEMC) (for EOC PIOs)
IS-29: NIMS Public Information Systems			E/L0952: ICS All-Hazards PIO (for ICS PIOs)
	G0290: Basic Public Information Officer	E/L/G0400: Advanced ICS	O-0305: National Fire Academy All-Hazards IMT (for ICS PIOs)

Figure 5: JIS/PIO Training Progression

All JIS/PIO Personnel: These courses provide baseline training for all incident JIS personnel. Some personnel assigned to JIS roles but not assigned as a PIO may not progress beyond these courses. For those who do, these courses provide the foundation upon which higher-level training builds:

- IS-100: Introduction to the Incident Command System, ICS 100 – This course introduces ICS and provides the foundation for higher-level ICS training.

- IS-700: National Incident Management System, An Introduction – This course introduces NIMS concepts and principles.

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[8] JIS/PIO personnel have a variety of titles, including PIO, External Affairs, Public Affairs, or an assigned ESF title. The *NIMS Training Program* uses JIS/PIO to cover all titles of staff working in an ICS, EOC, Joint Information Center (JIC), or MAC Group.

- IS-29: Public Information Officer Awareness – This course provides introductory information for JIS personnel.

JIS/PIO Personnel with Leadership Responsibilities: These courses provide basic training for JIS personnel with leadership responsibilities—not only individuals serving in designated leadership positions, but also personnel preparing for a future supervisory role:

- IS-800: National Response Framework, An Introduction – This course introduces participants to the concepts and principles of the NRF.

- IS-2200: Basic EOC Functions – This course prepares incident personnel working in an EOC to understand the role and functions of an EOC during incident response and the transition to recovery.

  – FEMA recommends that **EOC PIOs** complete IS-2200 instead of IS-200.

- IS-200: Basic Incident Command System for Initial Response, ICS-200 – This course enables personnel to operate efficiently within the ICS during an incident or event.

  – FEMA recommends that **ICS PIOs** complete IS-200 instead of IS-2200.

- G0290: Basic Public Information Officer – This course prepares participants to function as PIOs.

JIS/PIO Personnel Designated as Leaders/Supervisors: These courses, designed for JIS leaders and supervisors—such as EOC PIOs or PIOs rostered on an Incident Management Team (IMT)—apply higher-level concepts, methods, and tools for larger, more complex incidents:

- G0191: Emergency Operations Center/Incident Command System Interface – This course provides an opportunity for emergency management and response personnel to begin developing an ICS/EOC interface for their communities.

- E/L/G2300: Intermediate EOC Functions – This course describes the role, design, and function of EOCs as components of a MACS.

  – FEMA recommends that **EOC PIOs** complete E/L/G2300 instead of E/L/G0300.

- E/L/G0300: Intermediate ICS for Expanding Incidents, ICS-300 – This course provides training for personnel who require advanced ICS knowledge.

  – FEMA recommends that **ICS PIOs** complete E/L/G0300 instead of E/L/G2300.

  – FEMA recommends that students take the two-day classroom version of ICS-200 before attending ICS-300 to ensure they have the foundational knowledge necessary to be successful in ICS-300.

- E/L/G0400: Advanced Incident Command System for Command and General Staff–Complex Incidents, ICS-400 – This course provides training in managing large, complex incidents or events.

  - FEMA recommends that students not take ICS-400 immediately following ICS-300 but instead wait to take ICS-400 after gaining additional ICS experience.

JIS/PIO Advanced Training: This training is above and beyond what is necessary for FEMA preparedness grant eligibility. Students participating in these advanced courses will gain exposure to and understanding of broader emergency management concepts:

- E0388: Advanced Public Information Officer – This course focuses on PIO responsibilities in large-scale emergency situations, especially escalating incidents, and includes incident action planning related to the JIC.

- EMI IEMC – This is an exercise-based training series for EOC personnel.

- E/L0952: NIMS ICS All-Hazards Public Information Officer – This course focuses on developing a strong set of core PIO skills.

- O-0305: U.S. Fire Administration (USFA)/National Fire Academy (NFA) Type 3 All-Hazards Incident Management Team (AHIMT) – Type 3 AHIMT training develops state, regional, and tribal AHIMTs who can function under NIMS during a large or complex incident or major event. This course is designed for those who are assigned to function in a Type 3 AHIMT during a large/complex incident, typically one covering multiple operational periods.

- See Appendix B for additional advanced training options for JIS/PIO leaders and supervisors.

E. MAC Group Training Progression

MAC Groups, sometimes called Policy Groups, typically consist of agency administrators or organizational executives or their designees.

Executives and senior officials, whether elected or appointed, must have a clear understanding of their roles and responsibilities for successful emergency management and incident response. To that end, it is vital that they receive NIMS training.

Figure 6 details the training progression for individuals in a MAC Group.
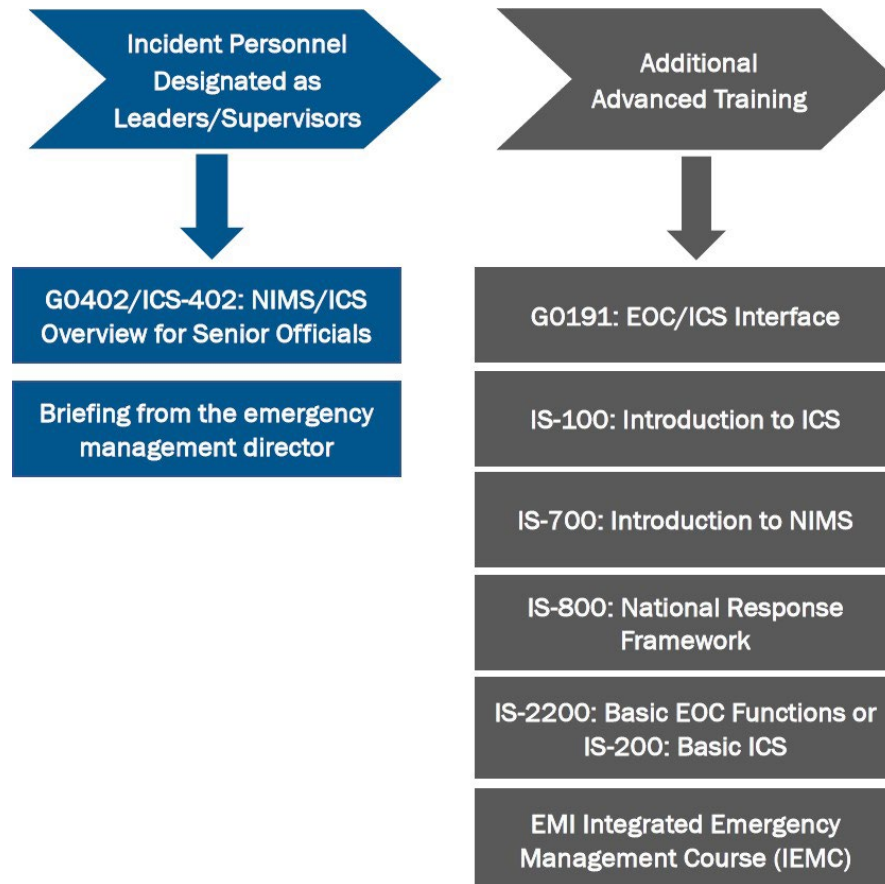
Figure 6: MAC Group Training Progression

All MAC Group Personnel: One course provides baseline training for senior officials. In addition, MAC Group personnel need a briefing from the emergency management director:

- G0402/ICS-402: ICS Overview for Senior Officials (Executives, Elected, and Appointed) – This course provides an orientation to NIMS components for senior officials.

- Briefing from the emergency management director – MAC Group members should meet with their emergency management director to understand the jurisdiction's threats and hazards, as well as their role in emergency response.

MAC Group Advanced Training: This training is above and beyond what is necessary for FEMA preparedness grant eligibility. Students participating in these advanced courses will broaden their understanding of emergency management concepts:

- G0191: Emergency Operations Center/Incident Command System Interface – This course provides an opportunity for emergency management and response personnel to begin developing an ICS/EOC interface for their communities.

- IS-100: Introduction to the Incident Command System, ICS 100 – This course introduces ICS and provides the foundation for higher-level ICS training.

- IS-700: National Incident Management System, An Introduction – This course introduces NIMS concepts and principles.

- EMI IEMC – This is an exercise-based training series for EOC personnel.

- See Appendix B for additional advanced training options.

IV. Organizational Training Program Development

A. Developing an Organizational Training Plan

An organizational training plan identifies training requirements to support the development and maintenance of capabilities for all of the organization's personnel. Within FEMA, this plan is a roadmap for building the capabilities necessary to meet the community's identified risks. It is important that organizations design their training plan around specific organizational requirements as well as NIMS training recommendations. Organizational leaders should also note the following:

- Their personnel might fall under multiple training programs, at state, local, tribal, territorial and organizational levels;

- They should contact their AHJ for additional training requirements; and

- If they follow the Homeland Security Exercise and Evaluation Program (HSEEP) approach, they could combine the development of their organizational training plan with their HSEEP planning and produce an integrated multiyear Integrated Preparedness Plan (IPP).

B. Training Recommendations

FEMA sets forth baseline training recommendations in this *NIMS Training Program* and in the NQS Job Titles/Position Qualifications. When developing their training plan, organizations should consider additional requirements, including:

- Discipline-specific licensure, certification, and accreditation requirements;

- Compliance with federal preparedness grant and contract funding requirements;

- Occupational Safety and Health Administration (OSHA) regulations;

- Other state, local, tribal, territorial, or Federal regulations, standards, and guidance; and

- Consensus codes and standards from professional associations.

C. Defining Organizational Training Priorities

A training plan should reflect the organization's mission, leadership priorities, threats, hazards, and equipment, including Personal Protective Equipment (PPE). Other things that influence organizational training priorities include organizational structure and matters such as legal, cultural, budgetary, political, and geographic factors, personnel capacity, operational plans, and exercise requirements.

D. Organizational Training Plan Design Considerations

Organizations should design their training plan around both NIMS training recommendations and specific organizational requirements. An organizational training plan defines the capabilities that the organization will develop and maintain. The plan should identify specific positions and personnel necessary for fulfilling these defined capabilities.

Some incident positions have defined training needs. Tools like NQS Job Titles/Position Qualifications, NQS PTBs, the RTLT, and EOC Skillsets are potential resources for determining recommended training.

Organizational training plans should detail training requirements, how individuals will obtain training, and how the organization will track completions. The tracking process will also help the organization assess risk associated with untrained incident personnel.

The training plan should define how personnel will maintain their skills to stay current with core concepts and emerging practices in the field. This may include periodic retraining, continuing education, or other training as determined by the AHJ.

The training plan should follow a multiyear approach. Resource constraints will likely make it difficult to achieve all capability targets simultaneously. As outlined in HSEEP doctrine, exercises provide opportunities to assess and validate capabilities and identify areas that need improvement.

The training plan should harmonize with plans from all stakeholder organizations associated with incident personnel.

The organization's training plan should focus on defining training priorities, necessary capabilities, and position training recommendations. Subordinate organizations (such as a department within a local government or an office within an agency) can then carry out tasks such as identifying individual training needs, prioritizing training activities, and scheduling personnel for courses. AHJs employing this approach should still develop a centralized method for managing their NIMS training plan, including monitoring supporting activities and outcomes.

Not All Training Requires Formal Classroom Instruction

Formal education/training is not always the best way to obtain and maintain competencies and behaviors. On-the-job training and hands-on practical experience can enhance, and sometimes replace, formal classroom instruction. Organizations may consider using planned events (such as sporting events, fairs, and so on) or exercise-based training as a means to train personnel in NIMS principles. Organizations should consider not only what training is necessary but also what method will best meet the training need.

Components of a Training Plan

An organization's training plan may contain a variety of components. Regardless of the model it follows, a training plan should inform the end user and stakeholders of the following:

- Audience for the training program;

- Training requirements by incident position;

- Any directives, rules, statutes, or policies that drive training requirements;

- Training priorities and how the organization sets or maintains them;

- Frequency of plan changes or reviews;

- How the organization tracks training completion;

- Timelines for refresher trainings; and

- How new employees receive training.

Additional topics that organizations could add to their training plans include the following:

- Primary threats and hazards for the community;

- Necessary capabilities and resources, including people, money, and time;

- Identified capability gaps[9];

- Timeline for the plan and the cycle to revise the plan;

- Course schedules and training providers;

- Methods and requirements for requesting, scheduling, and hosting training; and

- Constraints that impact the plan;

- Inclusion of the organization's training plan as a component of their multiyear IPP developed during the Integrated Preparedness Planning Workshop (IPPW); and

- Method of assessing the training plan's execution and achievements[10] (for example, after-action reports, improvement plans, or lessons learned from exercises and incident response).

Organizations could obtain additional assistance on developing a training plan from their local or state emergency management agency or through FEMA's regional offices.[11]

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[9] A gap is a required capability that the jurisdiction does not have. Organizations can address gaps through internal development (planning, organizational changes, equipment, training, or exercises) or through external sourcing.

[10] A continuous improvement program designed to show training strengths and weaknesses can help jurisdictions and organizations prioritize training gaps, improve the quality of training delivery, and provide feedback to FEMA for NIMS training improvements.

[11] The Center for Domestic Preparedness (CDP) maintains a list of state, territory, and tribal training coordinators at https://cdp.dhs.gov/contact/saa. To see a list of FEMA Regional NIMS Coordinators, visit https://www.fema.gov/fema-regional-nims-contacts.

E. Instructor Qualifications

General ICS Instructor Guidelines

FEMA is responsible for maintaining national guidelines for incident management training at all jurisdictional levels, including guidelines for ICS instructors.

FEMA recommends that all ICS instructors complete E/L0449: Incident Command System Curricula Train-the-Trainer (TTT) or a similar course in preparation to deliver the curriculum. EMI requires that all ICS All-Hazards Position-Specific Training Program instructors complete TTT for the courses they are slated to teach.

For additional course information, see the National Preparedness Course Catalog.[12]

Instructor Training[13]

AHJs have final say in determining their instructors' qualifications and certifications. FEMA recommends that instructors hold certification from a recognized program of instruction or hold a recognized qualification in techniques of instruction and adult education methodologies.

FEMA recommends as a best practice that instructors retake the prerequisite and primary courses that their organization has authorized them to instruct whenever new versions of these courses are released. Instructors do not need to retake select FEMA courses, such as TTT courses.

Examples of instructor qualifications and courses include the following:

- National Fire Academy (NFA) educational methodology course;

- National Wildfire Coordinating Group (NWCG) Facilitative Instructor Course (M-410);

- Center for Domestic Preparedness (CDP) Instructor Training Course;

- State certified fire, rescue, law enforcement, or Emergency Medical Services (EMS) instructor courses;

- FEMA EMI E/L0141: Instructional Presentation and Evaluation Skills;

- U.S. Army's Small Group Instructor Training Course (SGITC);

- Army Basic Instructor Course (ABIC), formerly called the Total Army Instructor Training Course (TAITC);

- State teaching certificate; or

- Advanced degree in education, educational psychology, technical education, or a related program.

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[12] To find the National Preparedness Course Catalog, see https://www.firstrespondertraining.gov/frts/npcc.

[13] To find the NIMS ICS Instructor Qualifications, including general instructor training, instructor levels, operational and training experience, and course-specific qualifications, see https://training.fema.gov/instructors/. Instructor requirements for FEMA contracted instructors are available here: https://training.fema.gov/instructors/csr.aspx.

Operational and Training Experience

Instructors should be experienced incident managers with expertise in the subject matter they teach. AHJs set organizational requirements for incident experience. For example, an AHJ could require that all instructors have experience within the past five years in real-world incidents or in exercises that lasted at least one operational period and that involved an IAP.

F.   NIMS Training Course Equivalency

FEMA's NIMS course curriculum provides a baseline standard to ensure consistency in training. Many of these FEMA-delivered courses have prerequisites, which are outlined in the National Preparedness Course Catalog.[14]

AHJs hosting non-FEMA NIMS courses are responsible for issuing course completion certificates. FEMA does not evaluate training from other sources to determine equivalency or similarity to standard NIMS training. AHJs should determine whether these training opportunities meet NIMS curriculum standards; an AHJ may accept or reject a course as equivalent to a FEMA course. Factors an AHJ should consider in determining whether a course or training event meets FEMA standards include the following:

- Do the training requirements align with the appropriate PTB?

- Do the course objectives match?

- Is the time allocated to objectives similar to that of a FEMA course?

- Are the instructor qualifications similar to those outlined in the *NIMS Training Program*?

- Is there a valid post-course assessment to determine whether students achieved desired outcomes?

FEMA encourages stakeholders to share training resources for NIMS implementation across the community.

Training developers providing courses to meet NIMS training recommendations should ensure that curriculum and delivery meet or exceed the NIMS curriculum's baseline standard.

G.   Refresher Training Recommendations

Refresher training is important since skills, abilities, and knowledge lapse when individuals do not apply them directly and frequently. Due to changes in doctrine and policy, FEMA reviews and updates courses regularly, creating new course versions. FEMA recommends as a best practice that incident personnel refresh their NIMS training every three years or when new course versions come out. However, because resources may be limited, the AHJ, not FEMA, dictates any requirements for refresher training.

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[14] To find the National Preparedness Course Catalog, see https://www.firstrespondertraining.gov/frts/npcc.

Appendix A. Resources

Doctrine, Guidance, and Resources

- **National Incident Management System (NIMS):** NIMS defines the national terminology for qualifying, certifying, and credentialing incident personnel. It also defines the operational systems that guide the *NIMS Training Program* Focus Areas. At the NIMS webpage, users can find links to NIMS documents and information on training, implementation, updates, and the FEMA Regional NIMS Coordinators. https://www.fema.gov/national-incident-management-system

- **NIMS Guideline for the National Qualification System:** This guide describes the components of a qualification and certification system, defines a process for certifying the qualifications of incident personnel, describes how to establish and implement a peer review process, and introduces the process of credentialing personnel. https://www.fema.gov/national-qualification-system

- **Homeland Security Exercise and Evaluation Program (HSEEP):** This program provides a set of guiding principles for exercise programs, as well as a common approach to exercise program management, design, development, conduct, evaluation, and improvement planning. https://www.fema.gov/hseep

- **State, Territory, and Tribal Training Coordinators:** States, territories, and tribal jurisdictions appoint training officers to provide guidance and assistance related to training. https://cdp.dhs.gov/contact/saa

- **ICS Resource Center:** EMI's ICS Resource Center provides information and links to an extensive array of ICS training materials, job aids, position checklists, and forms. https://training.fema.gov/emiweb/is/icsresource/index.htm

Training Consortium Resources

FEMA supports many national-level NIMS training providers, including the following:

- **Emergency Management Institute (EMI):** EMI supports the Department of Homeland Security and FEMA's goals by improving the ability of U.S. emergency management officials at all levels of government to prepare for, protect against, respond to, recover from, and mitigate the potential effects of all types of disasters and emergencies. https://training.fema.gov/emi.aspx

- **Center for Domestic Preparedness (CDP):** The CDP develops and delivers training for emergency response providers from state, local, tribal, and territorial, and Federal governments. The CDP offers more than 50 training courses at its resident campus in Anniston, Alabama. Training at the CDP campus is federally funded at no cost to emergency response professionals from multiple emergency disciplines. In addition to on-campus training, the CDP

provides critical, advanced hands-on training in local jurisdictions across the country. https://cdp.dhs.gov

- **U.S. Fire Administration (USFA) and the National Fire Academy (NFA):** The USFA and its NFA work to build a culture of preparedness and ready the nation's fire and EMS personnel to respond to and recover from emergency incidents. https://www.usfa.fema.gov/training/nfa

- **National Domestic Preparedness Consortium (NDPC):** The NDPC is a Homeland Security/FEMA training partner providing quality training to emergency responders throughout the United States and its territories under the Homeland Security National Training Program (HSNTP) cooperative agreement. https://www.ndpc.us

In addition to these Federal training centers, state, local, tribal, and territorial providers deliver many FEMA NIMS courses under the oversight of State Training Officers (STO), Territory Training Officers, or Tribal Training Coordinators. Training officers are another resource for learning about upcoming training opportunities. Numerous vendors also provide NIMS-related training.

Training Plan Development Resources

An organization's training plan development team should derive training requirements from the capabilities that the AHJ determines are necessary to prepare for identified threats and hazards. In addition to the *NIMS Training Program,* several tools can serve as resources:

- **FEMA's National Training and Education Division (NTED) Training Resource and Development Center (TRDC):** The TRDC includes the processes, resources, and forms necessary to develop a course. NTED's course development and review process includes five phases: Analyze, Design, Develop, Implement, and Evaluate (ADDIE). These phases align with the ADDIE instructional systems design model. https://www.firstrespondertraining.gov/trdc/state/

- **FEMA Training Catalog:** More than 700 courses covering many topics related to the 32 core capabilities are included in a searchable website. https://www.firstrespondertraining.gov/frt/npcc

- **Threat and Hazard Identification and Risk Assessment (THIRA) and Stakeholder Preparedness Review (SPR):** THIRA and SPR are FEMA-developed methods that AHJs can use to define the threats and hazards the community or organization anticipates and the capabilities it must have. THIRA and SPR are interdependent processes that jurisdictions use to evaluate their preparedness. https://www.fema.gov/threat-and-hazard-identification-and-risk-assessment

- **Resource Typing Library Tool (RTLT):** The RTLT is an online catalog of NIMS resource typing definitions and Job Titles/Position Qualifications documents. The RTLT provides common resource definitions classified by capability, category, kind, and type. A jurisdiction can use the RTLT to identify required capabilities using common, defined resources. For personnel, the Job Titles/Position Qualifications can help identify potential training needs. https://rtlt.preptoolkit.fema.gov/Public

- **NIMS Guideline for the Credentialing of Personnel:** This guide describes the national credentialing standards and provides written guidance on how all levels of government can use those standards to facilitate multijurisdictional coordinated responses. http://www.fema.gov/pdf/emergency/nims/nims_cred_guidelines_report.pdf

- **NIMS ICS All-Hazards Position-Specific Training Program Website:** Maintained by EMI, this site provides training information for personnel responsible for managing incidents. This training enables participants to perform the responsibilities of specific ICS positions. https://training.fema.gov/allhazards/

- **NWCG NIMS Wildland Fire Qualification System Guide, PMS 310-1:** This comprehensive guide describes the minimum requirements for training, experience, physical fitness, and currency standards for personnel in wildland fire positions. It also documents the system that NWCG member organizations use to qualify personnel for these positions. https://www.nwcg.gov/publications/310-1

- **National Qualification System (NQS):** Many RTLT job titles correlate to an NQS ICS PTB or EOC Skillset. These include specific baseline NIMS training needs for each position. https://www.fema.gov/national-qualification-system

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Example of How an Organization Can Use These Tools to Develop a Training Plan

A jurisdiction conducts its THIRA and identifies a potential for an earthquake. Using SPR, the AHJ determines it has a capability gap in incident management. To address this gap, the AHJ decides to develop a Type 3 IMT within the jurisdiction. The positions necessary for a Type 3 IMT are listed on the RTLT. NQS PTBs for each position contain the baseline training required. The training required to develop the Type 3 IMT becomes part of the organizational training plan.

By using THIRA to identify risk, SPR to identify required capabilities, and common RTLT resource types and NQS PTBs, an organization can determine the baseline training required and the number of personnel to receive training.

Appendix B.   Additional Advanced Training

This appendix lists courses not included in the NIMS Core Curriculum that incident personnel can take to pursue advanced position qualifications.

Additional Advanced Training for ICS

All-Hazards Position-Specific Courses: These 18 courses provide training in the capabilities, behaviors, and tasks required to effectively perform in a specific leadership position on a Type 3 All-Hazards IMT. These courses are designed to support the completion of key position tasks for an NQS PTB:

- E/L0950   NIMS ICS All-Hazards Incident Commander Course
- E/L0952   NIMS ICS All-Hazards Public Information Officer Course
- E/L0954   NIMS ICS All-Hazards Safety Officer Course
- E/L0956   NIMS ICS All-Hazards Liaison Officer Course
- E/L0958   NIMS ICS All-Hazards Operations Section Chief Course
- E/L0960   NIMS ICS All-Hazards Division/Group Supervisor Course
- E/L0962   NIMS ICS All-Hazards Planning Section Chief Course
- E/L0964   NIMS ICS All-Hazards Situation Unit Leader Course
- E/L0965   NIMS ICS All-Hazards Resources Unit Leader Course
- E/L0967   NIMS ICS All-Hazards Logistics Section Chief Course
- E/L0969   NIMS ICS All-Hazards Communications Unit Leader Course
- E/L0970   NIMS ICS All-Hazards Supply Unit Leader Course
- E/L0971   NIMS ICS All-Hazards Facilities Unit Leader Course
- E/L0973   NIMS ICS All-Hazards Finance/Administration Section Chief Course
- E/L0975   NIMS ICS All-Hazards Finance/Administration Unit Leader Course
- E/L0984   NIMS ICS All-Hazards Task Force/Strike Team Leader Course
- E/L0986   NIMS ICS All-Hazards Air Support Group Supervisor Course
- E/L0987   NIMS ICS All-Hazards Introduction to Air Operations Course

Group Training for ICS Leaders and Supervisors: In addition to individual training, IMT training is available through the USFA's NFA. The Type 3 AHIMT course (O-0305) enables IMT members to work together in an exercise-based group training context. This course is designed to help individual responders perform effectively as IMT members.

Additional Advanced Training for EOC

FEMA's Emergency Management Professional Program (EMPP): The EMPP provides a structured framework for acquiring the knowledge, skills, and abilities to enter and progress through the emergency management field and meet the challenges of a complex, dynamic environment. The EMPP curriculum is designed to provide a lifetime of learning for a career in emergency management. It includes three academies: Basic, Advanced, and Executive.

Group Training for EOC Leaders and Supervisors: In addition to individual training, EOC team training is available through EMI's IEMC. This exercise-based training allows EOC personnel to practice simulated crisis situations within a structured learning environment. The organization selects the hazards and core capabilities to simulate.

Additional Advanced Training for JIS/PIO

Advanced Training for PIO Leaders and Supervisors: These PIO-specific courses cover ICS organizational structures for large, complex incidents and the position-specific knowledge and skills necessary for members of Type 3 All-Hazards IMTs. These advanced courses are for JIS leaders in organizations that have identified a need for additional, advanced PIO training:

- E0388: Advanced Public Information Officer – This course focuses on PIO responsibilities in large-scale emergency situations, especially escalating incidents, and includes incident action planning related to the JIC.

- E0389: Master Public Information Officer, Part 1 – This course demonstrates how to use networking to influence programs, applies strategic and executive concepts to a public information study case, and promotes public information training and exercises in the organization by developing a specific IPP.

- E0390: Master Public Information Officer, Part 2 – This course performs organizational analysis of a JIC functional exercise and discusses techniques for analyzing interpersonal relationships within a JIC.

- E0394: Master Public Information Officer, Part 3 – This course reviews multiple JIC functional exercise reports, discusses how strategic PIO leaders coordinate stakeholders' actions to achieve a common purpose, and asks students to develop, design, and implement a research project.

- E/L0952: NIMS ICS All-Hazards Public Information Officer – This course focuses on developing a strong set of core PIO skills.

Group Training for JIS Leaders and Supervisors: In addition to individual training, IMT training is available through the USFA. The O-0305 course provides opportunities for IMT members to work together in an exercise-based group training context.

Additional Advanced NIMS Training for MAC Groups

Advanced Training for Senior Officials: Additional training is available for senior officials or MAC Group/Policy Group members who wish to pursue advanced training based on jurisdictional risk or specific interests:

- G0191: Emergency Operations Center/Incident Command System Interface – This course provides an opportunity for emergency management and response personnel to begin developing an ICS/EOC interface for their communities.

- IS-100: Introduction to the Incident Command System, ICS 100 – This course introduces ICS and provides the foundation for higher-level ICS training.

- IS-700: National Incident Management System, An Introduction – This course introduces NIMS concepts and principles.

- IS-800: National Response Framework, An Introduction – This course introduces participants to the concepts and principles of the NRF.

- IS-200: Basic Incident Command System for Initial Response, ICS-200 – This course enables personnel to operate efficiently within the ICS during an incident or event.

- IS-2200: Basic EOC Functions – This course prepares incident personnel working in an EOC to understand the role and functions of an EOC during incident response and the transition to recovery.

- EMI IEMC – This is an exercise-based training series for EOC personnel.

Tribal Curriculum

The EMI Tribal Curriculum is a series of courses designed in collaboration with tribal people, for tribal governments, to meet the unique emergency management needs of these sovereign nations. These courses consider issues including tribal culture, tradition, sovereignty, and governance. These courses are in addition to the Focus Area training progressions. There are currently five courses in the EMI Tribal Curriculum:

- E/L0580: Emergency Management Framework for Tribal Governments – This course provides tribal incident responders with a basic understanding of emergency management principles and of their role in leading their tribes in developing and implementing emergency management systems.

- E/L0581: Emergency Operations for Tribal Governments – This course focuses on developing standard operating procedures, testing operational readiness, and promoting the integration of emergency operations across functional agency lines.

- E/L0582: Mitigation for Tribal Governments – This course provides information on reducing potential losses from natural or other hazards using mitigation opportunities and techniques.

- L0583: Emergency Management Overview for Tribal Leaders – This course provides elected and appointed tribal offices with the knowledge and skills necessary to prepare their communities to respond to and recover from incidents.

- L0552: Continuity of Operations (COOP) for Tribal Governments – This course covers the development and implementation of a COOP program. Topics include the legal basis for continuity, continuity planning, determining essential functions, vital records management, and pandemic influenza implications for continuity operations.

Visit https://training.fema.gov/tribal/ for additional information.

Appendix C. Summary of Training Recommendations

The matrices provided here outline recommended levels of training for incident personnel by Focus Area. Each AHJ determines required courses based on its needs.

ICS Focus Area

ICS personnel may also take EOC courses, based on AHJ plans, risk, or specific areas of interest.

Courses → Incident Positions ↓	IS-100	IS-700	IS-800	IS-200	G 0191	E/L/G 0300	E/L/G 0400	Position-specific PTB training
All incident personnel supporting ICS	X	X						
ICS personnel with leadership responsibilities	X	X	X	X				
ICS personnel with leadership responsibilities preparing for additional responsibility	X	X	X	X	X	X		
ICS personnel in leadership/supervisory roles	X	X	X	X	X	X	X	
IMT unit, strike team, resource team, or task force leaders preparing for complex incidents	X	X	X	X	X	X		X
IMT command, section, branch, division, or group leaders preparing for complex incidents	X	X	X	X	X	X	X	X

EOC Focus Area

EOC personnel may also take ICS courses, based on AHJ risk or specific areas of interest.

Courses → Incident Positions ↓	IS-100	IS-700	IS-800	IS-2200	G 0191	E/L/G2300	EMI Integrated Emergency Management Course	Emergency Management Professional Program (EMPP)
All incident personnel supporting EOCs	X	X						
EOC personnel with leadership responsibilities	X	X	X	X	X			
EOC personnel in leadership/supervisory roles	X	X	X	X	X	X		
Jurisdictional emergency managers, EOC directors, senior EOC staff	X	X	X	X	X	X	X	X

PIO Focus Area

Advanced and master PIO courses are available for ICS and EOC PIOs.

Courses → / Incident Positions ↓	IS-100	IS-700	IS-29	IS-800	IS-2200	IS-200	G 0290	G 0191	E/L/G 0300	E/L/G 2300	E/L/G 0400	E 0388	EMI IEMC	E/L 0952	O-0305
All PIO incident personnel	X	X	X												
EOC PIOs with leadership responsibilities	X	X	X	X	X		X								
ICS PIOs with leadership responsibilities	X	X	X	X		X	X								
EOC PIOs in leadership/ supervisory roles	X	X	X	X	X		X	X		X					
ICS PIOs in leadership/ supervisory roles	X	X	X	X		X	X	X	X		X				
EOC PIOs for complex incidents	X	X	X	X	X		X	X		X		X	X		
ICS PIOs for complex incidents	X	X	X	X		X	X	X	X		X			X	X

MAC Group Focus Area

Advanced courses are available for MAC Group leaders seeking additional, advanced training.

Courses → Incident Positions ↓	Briefing from emergency management director	G0402/ICS-403	G0191	IS-100	IS-700	IS-800	IS-200 or IS-2200	EMI IEMC
MAC Group/Policy Group members/senior officials	X	X						
MAC Group/Policy Group members/senior officials that want additional training based on jurisdictional risk or specific interest	X	X	X	X	X	X	X	X

Appendix D. Glossary

Authority Having Jurisdiction (AHJ): An entity that can create and administer processes to qualify, certify, and credential personnel for incident-related positions. AHJs include state, tribal, territorial, and Federal government departments and agencies, along with training commissions, NGOs, companies, and local organizations such as police, fire, public health, and public works departments.

Certification: The process of authoritatively attesting that a person meets FEMA's established qualifications for key incident management functions and that the person is, therefore, qualified for a specific position.

Competency: An element of a PTB that describes an observable, measurable pattern of knowledge, skills, abilities, or other characteristics necessary to perform a behavior/activity and its associated tasks. A competency specifies what skill set a person must have to complete a task successfully.

Criteria: A category within the Job Titles/Position Qualifications that lists the minimum conditions/standards a trainee must meet for qualification.

Credentialing: The process of providing documentation that identifies personnel and authenticates/verifies their qualifications for a particular position.

Emergency Operations Center (EOC): A facility, temporary or permanent, that a jurisdiction or organization establishes from which to provide centralized and coordinated multiagency support for on-scene incident management.

Equivalency: Alternate education, training, or experience that meets the requirements for specific position qualification criteria, as the AHJ determines.

Incident/event complexity: The level of difficulty, severity, or overall resistance that incident management personnel face while trying to manage an incident or event to a successful conclusion, or while managing one type of incident or event compared to another type.

National Qualification System (NQS): A system that establishes resource management guidance and tools to assist stakeholders in developing processes for qualifying, certifying, and credentialing deployable emergency personnel. Using NQS ensures personnel deploying through mutual aid agreements and compacts have the capabilities to perform the duties of their assigned roles.

Position qualifications: The minimum criteria for individuals to be eligible to fill a specific position.

Position Task Book (PTB): A document that describes the minimum competencies, behaviors, and tasks necessary to qualify or recertify for a NIMS position. The PTB documents a trainee's performance of specified tasks.

Recertification: A process in which the AHJ determines what training, tasks, or experience an individual must perform or possess in order to requalify for a specific NIMS or AHJ-endorsed position.

Qualifying incident/event: An incident or event that the AHJ determines meets the complexity, time duration, and relevancy criteria for a position, representing sufficient opportunity for individuals to exercise the roles and responsibilities of the positions they are preparing to fill.

Type: A measurement assigned to a resource or an incident, based on the minimum capabilities necessary to perform the response function. The capability level is based on size, power, capacity (for equipment), and experience/qualifications (for example, for strike teams). Type 1 requires greater capabilities than Types 2, 3, 4, and so on.

Appendix E. Abbreviations

ABIC	Army Basic Instructor Course
ADDIE	Analyze, Design, Develop, Implement, and Evaluate
AHIMT	All-Hazards Incident Management Team
AHJ	Authority Having Jurisdiction
API	Application Programming Interface
CDP	Center for Domestic Preparedness
COOP	Continuity of Operations
EMI	Emergency Management Institute
EMPP	Emergency Management Professional Program
EMS	Emergency Medical Services
EOC	Emergency Operations Center
ESF	Emergency Support Function
FEMA	Federal Emergency Management Agency
HSEEP	Homeland Security Exercise and Evaluation Program
HSNTP	Homeland Security National Training Program
HSPD	Homeland Security Presidential Directive
IAP	Incident Action Plan
ICS	Incident Command System
IEMC	Integrated Emergency Management Course
IMT	Incident Management Team
IPP	Integrated Preparedness Plan
IPPW	Integrated Preparedness Planning Workshop
JIS	Joint Information System
MAC Group	Multiagency Coordination Group
NDPC	National Domestic Preparedness Consortium
NFA	National Fire Academy

NGO	Nongovernmental Organization
NIMS	National Incident Management System
NOFO	Notice of Funding Opportunity
NQS	National Qualification System
NRF	National Response Framework
NTED	National Training and Education Division
NTES	National Training and Education System
NWCG	National Wildfire Coordinating Group
OSHA	Occupational Safety and Health Administration
PIO	Public Information Officer
PPE	Personal Protective Equipment
PTB	Position Task Book
RTLT	Resource Typing Library Tool
SGITC	Small Group Instructor Training Course
SPR	Stakeholder Preparedness Review
STO	State Training Officer
THIRA	Threat and Hazard Identification Risk Assessment
TTT	Train-the-Trainer
TRDC	Training Resource and Development Center
USFA	U.S. Fire Administration