

Training Specification

Incident Command

Intermediate Level(2)

Introduction

The National Operational Guidance Programme has developed a suite of training specifications to supplement operational guidance.

The National Occupational Standards provide the platform from which training is derived. This needs to be translated into how firefighters actually work at incidents. To achieve this, NOG needs to inform the content of the majority of operational training in the service and be the basis for learning and qualifications.

NOG training specifications correspond and comply with National Occupational Standards to provide a clear framework of competence for all areas of operational activity. Training providers or training departments can adopt and follow the training specifications in order to develop tailored and specific operational training to suit the needs of fire and rescue services.

NOG training specifications uses the specific information from foundation material and the hazard and control measure knowledge within the guidance, to stipulate the required operational knowledge and understanding. Tactical actions are used to stipulate the required practical application of operational skills, in order to control hazards.

NOG training specifications aim to deliver the following benefits to UK Fire and Rescue Services:

- A process for training specification development and maintenance
- Training specifications aligned to hazards, control measures and tactical actions
- An interoperable communication strategy regarding training specification updates and review
- NOG to NOS mapping
- Training specification template
- Strategic process for quality assurance of training specifications
- Toolkit for implementation of training specifications
- A UKFRS training specification consultative group

Explanatory

This training specification has been produced in conjunction with national operational guidance and foundation material for incident command.

It is intended that this training specification is used by training providers as a pathway in order to develop training packages for incident command students.

The specification compiles sets of knowledge and understanding and practical application criteria, derived from the National Operational Guidance for Incident Command and The Foundation for Incident Command. This knowledge and understanding and practical application criteria is further explained as a set of learning outcomes for each knowledge (knowledge and understanding **BLUE**) and tactical action (practical application criteria **GREEN**) element.

Using the learning outcomes from the specification training providers will be able to set objectives for training packages, based upon the individual service requirements. i.e. flexibility to enable fire

and rescue services to develop training courses appropriate to their own risk assessed training needs.

The knowledge and understanding is derived from the hazard and control measure knowledge contained within guidance and the syllabus contained within The Foundation for Incident Command.

Practical application criteria is derived from the tactical actions contained within the National Operational Guidance for Incident Command.

To use this specification, training providers should:

- consult the incident command National Operational Guidance and the foundation for incident command
- make reference to the hazard and control measure knowledge and foundation document for relevant details pertaining to the knowledge and understanding
- make reference to the tactical actions for relevant details pertaining to performance criteria
- deliver training regarding the underpinning knowledge (why, when and what)
- deliver training regarding the application of skills (who and how)

Note

All knowledge, understanding and practical application criteria set out within the intermediate level (2) training specification is to be delivered within the realistic context of limited incidents in terms of:

- incident type
- incident scale
- number of appliances
- number of personnel
- number of attending agencies
- number of tasks
- required amount of information

Intermediate level (2) Incident Command

Knowledge and Understanding

The aim of the knowledge and understanding section of this training specification is to offer training providers a clear context of what students need to know and understand prior to applying what has been learned within a practical environment.

It is intended that the learning detailed within the knowledge and understanding fits directly with the practical application section of this training specification and is used in such a way that the knowledge and understanding supports the delivery of the practical application of skills.

Pre-requisites

Competent initial level (1) incident command status demonstrated via the current recommended service process.

See Incident Command Foundation - effective selection process

Subject matter headings – Knowledge and Understanding

Command skills	Organisation at an incident	Safety management
<i>Leadership</i>	<i>Roles and responsibilities</i>	<i>The firefighter safety maxim</i>
<i>Considerations of organisational culture</i>	<i>Interoperability and intraoperability</i>	<i>The principles of making and managing risk critical decisions at incidents</i>
<i>Operational Team effectiveness</i>	<i>The command team</i>	<i>Risk assessment at an incident</i>
<i>Situational awareness</i>	<i>Structuring an incident</i>	<i>Tactical mode</i>
<i>Command decision making</i>	<i>Cordons</i>	<i>Safety within sectors</i>
<i>Incident commander communication</i>	<i>Firefighter emergencies</i>	
<i>Personal resilience</i>	<i>Additional command considerations</i>	

Intermediate level (2) Incident Command

This training specification details the knowledge, understanding and practical application criteria for firefighters and incident commanders operating at intermediate level (2).

Training content – Knowledge and Understanding

Command skills

Hazards – Failure to comply with relevant legislation

Failure to select effective incident commanders

The following knowledge and understanding applied to limited incidents using resources appropriate to the level of incident command:

1 Control Measure - Leadership	
Control measure sub heading	Learning outcome
1.1 Legal duties	Define the legal responsibilities and duties within an intermediate level (2) incident environment according to: <ul style="list-style-type: none">• Fire & Rescue Service legislation• Civil Contingencies Act 2004• Health & Safety at Work Act 2004• Management of Health & Safety at Work Regulations 1999
1.2 Leadership styles	Identify the most appropriate use of the following within an intermediate level (2) incident environment: <ul style="list-style-type: none">• the various styles and considerations used to suit particular situations
1.3 Leadership behaviours	Detail the following within an intermediate level (2) incident environment: <ul style="list-style-type: none">• the expected behaviours of an effective leader
1.4 Leadership and organisational culture	Define the following within an intermediate level (2) incident environment: <ul style="list-style-type: none">• the influences an organisation can have on incident commanders

2 Control Measure - Considerations of organisational culture

Control measure sub heading	Learning outcome
2.1 Considerations of organisational culture	<p>Detail the following within an intermediate level (2) incident environment:</p> <ul style="list-style-type: none">• what is expected of individuals by the service organisational objectives, values and how to operate within them• the use of service standard operational procedures and policies• how to achieve consistency and appropriateness in dealing with performance• how organisational culture influences the leadership relationship in reaction to status and authority

3 Control Measure - Operational team effectiveness

Control measure sub heading	Learning outcome
3.1 Operational team effectiveness	<p>Define the use of the following within an intermediate level (2) incident environment:</p> <ul style="list-style-type: none">• team dynamics• how to match functions with ideal team membership

4 Control Measure - Situational awareness

Control measure sub heading	Learning outcome
4.1 Stages of situational awareness	<p>Detail how the following is achieved within an intermediate level (2) incident environment:</p> <ul style="list-style-type: none">• information gathering• understanding information• anticipation
4.2 Maintaining situational awareness	<p>Define the how the following can be achieved within an intermediate level (2) incident environment:</p> <ul style="list-style-type: none">• recognition and resolution of confirmation bias on take-over• the need to maintain situational awareness and avoid confirmation bias
4.3 Effective situational awareness	<p>Define the following within an intermediate level (2) incident environment:</p> <ul style="list-style-type: none">• the elements essential to effective situational awareness• the appropriate circumstances to take command of an incident

4.4 Factors that affect situational awareness	<p>Detail the following within an intermediate level (2) incident environment:</p> <ul style="list-style-type: none"> the factors which may affect situational awareness implementing appropriate measures to minimise adverse effects
4.5 Remote situational awareness	<p>Detail how the following is achieved within an intermediate level (2) incident environment:</p> <ul style="list-style-type: none"> the reliability of elements contributing to remote situational awareness and the ability to question assumptions
4.6 Shared situational awareness	<p>Detail how the following is achieved within an intermediate level (2) incident environment:</p> <ul style="list-style-type: none"> a common interpretation of information and events instigating and leading multi-agency tactical meetings
4.7 Shared information gathering	<p>Detail how the following is achieved within an intermediate level (2) incident environment:</p> <ul style="list-style-type: none"> a common view of the situation avoiding information overload gathering relevant information from multiple sources
4.8 Shared understanding	<p>Detail how the following is achieved within an intermediate level (2) incident environment:</p> <ul style="list-style-type: none"> shared goals, operational plan and how team actions affect others and other agencies
4.9 Shared expectations	<p>Detail how the following is achieved within an intermediate level (2) incident environment:</p> <ul style="list-style-type: none"> common understanding of the team and what they expect to happen when carrying out activities common understanding of multi-agencies and what they expect to happen when carrying out activities

5 Control Measure - Command decision making

Control measure sub heading	Learning outcome
5.1 Command decision making	<p>Define how the following is achieved within an intermediate level (2) incident environment:</p> <ul style="list-style-type: none"> decision making in an uncertain environment with competing demands and problems associated with numerous teams and multi-agencies
5.2 Reaching a decision	<p>Define the use of the following within an intermediate level (2) incident environment:</p> <ul style="list-style-type: none"> the decision making process
5.3 Intuitive decision making	<p>Describe the use of the following within an intermediate level (2) incident environment:</p>

	<ul style="list-style-type: none"> intuitive, fast processes invoked without conscious thinking
5.4 Analytical decision making	<p>Describe the use of the following within an intermediate level (2) incident environment:</p> <ul style="list-style-type: none"> the reflective processes and conscious mental effort during situation analysis
5.5 Decision making in the operational context	<p>Define the use of the following within an intermediate level (2) incident environment:</p> <ul style="list-style-type: none"> the process of decision making to resolve incidents and factors likely to influence this
5.6 Decision traps	<p>Define the following within an intermediate level (2) incident environment:</p> <ul style="list-style-type: none"> the thought processes that can lead to a situation going wrong and methods to avoid this
5.7 Decision control process & joint decision making	<p>Define the use of the following within an intermediate level (2) incident environment:</p> <ul style="list-style-type: none"> the stages involved in operational decision making the decision control process joint decision making
5.8 Factors that affect joint decision making	<p>Detail the following within an intermediate level (2) incident environment:</p> <ul style="list-style-type: none"> the potential for differing perspectives and factors affecting decisions

6 Control Measure – Operational discretion

Control measure sub heading	Learning outcome
6.1 Operational Discretion	<p>Detail the use of the following within an intermediate level (2) incident environment:</p> <ul style="list-style-type: none"> when and how operational discretion can be used appropriately and safely

7 Control Measure - Incident commander communication

Control measure sub heading	Learning outcome
7.1 Communication and understanding 7.2	<p>Define the use of the following within an intermediate level (2) incident environment:</p> <ul style="list-style-type: none"> checking interpretation of communication with others
7.3 Forms of communication at an incident	<p>Define the use of the following within an intermediate level (2) incident environment:</p> <ul style="list-style-type: none"> the varying forms of communication and how they are used and interpreted

7.4 Effective communication	<p>Define the use of the following within an intermediate level (2) incident environment:</p> <ul style="list-style-type: none"> • how to ensure communication has been exchanged and understood as intended
7.5 Barriers to communication	<p>Define the following within an intermediate level (2) incident environment:</p> <ul style="list-style-type: none"> • the ways communication can lead to misunderstanding and impacts of this

8 Control Measure – Personal resilience

Control measure sub heading	Learning outcome
8.1 Causes of stress	<p>Define the following within an intermediate level (2) incident environment:</p> <ul style="list-style-type: none"> • the different causes of stress
8.2 Recognising the effects of stress	<p>Define the following within an intermediate level (2) incident environment:</p> <ul style="list-style-type: none"> • recognising the effects associated with stress
8.3 Impact of stress	<p>Define the following within an intermediate level (2) incident environment:</p> <ul style="list-style-type: none"> • the outcomes stress may lead to
8.4 Managing stress	<p>Define the following within an intermediate level (2) incident environment:</p> <ul style="list-style-type: none"> • how to build resilience to stress
8.5 Coping strategies during an incident	<p>Define the following within an intermediate level (2) incident environment:</p> <ul style="list-style-type: none"> • how to cope with stress at an operational incident
8.6 Coping with fatigue	<p>Define the following within a intermediate level (2) incident environment:</p> <ul style="list-style-type: none"> • recognising the effects of fatigue and how this can be managed

Intermediate level (2) Incident Command

This training specification details the knowledge, understanding and practical application criteria for firefighters and incident commanders operating at intermediate level (2).

Training content – Knowledge and understanding

Organisation at an incident

Hazard – Ineffective organisation of the incident ground

The following knowledge and understanding applied to limited incidents using resources appropriate to the level of incident command:

9 Control Measure – Roles and responsibilities	
Control measure sub heading	Learning outcome
9.1 Roles and responsibilities	Define the following within an intermediate level (2) incident environment: <ul style="list-style-type: none">the various roles and responsibilities used within an incident command systemhow to distinguish between rolesthe essential criteria for a successful command teamadditional roles which can be requested for advice and support
9.2 The role of the incident commander	Define the following within an intermediate level (2) incident environment: <ul style="list-style-type: none">the role, responsibilities and required knowledge of an incident commander and the tasks they may need to carry out
9.3 Levels of command	Detail the use of the following within an intermediate level (2) incident environment: <ul style="list-style-type: none">the levels of command applicable to both CFOA Command Training & Assessment and the Joint Emergency Services models
9.4 Responsibilities of the incident commander at level 1	Detail the following within an intermediate level (2) incident environment: <ul style="list-style-type: none">all responsibilities of a level 1 IC (Initial IC NOS)
9.5 Responsibilities of the incident commander at level 2/3	Detail the following within an intermediate level (2) incident environment: <ul style="list-style-type: none">all responsibilities of a level 2/3 IC (Intermediate/advanced/strategic IC NOS)
9.6 Tactical advisers	Detail the following within an intermediate level (2) incident environment: <ul style="list-style-type: none">the reasons for tactical advisers and the information and assistance they can provide (Tac Ad NOS)

10 Control Measure – Interoperability and intraoperability

Control measure sub heading	Learning outcome
10.1 Interoperability and intraoperability	<p>Define the following within an intermediate level (2) incident environment:</p> <ul style="list-style-type: none"> • the key principles of effective joint working • the NCAF framework including key stakeholders and lines of communication • the use of national resilience arrangements • the JESIP Joint Doctrine Interoperability Framework • the Joint Decision Model • the UK emergency responders' model as defined in the Cabinet Office, Emergency Response and Recovery Concept of Operations • the common terminology using CCS Lexicon for Emergency Responders • local arrangements for intraoperable working

11 Control Measure – The command team

Control measure sub heading	Learning outcome
11.1 The command team	<p>Define the following within an intermediate level (2) incident environment:</p> <ul style="list-style-type: none"> • the role and functions of the command team
11.2 Command support	<p>Define the following within an intermediate level (2) incident environment:</p> <ul style="list-style-type: none"> • the role and functions of command support • the various roles of remote command support
11.3 Command support systems & equipment	<p>Define the following within an intermediate level (2) incident environment:</p> <ul style="list-style-type: none"> • the various systems and equipment used to support the command team and wider community
11.4 Decision logs	<p>Define the following within an intermediate level (2) incident environment:</p> <ul style="list-style-type: none"> • the use and function of decision logs
11.5 Scalable command arrangements	<p>Define the following within an intermediate level (2) incident environment:</p> <ul style="list-style-type: none"> • the principles of the incident command system and the aspects and use of scalable command arrangements
11.6 Sector commander	<p>Define the following within an intermediate level (2) incident environment:</p> <ul style="list-style-type: none"> • the specific responsibilities of the sector commander

11.7 Operations commander	Define the following within an intermediate level (2) incident environment: <ul style="list-style-type: none"> the specific responsibilities of the operations commander
11.8 Identification of command role	Define the following within an intermediate level (2) incident environment: <ul style="list-style-type: none"> how the various command roles are identified at incidents

12 Control Measure – Structuring an incident

Control measure sub heading	Learning outcome
12.1 Structuring an incident	Define the following within an intermediate level (2) incident environment: <ul style="list-style-type: none"> the considerations when structuring an incident command system
12.2 Sectorisation	Define the following within an intermediate level (2) incident environment: <ul style="list-style-type: none"> the use of sectorisation and various methods used

13 Control Measure – Cordons

Control measure sub heading	Learning outcome
13.1 Cordons	Define the following within an intermediate level (2) incident environment: <ul style="list-style-type: none"> why cordons are used at incidents and agencies responsible for their implementation
13.2 Inner cordon	Define the following within an intermediate level (2) incident environment: <ul style="list-style-type: none"> the use of inner cordons and gateway controls
13.3 Outer cordon	Define the following within an intermediate level (2) incident environment: <ul style="list-style-type: none"> the use of outer cordons

14 Control Measure – Firefighter emergencies

Control measure sub heading	Learning outcome
14.1 Firefighter emergencies	Define the following within an intermediate level (2) incident environment: <ul style="list-style-type: none"> the pre-planning arrangements in consideration of firefighter emergencies

	<ul style="list-style-type: none"> • the processes and procedures used for firefighter emergencies • the factors to consider during decision making for firefighter emergencies • the considerations following firefighter emergencies
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15 Control Measure – Additional command considerations

Control measure sub heading	Learning outcome
15.1 Additional command considerations	<p>Define the following within an intermediate level (2) incident environment:</p> <ul style="list-style-type: none"> • the factors to consider to avoid complacency during the closing stages of an incident
15.2 Arranging or managing relevant investigations	<p>Define the following within an intermediate level (2) incident environment:</p> <ul style="list-style-type: none"> • the processes used for investigations, preservation of evidence and the agencies who may be involved • requirements and methods of reporting on incidents and how to report to key internal, external, political and community contacts
15.3 Debriefing	<p>Define the following within an intermediate level (2) incident environment:</p> <ul style="list-style-type: none"> • operational debriefing arrangements using agreed formats • conducting operational reviews of performance
15.4 Closure & handover	<p>Define the following within an intermediate level (2) incident environment:</p> <ul style="list-style-type: none"> • the associated protracted activities the fire & rescue service may be involved with • the need for post-incident assessment and identification of relevant tasks • post incident arrangements for business and fire and rescue service continuity • handing over status to relevant agencies before withdrawing support from the incident

Intermediate Level (2) Incident Command

This training specification details the knowledge, understanding and practical application criteria for incident commanders operating at intermediate level (2).

Training content – Knowledge and Understanding

Safety management

Hazard – Ineffective safety management

The following knowledge and understanding applied to limited incidents using resources appropriate to the level of incident command:

16 Control Measure – The firefighter safety maxim

Control measure sub heading	Learning outcome
16.1 The firefighter safety maxim	Define the following within a intermediate level (2) incident environment: <ul style="list-style-type: none">• the benefits of multiple activities versus a variety risks to those involved• the high risk activities limited to the potential for saving life or to prevent the rapid and significant escalation of the incident

17 Control Measure – The principles of making and managing risk critical decisions at incidents

Control measure sub heading	Learning outcome
17.1 The principles of making and managing risk critical decisions at incidents	Define the following within a intermediate level (2) incident environment: Principle 1: A willingness to make decisions in conditions of uncertainty is a core need for all members of the fire and rescue service

	<p>Principle 2: The primary consideration for making decisions is the safety of individuals and communities</p> <p>Principle 3: Risk acceptance involves judgment and balance, with decision-makers required to consider the value and likelihood of the possible benefits of a particular decision against the seriousness and likelihood of the possible harm</p> <p>Principle 4: Harm can never be totally prevented. Risk-critical decisions should therefore be judged by the quality of the decision-making, not by the outcome</p> <p>Principle 5: To reduce risk aversion, improve decision-making and avoid decision traps, a culture is required that learns from successes and failures. Good application of risk management which allows for positive operational outcomes should be identified, celebrated and shared, preferably through operational learning and debrief outcomes</p>
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18 Control Measure – Risk assessment at an incident

Control measure sub heading	Learning outcome
18.1 Risk assessment at an incident	<p>Define the following within a intermediate level (2) incident environment:</p> <ul style="list-style-type: none"> • the process for risk assessment • the risk concepts used in effective risk assessment • the concept and process of analytical risk assessment • the concept and process of dynamic risk assessment • the concept and process of individual risk assessment

19 Control Measure – Tactical mode

Control measure sub heading	Learning outcome
19.1 Tactical mode	<p>Define the following within a intermediate level (2) incident environment:</p> <ul style="list-style-type: none"> • the rationale for the declaration of tactical modes
19.2 Types of tactical mode	<p>Understand the use the following within a intermediate level (2) incident environment:</p> <ul style="list-style-type: none"> • offensive mode

	<ul style="list-style-type: none"> defensive mode
19.3 Hazard areas	<p>Define the following within a intermediate level (2) incident environment:</p> <ul style="list-style-type: none"> when, where and how hazard areas are used
19.4 Using tactical modes when sectors are in use	<p>Define the following within a intermediate level (2) incident environment:</p> <ul style="list-style-type: none"> the use of offensive and defensive tactical modes within sectors
19.5 Announcement of tactical mode	<p>Define the following within a intermediate level (2) incident environment:</p> <ul style="list-style-type: none"> when, how and to whom tactical modes are announced
19.6 Change in tactical mode	<p>Define the following within a intermediate level (2) incident environment:</p> <ul style="list-style-type: none"> when tactical modes may change the process for changing of tactical modes
19.7 Emergency evacuation and tactical withdrawal	<p>Define the following within a intermediate level (2) incident environment:</p> <ul style="list-style-type: none"> developing plans for emergency evacuation or tactical withdrawal the process for emergency evacuation the process for tactical withdrawal

20 Control Measure – Safety organisation on the incident ground including risk information

Control measure sub heading	Learning outcome
20.1 Safety organisation on the incident ground including risk information	<p>Define the following within a intermediate level (2) incident environment:</p> <ul style="list-style-type: none"> the safety responsibilities, which can be undertaken through command support
20.2 Safety briefings	<p>Define the following within a intermediate level (2) incident environment:</p> <ul style="list-style-type: none"> the need for safety briefings and their content
20.3 Safety officer	<p>Define the following within a intermediate level (2) incident environment:</p> <ul style="list-style-type: none"> the responsibilities of the safety sector commander role the responsibilities of the safety officer
20.4 Safety within sectors	<p>Define the following within a intermediate level (2) incident environment:</p> <ul style="list-style-type: none"> the management of safety within sectors

20.5 Safety at multi-agency incidents	Define the following within a intermediate level (2) incident environment: <ul style="list-style-type: none"> the means to acquire and communicate risk information via other agencies
20.6 Provision of risk information	Define the following within a intermediate level (2) incident environment: <ul style="list-style-type: none"> the relevant sources of risk information

Practical Application

The aim of the practical application section of this training specification is to offer training providers a clear context of the skills students need to be able to apply in order demonstrate competence within a practical environment.

It is intended that the learning detailed within the practical application fits directly with the knowledge and understanding section of this training specification and is used in such a way that the practical application of skills reflects the knowledge and understanding previously learned.

Pre-requisites

Competent intermediate level (2) incident command status demonstrated via the current recommended service process.

See Incident Command Foundation – effective selection process

Subject matter headings – Practical application

<i>Command skills</i>	<i>Organisation at an incident</i>	<i>Safety management</i>
<i>Leadership</i> <i>Situational awareness</i> <i>Command decision making</i> <i>Operational discretion</i> <i>Incident commander communication</i> <i>Personal resilience</i>	<i>Clearly defined command roles and responsibilities, incorporating multi-agency arrangements</i> <i>Have a communication strategy</i> <i>Structuring an incident</i> <i>Establish appropriate cordon controls</i>	Positive safety culture Risk assessment at an incident Incident ground safety management

	Arrangements in place to deal with 'firefighter emergencies'	
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Intermediate Level (2) Incident Command

This training specification details the knowledge, understanding and practical application criteria for incident commanders operating at level 2.

Training content – Practical application

Command skills

Hazards – Failure to comply with relevant legislation

Failure to select effective incident commanders

The following practical application criteria is applied to limited incidents using resources appropriate to the level of incident command:

21 Control Measure – Leadership	
Tactical actions	Learning outcome
21.1 Leadership behaviours that instil confidence, foster trust and promote two-way communication	Demonstrate the following within an intermediate level (2) incident environment: <ul style="list-style-type: none"> • position • posture • bearing • active listening • effective communication • decisiveness • supportive

21.2 Appropriate leadership behaviours and technical knowledge to resolve an incident	<p>Demonstrate the following within an intermediate level (2) incident environment:</p> <ul style="list-style-type: none"> • leadership style appropriate to the circumstances (leadership and management qualifications) • Demonstrate technical knowledge of the situation, circumstances and events (pre-requisite NOG activity guidance)
21.3 Adoption of a leadership role at multi-agency incidents	<p>Demonstrate the following within an intermediate level (2) incident environment:</p> <ul style="list-style-type: none"> • recognition, willingness and ability to take responsibility where primacy is appropriate and or warranted
21.4 Assertive, effective and safe command skills at all operational incidents	<p>Demonstrate the following within an intermediate level (2) incident environment:</p> <ul style="list-style-type: none"> • the ability to be assertive in order to effectively and diplomatically control situations
21.5 Post incident process of self-reflection and team performance in resolving an incident as part of the operational debrief	<p>Demonstrate the following within an intermediate level (2) incident environment:</p> <ul style="list-style-type: none"> • the ability to provide a thorough self-reflective narrative of all strengths and weaknesses of performance during a debrief process

22 Control Measure – Situational awareness

Tactical actions	Learning outcome
22.1 Availability of information from a variety of sources to gain accurate situational awareness and understanding	<p>Demonstrate the following within an intermediate level (2) incident environment:</p> <ul style="list-style-type: none"> • the ability to gather relevant information from various available sources to confirm understanding and support decision making • the ability identify discrepancies in information and instigate corrective action
22.2 Carrying out a 360° survey at the earliest opportunity to gain sensory perception of current situation and hazards present	<p>Demonstrate the following within an intermediate level (2) incident environment:</p> <ul style="list-style-type: none"> • the ability to gain a visual depiction of the scene, including all relevant hazards and confirm information gathered with initial incident commander
22.3 Anticipation of the likely development of the incident and evaluation of the potential consequences of a range of actions	<p>Demonstrate the following within an intermediate level (2) incident environment:</p> <ul style="list-style-type: none"> • the ability to recognise when a greater degree of command and control is required

	<ul style="list-style-type: none"> the ability to correctly interpret verbal and visual information and consequences of actions to identify and plan for anticipated outcomes the ability to develop and communicate contingency plans
22.4 Maintaining situational awareness and identifying changes during the incident through active monitoring and regular briefings 22.5	<p>Demonstrate the following within an intermediate level (2) incident environment:</p> <ul style="list-style-type: none"> Identify and communicate changes in roles Conduct clear and comprehensive briefings Minimise distractions during critical tasks Apply appropriate spans of control Conduct regular reviews Be self-aware of stress and fatigue Redeploy resources to meet changing priorities

23 Control Measure – Command decision making

Sub heading	Learning outcome
23.1 Selecting appropriate actions by applying the decision control process to the information gathered avoiding decision traps	<p>Demonstrate the following within an intermediate level (2) incident environment:</p> <ul style="list-style-type: none"> effective use of the decision control process to assist intuitive and analytical decision making
23.2 Using the joint decision model to coordinate an effective response at multi-agency incidents	<p>Demonstrate the following within an intermediate level (2) incident environment:</p> <ul style="list-style-type: none"> effective use of the joint decision model with the cooperation of other responding agencies
23.3 Identifying the resources currently available to take immediate action and requesting those likely to be needed to deliver a full incident plan	<p>Demonstrate the following within an intermediate level (2) incident environment:</p> <ul style="list-style-type: none"> the ability to assess the use of current incident resources and to identify all required internal and external resources to deliver the full incident plan
23.4 Instigating appropriate local, regional, national and international arrangements for assistance and support	<p>Demonstrate the following within an intermediate level (2) incident environment:</p> <ul style="list-style-type: none"> the ability to identify and instigate appropriate local, regional, national and international arrangements for assistance and support
23.5 Identifying and communicating incident objectives, tactical priorities and operational tactics to be adopted in resolving the incident	<p>Demonstrate the following within an intermediate level (2) incident environment:</p> <p>the ability to form and communicate incident plans based upon:</p> <ul style="list-style-type: none"> Objectives and goals Tactical priorities Operational tactics

	<ul style="list-style-type: none"> • Achievement of tasks
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24 Control Measure – Operational discretion

Tactical actions	Learning outcome
24.1 Applying operational discretion where outcomes would justify unusual, unorthodox or innovative action	<p>Demonstrate the following within an intermediate level (2) incident environment:</p> <ul style="list-style-type: none"> • the ability to exercise professional judgement to recognise rare or exceptional circumstances that justify taking unusual, unorthodox or innovative action
24.2 Returning to operational procedures following the use of operational discretion	<p>Demonstrate the following within an intermediate level (2) incident environment:</p> <ul style="list-style-type: none"> • the ability to recognise when the objective has been achieved and to ensure activities are resumed according to policy
24.3 Contemporaneously recording rationale for the decision to use operational discretion	<p>Demonstrate the following within an intermediate level (2) incident environment:</p> <p>the ability to record justified decisions to use operational discretion according to:</p> <ul style="list-style-type: none"> • Saving human life • Taking decisive action to prevent an incident escalating • Incidents where taking no action may lead others to put themselves in danger
24.4 Instigating a review of existing guidance as part of the debrief process following the use of operational discretion	<p>Demonstrate the following within an intermediate level (2) incident environment:</p> <ul style="list-style-type: none"> • the ability to revisit the use of unusual, unorthodox or innovative action and to follow the appropriate protocols to influence existing guidance

25 Control Measure – Incident commander communication

Tactical actions	Learning outcome
25.1 Delivering clear, concise and timely briefings to crews, command support functions and other agencies, allowing for assumptions to be questioned and understanding confirmed	<p>Demonstrate the following within an intermediate level (2) incident environment:</p> <p>the ability to deliver briefings using the following (or locally agreed) format:</p> <ul style="list-style-type: none"> • Hazards and associated risks • Area of responsibility and authority • Resources available/required • Details of the incident • Safety measures/systems of work

	<ul style="list-style-type: none"> • Plan (Incident) • Objectives • Review (conditions, actions, resources, progress) • Talk (communication strategy)
25.2 Communicating the incident situation to other responders and fire control	<p>Demonstrate the following within an intermediate level (2) incident environment:</p> <ul style="list-style-type: none"> • the ability to communicate relevant information to emergency responders, who are requested to attend or en-route to incidents • the ability to communicate timely and relevant information to fire control, using agreed formats • the ability to use the METHANE message protocol within an operational context
25.3 Debriefing crews that have withdrawn from a working area during an incident to gain operational intelligence	<p>Demonstrate the following within an intermediate level (2) incident environment:</p> <ul style="list-style-type: none"> • the ability and awareness to debrief crews (using a recognised format) following withdrawal from a working area
25.4 Providing a structured brief when handing over command	<p>Demonstrate the following within an intermediate level (2) incident environment:</p> <ul style="list-style-type: none"> • the ability to provide a structured brief (using a recognised format) when handing over command (escalation and scaling down)

26 Control Measure - Personal resilience

Tactical actions	Learning outcome
26.1 Recognising the negative effects that stress and fatigue can have on oneself and others	<p>Demonstrate the following within an intermediate level (2) incident environment:</p> <ul style="list-style-type: none"> • the ability to recognise the onset and causation of stress and fatigue
26.2 Considering relief and welfare arrangements to mitigate the effects of stress and fatigue on oneself and others	<p>Demonstrate the following within an intermediate level (2) incident environment:</p> <ul style="list-style-type: none"> • the ability to implement appropriate arrangements to mitigate the effects of stress and fatigue

intermediate level (2) Incident Command

This training specification details the knowledge, understanding and practical application criteria for firefighters and incident commanders operating at intermediate level (2).

Training content – Practical application

Organisation at an incident

Hazard - Ineffective organisation of the incident ground

The following knowledge and understanding applied to limited incidents using resources appropriate to the level of incident command:

27 Control Measure - Clearly defined command roles and responsibilities, incorporating multi-agency arrangements

Tactical actions	Learning outcome
27.1 Establishing an incident command structure appropriate to the likely size and complexity of the incident	Demonstrate the following within an intermediate level (2) incident environment: <ul style="list-style-type: none">the ability to recognise the need for and establish an appropriate command structure

	<ul style="list-style-type: none"> the ability to recognise the need for additional advice and support the use of your accepted level of responsibility and authority as defined by agreed service protocols
27.2 Ensuring all personnel are aware of the incident command structure and communication strategy in place	<p>Demonstrate the following within an intermediate level (2) incident environment:</p> <ul style="list-style-type: none"> the ability to ensure that all personnel are aware of the incident communication strategy
27.3 Considering the principles of JESIP at incidents involving a multi-agency and cross border operations	<p>Demonstrate the following within an intermediate level (2) incident environment:</p> <ul style="list-style-type: none"> the ability to integrate the key principles of joint working into incident command structures
27.4 Considering team dynamics to get the best from the resources available to them	<p>Demonstrate the following within an intermediate level (2) incident environment:</p> <p>the ability to get the best possible results from individuals and teams, considering the following:</p> <ul style="list-style-type: none"> Team membership factors Knowledge matching Skills matching Attitude matching
27.5 Keeping appropriate contemporaneous records and/or decision logs to capture key events, critical decisions and rationale	<p>Demonstrate the following within an intermediate level (2) incident environment:</p> <ul style="list-style-type: none"> the ability to systematically record decisions and rationale using agreed processes and systems

28 Control Measure - Have a communication strategy

Tactical actions	Learning outcome
28.1 Establish an appropriate communication strategy having consideration other agencies and remote resources	<p>Demonstrate the following within an intermediate level (2) incident environment:</p> <ul style="list-style-type: none"> the ability to establish and implement an effective communication strategy and communication links considering all relevant stakeholders, using appropriate systems and common terminology
28.2 Pass information to fire control in a timely way	<p>Demonstrate the following within an intermediate level (2) incident environment:</p> <ul style="list-style-type: none"> the ability to establish regular communications with fire control according to local arrangements
28.3 Provide regular situation updates to all responders	<p>Demonstrate the following within an intermediate level (2) incident environment:</p> <ul style="list-style-type: none"> the ability to provide regular situation updates to all responders regarding what is happening and what needs to happen next

28.4 Provide relevant and accurate information to the media and use media resources to inform and protect the community	Demonstrate the following within an intermediate level (2) incident environment: <ul style="list-style-type: none"> the ability to interact with media resources using service defined protocols
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29 Control Measure - Structuring an incident

Tactical actions	Learning outcome
29.1 Establish an appropriate command team according to the required functions	Demonstrate the following within an intermediate level (2) incident environment: the ability to structure an incident command system using the following components: <ul style="list-style-type: none"> Clear, defined and visible lines of command Manageable spans of control A communications infrastructure Appropriate responsibility and authority Clearly defined, understood and confirmed roles and responsibilities Sectorisation of the incident

30 Control Measure - Establish appropriate cordon controls

Tactical actions	Learning outcome
30.1 Ensuring that appropriate inner and outer cordons are established following an assessment of risk to crews, other agencies and the public	Demonstrate the following within an intermediate level (2) incident environment: <ul style="list-style-type: none"> the ability to identify the need for and establish cordon controls to minimise risk, including safe working distances for specific risks
30.2 Controlling access to the inner cordon using methods proportionate to the size and complexity of the incident	Demonstrate the following within an intermediate level (2) incident environment: <ul style="list-style-type: none"> the ability to implement appropriate gateway control systems
30.3 Implementing a recording process to log all persons operating within the inner cordon	Demonstrate the following within an intermediate level (2) incident environment: <ul style="list-style-type: none"> the ability to adopt an appropriate recording process to log all persons operating within the inner cordon
30.4 Implementing exclusion zones where significant risks to safety are identified	Demonstrate the following within an intermediate level (2) incident environment: <ul style="list-style-type: none"> the awareness and ability to implement appropriate exclusion zones to minimise significant risk areas
30.5 Requesting the police to establish a traffic cordon where necessary	Demonstrate the following within an intermediate level (2) incident environment:

	<ul style="list-style-type: none"> the ability to recognise the need for police control where appropriate and request their attendance
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31 Control Measure - Arrangements in place to deal with 'firefighter emergencies'

Tactical actions	Learning outcome
31.1 Establishing emergency arrangements appropriate to the size and complexity of the incident	Demonstrate the following within an intermediate level (2) incident environment: <ul style="list-style-type: none"> the ability to establish appropriate emergency arrangements (contingencies)
31.2 Maintaining effective command and control and review incident priorities, tactics and resources in emergency situations	Demonstrate the following within an intermediate level (2) incident environment: <ul style="list-style-type: none"> the ability to prioritise tasks in order to maintain command and control during emergency situations
31.3 Preserving the scene to inform future internal and external investigations in the event of a firefighter emergency	Demonstrate the following within an intermediate level (2) incident environment: <ul style="list-style-type: none"> the awareness and ability to ensure that incident scenes are preserved, to assist investigations, following a firefighter emergency

32 Control Measure – Additional command considerations

Control measure sub heading	Learning outcome
32.1 Debriefing	Demonstrate the following within an intermediate level (2) incident environment: <p>the ability to provide appropriate feedback to personnel and other agencies involved</p> <ul style="list-style-type: none"> the ability to provide appropriate feedback to personnel and other agencies involved the ability to instigate and arrange operational debriefing using service agreed processes the ability to conduct operational reviews of performance for teams and individuals and instigate relevant acknowledgement of good practice and appropriate support and development
32.2 Closure & handover	Demonstrate the following within an intermediate level (2) incident environment: <ul style="list-style-type: none"> the ability to assess remaining risks and identify the need for relevant tasks, post-incident the ability to identify required post incident arrangements for business and fire and rescue service continuity

	<ul style="list-style-type: none"> the ability to hand over status to relevant agencies before withdrawing support from the incident
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Intermediate Level (2) Incident Command

This training specification details the knowledge, understanding and practical application criteria for incident commanders operating at intermediate level 2.

Training content – Practical application

Safety management

Hazard – Ineffective safety management

33 Control Measure - Positive safety culture	
Tactical actions	Learning outcome
33.1 Promotion of a positive safety culture on the incident ground through safe systems of work, adequate supervision and effective communication	Demonstrate the following within a intermediate level (2) incident environment: <ul style="list-style-type: none"> the ability to establish adequately supervised safe systems of work, which are effectively communicated to all emergency responders
33.2 Applying the firefighter safety maxim and risk principles at operational incidents	Demonstrate the following within a intermediate level (2) incident environment: <ul style="list-style-type: none"> the ability to consider benefits of multiple activities and various risks involved, whilst applying the risk principles

34 Control Measure - Risk assessment at an incident	
Tactical actions	Learning outcome
34.1 Carrying out a dynamic risk assessment, identifying hazards, evaluating risk and implementing safe systems of work	Demonstrate the following within a intermediate level (2) incident environment: <ul style="list-style-type: none"> the ability to carry out a dynamic risk assessment in order to quickly determine the nature of risks and

	the appropriate responses, following an initial level 1 risk assessment
34.2 Identifying the hazard area and establishing a safe working area as soon as is practicable	Demonstrate the following within a intermediate level (2) incident environment: <ul style="list-style-type: none"> the ability to identify and communicate hazard areas in order to establish safe working areas and define tactical modes for multiple teams
34.3 Continually reviewing the risk assessment using situational awareness gathered from active monitoring as the incident progresses	Demonstrate the following within a intermediate level (2) incident environment: <ul style="list-style-type: none"> the ability to apply situational awareness in order to provide a continual risk assessment process throughout an incident and to update risk assessments and amend incident plans
34.4 Declaring the appropriate tactical mode based on the level of risk identified and communicating to all personnel at the incident and fire control	Demonstrate the following within a intermediate level (2) incident environment: <ul style="list-style-type: none"> the ability to apply appropriate rationale and effective communication techniques for the declaration of an appropriate tactical mode
34.5 Reviewing and revising the tactical mode as necessary following active monitoring of the incident and consultation with sector commanders	Demonstrate the following within a intermediate level (2) incident environment: <ul style="list-style-type: none"> the ability to change tactical modes based upon additional information received from a variety of sources
34.6 Communicating any change in the tactical mode to all personnel	Demonstrate the following within a intermediate level (2) incident environment: <ul style="list-style-type: none"> the awareness and ability to communicate changes to tactical modes to all personnel
34.7 Instigating a tactical withdrawal of committed personnel where the mode changes from offensive to defensive	Demonstrate the following within a intermediate level (2) incident environment: <ul style="list-style-type: none"> the awareness and ability to instigate a tactical withdrawal of personnel, using the agreed procedure
34.8 Instigating the completion of an analytical risk assessment as the incident progresses and resources allow	Demonstrate the following within a intermediate level (2) incident environment: <ul style="list-style-type: none"> the ability to complete an analytical risk assessment using the agreed procedure and resources

35 Control Measure - Incident ground safety management

Tactical actions	Learning outcome
35.1 Ensuring that everyone on the incident ground is fully briefed on the current hazards, specific risks and control measures including other agencies and organisations	Demonstrate the following within a intermediate level (2) incident environment: <ul style="list-style-type: none"> the ability to confirm risks and implications for personnel, the community and for the wider context

	<ul style="list-style-type: none"> the ability to conduct and/or arrange safety briefings to all personnel on the incident ground
35.2 Appointing suitably competent safety officers to observe specific hazards and/or activities or monitor risks to personnel at the incident	<p>Demonstrate the following within a intermediate level (2) incident environment:</p> <ul style="list-style-type: none"> the ability to appoint and brief suitably competent safety officers
35.3 Instigating a safety sector at large or complex incidents	<p>Demonstrate the awareness and ability to instigate a safety sector within a intermediate level (2) incident environment</p>
35.4 Establishing emergency evacuation and tactical withdrawal procedures and communicating to everyone on the incident ground	<p>Demonstrate the following within a intermediate level (2) incident environment:</p> <ul style="list-style-type: none"> the ability to develop emergency evacuation and tactical withdrawal plans and communicate them to all personnel and attending agencies
35.5 Informing everyone at an incident of the location of the muster point	<p>Demonstrate the ability to clearly define and communicate the location of the muster point</p>
35.6 Ensuring there has been a roll call of fire service and all other personnel at the scene following an emergency evacuation	<p>Demonstrate the ability to perform a roll call of fire service and all other personnel following agreed procedures within a intermediate level (2) incident environment</p>

Training methods

Classroom or Instructor-Led Training

Experiential Training

Interactive Methods

Computer-Based Training

Online or E-Learning

Blended learning

Training resources

Adequate arrangements should be provided to deliver effective practical training to those acquiring and also maintaining desirable skills. Resources should include means to;

- impart practical skills in consideration of individual learning requirements
- provide flexibility for attendance or remote learning
- provide a quality assurance process

- identify and address training needs and skills gaps
- record acquisition and maintenance of competence

Assessment criteria

In order to assess the practical application of skills, candidates will be required to undertake a summative practical assessment. The assessment format should be designed to meet and test the required practical application of skills, based upon all areas of the practical application elements of the specification. The assessment format and the period of qualification for competent status should be defined by each fire and rescue service.