

Performance Qualification Standard (PQS) Workbook for ICS ACTIVATION & DEPLOYMENT

Overview

This ICS Activation & Deployment Performance Qualification Standard (PQS) workbook is the method for achieving the United States Coast Guard (USCG) Type 3 qualification which is the basic foundation for all USCG Incident Command System (ICS) positions. The tasks identified in this PQS apply to all USCG ICS positions and are incorporated as a mandatory requirement for all USCG ICS qualifications. The USCG ICS qualification process has been established to comply with federally mandated requirements per the National Response Framework (6 U.S.C. § 320) and Homeland Security Presidential Directive – 5 (HSPD-5).

This workbook was developed to ensure trainees meet and/or exceed the standards set forth by the Federal Emergency Management Agency's (FEMA's) National Incident Management System (NIMS) Guideline for the National Qualification System (NQS). Alignment with these standards ensures confidence in the capabilities and interoperability of USCG personnel engaged in emergency and disaster response. It also enhances national preparedness by expanding the network of qualified incident management and support personnel who can be deployed nationwide.

The ICS Activation & Deployment PQS participant responsibilities and workbook components are detailed beginning on Page 2. Note that while many stakeholders are obligated to support the Trainee in completing the PQS workbook, earning the ICS qualification is ultimately the responsibility of the Trainee. The requirements listed in this workbook represent the minimum knowledge and skills necessary to activate and deploy for a Type 3 incident or event.

The Office of Emergency Management and Disaster Response (CG-OEM) defines USCG ICS Program policy within the Emergency Management Manual (EMM) Volume IV: Incident Management and Crisis Response, COMDTINST M3010.24 (series). The ICS program's implementation is explained in the ICS Training Guide (for Type 3 qualifications) and the ICS Certification Board Guide (for Type 1 and Type 2 certifications). USCG ICS Program resources can be located in the following locations:

- The ICS Library on Homeport at <http://homeport.uscg.mil/> (follow drop-down options from “Missions” tab to “Incident Management”)
- The ICS Program & Coordinator Sharepoint at: [CG-OEM - ICS Coordinators \(sharepoint-mil.us\)](http://sharepoint-mil.us)

Trainees should direct questions to their local unit ICS Coordinator or to CG-OEM at ICS-ProgramCoordinator@uscg.mil.

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RESPONSIBILITIES

1. The Trainee is responsible for:

- Seeking competency qualification guidance from the local unit ICS Coordinator.
- Reviewing, understanding, and adhering to the requirements in the PQS workbook.
- Completing all tasks required to earn the competency within three years. Tasks older than three years must be evaluated by the local unit ICS Coordinator and Verifying Officer(s).
- Participating in incidents / events / exercises / training / on-the-job training (OJT) necessary to garner the experience required to earn the competency sought.
- Engaging appropriate Verifying Officers for PQS workbook task evaluation.
- Assuring all ICS Experience Worksheets associated with task achievement are complete.
- Providing the ICS Coordinator with the finalized PQS workbook.
- Ensuring earned competencies are documented in the Trainee's training record.
- Maintaining currency requirements for the competency once earned.

2. The ICS Coordinator (as supported by the Training Officer) is responsible for:

- Meeting with the Trainee and determining experience, qualifications, and desired goals.
- Issuing the current ICS PQS workbook to the Trainee.
- Explaining the ICS PQS process to the Trainee as well as the Trainee's responsibilities.
- Helping the Trainee identify relevant training and experience-acquiring opportunities.
- Prioritizing the Trainee against all unit candidates for enrollment in USCG ICS courses (or the authorized equivalent) required to achieve the associated ICS competency or its prerequisite requirements. This includes submitting Electronic Training Requests (ETRs) in Direct Access (DA) using verbiage prescribed in the ICS Training Guide.
- Acquiring Qualifying Official approval for the list of Verifying Officers and the competencies for which they are eligible to verify completion of tasks outlined in this PQS Workbook.
- Tracking the Trainee's progress in acquiring the competency.
- Conferring with the Verifying Officer(s) concerning the Trainee's need to repeat any PQS tasks completed three (or more) years prior.
- Reviewing the Trainee's completed PQS workbook, assuring documentation is complete, and all signatures complete.
- Ensuring the Trainee's completed PQS workbook is routed to the Qualifying Official for signature.
- Verify the ICS competency is entered into Direct Access or the record management system appropriate for the Trainee.
- Assigning the Trainee to the unit Incident Management Team (IMT).

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RESPONSIBILITIES

3. The Verifying Officer is responsible for:

- Being qualified in the competency (or supervisory competency) he or she is verifying.
- Providing entry in the Record of Verifying Officers section.
- Explaining task evaluation procedures and objectives to the Trainee.
- Observing, mentoring, and evaluating Trainee in the performance of PQS workbook tasks.
- Attesting to the Trainee's experience / performance on ICS Experience Worksheets.
- Documenting Trainee's successful completion of PQS workbook tasks.
- Conferring with the ICS Coordinator concerning the Trainee's need to repeat any PQS tasks completed three (or more) years prior.

4. The Qualifying Official is responsible for:

- Assuming the Qualifying Official position as the unit's Commanding Officer (O-4 and above), first O-6 in the chain of command, COMDT (CG-OEM), or as delegated by these authorized personnel.
- Designating and supporting the unit Verifying Officers for each ICS competency.
- Providing qualification opportunities for Trainees to meet IMT/AC readiness requirements.
- Issuing proof of Trainee's qualification by signing the ICS Qualification Record in this PQS workbook or delegating this responsibility as appropriate.

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ICS PQS WORKBOOK COMPONENTS

Competency Requirements: The Competency Requirements table provides a description of duties associated with the listed competency as well as prerequisite training, experience, licensure/certification, and the currency expected to maintain the competency qualification.

PQS Workbook Assignment: The PQS Workbook Assignment records when and to whom the PQS workbook was issued as well as the issuing unit/individual.

Record of Verifying Officers: Verifying Officers may be a single individual or, preferably, numerous individuals. The Record of Verifying Officers is a list of the Verifying Officers that validate tasks within the Trainee's PQS workbook including names, title, applicable ICS qualifications/certifications, and signature for ease of reference.

Tasks: Tasks are either knowledge or performance-based. Knowledge tasks can be completed through demonstration (noting the coordinating ICS Experience Worksheet in the Record # as applicable) or discussion. Performance tasks, however, must be demonstrated and should be documented on an accompanying ICS Experience Worksheet. All tasks have been divided into a knowledge or performance section and marked with a "K" or "P" in the task number accordingly.

Task Code (TC): Task Codes (TCs) delineate the environment in which the Trainee must demonstrate task proficiency. At least one TC is designated for each PQS workbook task. If more than one TC is listed for a task, then the task may be completed on any **ONE** of the listed TC environments (i.e., if code 1, 2, and 3 are listed, then the task may be completed on either 1, 2, or 3). Some tasks are required to be demonstrated more than once and are accompanied by two TC boxes with accompanying Verifying Officer Signature fields. TCs are listed in the table below and again at the top of each workbook page listing PQS tasks for ease of reference.

Competency Code (CC): Competency Codes (CCs), evidenced by their associated behaviors, are the characteristics an individual performing in the competency are expected to demonstrate. These CCs ensure PQS workbook tasking is representative of the necessary competency skills and simultaneously assists Verifying Officers in interpreting the relevance of each individual task.

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ICS PQS WORKBOOK COMPONENTS

ICS Experience Worksheet: An ICS Experience Worksheet is used to document all ICS experience in activations, drills, exercises, training, and on-the-job experience. The ICS Experience Worksheet is used universally for Type 3 PQS workbooks and Type 1 / Type 2 ICS certification applications. Every time an individual supports an ICS activation, that individual should record the experience in an ICS Experience Worksheet. Supporting documentation may be added to the ICS Experience Worksheet including ICS 225-CG, letters of recognition, awards, or portions of the Incident Action Plan. These documents may be included in the “List attached supporting documentation” field and combined electronically with the ICS Experience Worksheet. The more detailed the historical record of a member’s performance the easier it will be to evaluate a person’s performance for ICS qualifications and certifications. The ICS Experience Worksheet is on the Homeport and CGPortal links listed in the introduction of this PQS workbook.

Performance Evaluation: While not required, it is encouraged that the Trainee’s performance be evaluated and documented on an ICS 225-CG Incident Personnel Performance Rating form by an eligible Verifying Officer or qualified individual. If utilized, this documentation should be retained with the completed PQS workbook and associated ICS Experience Worksheet.

Verifying Officer’s Signature: The Verifying Officer signs a task after the Trainee successfully demonstrates the ability to perform the numbered task and any bulleted items associated with it.

Record of Completion: The Record of Completion will be reviewed and filled-in by the ICS Coordinator to ensure all PQS workbook requirements have been satisfied prior to signing and routing the ICS Qualification Record to the Qualifying Official for signature.

ICS Qualification Record: The ICS Qualification Record is prepared by the ICS Coordinator to acknowledge that the Trainee has met all competency requirements. By signing the ICS Qualification Record, the Qualifying Official is awarding the Trainee the ICS competency indicated on the record. The ICS Qualification Record is expected to be routed electronically inside the completed PQS workbook for signature from the Qualifying Official. No additional qualification documentation is expected to be drafted or routed unless it is requested by the Qualifying Official. Once the competency is awarded, the Trainee (in collaboration with the ICS Coordinator) shall ensure the competency is recorded in DA or another appropriate system of record using the signed ICS Qualification Record as confirmation of the issued competency. The awarded competency is valid unless revoked by the Trainee’s/qualified individual’s current Commanding Officer (O-4 and above), first O-6 in the chain of command, or COMDT (CG-OEM).

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TASKS		CODE (TC)
Task may be demonstrated in any environment (e.g., training, classroom, drill, exercise, simulation, incident, event, or standard job responsibilities).		6
Task must be demonstrated in an ICS course classroom.		5
Task must be demonstrated in on-the-job training, responsibilities, and/or experience.		4
Task must be demonstrated in an ICS-managed exercise.		3
Task must be demonstrated in a full-scale ICS-managed exercise.		2
Task must be demonstrated in an ICS-managed incident and/or event.		1
COMPETENCIES		CODE (CC)
SKILL	BEHAVIOR <i>(Include but are not limited to those listed.)</i>	
Adaptability	Modify actions/efforts as necessary; adjust to incident complexity.	A
Administrative Responsibilities	Ensure documentation is complete & disposition is appropriate; provide personnel evaluations.	B
Assignment Preparedness	Demonstrate readiness for assignment.	C
Collaboration & Coordination	Establish inclusive, effective, working relationships with personnel & stakeholders; coordinate interdependent activities; gain concurrence.	D
Communication	Disseminate & receive information; provide clear/concise messaging; express priorities/objectives/operations/expectations.	E
ICS Familiarity	Understand, employ, & comply with NIMS ICS principles/guidance; compliant with procedures, protocol, terminology, organizational structure, & chain of command.	F
Information Management	Participate in & support briefs appropriately; gather, produce, & distribute information per established guidelines; establish and/or follow media protocols.	G
Judgment & Decision-making	Determine effectiveness of effort, personnel & resources; make informed, accurate decisions; ensure legal & ethical compliance; ensure socio-economic, political, and cultural consideration; use pertinent analysis to make recommendations/set priorities that aid in meeting responsibilities/expectations/objectives.	H
Leadership & Supervision	Provide support; model leadership values/principles; establish & monitor work assignments & performance expectations.	I
Positional Competence	Knowledgeable of position reporting structure, plans, & procedures; apply appropriate policy, contracts, & agreements; employ technical skills & assessments; assume position & take appropriate action; produce desirable results; contributions help meet incident objectives.	J
Resourcefulness	Employ the right tools & resources; use networks to locate resources; use initiative to overcome challenges/meet objectives.	K
Safety, Well-being & Risk Management	Anticipate, recognize, & mitigate unsafe situations; ensure personnel safety/well-being; comply with safety requirements; apply appropriate risk-assessment measures & incorporate in decisions/actions.	L
Situational Awareness	Gather, apply, assess, & disseminate situational information.	M
Transition Management	Ensure effective personnel/resource transitions to and from the incident; maintain function, position, & response continuity.	N
Unity of Effort	Emphasize teamwork to achieve objectives.	O

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ICS ACTIVATION & DEPLOYMENT COMPETENCY REQUIREMENTS	
Description	<ul style="list-style-type: none"> • Establishes fundamental knowledge of the Coast Guard’s approach to the Incident Command System. • Prepares for assignment to support a response as a member of an Incident Management Team. • Provides overview of the tasks that should be completed for personnel that will be activated or deployed for an incident. • Introduces members to the ICS PQS Workbooks to be completed for position-specific roles.
Training	<ul style="list-style-type: none"> • ICS-100 Introduction to ICS • ICS-200 Basic ICS for Initial Response • IS-700 An Introduction to NIMS • IS-800 Introduction to the National Response Framework
Prerequisite Qualifications	<ul style="list-style-type: none"> • None
PQS Workbook	<ul style="list-style-type: none"> • ICS Activation & Deployment PQS workbook completion
Experience	<ul style="list-style-type: none"> • None • Be assigned to an ICS position
Professional / Technical Licenses and Certifications	N/A
Currency	<ul style="list-style-type: none"> • ICS Activation & Deployment PQS is only required to be completed for initial ICS qualification. • Qualification applies to all position-specific qualifications and needs to be completed only once for all ICS positions. • Qualified personnel will maintain currency in accordance with their assigned ICS position.

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PQS WORKBOOK ASSIGNED TO:
TRAINEE'S NAME:
UNIT:
PHONE NUMBER:
E-MAIL:

PQS WORKBOOK INITIATED BY:
OFFICIAL'S NAME:
TITLE:
UNIT:
PHONE NUMBER:
E-MAIL:

PQS WORKBOOK WAS INITIATED AT:
UNIT/LOCATION:
DATE:

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KNOWLEDGE TASKS			
TASK	TC	CC	VERIFYING OFFICER'S SIGNATURE
<p>K-1. Discuss information to obtain on initial activation.</p> <ul style="list-style-type: none"> a) Incident name b) Incident order number c) Request number d) Incident phone number e) Reporting time f) Reporting location g) Transportation arrangements / travel routes h) Contact procedures during travel (telephone / radio) i) Name and location of supervisor based on position j) Weather, terrain and living conditions (pack appropriately) k) Incident description (e.g., expected hazards, environment, mission areas) 	6	C D E F F G J	
<p>K-2. Discuss how to properly prepare for and properly report to an incident. Ensure to cover initial meetings with supervisor.</p>	6	C H K L N	
<p>K-3. Discuss the NIMS ICS Concepts and Principles.</p> <ul style="list-style-type: none"> a) Chain of Command b) Unity of Command c) ICS forms d) ICS terminology e) Operational Planning cycle f) Span of Control g) Resource management h) Scope, roles, responsibilities, jurisdiction, and authority 	6	C E F J	

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TASK	TC	CC	VERIFYING OFFICER'S SIGNATURE
<p>K-4. Explain the roles for each section of ICS per ICS references (ICS Job Aids, IMH, etc.).</p> <ul style="list-style-type: none"> a) Command Staff b) Operations Section c) Planning Section d) Intelligence/Investigation Section e) Logistics Section f) Finance/Administration Section 	6	C E F J	
<p>K-5. Discuss the forms typically included in the ICP.</p> <ul style="list-style-type: none"> a) Incident Status Summary (ICS 209-CG) b) Incident Check-In List (ICS 211-CG) c) Resource Request Message (ICS 213RR-CG) d) Activity Log (ICS 214-CG) e) Demobilization Check-Out (ICS 221-CG) f) Incident Personnel Performance Rating (ICS 225-CG) g) Daily Meeting Schedule (ICS 230-CG) h) Incident Open Action Tracker (ICS 233-CG) 	6	A B F J K	
<p>K-6. Explain how to establish and maintain positive interpersonal and interagency working relationships. Ensure to cover creating a work environment that provides diversity and equal opportunity for assigned personnel.</p>	6	A D E I O	
<p>K-7. Discuss how to exhibit principles of respect.</p> <ul style="list-style-type: none"> a) Know your subordinates and look out for their well-being. b) Keep your subordinates informed. c) Build the team. d) Employ your subordinates in accordance with their capabilities. 	6	A C I J	

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TASK	TC	CC	VERIFYING OFFICER'S SIGNATURE
<p>K-8. Explain how to exhibit principles of devotion to duty.</p> <ul style="list-style-type: none"> a) Be proficient in your job, technically and as a leader. b) Make sound and timely decisions. c) Ensure tasks are understood, supervised and accomplished. d) Develop your subordinates in accordance with their capabilities. 	6	<p>A C H J</p>	
<p>K-9. Discuss how to exhibit principles of honor and integrity.</p> <ul style="list-style-type: none"> a) Know yourself and seek improvement. b) Seek responsibility and accept responsibility for your actions. c) Set the example. 	6	<p>A C H I J</p>	
<p>K-10. Explain the importance of the Information Management Plan and other plans that support incident management (e.g., salvage, transition). Describe what should be accounted for in the plan.</p>	6	<p>B D F K</p>	
<p>K-11. Identify and describe what a Critical Information Requirement (CIR) is and how to report when this criterion is met.</p>	6	<p>B E G D</p>	
<p>K-12. Identify unique characteristics, limitations, and constraints that may influence your ability to succeed in the event. (e.g., geography, weather, technology, culture).</p>	6	<p>B E K M</p>	

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TASK	TC	CC	VERIFYING OFFICER'S SIGNATURE
<p>K-13. Discuss how to monitor status of unit activities and explain how it can be used to make good decisions.</p> <ul style="list-style-type: none"> a) Changing needs b) Staffing levels c) Feedback from IMT members. d) Identify key indicators of success. (e.g., stress levels, mishaps, fatigue). 	6	D E I M O	
<p>K-14. Explain how to coordinate with other functional areas to obtain resources and organize work spaces to keep the unit operating.</p> <ul style="list-style-type: none"> a) Request materials and supplies using established procedures. b) Maintain adequate quantities of forms, supplies, and materials to prevent shortage of basic needed items. c) Ensure appropriate personnel to perform unit functions. (e.g., night operational period, increase / reduce staffing). d) Ensure adequate signage for work locations. (e.g., check-in, resources, demob). e) Ensure proper connectivity to maintain necessary information sources. 	6	A D I K M O	
<p>K-15. Discuss how to identify what information is necessary to be briefed for an operational period.</p>	6	E H I L M	
<p>K-16. Discuss methods and tools to communicate throughout the ICS structure.</p>	6	E F G K M	

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TASK	TC	CC	VERIFYING OFFICER'S SIGNATURE
K-17. Explain the information management plan and information management process regarding: Sensitive information (SSI, FOUO, PII), next-of-kin notifications, and non-incident personnel.	6	B E G K	
K-18. Explain some factors to evaluate your unit's effectiveness and methods to improve processes, priorities, assignments, etc.	6	A D H I	
K-19. Discuss how to comply with each set of guidelines. a) Work / rest ratio. b) Agency safety standards and procedures. c) Follow Medical Plan (ICS 206-CG) and Site Safety Plan (ICS 208-CG). d) Proper communication standards. Ensure to include how often and key information required to be reported.	6	B E F L M	
K-20. Explain how to report improper behavior by incident personnel.	6	A E F H I L	
K-21. Explain how to identify personnel and equipment for demobilization. Explain the process for reporting that resources are ready for demobilization.	6	A B D K M O	

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TASK	TC	CC	VERIFYING OFFICER'S SIGNATURE
K-22. Discuss the forms typically included in the IAP.	6	A B F J K	
K-23. Explain how deadlines for information inputs to the IAP, requests, demobilization, work assignments, etc. are determined.	6	E G H K M	
K-24. Explain member performance. Review standards and capture performance on Incident Personnel Performance Rating (ICS 225-CG) form.	6	B E F H I	

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PERFORMANCE TASKS			
TASK	TC	CC	VERIFYING OFFICER'S SIGNATURE
<p>P-1. Obtain and assemble information and materials needed for deployment kit.</p> <ul style="list-style-type: none"> a) Personal Protective Equipment (PPE) b) Forms examples c) Personal materials d) Laptop if required with internet e) Position references (e.g., Job Aid, IMH, CFRs) f) Communication capabilities g) Position-specific kit items (e.g., binoculars, charts, wireless internet, file folders) 	6	A C F H J M	
<p>P-2. Identify the need for and request with proper documentation additional personnel or supplies to meet the needs of the incident.</p>	6	B E H K N	
<p>P-3. Review available documentation.</p> <ul style="list-style-type: none"> a) Incident Action Plan (IAP) and / or other relevant plans. b) Materials appropriate to the incident. 	6	C D G K M	
<p>P-4. Demonstrate ability to read and interpret charts (e.g., plotting information, topographical maps, nautical charts, ESIs).</p>	6	B F M	
<p>P-5. Demonstrate understanding of an organization chart for the section / unit assigned.</p>	6	B F I J	

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TASK	TC	CC	VERIFYING OFFICER'S SIGNATURE
<p>P-6. Demonstrate how to use the following forms and explain when they are used.</p> <ul style="list-style-type: none"> a) Resource Request Form (ICS 213RR-CG) b) Unit Log Form (ICS 214-CG) c) Demobilization Form (ICS 221-CG) d) Check-in Form (ICS 211-CG) 	6	B F J K	
<p>P-7. Demonstrate the procedures to obtain current incident information:</p> <ul style="list-style-type: none"> a) Incident Status Summary (ICS 209-CG). b) Communication with dispatch. c) Follow-up briefings from IC and other key personnel. d) Update maps and other visuals. e) Situation Display, briefings, etc. 	6	A D E G K M	
<p>P-8. Demobilize and check out.</p> <ul style="list-style-type: none"> a) Receive demobilization instructions from incident supervisor. b) If required, complete Demobilization Checkout (ICS 221-CG) and submit completed form to the appropriate person. c) Properly fill out an Incident Personnel Performance Rating (ICS 225-CG) for yourself. 	6	A B K L N	
<p>P-9. Participate in an After-Action review or hotwash discussion.</p>	6	B E G D	

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ICS ACTIVATION & DEPLOYMENT RECORD OF COMPLETION		
COMPETENCY REQUIREMENTS	DATE	ICS COORDINATOR'S SIGNATURE
A. Completion of Training Courses: <input type="checkbox"/> ICS-100 Introduction to ICS <input type="checkbox"/> ICS-200 Basic ICS for Initial Response <input type="checkbox"/> IS-700 Introduction to NIMS <input type="checkbox"/> IS-800 Introduction to NRF		
B. Completion of Prerequisite Qualifications by the USCG or another agency: None.	N/A	N/A
C. Verification of Prerequisite Experience: None.	N/A	N/A
D. Verification of Professional / Technical Licenses and Certifications: None.	N/A	N/A
E. Completion of ICS Activation & Deployment PQS workbook tasks.		
F. Satisfactory completion of oral board.	N/A	N/A
F.1. Oral board composition: <i>List each board member by Rate/Rank, Name, and Unit.</i>		
Note: <u>An oral board for ICS Activation and Deployment is not required.</u>		
G. Signed and electronically routed appropriate documentation to Qualifying Official.		

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**U.S. COAST GUARD
ICS QUALIFICATION RECORD**



THIS PAGE VERIFIES TRAINEE'S QUALIFICATION IN THE COMPETENCY OF
ICS ACTIVATION & DEPLOYMENT

TRAINEE: _____ RATE/RANK: _____ EMPLID: _____

ICS COORDINATOR'S RECOMMENDATION

I verify _____ has completed the pre-requisite ICS Activation and Deployment PQS Workbook necessary to begin earning additional position-specific qualifications for a Type 3 incident or event.

ICS COORDINATOR

NAME: _____ RATE/RANK: _____ UNIT: _____

EMAIL: _____ PHONE: _____

SIGNATURE: _____ DATE: _____

**QUALIFYING OFFICIAL'S ISSUANCE OF
U. S. COAST GUARD ICS QUALIFICATION**

I affirm _____ has successfully completed the pre-requisite ICS Activation and Deployment Workbook needed for all follow-on ICS position-specific qualifications. The Trainee is hereby authorized to pursue additional position-specific qualifications for a Type 3 incident or event as detailed in the U.S. Coast Guard Incident Management Handbook, COMDTPUB P3120.17 (series) and the National Qualification System (NQS). This qualification meets and/or exceeds National Incident Management System (NIMS) standards. It is valid unless revoked.

QUALIFYING OFFICIAL

NAME: _____ RATE/RANK: _____ UNIT: _____

EMAIL: _____ PHONE: _____

SIGNATURE: _____ DATE: _____

This ICS Qualification Record shall be provided to the Trainee's Administrative Office or appropriate equivalent to enter the awarded competency in the correct system of record. Trainee is responsible for maintaining competency currency per CG-OEM's ICS Training Guide.