

# DERBYSHIRE FIRE & RESCUE SERVICE



## SERVICE PROCEDURE

### INCIDENT COMMAND TRAINING AND ASSESSMENT

NOVEMBER 2011

VERSION 2.0

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<b>INTRODUCTION</b>	<p>This Service Procedure forms part of a robust assurance framework that meets the requirements of the Fire and Rescue Authority relating to command competence in the Service.</p> <p>More specifically the Service Procedure provides details and guidance relating to the process whereby all operational personnel who may be required to assume a command role within the Incident Command System (ICS) will undertake formal command training and assessment commensurate with their role.</p>
<b>PROCEDURE</b>	<p>All personnel who are required to undertake the role of Incident Commander or other command roles within the ICS must demonstrate their competence at the relevant command level both <b>prior to assuming the role and whilst in the role.</b></p> <p>This will primarily be achieved via development training and periodic formal assessment of an individual's ability to meet the learning outcomes and assessment criteria associated with the command levels produced by Skills for Justice.* (see appendix 1.)</p> <p>(* Skills for Justice is one of several Sector Skills Councils (SSCs), which are independent, UK-wide organisations licensed by Government. They exist to work in partnership with industry experts to tackle the skills and productivity needs of a number of sectors across the UK including Fire and Rescue Services.)</p>

### **Command Levels**

DFRS operate at 4 levels of incident command as outlined below:

- **Level 1:** Initial Incident Command – Watch Manager / Crew Manager including Acting Crew Manager
- **Level 2:** Intermediate Incident Command – Station Manager
- **Level 3:** Advanced Incident Command – Group Manager
- **Level 4:** Strategic Incident Command – Area Manager & Principal Officer.

### **Frequency of refresher/assessments**

The frequency of periodic incident command refreshers and assessments varies dependant on role. The frequencies for the different roles are:

- Acting Crew Manager, Crew Manager, Watch Manager and Station Manager: **every 2 years.**
- Group Manager, Area Manager and Principal Officer: **Annually** (see note 1 below)

The rationale supporting annual assessments for Group Managers and above is that the lack of exposure to incidents of a suitably complex nature and scale does not enable appropriate maintenance of competence. Annual refresher and assessment at this level will provide additional experiential learning opportunities and more robust assurances regarding the command competence of Incident Commanders at Group Manager role and above.

Any person who fails to provide evidence of command competence via assessment within the frequencies stated above for any reason will have their command status removed with immediate effect. This will prohibit them from fulfilling any command role at an incident until they have been re-assessed as competent by a qualified command assessor.

#### **Note 1**

The requirement for annual assessment at Group Manager role and above will not be deemed policy until 1<sup>st</sup> September 2012. This allows sufficient time for the Service to source and provide appropriate assessment products that enable all relevant personnel to comply accordingly.

The frequency of assessments at all levels may be increased in the event of the following circumstances:

- Accidents or near hits on the incident ground where a failure of or ineffective command is identified as a possible contributory factor.

	<ul style="list-style-type: none"> <li>• When an individual development need is recognised via a PDR or via the operational assurance toolkit. (Incident Monitoring/Incident De-briefing/Station Inspection.)</li> <li>• Following a significant procedural change.</li> <li>• Role change or as part of a selection process for promotion.</li> <li>• Following a prolonged period of absence from operational duties. (28 days or longer.)</li> <li>• When an individual fails to evidence appropriate maintenance of competence</li> <li>• As deemed necessary by the Group Manager (L&amp;D)</li> </ul>
<b>TRAINING COURSES</b>	<p>The Incident Command training &amp; assessment programme comprises of a suite of courses (outlined below) providing development opportunities to meet the needs of individuals at all the relevant operational roles.</p> <p><b>Level 1 Initial (Initial Incident Command)</b></p> <p>This course is mandatory for :</p> <ul style="list-style-type: none"> <li>• All Firefighters nominated to 'act up' to the role of Crew Manager. (i.e. volunteers for the safe to command programme. See the Safe to Command Service Procedure.)</li> <li>• All Firefighters identified as having the potential to be a Supervisory Manager via a recognised service process. (currently the Supervisory Manager Development Programme)</li> </ul> <p>This course is the initial introduction to the roles and responsibilities of Supervisory Managers within the Incident Command System. Candidates will be developed and assessed against the assessment criteria associated with Level 1 (Initial Incident Command) provided in appendix 1.</p> <p><b>Level 1 Refresher (Initial Incident Command Refresher)</b></p> <p>This course is mandatory for:</p> <ul style="list-style-type: none"> <li>• all substantive Crew Managers and Watch Managers</li> <li>• all Firefighters nominated to maintain 'safe to command' (SC) status as part of the 2 year refresher cycle.</li> </ul> <p>The course comprises of consolidation and further development associated with the role of Supervisory Manager. Candidates will be developed and assessed against the assessment criteria associated with Level 1 (Initial Incident Command) provided in appendix 1.</p>

### **Level 2 Initial (Intermediate Incident Command)**

This course is mandatory for:

- all Supervisory Managers who have been identified as having the potential to be a Middle Manager via a recognised service process.
- any person who is required to provide operational fire cover as a Station Manager.

Candidates will be developed and assessed against the assessment criteria associated with Level 2 (Intermediate Incident Command) provided in appendix 1.

### **Level 2 Refresher (Intermediate Incident Command Refresher)**

This course is mandatory for:

- all substantive or temporary Station Managers who have completed the level 2 Initial course assessment and require further consolidation, development and assessment as part of the 2 year refresher cycle.

Candidates will be developed and assessed against the assessment criteria associated with Level 2 (Intermediate Incident Command) provided in appendix 1.

### **Level 3 Initial (Advanced Incident Command)**

This course is mandatory for:

- all individuals who have been identified as having the potential to be a Group Manager via a recognised service process.

Candidates will be developed and assessed against the assessment criteria associated with Level 3 (Advanced Incident Command) provided in appendix 1.

### **Level 3 Refresher (Advanced Incident Command Refresher)**

This course is mandatory for:

- all substantive or temporary Group Managers who have completed the level 3 Initial course assessment and require further consolidation, development and assessment as part of the annual refresher cycle.

Candidates will be developed and assessed against the assessment criteria associated with Level 3 (Advanced Incident Command) provided in appendix 1.

	<p><b>Level 4 Initial (Strategic Incident Command)</b></p> <p>This course is mandatory for :</p> <ul style="list-style-type: none"> <li>all individuals who have been identified as potential Strategic Incident Commanders. (Area Manager or above) via a recognised service process.</li> </ul> <p>Candidates will be developed and assessed against the assessment criteria associated with Level 4 (Strategic Incident Command) provided in appendix 1.</p> <p>Furthermore potential Strategic Incident Commanders will attend a gold command development training programme as recommended by the Group Manager (Learning and Development) and approved by SLT.</p> <p><b>Level 4 Refresher (Strategic Incident Command Refresher)</b></p> <p>This course is mandatory for:</p> <ul style="list-style-type: none"> <li>all substantive or temporary Area Managers and Principal Officers with incident command responsibilities who have completed the level 4 Initial course assessment and require further consolidation, development and assessment as part of the annual refresher cycle.</li> </ul> <p>Candidates will be developed and assessed against the assessment criteria associated with Level 4 (Strategic Incident Command) provided in appendix 1.</p>
<p><b>ASSESSMENTS</b></p>	<p>All candidates undertaking command courses will be subject to formal objective assessment against the assessment criteria of the relevant command level as promulgated by Skills for Justice. (see appendix 1)</p> <p>All command assessments will be conducted by qualified and accredited Command Assessors.</p> <p>These assessments provide the Fire and Rescue Authority with robust assurances regarding command competencies.</p> <p>A variety of assessment tools will be used including command simulators and written examinations.</p> <p>Following the completion of each of the assessments the candidate will receive one of three outcomes:</p> <ul style="list-style-type: none"> <li>Satisfactory performance</li> <li>Satisfactory performance (with some development needs.)</li> </ul>

	<ul style="list-style-type: none"> <li>Unsatisfactory performance- (risk critical or multiple development needs identified) - <b>Individual removed from command duties with immediate effect</b> until such time as a satisfactory performance can be demonstrated.</li> </ul> <p>All assessment candidates will receive prompt verbal feedback following a command assessment. The assessment determination will be confirmed in writing and will include a personal development plan. (if required)</p> <p>Development plans associated with a satisfactory performance are to be addressed by the individual assisted and mentored by appropriate Line Managers.</p> <p>Development plans associated with an unsatisfactory performance will require a re-assessment by a qualified Command Assessor. A successful conclusion to the assessment will result in command status being restored with immediate effect.</p> <p>Development activities conducted to address identified development needs must be evidenced in Redkite Competency Tracker.</p>
<b>APPEALS</b>	<p>The Command Assessor's decision regarding assessment outcomes is final however individuals may appeal that decision if they are able to provide evidence that suggests:</p> <ul style="list-style-type: none"> <li>there was an unequal opportunity to access the required learning relevant to the assessment.</li> <li>there was unequal treatment during an assessment.</li> </ul> <p>Further details regarding the appeals process can be found in the Learning and Development Service Procedure.</p>
<b>MAINTENANCE OF COMPETENCY</b>	<p>It is incumbent on all personnel with incident command responsibilities to maintain their competencies during the cycle of time between formal refresher/assessments.</p> <p>Maintenance of Incident Command competency can be achieved by various means. Examples include: (not exhaustive)</p> <ul style="list-style-type: none"> <li>Operational Incidents</li> <li>Tabletop exercises / Tactical Decision Exercises</li> <li>Classroom discussions to confirm technical knowledge prior to carrying out operational simulations</li> <li>Simulator exercise (observation and participation)</li> <li>Station or Area drills/exercises</li> <li>Attendance on relevant courses/development opportunities</li> </ul>

	<ul style="list-style-type: none"> <li>• Review of case studies or technical related command documents</li> <li>• Personal Study</li> </ul> <p>Learning resources to support the maintenance of command competence are available via the Learning and Development e-learning platform (IGNIS) accessible via Fireview.</p> <p>All personnel from Acting Crew Manager to Group Manager must record valid, suitable and sufficient evidence of maintenance of command competence commensurate with the relevant command level a <b>minimum of once every 90 days</b>.</p> <p>The specific learning outcomes/assessment criteria for which evidence of maintenance of competency must be provided are detailed on the Redkite Competency Tracker.</p> <p>Failure to demonstrate suitable and sufficient evidence of maintenance of competence between the command refresher assessments may also result in a loss of command status. This would prohibit an individual from fulfilling any command role at an incident until they have been re-assessed as competent by a qualified command assessor.</p> <p>It is the responsibility of individuals' Line Managers to assess the recorded evidence. Evidence must be recorded on the Redkite Competency Tracker.</p> <p>It is recognised that the requirement to provide valid, suitable and sufficient evidence a minimum of once every 90 days is not a realistic expectation for operational Area Managers and Principal Officers. There is however an expectation that they will maintain command competence between refresher assessments via regular participation in appropriate (strategic/gold command) development activities. Such activities must also be recorded on the Redkite Competency Tracker.</p> <p>Additional control measures are in place for Firefighters who act up to the role of Crew Manager and are deemed safe to command. (SC) These are detailed in a separate Service Procedure. (Safe to Command).</p>
<b>RELEVANT DOCUMENTS</b>	<p>DFRS Command Training Plan 2011-2013</p> <p>Service Procedure: Safe to Command</p> <p>Fire Service Manual, Volume 2, Fire Service Operations, Incident Command, 3<sup>rd</sup> Edition</p> <p>SOP: Incident Command System</p> <p>Ops Note: Incident Command</p> <p>Service Procedure: Learning and Development</p> <p>Skills for Justice Learning Outcomes and assessment criteria for</p> <ul style="list-style-type: none"> <li>• Initial Incident Command</li> <li>• Intermediate Incident Command</li> </ul>

	<ul style="list-style-type: none"> <li>• Advanced Incident Command</li> <li>• Strategic Incident Command</li> </ul>
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<b>DOCUMENT HISTORY</b>	
<b>Version no.</b>	2.0
<b>Replaces</b>	This Service Procedure replaces the Incident Command Training and Assessment Service Procedure (May 2010 Version 1.1) which has been removed from the Intranet. All hard copies should be destroyed.
<b>Summary of changes</b>	<p>This Service Procedure has been reviewed and major changes have been made as follows:</p> <ul style="list-style-type: none"> <li>• The introduction of 4 new command competence levels.</li> <li>• The introduction of a suite of new command training courses and assessments in support of the new command competence levels.</li> <li>• The introduction of new learning outcomes and assessment criteria (derived from the relevant N.O.S.) against which courses will be delivered and assessments will be made.</li> <li>• Changes to the frequency of command assessments based upon role and exposure to appropriately complex incident command scenarios.</li> <li>• The introduction of qualified and accredited command assessors.</li> <li>• Amendment to the criteria against what an appeal against a command assessor's decision can be made.</li> <li>• Requirement for all roles from Acting Crew Manager to Group Manager to evidence maintenance of competence against specific assessment criteria for each of the command levels at least once every 90 days.</li> <li>• Clarification regarding the responsibilities of Line Managers to assess evidence of maintenance of competence and to performance manage the achievement of development plans arising from command assessments.</li> </ul>
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<b>Approved by</b>	Area Manager Bryan Bennett



## Revision history

Version	Date	Author	Changes
1.0	July 2009	Nick O'Key	New Procedure
1.1	May 2010	Steve McLernon	Minor amendments to clarify the currency of individual command competency (page 2)

## Review Period

This Service Procedure will be reviewed by November 2013.

## Distribution

Service Procedures are published on the intranet in the month of issue. No hard copies are distributed.

## Index

Keywords: Incident Command, Training, Assessment, maintenance of competency, Command Assessors, Command Competence, Learning Outcomes/Assessment Criteria.

## Incident Command Training and Assessment Service Procedure (Appendix 1)

<b>Title:</b>	Initial Incident Command Course
<b>Level:</b>	Level 1 (derived from WM7)
<b>Learning outcomes</b>	<b>Assessment criteria</b>
<b><i>The learner will:</i></b>	<b><i>The learner can:</i></b>
1. Understand the key principles of the Incident Command System (ICS)	1.1 Describe the 3 functional areas of the Incident Command System (ICS) 1.2 Describe the 3 levels of management applied at operational incidents 1.3 Identify the role of other agencies within the ICS 1.4 Describe the common framework under which Category 1 & 2 responders integrate at multi-agency incidents
2. Understand the roles and responsibilities of personnel within the incident command structure	2.1 Explain the role and responsibilities of the Incident Commander at Operational level 2.2 Explain the role and responsibilities of the Sector Commander at incidents 2.3 Describe the relationship between the incident commander, the sector commander and the incident command system 2.4 Identify the role and responsibilities of Command Support 2.5 Outline the progression at an incident from first pump attending to the arrival of a dedicated vehicle 2.6 Explain the responsibility for determining the cause of an incident 2.7 Define the range and the types of evidence available at an operational incident
3. Understand the requirements for the successful management of risk at operational incidents	3.1 Define a hazard, risk and control measure 3.2 Define the categories of risk assessment utilised within the United Kingdom Fire and Rescue Service (UKFRS) 3.3 State the UKFRS risk philosophy applied to the management of risk at operational incidents 3.4 Detail the Dynamic Risk Assessment flowchart employed at operational incidents 3.5 Explain the tactical mode options available at incidents 3.6 Identify the hierarchy of control measures in relation to managing risks 3.7 Explain the importance of evidence preservation

<p>4. Understand the need for effective lines and methods of communication at incidents</p>	<p>4.1 Identify the lines of communication available at incidents in relation to an Incident Commander's span of control</p> <p>4.2 Describe the impact of poor or inappropriate communication</p> <p>4.3 Describe the methods of briefing of crews at operational incidents</p> <p>4.4 Describe the standard model for sectorisation utilised by the UKFRS at operational incidents</p>
<p>5. Be able to plan an initial response to an operational incident</p>	<p>5.1 Collect and confirm information relevant to the known and anticipated risks to people, property and the environment</p> <p>5.2 Apply a command structure as appropriate to the needs of an operational incident</p> <p>5.3 Determine initial action against available resources including their limitations and capabilities</p> <p>5.4 Develop objectives through a comprehensive assessment of the known and anticipated risks</p> <p>5.5 Apply tactical considerations appropriate to all tasks and objectives during all phases of an operational incident</p>
<p>6. Be able to implement actions to meet planned objectives</p>	<p>6.1 Identify the significant findings of the risk assessment processes</p> <p>6.2 Implement control measures and record as appropriate</p> <p>6.3 Maintain on-going communication on planned actions to those involved in implementation</p> <p>6.4 Deploy appropriate resources to meet the needs of the incident</p> <p>6.5 Re-evaluate the plan at regular intervals and re-deploy and adjust as appropriate</p> <p>6.6 Identify signs and symptoms of stress in relation to trauma and/or work based activity</p> <p>6.7 Implement actions to reduce the exposure to and impact on operational personnel and casualties</p> <p>6.8 Identify contingency measures in the event of an unplanned or uncontrolled event or escalation</p>
<p>7. Be able to close down the operational phase of an incident</p>	<p>7.1 Instigate measures to hand over control of an incident to an appropriate person, agency or authority</p> <p>7.2 Preserve potential evidence identified at the incident</p> <p>7.3 Identify any unresolved hazards and associated risks at close down of the incident</p> <p>7.4 Take action to minimise any unresolved hazards and associated risks within operational constraints</p> <p>7.5 Secure the availability of resources for further deployment at the earliest opportunity</p>

<p>8. Be able to debrief people following incidents</p>	<p>8.1 Conduct a post incident debrief through open and constructive discussion</p> <p>8.2 Measure performance against agreed standards relevant to defined roles</p> <p>8.3 Identify opportunities to improve future personal, team and organisational performance</p> <p>8.4 Immediately address risk critical issues identified through performance of people, equipment, working practices, policies and systems</p> <p>8.5 Record the process and report findings appropriately</p>
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<b>Title:</b>	Intermediate Incident Command Course	
<b>Level:</b>	2 (derived from EFSM2)	
<b>Learning outcomes</b>	<b>Assessment criteria</b>	
<b><i>The learner will:</i></b>	<b><i>The learner can:</i></b>	
1. Understand the key roles, responsibilities and limits of authority within the Incident Command System (ICS)	1.1 Explain the role and responsibilities of the Incident Commander at Tactical level 1.2 Describe the performance criteria involved in leading, monitoring and supporting people to resolve operational incidents 1.3 Identify the role and responsibilities of Command Support at Tactical (Silver) level incidents, including the role of Command Support Officer 1.4 Identify potential limits to the authority of the Incident Commander	
2. Understand the importance of successful leadership and the application of effective decision making during operational incidents	2.1 Explain the need for effective command decision making 2.2 Identify the 4 styles used within the United Kingdom Fire and Rescue Service 2.3 Explain the benefits of the decision making model employed by the United Kingdom Fire and Rescue Service 2.4 Explain how to select and apply a range of tactics to resolve different types of operational incidents 2.5 Explain the term 'situational awareness' and its relevance to the role of Incident Commander 2.6 Describe the key elements of leadership within the role of Incident Commander	
3. Understand the principles of successful risk management at operational incidents	3.1 Summarise the key points of the United Kingdom Fire and Rescue Service philosophy in minimising and controlling risks to operational personnel 3.2 Explain the relationship between the analytical risk assessment process and the safe and effective management of risk at operational incidents 3.3 Describe how to identify and control a strong appetite for risk in others	

<p>4. Understand the methods and types of communication systems available both at incidents and remotely</p>	<p>4.1 Explain the importance of effective communication in recognising poor or inaccurate information and taking action to rectify</p> <p>4.2 Describe the types and methods of communication available to an Incident Commander at Tactical level</p> <p>4.3 Identify a range of remote information sources available to an Incident Commander</p> <p>4.4 Detail the unique role of Command Support in establishing effective communications at incidents</p> <p>4.5 Explain the requirement to ensure effective briefings are undertaken in the role of Incident Commander at Tactical level</p>
<p>5. Understand the benefits of inter-operability and the contribution of other agencies to the provision of specialist advice and support</p>	<p>5.1 Explain the need for effective liaison with other agencies to achieve desired outcomes</p> <p>5.2 Discuss the provision of information to other agencies which may assist in their decision making</p> <p>5.3 Identify the implications of establishing a successful media strategy at a developing incident</p> <p>5.4 Identify the benefits of inter-operability in obtaining and acting upon specialist advice and support from other agencies</p>
<p>6. Be able to review and determine the status of operational incidents</p>	<p>6.1 Obtain all appropriate information relevant to the incident, resolving any conflicts or discrepancies in existing sources against current incident status</p> <p>6.2 Confirm with relevant personnel:</p> <ul style="list-style-type: none"> <li>• the existing plan and current progress</li> <li>• priorities and actions to resolve the incident</li> <li>• risk assessments completed</li> <li>• existing tactical mode</li> <li>• the incident command structure</li> <li>• lines of communication</li> <li>• resources deployed and those anticipated</li> <li>• welfare issues</li> </ul> <p>6.3 Confirm current action complies with relevant legislation and protocols</p> <p>6.4 Review application of safe systems of work at operational incidents</p> <p>6.5 Evaluate the tactical plan, giving support to the existing Incident Commander in resolving an operational incident</p>

<p>7. Be able to assume responsibility for implementing action to support those involved in operational incidents</p>	<p>7.1 Take command of the incident</p> <p>7.2 Implement a plan to:</p> <ul style="list-style-type: none"> <li>• take account of all available information and anticipated risks</li> <li>• confirm roles, responsibilities, tasks and communications channels</li> <li>• ensure the command structure remains relevant</li> <li>• match resources to meet the needs of the incident</li> <li>• ensure appropriate tactical considerations</li> </ul> <p>7.3 Conduct dynamic and analytical risk assessment processes</p> <p>7.4 Interpret and record results of dynamic and analytical risk assessment</p> <p>7.5 Conduct timely and comprehensive briefings and updates with relevant people to obtain progress reports and instigate action</p> <p>7.6 Continually evaluate and mitigate risks to personnel, community and environment</p> <p>7.7 Evaluate the capabilities and limitations of personnel, appliances and equipment</p> <p>7.8 Maintain a communications strategy for the duration of the incident</p> <p>7.9 Establish and maintain liaison with other agencies</p> <p>7.10 Ensure all organisational objectives are met and that the relevant status of the incident is handed over prior to the withdrawal of support</p> <p>7.11 Delegate responsibilities for necessary investigations</p> <p>7.12 Collate relevant points for the debrief</p>
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<p>8. Understand the principles of debriefing people following resolution of operational incidents</p>	<p>8.1 Organise and conduct a post incident debrief appropriate to the type and scale of incident through open and constructive discussion and review</p> <p>8.2 Gather and review all relevant information from internal and external sources</p> <p>8.3 Assimilate the findings of the debrief to inform organisational and legal policy and procedures</p> <p>8.4 Implement remedial measures to improve future practice and performance</p> <p>8.5 Identify trends and their implications on performance</p> <p>8.6 Provide constructive feedback to other agencies to assist inter-operability</p> <p>8.7 Establish appropriate support mechanisms and instigate action to deliver these</p> <p>8.8 Agree and implement appropriate action including responsibilities and timescales</p> <p>8.9 Report meritorious conduct and recommendations for action</p>
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<b>Title:</b>	Advanced Incident Command Course	
<b>Level:</b>	3 (derived from EFSM2)	
<b>Learning outcomes</b>	<b>Assessment criteria</b>	
<b><i>The learner will:</i></b>	<b><i>The learner can:</i></b>	
1. Understand the principles of decision making when leading, monitoring and supporting people to resolve operational incidents	1.1	Clarify the need for effective decision making when leading, monitoring and supporting people to resolve operational incidents
	1.2	Explain what the different components of the decision making model are
	1.3	Evaluate how the different components of decision making can be applied when leading, monitoring and supporting people to resolve operational incidents
	1.4	Specify the requirements for applying critical decision making when leading, monitoring and supporting people to resolve operational incidents
2. Understand a tactical approach to leading, monitoring and supporting people to resolve operational incidents	2.1	Summarise the range of different tactics that can be applied to resolve operational incidents
	2.2	Justify the selection and application of tactics to resolve different types of operational incidents
	2.3	Explain the term 'situational awareness'
	2.4	Explain how 'situational awareness' is relevant to the roles of incident commander and sector commander at an operational incident
	2.5	Explain the importance of effective communications processes.
	2.6	Explain the importance of effective media management during the incident.
3. Understand the principles of risk management when leading, monitoring and supporting people to resolve operational incidents	3.1	Critically evaluate the principles of different types of risk assessment at operational incidents
	3.2	Explain how an understanding of different types of risk assessment influence own attitude to risk
	3.3	Critically evaluate the attitude to risk in others in terms of the potential impact on resolving operational incidents
	3.4	Explain how the negative aspects of other people's attitude to risk can be managed at operational incidents

<p>4. Understand the principles of debriefing following an operational incident</p>	<p>4.1 Summarise responsibilities in relation to debriefing following operational incidents</p> <p>4.2 Summarise the benefits of effective debriefing in terms of organisational and personal development</p> <p>4.3 Critically compare different approaches to debrief</p> <p>4.4 Explain when different types of debrief should be utilised following operational incidents</p>
<p>5. Be able to evaluate the status of an operational incident</p>	<p>5.1 Confirm with relevant personnel:</p> <ul style="list-style-type: none"> <li>• the existing tactical plan</li> <li>• risk assessments made</li> <li>• existing tactical mode</li> <li>• the incident command structure</li> <li>• lines of communication</li> <li>• what resources have been deployed</li> <li>• welfare issues</li> </ul> <p>5.2 Determine the effectiveness of current subordinate commanders</p> <p>5.3 Delegate responsibilities for any necessary functions and investigations</p> <p>5.4 Collate relevant points for the debrief</p> <p>5.5 Evaluate the plan to:</p> <ul style="list-style-type: none"> <li>• support the existing incident commander to resolve the incident</li> <li>• take command of the incident</li> </ul>
<p>6. Be able to assume responsibility for action to support those involved in an operational incident</p>	<p>6.1 Take action to meet the needs of an incident</p> <p>6.2 Communicate with other levels of command</p> <p>6.3 Evaluate the capabilities and limitations of the operational resources available</p> <p>6.4 Match resources to the needs of the incident</p> <p>6.5 Confirm the results of dynamic and analytical risk assessments</p> <p>6.6 Act upon the results of dynamic and analytical risk assessments</p> <p>6.7 Control hazards and risks identified within the incident</p> <p>6.8 Liaise with other agencies to ensure effective responses</p>
<p>7. Be able to close down the operational phase of an incident</p>	<p>7.1 Ensure the area under their control is fit for handover to the appropriate person, agency or authority</p> <p>7.2 Contribute to a post incident debrief through open and constructive discussion and review</p>

<b>Title:</b>	Strategic Incident Command Course	
<b>Level:</b>	4 (derived from EFSM1)	
<b>Learning outcomes</b>		<b>Assessment criteria</b>
<b><i>The learner will:</i></b>		<b><i>The learner can:</i></b>
1	Understand the roles and responsibilities of people and organisations within the incident command arrangements that exist at local, regional and national levels	1.1 Critically evaluate the key roles and responsibilities of the fire and rescue service and other agencies before, during and after operational incidents 1.2 Clarify how the fire and rescue service becomes involved in incidents led strategically by other services 1.3 Critically evaluate the roles, responsibilities and levels of authority, within the incident command inter agency structures and the fire and rescue service strategic commander 1.4 Explain the key points of interoperability between the fire and rescue service and other agencies 1.5 Explain how to access human, physical and financial resources to meet the needs of such incidents 1.6 Explain current strategic national command support arrangements 1.7 Explain mechanisms for accessing overseas assistance
2	Understand the technical issues being dealt with at tactical (Fire Silver) level.	2.1 Analyse how to prioritise actions and methods for deployment of resources 2.2 Summarise the statutory acts and guidance that apply in all circumstances 2.3 Analyse the technical issues being dealt with at tactical (Fire Silver) level. 2.4 Summarise the broad issues surrounding the tactical issues being addressed by the other principal responding agencies
3	Understand the role of communications within the context of local, regional and national incidents	3.1 Critically evaluate the key components of the communications strategy that supports the incident command inter agency structures 3.2 Critically compare the main capabilities and limitations of the command support functions available to the fire and rescue service strategic commander

	<p>3.3 Clarify how to obtain technical and professional advice to inform decision making</p> <p>3.4 Explain what is meant by the national, regional and local governmental decision making process and what can be done to support its effective response</p> <p>3.5 Explain how to work with the media in conjunction with government and other agencies for the benefit of the community</p>
<p>4 Understand how to manage people involved in incidents within local, regional and national contexts</p>	<p>4.1 Summarise the relationships defined within the incident command system.</p> <p>4.2 Define in detail the relationship between the Fire Gold and the tactical incident commander/s (Fire Silver/s).</p> <p>4.3 Explain the relationship between the Incident Command Structure and the structures described within the guidance to the Civil Contingencies Act.</p> <p>4.4 Explain how the command support structures and staff sustain the capability of the strategic commander</p> <p>4.5 Analyse the effects that operational incidents have on the individual, the team and the wider organisation.</p> <p>4.6 Explain the importance of effective handovers of command during ongoing and protracted incidents.</p>
<p>5 Understand how to close down the strategic command phase of the incident within local, regional and national contexts</p>	<p>5.1 Summarise the factors involved in closing down the strategic phase of an incident</p> <p>5.2 Analyse the post incident responsibilities of the strategic commander and the joint responders' group.</p>
<p>6 Be able to lead a strategic response to an incident within local, regional and national contexts</p>	<p>6.1 Establish liaison with key personnel in own service and other agencies who may contribute to achieving objectives</p> <p>6.2 Confirm the strategic command structure as suitable to meet the needs of the incident</p> <p>6.3 Review the implications of exercising Fire Gold command during an incident where multiple Fire Silvers are operating, including approving tactical plans and prioritising resource needs.</p>

	<p>6.4 Work in co-ordination with strategic representatives of other agencies to maximise effectiveness of response</p> <p>6.5 Analyse the factors involved in setting and reviewing the strategy</p> <p>6.6 Obtain and share information to enable co-ordination of a strategic response</p> <p>6.7 Ensure that the information and feedback needs of those involved in resolving, and/or those affected by the incident are met</p> <p>6.8 Take action to mitigate risks to the health, safety and welfare of those involved in, or affected by the incident</p> <p>6.9 Use advice and support from appropriate technical and professional sources</p> <p>6.10 Engage media resources in conjunction with other agencies to inform and protect the community</p> <p>6.11 Modify planned actions in response to emerging needs and the impact of the incident</p> <p>6.12 Ensure a record of relevant decisions and actions is made</p>
<p>7 Be able to contribute to the debrief following the resolution of an incident.</p>	<p>7.1 Evaluate the purpose of debriefing and strategic review</p> <p>7.2 Gather pertinent information from internal and external sources</p> <p>7.3 Review pertinent information from internal and external sources</p> <p>7.4 Provide constructive feedback to personnel and other agencies involved</p> <p>7.5 Agree action to be taken following debrief activities including responsibilities and timescales</p> <p>7.6 Summarise the key factors to bear in mind when conducting a debrief</p>