

# **SKILLS MANUAL**

## **CHAPTER FOURTEEN**

# **INCIDENT COMMANDER**

**NFPA 1026, Chapter 4, 2018 Edition**

**Effective January 1, 2021**



**Texas Commission on Fire Protection**  
P.O. Box 2286 Austin, Texas 78768-2286 (512) 936-3838

Discipline	Objective	Skill Number	Functional Name	NFPA 1026 #
Incident Commander	Assume Transfer and Receive Command	1	Assume Initial Command	4.2.1, 4.4.2, 4.4.3
Incident Commander	Assume Transfer and Receive Command	2	Assume Command of Established Incident	4.2.2, 4.2.3, 4.3.1, 4.4.1, 4.4.4, 4.4.5, 4.4.6
Incident Commander	Management and Administration	3	Coordinate with EOC	4.4.7
Incident Commander	Management and Administration	4	Create and Implement a Demobilization Plan	4.4.8
Incident Commander	Management and Administration	5	Direct an After-Action Review	4.4.9

## ***INSTRUCTION SHEET***

### ***INCIDENT COMMANDER PERFORMANCE SKILLS***

#### **Format**

Skill 1 Assume Initial Command and Skill 2 Assume Command of an Established Incident are provided as independent skill sheets. However, they can be used in a progressive format if the scenario utilized can be expanded from an initial incident to a more complex incident. Skills 3, 4, and 5 may also be based on either Skill 1 or Skill 2 as appropriate.

For skill sheets that do not contain time constraints, the Course Instructor should specify time constraints as necessary.

#### **Scoring Method**

The scoring method is Satisfactory (S) or Unsatisfactory (U) for each step of the skill, and a Pass or Fail for the overall skill sheet. In order to successfully pass a skill, the Incident Commander candidate must receive satisfactory scores in all the steps of the skill.

Any unsatisfactory or individual skill failure shall require the Examiner to explain the reason for the failure in written form in the comments section of the skill sheet.

#### **Preparation and Equipment**

Many of the skill sheets require the use of department policies. It is suggested that you use the policies and procedures of your department. If you are teaching this course at a non-departmental institution, acquire a fire department's policies and procedures or modification thereof to complete these skills.

For optimal learning, scenario based training and role-playing is recommended; however, based on departmental needs certain activities may be simulated by other means. When possible, simulation software or videos should be used as visual aids for the scenarios.

Some performance skills require additional role players.

#### **Specific Performance Skill Information**

##### **Skill 1**

This skill requires a scenario for which the Incident Commander candidate will assume initial command. If the scenario is an emergency incident, the Incident Commander candidate may be in the role of a company officer or a chief officer for the scenario. However, the Incident Commander candidate must be the first responder to arrive on scene and assume Command. Role players will be needed to communicate on the radio with the Incident Commander candidate.

### Skill 2

This skill requires a scenario for which the Incident Commander candidate will assume command at an established incident. The incident should be an expanding, complex incident which will require a large number of resources and the implementation of Divisions/Groups and/or Branch Directors and the Operations and/or Planning Section Chiefs. This scenario may be a continuation of the scenario utilized in Skill 1. In addition, the Incident Commander candidate should establish a command post as a workspace as required by the AHJ. Role players will be needed fill the positions at the Command Post and to communicate on the radio with the Incident Commander candidate.

### Skill 3

This skill requires a scenario for which the Incident Commander candidate will coordinate with Emergency Operations Center/Multi-Agency Coordination (EOC/MAC) for the AHJ. The scenario should be complex enough so that the EOC/MAC cannot fulfill the resource request of the Incident Commander candidate due to resource prioritization. This will cause the Incident Commander candidate to modify his/her IAP as dictated by resource availability.

### Skill 4

This skill requires a scenario for which the Incident Commander candidate will create and implement a demobilization plan. The scenarios from Skills 1, 2 or 3 may be utilized. The return of control of the scene to a responsible party may be verbalized by the Incident Commander candidate.

### Skill 5

This skill requires a scenario for which the Incident Commander candidate will direct an after-action review. The scenarios from Skills 1, 2 or 3 may be utilized. The scenario information should include at least one unsafe act or operation that the Incident Commander candidate must identify. This skill should be performed with role players as after-action review participants. One or more of the role players should have strong or conflicting opinions which the Incident Commander candidate must handle.

## **EXAMINERS NOTE**

If these skills are part of the Commission designated skills test, you may have to provide the examinee with scenario to facilitate the testing.

## **Incident Commander Equipment List**

Scenarios with related information and assigned resources per AHJ

Simulation software or videos for scenarios

Tactical command worksheet, ICS forms and other AHJ documentation

AHJ operational policies and procedures

Radios

**TEXAS COMMISSION ON FIRE PROTECTION**  
**Incident Commander**

Performance Standards Evaluation

**Assume, Transfer and Receive Command - Skill Number 1**  
Assume Initial Command

**PERFORMANCE STANDARD**

**Section 1401**

**NFPA 1026, 2018 edition, 4.2.1, 4.4.2, 4.4.3**

**Incident Commander**

**OBJECTIVE**

Assume initial command of an incident or planned event, given an incident or planned event, a tactical command worksheet or other documentation, a radio, assigned resources, and the NIMS-ICS, so that the incident conditions are accurately assessed, the safety of all responders is ensured, a detailed size-up report is transmitted, an appropriate initial Incident Action Plan (IAP) is developed, resources are assigned according to the plan, and the person assuming command and his or her location are identified. (4.2.1)

Conduct a situational analysis, given an incident or planned event and event- or incident-related information, so that incident life safety risks, environmental risks, and property risks are assessed, and a clear situational picture is obtained. (4.4.2)

Develop an IAP, including a safety plan component, given an incident or planned event, a situational analysis of the incident or planned event, assigned resources, and ICS forms and documentation, so that strategic objectives are defined and communicated, the incident command structure is adjusted as necessary, resources are deployed in order to meet the goals of the plan, and the plan is documented in writing in the format established by the AHJ. (4.4.3)

**INSTRUCTIONS - procedures for achieving the objective**

Given an incident or planned event and event- or incident-related information, you shall assume initial command, conduct a situational analysis (size-up) and develop an IAP, including a safety component.

**EXAMINER NOTE:**

See TCFP Instruction Sheet for Incident Commander Performance Skills.

The Incident Commander candidate will not be allowed to review the performance steps at the time of testing.

**PREPARATION & EQUIPMENT**

An incident or planned event scenario with event- or incident-related information and assigned resources per AHJ

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**Incident Commander**  
Performance Standards Evaluation

Tactical command worksheet, ICS forms and/or other AHJ documentation  
Radio

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**TEXAS COMMISSION ON FIRE PROTECTION**  
**Incident Commander**

Performance Standards Evaluation

**Assume, Transfer and Receive Command - Skill Number 1**  
 Assume Initial Command

Candidate: \_\_\_\_\_ Notes: \_\_\_\_\_

Dept: \_\_\_\_\_

School: \_\_\_\_\_

Test Site: \_\_\_\_\_

Examiner: \_\_\_\_\_

<b>Incident Commander</b>	<b><u>TEST</u></b>		<b><u>RETEST</u></b>	
<b>Assume, Transfer and Receive Command - Skill Number 1</b>	<b>S</b>	<b>U</b>	<b>S</b>	<b>U</b>
<p>Assume initial command of an incident or planned event, given an incident or planned event, a tactical command worksheet or other documentation, a radio, assigned resources, and the NIMS-ICS, so that the incident conditions are accurately assessed, the safety of all responders is ensured, a detailed size-up report is transmitted, an appropriate initial Incident Action Plan (IAP) is developed, resources are assigned according to the plan, and the person assuming command and his or her location are identified. (4.2.1)</p> <p>Conduct a situational analysis, given an incident or planned event and event- or incident-related information, so that incident life safety risks, environmental risks, and property risks are assessed, and a clear situational picture is obtained. (4.4.2)</p> <p>Develop an IAP, including a safety plan component, given an incident or planned event, a situational analysis of the incident or planned event, assigned resources, and ICS forms and documentation, so that strategic objectives are defined and communicated, the incident command structure is adjusted as necessary, resources are deployed in order to meet</p>				

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**TEXAS COMMISSION ON FIRE PROTECTION**  
**Incident Commander**  
Performance Standards Evaluation

the goals of the plan, and the plan is documented in writing in the format established by the AHJ. (4.4.3)				
a) Performed a size-up that assessed and analyzed incident conditions accurately.				
b) Assessed incident life safety risks, environmental risks, and property risks.				
c) Interpreted incident information for the purpose of verifying the effectiveness, applicability and safety of the size-up.				
d) Obtained a clear situational picture.				
e) Transmitted a detailed and accurate size-up report.				
f) Identified the person assuming command and his or her location, including command post location, as necessary.				
g) Developed an appropriate initial Incident Action Plan (IAP).				
h) Defined and communicated strategic objectives.				
i) Assigned and deployed resources in order to meet the goals of the plan.				
j) Prioritized needs and actions based on rapidly changing conditions.				
k) Adjusted the incident command structure including Unified Command, as necessary.				
l) Documented the plan in writing in the format established by the AHJ.				
m) Used applicable ICS forms and/or AHJ documentation.				
n) Coordinated operations with other response disciplines (agencies).				
o) Operated incident communications equipment.				
p) Made effective decisions in an environment with a large number of unknowns.				
q) Prioritized tasks so as to accomplish the most critical first.				
r) Ensured the safety of all responders by including an incident safety plan.				
s) Anticipated hazards, taking action in a proactive manner to ensure responder safety and health.				
t) Performed skill in a safe and proficient manner.				

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**Incident Commander**  
Performance Standards Evaluation

**S = Satisfactorily completed/performed**

**U = Unsatisfactorily performed/failed to meet objective or grading step**

**All steps of the skill objective are mandatory and must be scored as “Satisfactory” to pass the skill.**

**Examiner/Candidate Comments:**

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\_\_\_\_\_  
Examiner

\_\_\_\_\_  
Date

Overall Skill Sheet Score

Pass  Fail

\_\_\_\_\_  
Re-Test Examiner

\_\_\_\_\_  
Date

Overall Skill Sheet Re-Test Score

Pass  Fail

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**TEXAS COMMISSION ON FIRE PROTECTION**  
**Incident Commander**

Performance Standards Evaluation

**Assume, Transfer and Receive Command - Skill Number 2**  
Assume Command of Established Incident

**PERFORMANCE STANDARD**

**Section 1401**  
**Incident Commander**

**NFPA 1026, 2018 edition, 4.2.2, 4.2.3, 4.3.1, 4.4.1, 4.4.4, 4.4.5, 4.4.6**

**OBJECTIVE**

Assume command of an established incident scene, given an incident or planned event, an initial action plan, transition documents, incident documentation, resources assigned to the incident or planned event, NIMS-ICS, and incident command and communications equipment and facilities, so that situational awareness is maintained, information is exchanged with the outgoing IC, team roles and relationships are assessed and defined, resource capabilities and relationships are assessed, coordination of jurisdictions and boundaries of agencies are defined and maintained, communications with personnel and stakeholders are established, incident objectives are communicated to internal and external stakeholders, and safety and accountability systems are implemented. (4.2.2)

Manage the transfer of command at an incident or planned event, given an incident or planned event, an established command structure, an IAP, current situation status, incident resources, a command post, incident documentation, and communications equipment, so that incident information is exchanged, reports and plans for the subsequent operational period are completed, the new IC is fully briefed on the incident or planned event, and the new Incident Management Team members are identified to all personnel and stakeholders. (4.2.3)

Communicate relevant information to internal and external stakeholders, given an incident or planned event, communications equipment, and internal and external stakeholders, so that key transition documents are reviewed, support staff duties are delegated, incoming resources and section chiefs are briefed, hazardous situations are communicated, and incident objectives are validated and revised. (4.3.1)

Develop and manage an incident management organization capable of accomplishing strategic objectives, given an incident or planned event, incident status information, ICS forms and documentation, situational awareness, a communications system, incident resources and an IAP, so that an ICS organization is established and maintained; applicable span of control is maintained through the use of Division/Group Supervisors, Branch Directors, and the Operations Section Chief positions; resources and personnel cooperating in incident objectives are obtained and managed effectively; adjustments are made to the command structure when necessary; and the command structure remains in place until the incident or planned event is terminated. (4.4.1)

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**TEXAS COMMISSION ON FIRE PROTECTION**  
**Incident Commander**  
Performance Standards Evaluation

Acquire workspace and resources to perform assigned duties in coordination with facilities and supply units, given an incident or planned event and the duties of the IC, so that a functional workspace is established and the resources necessary to command the incident are acquired and documented. (4.4.4)

Manage the workflow process and set time schedules to accomplish duties assigned at an incident or planned event, given an incident or planned event and duties assigned to the IC, so that procedures are established for work activities, work schedules are established, staff resources to perform needed tasks are obtained, and tasks are assigned. (4.4.5)

Implement and monitor incident assignments, given incident assignments, resources, situation status information, and operational procedures, so that organizational entities are established to accomplish tactical and support tasks, specific work tasks are assigned to specific individuals, applicable span of control is maintained, plans and/or assignments are modified as dictated by incident conditions, resource needs for the personnel assigned are obtained, and command and general staff are notified of changes necessary to the IAP. (4.4.6)

**INSTRUCTIONS - procedures for achieving the objective**

Given an incident or planned event, an initial action plan, transition documents, incident documentation, resources assigned to the incident or planned event, NIMS-ICS, and communications equipment, you shall assume command, manage the transfer of command, develop and manage an incident management organization capable of accomplishing strategic objectives and then communicate the relevant information to internal and external stakeholders. In addition, you shall also acquire workspace and resources to perform assigned duties, manage the workflow process and set time schedules to accomplish duties assigned and then implement and monitor incident assignments.

**EXAMINER NOTE:**

See TCFP Instruction Sheet for Incident Commander Performance Skills.

The Incident Commander candidate will not be allowed to review the performance steps at the time of testing.

**PREPARATION & EQUIPMENT**

An incident or planned event scenario with event- or incident-related information, documentation and assigned resources per AHJ

Tactical command worksheet or other documentation

Radio

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**TEXAS COMMISSION ON FIRE PROTECTION**  
**Incident Commander**

Performance Standards Evaluation

**Assume, Transfer and Receive Command - Skill Number 2**  
 Assume Command of Established Incident

Candidate: \_\_\_\_\_ Notes: \_\_\_\_\_

Dept: \_\_\_\_\_

School: \_\_\_\_\_

Test Site: \_\_\_\_\_

Examiner: \_\_\_\_\_

<b>Incident Commander</b>	<b><u>TEST</u></b>		<b><u>RETEST</u></b>	
<b>Assume, Transfer and Receive Command – Skill Number 2</b>	<b>S</b>	<b>U</b>	<b>S</b>	<b>U</b>
<p>Assume command of an established incident scene, given an incident or planned event, an initial action plan, transition documents, incident documentation, resources assigned to the incident or planned event, NIMS-ICS, and incident command and communications equipment and facilities, so that situational awareness is maintained, information is exchanged with the outgoing IC, team roles and relationships are assessed and defined, resource capabilities and relationships are assessed, coordination of jurisdictions and boundaries of agencies are defined and maintained, communications with personnel and stakeholders are established, incident objectives are communicated to internal and external stakeholders, and safety and accountability systems are implemented. (4.2.2)</p> <p>Manage the transfer of command at an incident or planned event, given an incident or planned event, an established command structure, an IAP, current situation status, incident resources, a command post, incident documentation, and communications equipment, so that incident information is exchanged, reports and plans for the subsequent operational period are completed, the new IC is fully briefed on</p>				

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# TEXAS COMMISSION ON FIRE PROTECTION

## Incident Commander

### Performance Standards Evaluation

<p>the incident or planned event, and the new Incident Management Team members are identified to all personnel and stakeholders. (4.2.3)</p> <p>Communicate relevant information to internal and external stakeholders, given an incident or planned event, communications equipment, and internal and external stakeholders, so that key transition documents are reviewed, support staff duties are delegated, incoming resources and section chiefs are briefed, hazardous situations are communicated, and incident objectives are validated and revised. (4.3.1)</p> <p>Develop and manage an incident management organization capable of accomplishing strategic objectives, given an incident or planned event, incident status information, ICS forms and documentation, situational awareness, a communications system, incident resources and an IAP, so that an ICS organization is established and maintained; applicable span of control is maintained through the use of Division/Group Supervisors, Branch Directors, and the Operations Section Chief positions; resources and personnel cooperating in incident objectives are obtained and managed effectively; adjustments are made to the command structure when necessary; and the command structure remains in place until the incident or planned event is terminated. (4.4.1)</p> <p>Acquire workspace and resources to perform assigned duties in coordination with facilities and supply units, given an incident or planned event and the duties of the IC, so that a functional workspace is established and the resources necessary to command the incident are acquired and documented. (4.4.4)</p> <p>Manage the workflow process and set time schedules to accomplish duties assigned at an incident or planned event, given an incident or planned event and duties assigned to the IC, so that procedures are established for work activities, work schedules are established, staff resources to perform needed tasks</p>				
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**TEXAS COMMISSION ON FIRE PROTECTION**  
**Incident Commander**  
Performance Standards Evaluation

are obtained, and tasks are assigned. (4.4.5)				
Implement and monitor incident assignments, given incident assignments, resources, situation status information, and operational procedures, so that organizational entities are established to accomplish tactical and support tasks, specific work tasks are assigned to specific individuals, applicable span of control is maintained, plans and/or assignments are modified as dictated by incident conditions, resource needs for the personnel assigned are obtained, and command and general staff are notified of changes necessary to the IAP. (4.4.6)				
<b>TRANSFER COMMAND AND MANAGE IMS</b>	<b>S</b>	<b>U</b>	<b>S</b>	<b>U</b>
a) Recognized the need to expand and/or transfer command in the ICS structure.				
b) Conducted transfer of command meeting.				
c) Obtained full briefing on the incident or planned event as the new IC.				
d) Exchanged information with the outgoing IC including incident scene map.				
e) Analyzed incident situations and predicted future conditions.				
f) Reviewed and understood key transfer documents and filled out incident worksheets, ICS forms and/or AHJ documentation.				
g) Assessed and defined team roles and relationships.				
h) Assessed resource capabilities and relationships.				
i) Validated or revised incident objectives and tactical operations specific to the incident.				
j) Modified plans and/or assignments as dictated by incident conditions.				
k) Notified command and general staff of changes to the IAP, as necessary.				
l) Deployed applicable resources for incident-specific functions.				
m) Communicated incident objectives to internal and external stakeholders, as necessary to address perceived needs.				
n) Coordinated operations with other response disciplines (agencies), as necessary.				

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# TEXAS COMMISSION ON FIRE PROTECTION

## Incident Commander

### Performance Standards Evaluation

o) Implemented safety and accountability systems.				
p) Communicated hazardous situations.				
q) Maintained applicable span of control through the use of Division/Group Supervisors, Branch Directors, or the Operations Section Chief positions, as necessary.				
r) Organized and briefed the large quantity of incoming resources within an expanding ICS structure.				
s) Identified the new Incident Management Team members to all personnel and stakeholders.				
t) Made adjustments to the command (ICS) structure when necessary to match changing incident conditions.				
u) Managed and delegated support staff duties by giving direction and setting goals and priorities.				
v) Established communications with personnel and stakeholders.				
w) Obtained and effectively managed resources and personnel cooperating in incident objectives.				
<b>ACQUIRE WORKSPACE / MANAGE WORKFLOW</b>	<b>S</b>	<b>U</b>	<b>S</b>	<b>U</b>
a) Assessed workspace and resource requirements.				
b) Established a functional workspace at the command post.				
c) Acquired and documented the resources necessary to command the incident.				
d) Established procedures and work schedules for work activities.				
e) Obtained and assigned staff resources to perform needed tasks.				
f) Established organizational entities to accomplish tactical and support tasks.				
g) Assigned and delegated specific work tasks to specific individuals.				
h) Recognized the need for supplemental technical knowledge, as necessary.				
i) Evaluated and obtained material resource needs for the personnel assigned.				
j) Completed reports and plans for the subsequent operational period, as required by AHJ.				
<b>OVERALL</b>	<b>S</b>	<b>U</b>	<b>S</b>	<b>U</b>
a) Established and maintained an ICS organization.				

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**TEXAS COMMISSION ON FIRE PROTECTION**  
**Incident Commander**  
 Performance Standards Evaluation

b) Ensured the command structure remained in place until the incident or planned event was terminated				
c) Defined and maintained coordination of jurisdictions and boundaries of agencies.				
d) Collected and organized information acquired from other incident command personnel.				
e) Maintained situational awareness.				
f) Operated incident communications equipment.				
g) Communicated well, both in writing and verbally, including by radio.				
h) Developed a timeline for activities and managed time well.				
i) Performed skill in a safe and proficient manner.				

**S = Satisfactorily completed/performed**

**U = Unsatisfactorily performed/failed to meet objective or grading step**

**All steps of the skill objective are mandatory and must be scored as “Satisfactory” to pass the skill.**

**Examiner/Candidate Comments:**

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\_\_\_\_\_  
 Examiner

\_\_\_\_\_  
 Date

\_\_\_\_\_  
 Re-Test Examiner

\_\_\_\_\_  
 Date

Overall Skill Sheet Score	
Pass <input type="checkbox"/>	Fail <input type="checkbox"/>
Overall Skill Sheet Re-Test Score	
Pass <input type="checkbox"/>	Fail <input type="checkbox"/>

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**TEXAS COMMISSION ON FIRE PROTECTION**  
**Incident Commander**  
Performance Standards Evaluation

**Management and Administration - Skill Number 3**  
Coordinate with EOC

**PERFORMANCE STANDARD**

**Section 1401**

**NFPA 1026, 2018 edition, 4.4.7**

**Incident Commander**

**OBJECTIVE**

Coordinate IAP priorities and strategic objectives with jurisdictional Emergency Operations Center/Multi-Agency Coordination (EOC/MAC) Groups, when the EOC/MAC Groups exist, given an incident situation, resources, situation status information, and operational procedures, so that coordination of IAP strategic priorities among all jurisdictional response entities (e.g., multiple incident commanders, Area Commands) are established and resource priorities are prioritized to accomplish tactical and support tasks, IAPs and/or strategic priorities are modified as dictated by resource availability, and Command and General Staff are notified of necessary changes to the IAP. (4.4.7)

**INSTRUCTIONS - procedures for achieving the objective**

Given an incident situation, resources, situation status information, and operational procedures, you shall coordinate IAP priorities and strategic objectives with jurisdictional Emergency Operations Center/Multi-Agency Coordination (EOC/MAC).

**EXAMINER NOTE:**

See TCFP Instruction Sheet for Incident Commander Performance Skills.

The Incident Commander candidate will not be allowed to review the performance steps at the time of testing.

**PREPARATION & EQUIPMENT**

An incident scenario, resources, situation status information, and AHJ operational procedures

**TEXAS COMMISSION ON FIRE PROTECTION**  
**Incident Commander**  
Performance Standards Evaluation

**Management and Administration - Skill Number 3**  
Coordinate with EOC

Candidate: \_\_\_\_\_ Notes: \_\_\_\_\_

Dept: \_\_\_\_\_

School: \_\_\_\_\_

Test Site: \_\_\_\_\_

Examiner: \_\_\_\_\_

<b>Incident Commander</b>	<b><u>TEST</u></b>		<b><u>RETEST</u></b>	
<b>Management and Administration - Skill Number 3</b>	<b>S</b>	<b>U</b>	<b>S</b>	<b>U</b>
Coordinate IAP priorities and strategic objectives with jurisdictional Emergency Operations Center/Multi-Agency Coordination (EOC/MAC) Groups, when the EOC/MAC Groups exist, given an incident situation, resources, situation status information, and operational procedures, so that coordination of IAP strategic priorities among all jurisdictional response entities (e.g., multiple incident commanders, Area Commands) are established and resource priorities are prioritized to accomplish tactical and support tasks, IAPs and/or strategic priorities are modified as dictated by resource availability, and Command and General Staff are notified of necessary changes to the IAP. (4.4.7)				
a) Established coordination of IAP strategic priorities among all jurisdictional response entities (e.g., multiple incident commanders, Area Commands).				
b) Determined the impact of resource availability to support strategic and tactical operations specific for the incident.				
c) Prioritized resource priorities to accomplish tactical and support tasks.				
d) Modified IAPs and/or strategic priorities as dictated by resource availability.				
e) Notified Command and General Staff of necessary changes to the IAP.				

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**TEXAS COMMISSION ON FIRE PROTECTION**  
**Incident Commander**  
Performance Standards Evaluation

f) Communicated by radio and other means.				
g) Employed accountability procedures.				
h) Performed skill in a safe and proficient manner.				

**S = Satisfactorily completed/performed**

**U = Unsatisfactorily performed/failed to meet objective or grading step**

**All steps of the skill objective are mandatory and must be scored as “Satisfactory” to pass the skill.**

**Examiner/Candidate Comments:**

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\_\_\_\_\_  
Examiner

\_\_\_\_\_  
Date

\_\_\_\_\_  
Re-Test Examiner

\_\_\_\_\_  
Date

Overall Skill Sheet Score

Pass  Fail

Overall Skill Sheet Re-Test Score

Pass  Fail

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**TEXAS COMMISSION ON FIRE PROTECTION**  
**Incident Commander**  
Performance Standards Evaluation

**Management and Administration - Skill Number 4**  
Create and Implement a Demobilization Plan

**PERFORMANCE STANDARD**

**Section 1401**

**NFPA 1026, 2018 edition, 4.4.8**

**Incident Commander**

**OBJECTIVE**

Create and implement an incident demobilization plan, given an incident or planned event, an incident command structure, assigned resources and agency demobilization procedures, so that staffing requirements are identified, relationships with stakeholder organizations are maintained, life safety and accountability considerations are identified, and control of the scene is returned to the AHJ or other responsible party. (4.4.8)

**INSTRUCTIONS - procedures for achieving the objective**

Given an incident or planned event, an incident command structure, assigned resources and agency demobilization procedures, you shall create and implement an incident demobilization plan.

**EXAMINER NOTE:**

See TCFP Instruction Sheet for Incident Commander Performance Skills.

The Incident Commander candidate will not be allowed to review the performance steps at the time of testing.

**PREPARATION & EQUIPMENT**

An incident or planned event scenario with assigned resources per AHJ  
AHJ demobilization procedures

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**TEXAS COMMISSION ON FIRE PROTECTION**  
**Incident Commander**  
Performance Standards Evaluation

**Management and Administration - Skill Number 4**  
Create and Implement a Demobilization Plan

Candidate: \_\_\_\_\_ Notes: \_\_\_\_\_

Dept: \_\_\_\_\_

School: \_\_\_\_\_

Test Site: \_\_\_\_\_

Examiner: \_\_\_\_\_

<b>Incident Commander</b>	<b><u>TEST</u></b>		<b><u>RETEST</u></b>	
	<b>S</b>	<b>U</b>	<b>S</b>	<b>U</b>
<b>Management and Administration - Skill Number 4</b>				
Create and implement an incident demobilization plan, given an incident or planned event, an incident command structure, assigned resources and agency demobilization procedures, so that staffing requirements are identified, relationships with stakeholder organizations are maintained, life safety and accountability considerations are identified, and control of the scene is returned to the AHJ or other responsible party. (4.4.8)				
a) Accurately estimated the resources that can handle the remaining functions at an incident or planned event.				
b) Identified staffing requirements.				
c) Adjusted the IAP to meet incident demobilization needs.				
d) Identified life safety and accountability considerations.				
e) Communicated demobilization information to assigned resources.				
f) Maintained relationships with stakeholder organizations.				
g) Returned control of the scene to the AHJ or other responsible party.				
h) Used applicable ICS forms and/or AHJ documentation.				
i) Performed skill in a safe and proficient manner.				

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**TEXAS COMMISSION ON FIRE PROTECTION**  
**Incident Commander**  
Performance Standards Evaluation

**S = Satisfactorily completed/performed**

**U = Unsatisfactorily performed/failed to meet objective or grading step**

**All steps of the skill objective are mandatory and must be scored as “Satisfactory” to pass the skill.**

**Examiner/Candidate Comments:**

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\_\_\_\_\_  
Examiner

\_\_\_\_\_  
Date

Overall Skill Sheet Score
Pass <input type="checkbox"/> Fail <input type="checkbox"/>
Overall Skill Sheet Re-Test Score
Pass <input type="checkbox"/> Fail <input type="checkbox"/>

\_\_\_\_\_  
Re-Test Examiner

\_\_\_\_\_  
Date

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**TEXAS COMMISSION ON FIRE PROTECTION**  
**Incident Commander**  
Performance Standards Evaluation

**Management and Administration - Skill Number 5**  
Direct an After-Action Review

**PERFORMANCE STANDARD**

**Section 1401**

**NFPA 1026, 2018 edition, 4.4.9**

**Incident Commander**

**OBJECTIVE**

Direct an after-action review and debriefing, given incident records and reports, documentation procedures used by the AHJ, and personnel who were assigned to the incident or planned event, so that the effectiveness of incident operations is measured to improve future operations, completion of incident objectives is determined, performance evaluations are discussed with subordinates and other participants, and after-incident reports are prepared and submitted according to the procedures of the AHJ. (4.4.9)

**INSTRUCTIONS - procedures for achieving the objective**

Given incident records and reports, and documentation procedures used by the AHJ, you shall direct an after-action review and debriefing.

**EXAMINER NOTE:**

See TCFP Instruction Sheet for Incident Commander Performance Skills.

The Incident Commander candidate will not be allowed to review the performance steps at the time of testing.

**PREPARATION & EQUIPMENT**

An incident scenario with assigned resources per AHJ  
Scenario incident records and reports  
Documentation procedures used by the AHJ

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**TEXAS COMMISSION ON FIRE PROTECTION**  
**Incident Commander**  
 Performance Standards Evaluation

**Management and Administration - Skill Number 5**  
 Direct an After-Action Review

Candidate: \_\_\_\_\_ Notes: \_\_\_\_\_

Dept: \_\_\_\_\_

School: \_\_\_\_\_

Test Site: \_\_\_\_\_

Examiner: \_\_\_\_\_

<b>Incident Commander</b>	<b><u>TEST</u></b>		<b><u>RETEST</u></b>	
	<b>S</b>	<b>U</b>	<b>S</b>	<b>U</b>
<b>Management and Administration - Skill Number 5</b>				
Direct an after-action review and debriefing, given incident records and reports, documentation procedures used by the AHJ, and personnel who were assigned to the incident or planned event, so that the effectiveness of incident operations is measured to improve future operations, completion of incident objectives is determined, performance evaluations are discussed with subordinates and other participants, and after-incident reports are prepared and submitted according to the procedures of the AHJ. (4.4.9)				
a) Used forms, programs, and equipment for documenting incident outcomes.				
b) Determined completion of incident objectives.				
c) Measured the effectiveness of incident operations to improve future operations.				
d) Recognized and identified unsafe acts and operations.				
e) Conducted an after-action meeting.				
f) Recorded information during the meeting.				
g) Discussed performance evaluations with subordinates and other participants.				
h) Handled people with strong or conflicting opinions.				
i) Prepared and submitted after-incident reports according to the procedures of the AHJ.				
j) Performed skill in a safe and proficient manner.				

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**TEXAS COMMISSION ON FIRE PROTECTION**  
**Incident Commander**  
Performance Standards Evaluation

**S = Satisfactorily completed/performed**

**U = Unsatisfactorily performed/failed to meet objective or grading step**

**All steps of the skill objective are mandatory and must be scored as “Satisfactory” to pass the skill.**

**Examiner/Candidate Comments:**

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\_\_\_\_\_  
Examiner

\_\_\_\_\_  
Date

Overall Skill Sheet Score

Pass  Fail

\_\_\_\_\_  
Re-Test Examiner

\_\_\_\_\_  
Date

Overall Skill Sheet Re-Test Score

Pass  Fail

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