

# CERTIFICATION CURRICULUM MANUAL

## CHAPTER FOURTEEN INCIDENT COMMANDER

NFPA 1026, Chapter 4, 2024 Edition

Effective May 1, 2026



**Texas Commission on Fire Protection**  
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## OVERVIEW

### Incident Commander

The Incident Commander is required to meet the Job Performance Requirements (JPRs) of chapter 4 of National Fire Protection Association (NFPA) 1026, *Standard for Incident Management Personnel Professional Qualifications*, 2024 edition.

In addition, *NFPA 1550: Standard for Emergency Responder Health and Safety* (2024 ed.) is a reference for this curriculum. Chapters 3, 17, 18, 19, 20 and 21, and also Annex A – Explanatory Material for Chapters 3, 17, 18, 19, 20 and 21 have been identified as required information for this curriculum.

The following items are included in the Incident Commander section of Chapter 14 of the curriculum manual:

- Course Overview
- Course Outline (establishes the recommended hours for teaching this course)
- Reference List (textbooks and other recommended course materials)
- Equipment List
- Course Instructor Information
- Performance Skills List

This is a voluntary (non-mandatory) certification, therefore a formal “curriculum” is not provided. Please use chapter 4 of NFPA 1026 as a guide when creating your own course curriculum.

Performance skills are available in Chapter 14 of the Performance Skills Manual.

All documents in this curriculum manual, and in the skills manual, are available free of charge to download, copy and distribute as necessary. The TCFP does not provide printed copies.

### Definition of an Incident Commander

An Incident Commander is an individual who has met the requirements of chapter 4 of NFPA 1026, *Standard for Incident Management Personnel Professional Qualifications* and has the knowledge, skills, and abilities to perform as an Incident Commander:

- The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and the release of resources.
- Has overall authority and responsibility for conducting incident operations and for managing all incident operations at the incident site.

**CURRICULUM OUTLINE**  
**Incident Commander**

<b>SECTION</b>	<b>SUBJECT</b>	<b>RECOMMENDED HOURS</b>
4.1	General	2
4.2	Assume, Transfer and Receive Command	18
4.3	Communications	8
4.4	Management and Administration	20
	<b>TOTAL RECOMMENDED HOURS*</b>	<b>48</b>

\*Actual hours required will depend on the number of students, the number of examiners, availability of equipment, and the student skill level.

## REFERENCE LIST Incident Commander

This Reference List is provided as a general guide for both instructors and students to locate information pertaining to the specific objectives in the TCFP Curriculum. This list is not all inclusive and does not in any way limit TCFP development and use of questions to test the objectives of the curriculum:

### **Required References**

Certified Training Facilities approved to teach this curriculum must have the following reference materials:

*Command and Control: ICS, Strategy Development and Tactical Selections, Book 1* (2<sup>nd</sup> ed.) (2012). Stillwater, OK: Fire Protection Publications Oklahoma State University.

*National Incident Management System: Principles and Practice* (2<sup>nd</sup> ed.) (2012). Burlington, MA: Jones & Bartlett Learning

*NFPA 1026: Standard for Incident Management Personnel Professional Qualifications* (2024 ed.). Quincy, MA: National Fire Protection Association. NFPA Publications.

*NFPA 1550: Standard for Emergency Responder Health and Safety* (2024 ed.). Quincy, MA: National Fire Protection Association. NFPA Publications.

*Standards Manual for Fire Protection Personnel*. Austin, TX: Texas Commission on Fire Protection.

## **EQUIPMENT LIST**

### **Incident Commander**

- 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

## COURSE INSTRUCTOR INFORMATION

### Incident Commander

#### Instructor Qualifications

Incident Commander courses must be taught by a person meeting the requirements described in Chapter 427§307 of the TCFP Standards Manual.

#### Supplemental Information

Instructors are expected to provide supplemental information if the main reference text does not cover all of the knowledge requirements set forth in the NFPA standard.

#### Certification Testing

Testing for certification in the state of Texas will be based on the knowledge and skills requirements of National Fire Protection Association (NFPA) 1026, *Standard for Incident Management Personnel Professional Qualifications*, 2024 edition, Chapter 4. All training programs must strictly adhere to the NFPA standard.

In addition, *NFPA 1550: Standard for Emergency Responder Health and Safety* (2024 ed.) is a reference for this curriculum. Chapters 3, 17, 18, 19, 20 and 21, and also Annex A – Explanatory Material for Chapters 3, 17, 18, 19, 20 and 21 have been identified as required information for this curriculum.

All test questions and performance skills evaluations will be based on the NFPA Job Performance Requirements (JPRs), requisite knowledge objectives, and requisite skills objectives found in the NFPA standard. Additionally, questions and performance skill evaluations may include information found in, or derived from, the NFPA standard annex, particularly Annex A, which includes explanatory material that may further clarify JPRs. The following is an example from NFPA 1026, section 4.4.1:

NFPA Standard/Curriculum	Explanation
4.4.1 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.	NFPA JPR number 4.4.1

<p><b>(A) Requisite Knowledge:</b> NIMS, ICS, ICS forms and documentation; unity of command; procedures for ordering resources specific to the AHJ; Communications protocols; kinds and types of resources available to the AHJ; resource management techniques, roles, and responsibilities; and authority of responders and response agencies available to the AHJ.</p>	<p>Requisite knowledge objectives for 4.4.1</p> <p>Written test questions and/or performance skills will be used to test these knowledge components on the state certification exam.</p>
<p><b>(B) Requisite Skills:</b> Completing ICS forms and documentation, operating incident communications equipment, deploying applicable resources for incident-specific functions, and determining changing incident situations and matching the ICS structure and resources to meet them.</p>	<p>Requisite skills objectives for 4.4.1</p> <p>Only performance skills will be used to test these objectives on the state certification exam.</p>
<p><b>Instructor Note A.4.4.1:</b> The Incident Commander is responsible for maintaining a manageable span-of-control. This can be accomplished by implementing Operations Section Chiefs, Branch Directors, and Division/Group Supervisors. The generally accepted span-of-control is 3 to 7, with 5 being ideal.</p>	<p>Annex A: Explanatory Material for 4.4.1</p>

**NFPA Annex B Information**

Refer to *Annex B: Explanation of the Professional Qualifications Standards and Concepts of JPRs* in the NFPA Standard for an explanation of the NFPA Professional Qualifications Standards, the concepts of JPRs, and the process for converting JPRs into instructional objectives.

**TCFP Standards Manual**

It is critical that the Course Instructor review the chapters in the TCFP Standards Manual that apply to this curriculum. Of primary importance are the following chapters:

- Chapter 421, *Standards for Certification*
- Chapter 427, *Training Facility Certification*
- Chapter 435, *Fire Fighter Safety*
- Chapter 437, *Fees*
- Chapter 461, *Minimum Standards for Incident Management Personnel Certification*

These chapters do not address every issue that could impact this curriculum; therefore, the Course Instructor is encouraged to become familiar with the TCFP Standards Manual.

### **Descriptions of Certification Levels**

For additional information, see Chapter 421 of the Texas Commission on Fire Protection Standards Manual for Fire Protection Personnel.

**PERFORMANCE SKILLS LIST**  
**Incident Commander**

<b>Objective</b>	<b>Skill #</b>	<b>Functional Name</b>	<b>NFPA JPR</b>
Assume Transfer and Receive Command	1	Assume Initial Command	4.2.1, 4.4.2, 4.4.3
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
Management and Administration	3	Coordinate with EOC	4.4.7
Management and Administration	4	Create and Implement a Demobilization Plan	4.4.8, 4.4.9, 4.4.10
Management and Administration	5	Direct an After-Action Review	4.4.11

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