



Incident Command

Level 2 Intermediate Incident Command Training Guide

Course Title	Tactical Command Skills Training (Group Manager)
Course Code	TFCSTG



Aim, Objectives, and Performance Standard

Aim	<ul style="list-style-type: none"> Confirmation of Level 2 Incident Command skills through incident simulation
Objectives	<ul style="list-style-type: none"> Demonstrate the role of Incident Commander Demonstrate functional command support roles Demonstrate effective incident command skills
Performance Standard	<ul style="list-style-type: none"> EFSM2: Lead monitor and support people to resolve operational incidents Level 2 Incident Command Knowledge Profile

Learning Outcomes

The Tactical Command Skills Training (Group Manager) course provides the initial development for Level 2 Incident Command. It is designed to support individuals to develop competency for the role.

The training provides opportunities to develop, practise, improve and confirm the skills and knowledge for the Incident Commander (IC) role, using realistic and challenging incident scenarios, covering a comprehensive range of simulated incident types.

Delegates will be encouraged to draw on previous operational experiences, acquired knowledge, and past training when undertaking the IC role.

In order to meet the course aim and objectives, delegates must demonstrate effective command skills and the application of appropriate technical knowledge to the standard of performance required for the role.

The trainer (facilitator) facilitating the incident simulations gathers evidence of individual performance whilst delegates undertake the role of IC. Observation and confirmation of delegate command skills and knowledge is measured against the National Occupational Performance Standard (EFSM2) and Level 2 Incident Command Knowledge Profile.

The facilitator will confirm to delegates where the required standard has been met and, if appropriate, any areas of learning required.



Learning Outcomes - Level 2 Incident Command Skills and Knowledge

The learning outcome for all incident command simulations is that delegates demonstrate the required standard of performance for the role of Incident Commander.

Where detailed clarification is sought by delegates or required by the facilitator, reference is to be made to the Level 2 Incident Command Knowledge Profile and e-learning modules to confirm understanding or substantiate performance standard.

Trainer observation and delegate feedback is aligned to the command skills and technical knowledge outlined below:

Command Skills:

- Leadership
- Situational awareness
- Command decision-making
- Incident Commander communication
- Personal resilience

Safety Management:

- Firefighter safety maxim
- Risk assessment at an incident
- Emergency evacuation and tactical withdrawal

Organisation of the Incident Ground:

- Command roles and responsibilities
- Multi-agency arrangements
- Structuring an incident
- Firefighter emergency
- Fire survival guidance call

Operational (Technical) Knowledge:

- Dealing with fire incidents
- Dealing with transportation incidents
- Dealing with hazardous materials and environmental protection incidents
- Dealing with special risks
- Associated operations, policies, and procedures

Authenticating evidence of delegate performance

Trainer Responsibilities:

- To complete the delegate evidence capture documentation (see facilitator guide)
- To ensure audio and visual recording of delegate performance is undertaken (if required).



Learning Methodology

Tactical Command Skills Training is designed to support individuals in developing and maintaining competency for Level 2 Intermediate Incident Command. Focused on LFB-prioritised incident types, the training will take delegates through an intensive and comprehensive trainer-facilitated programme of simulated incident command experiences.

The aim is to provide delegates with a range of incidents where they can demonstrate their ability to undertake the incident commander and functional command support roles. The emphasis is on command skills, and the cognitive and interpersonal qualities that are critical for ICs to possess to underpin their judgements, decisions, and behaviours. Specifically, delegates will have the opportunity to demonstrate their ability to understand the incident situation as it unfolds, identifying and prioritising problems, and developing a plan to resolve the incident. Key skills, including, situational awareness, decision making, safety management and incident ground organisation, are scrutinised throughout all incident simulations.

Working within small syndicates, delegates will take it in turn to undertake the IC role. When not carrying out the IC role, delegates will observe and evaluate the performance of the IC. Conducted in a calm and non-threatening learning environment, delegates are encouraged to explore decisions, share ideas, and discuss operational options to resolve the incident. Learning will be facilitated by continuous coaching and mentoring, peer review and shared learning. Command decisions and actions will be reflected back to delegates for analysis and discussion. Good practice will be reinforced as incident scenarios are worked through.

Underperformance and poor practice will be skilfully challenged by the facilitator and constructively fed back to bring about a common understanding that meets the performance standard for the role.

The facilitator is responsible for ensuring delegate performance review and feedback are positive, supportive, non-threatening, and based on valid evidence of actual delegate performance.

‘Good feedback provides the understanding to address the gap between the desired standard of performance and the delegate’s achievement’

If a delegate is required to undergo an individual ‘Command Observation’ as part of the course, the facilitator will observe delegate performance and evaluate that performance against the standard required for the role. Delegates will not be coached or mentored while undertaking the command observation, but will receive feedback on their performance. Confirmation of delegate achievement will be provided to both the individual and LFB.

Tactical Command Skills training will not determine if an individual is competent in role, but will supplement the evidence of performance generated in the workplace. The LFB is responsible for assessing and determining a person’s competence for the role.



Training Content

Course Duration	2 x 8 hour days (non-residential)
XVR based	1 x 70 minutes and 1 x 30 minutes
Classroom based	3 x 80 minutes and 3 x 90 minutes incident simulation
Command Unit	1 x 80 minutes and 1 x 90 minutes incident simulation
Breaks	1 hour 30 minutes per day
Learning Style	Trainer-led, facilitative, individual, and syndicate-based learning
Pre-requisites	25 hours 30 minutes of distance learning - Completion of Level 2 Incident Command e-Learning (accessed via LMS)
Trainer Qualification	Incident Command trainer (Level 2)



Lesson Plan

Day and Timings	Activity				Resource	Trainer Notes
Day 1 60 minutes	Introduction <ul style="list-style-type: none"> Trainer introductions Delegate registration Health and Safety brief Look forward Sector Commander Command Support Presentation				<ul style="list-style-type: none"> Briefing room Delegate register 1 x whiteboard or flipchart marker pens 2 x Incident Command trainers SCCS PowerPoint 	Trainer to address all issues raised.
Syndicate working 80 minutes	Command Unit Command Team exercise	Workshop 1 Sector Commander Safety	Workshop 2 BA Main Control	Workshop 3 Tactical Co-ordination Group (TCG) Agenda	<ul style="list-style-type: none"> 1 x Command Unit 3 x XVR Pods & Laptops 5 x Trainers CU 1 x Trainer each XVR Pod 	Command team exercise (Moderate Command Structure).
15 minutes	Break					
Syndicate working 80 minutes	Command Unit Command Team exercise	Workshop 1 Sector Commander Safety	Workshop 2 BA Main Control	Workshop 3 Tactical Co-ordination Group (TCG) Agenda	<ul style="list-style-type: none"> 1 x Command Unit 3 x XVR Pods & Laptops 5 x Trainers CU 1 x Trainer each XVR Pod 	Command team exercise (Moderate Command Structure).





Day and Timings	Activity				Resource	Trainer Notes
60 minutes	Break					
Day 1 (conti.) Syndicate working 80 minutes	Command Unit Command Team exercise	Workshop 1 Sector Commander Safety	Workshop 2 BA Main Control	Workshop 3 Tactical Co-ordination Group (TCG) Agenda	<ul style="list-style-type: none"> • 1 x Command Unit • 3 x XVR Pods & Laptops • 5 x Trainers CU • 1 x Trainer each XVR Pod 	Command team exercise (Moderate Command Structure).
15 minutes	Break					
Syndicate working 80 minutes	Command Unit Command Team exercise	Workshop 1 Sector Commander Safety	Workshop 2 BA Main Control	Workshop 3 Tactical Co-ordination Group (TCG) Agenda	<ul style="list-style-type: none"> • 1 x Command Unit • 3 x XVR Pods & Laptops • 5 x Trainers CU • 1 x Trainer each XVR Pod 	Command team exercise (Moderate Command Structure).
10 minutes	Trainer and Delegate Review				• Briefing room	Trainer to address all issues raised.



Day and Timings	Activity				Resource	Trainer Notes
Day 2 15 minutes	Introduction <ul style="list-style-type: none"> Trainer introductions Delegate registration Health and Safety brief Look forward 				<ul style="list-style-type: none"> Briefing room Delegate register 1 x whiteboard or flipchart marker pens 2 x Incident Command trainers 	Trainer to address all issues raised.
Syndicate working 90 minutes	Command Unit Command Team exercise	Workshop 1 Operations Commander	Workshop 2 Forward Mobilising Procedure	Workshop 3 Gold Support / Strategic Response Arrangement (SRA)	<ul style="list-style-type: none"> 1 x Command Unit 3 x XVR Pods & Laptops 5 x Trainers CU 1 x Trainer each XVR Pod 	Command team exercise (Moderate Command Structure).
15 minutes	Break					
Syndicate working 90 minutes	Command Unit Command Team exercise	Workshop 1 Operations Commander	Workshop 2 Forward Mobilising Procedure	Workshop 3 Gold Support / Strategic Response Arrangement (SRA)	<ul style="list-style-type: none"> 1 x Command Unit 3 x XVR Pods & Laptops 5 x Trainers CU 1 x Trainer each XVR Pod 	Command team exercise (Moderate Command Structure).



60 minutes	Break					
Day and Timings	Activity				Resource	Trainer Notes
Day 2 (cont.) Syndicate working 90 minutes	Command Unit Command Team exercise	Workshop 1 Operations Commander	Workshop 2 Forward Mobilising Procedure	Workshop 3 Gold Support / Strategic Response Arrangement (SRA)	<ul style="list-style-type: none"> 1 x Command Unit 3 x XVR Pods & Laptops 5 x Trainers CU 1 x Trainer each XVR Pod 	Command team exercise (Moderate Command Structure).
15 minutes	Break					
Syndicate working 90 minutes	Command Unit Command Team exercise	Workshop 1 Operations Commander	Workshop 2 Forward Mobilising Procedure	Workshop 3 Gold Support / Strategic Response Arrangement (SRA)	<ul style="list-style-type: none"> 1 x Command Unit 3 x XVR Pods & Laptops 5 x Trainers CU 1 x Trainer each XVR Pod 	Command team exercise (Moderate Command Structure).
15 minutes	Trainer and Delegate Review				<ul style="list-style-type: none"> Briefing room 	Trainer to address all issues raised.





Timetable Day 1

60 minutes	Introduction and SCCS Presentation				Incident Simulations The allocation of incident type and scenario has been agreed in consultation with the LFB.
Syndicate working 85 minutes	Command Unit Command Team exercise (Moderate)	Workshop 1 Sector Commander Safety	Workshop 2 BA Main Control	Workshop 3 TCG Agenda	
15 minutes	Break				
Syndicate working 85 minutes	Command Unit Command Team exercise (Moderate)	Workshop 1 Sector Commander Safety	Workshop 2 BA Main Control	Workshop 3 TCG Agenda	
60 minutes	Break				
Syndicate working 85 minutes	Command Unit Command Team exercise (Moderate)	Workshop 1 Sector Commander Safety	Workshop 2 BA Main Control	Workshop 3 TCG Agenda	
15 minutes	Break				
Syndicate working 85 minutes	Command Unit Command Team exercise (Moderate)	Workshop 1 Sector Commander Safety	Workshop 2 BA Main Control	Workshop 3 TCG Agenda	
10 minutes	Trainer and Delegate Review Opportunity for Trainers and delegates to raise and discuss issues, that have not been dealt with previously, relating to training activities undertaken.				



Timetable Day 2

15 minutes	Introduction				Incident Simulations The allocation of incident type and scenario has been agreed in consultation with the LFB.
Syndicate working 90 minutes	Command Unit Command Team exercise (Moderate)	Workshop 1 Operations Commander	Workshop 2 Forward Mobilising Procedure	Workshop 3 Gold Support / SRA	
15 minutes	Break				
Syndicate working 90 minutes	Command Unit Command Team exercise (Moderate)	Workshop 1 Operations Commander	Workshop 2 Forward Mobilising Procedure	Workshop 3 Gold Support / SRA	
60 minutes	Break				
Syndicate working 90 minutes	Command Unit Command Team exercise (Moderate)	Workshop 1 Operations Commander	Workshop 2 Forward Mobilising Procedure	Workshop 3 Gold Support / SRA	
15 minutes	Break				
Syndicate working 90 minutes	Command Unit Command Team exercise (Moderate)	Workshop 1 Operations Commander	Workshop 2 Forward Mobilising Procedure	Workshop 3 Gold Support / SRA	
15 minutes	Trainer and Delegate Review Opportunity for Trainers and delegates to raise and discuss issues, that have not been dealt with previously, relating to training activities undertaken.				



Resources and Preparation

Before training commences, ensure that the following trainer and delegate materials are available for use or distributed as appropriate, and that any necessary training room preparation or set up is carried out.

Course Preparation

Trainer Material / Resources	Location
Presentation materials - PPT slide-decks, etc.	PowerPoint
Flipchart and pens	XVR Training Room
Course manuals / workbooks / hand-outs / Level 2 trainer matrix	SharePoint
Feedback forms	SharePoint / hand-out
Multimedia resources	Training room PC / projector / Smart board
Risk Assessment(s)	Venue RA - SharePoint
Delegate list	SharePoint LMS / class register / STEP?
Individual learning needs	As advised
Venue	XVR training room
Other	

Delegate Preparation

Delegate Material / Resources / Requirements	Location
Dress code	PPE / Work-wear per JI
Level 2 Incident Command e-learning modules	LMS
Level 2 Incident Command Knowledge Profile	LMS
Individual learning needs	As advised





Skills Confirmation

Name:

Evaluation

Type:

Direct Observation

Course Administration Procedure

Ensure delegates are made aware of L2 feedback process.

Ensure record of training is entered into LMS / STEP or results forwarded to relevant team within 24 hours of end of assessment or close of course.

Ensure trainer is aware of individual needs of delegates as appropriate.



Course Preparation Checklist

Use this checklist to prepare and set-up the Course / Lesson at least 2 working days before the start day.

Pre-start Administration

- | | |
|--|--------------------------|
| 1. Delegate list | <input type="checkbox"/> |
| 2. Individual learning needs (check as necessary) | <input type="checkbox"/> |
| 3. Confirm training room / XVR Pods / scenarios | <input type="checkbox"/> |
| 4. Check resources - XVR simulation pods / XVR control room / PC / flipchart / pens etc. | <input type="checkbox"/> |
| 5. Access to XVR Pods / Command Unit | <input type="checkbox"/> |

Printing

- | | |
|------------------------------|--------------------------|
| 6. Workbooks - if applicable | <input type="checkbox"/> |
| 7. Hand-outs - if applicable | <input type="checkbox"/> |

Day 1 and 2

- | | |
|---|--------------------------|
| 8. Hand-outs - if applicable | <input type="checkbox"/> |
| 9. Command team and workshop exercises | <input type="checkbox"/> |
| 10. Ensure feedback forms are completed and collected | <input type="checkbox"/> |
| 11. Result class (within 24 hours) | <input type="checkbox"/> |
| 12. Record pre and post scores (if applicable) | <input type="checkbox"/> |

Comments:

