U. S. Coast Guard

Incident Command System
Type 3

FINANCE / ADMINISTRATION SECTION CHIEF

Performance Qualification Standard Workbook

July 2023

Performance Qualification Standard (PQS) Workbook for
FINANCE / ADMINISTRATION SECTION CHIEF (FSC3)

Overview

This Finance / Administration Section Chief Type 3 (FSC3) Performance Qualification Standard (PQS) workbook is the method for achieving the United States Coast Guard (USCG) Type 3 qualification for the Incident Command System (ICS) position. 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 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 FSC3 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 perform in the Finance / Administration Section Chief position during 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)**

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

RESPONSIBILITIES

1. The <u>Trainee</u> 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.
- Requesting and successfully completing an oral board.
- Ensuring earned competencies are documented in the Trainee's training record.
- Maintaining currency requirements for the competency once earned.

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

- Meeting with the Trainee and determining experience, qualifications, and desired goals.
- Issuing the current position-specific 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, all signatures complete, and collaborating with the Verifying Officer(s) to arrange an oral board.
- If required, issue an interim qualification letter when the Trainee is unable to secure required course enrollment and is otherwise PQS and oral board 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).

RESPONSIBILITIES

3. The <u>Verifying Officer</u> 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.
- Recommending the Trainee for an oral board and/or serving on the Trainee's oral board as requested by the ICS Coordinator once PQS tasks are complete.

4. The <u>Qualifying Official</u> 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.

ICS PQS WORKBOOK COMPONENTS

<u>Competency Requirements</u>: 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.

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

<u>Record of Verifying Officers</u>: 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.

<u>Tasks</u>: 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. Performance tasks that must be completed more than once are noted with an asterisk (*). The asterisk notes that the designated task must be completed during two different incidents / events or during an exercise. A classroom exercise (e.g., 320, 420, or other IMT or position-specific course) can only be used once and the trainee must have specifically filled the FSC role to obtain credit. The trainee must have both occurrences recorded.

<u>Task Code (TC)</u>: 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.

<u>Competency Code (CC)</u>: 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.

<u>Record Number</u>: A Record Number (Record #) is referencing specific ICS experience on the ICS Experience Worksheet, which documents the Trainee's participation in an ICS-related event including training, exercises, or real-world incidents. Each ICS experience should be listed sequentially on the ICS Experience Worksheet. The corresponding Record # is listed in the column task of the PQS workbook when applicable. Tasks may be completed without providing a Record # though supporting documentation is highly recommended to validate ICS experience and support the qualification process.

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, then 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 combines 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 and is capable of performing in the position. 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).

Performance Qualification Standard (PQS) Workbook for
FINANCE / ADMINISTRATION SECTION CHIEF (FSC3)

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** *(Include but are not limited to those listed.)*	
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

FSC3 COMPETENCY REQUIREMENTS	
Description	- Works as a member of the General Staff. - Establishes or transitions into an existing Finance / Administration Section. - Organizes and supervises the Finance Section. Configures section with units to support incident as necessary. - Responsible for the financial, administrative, and cost analysis aspects of an incident. - Develops the Finance / Administration Section's operating plan. - Creates, maintains, and transfers section documentation. - Maintains contact with agency administrative headquarters on finance and administration matters as the Authority Having Jurisdiction (AHJ) directs. - Coordinates with assisting and cooperating agency representatives on finance related issues. - Advises the Incident Commander (IC) on financial and administrative matters.
Training	- ICS-300 Intermediate ICS for Expanding Incidents **and** - ICS-400 Advanced ICS **and** - ICS-460 Finance/Administrative Section Chief Course **or** - E/L 0973 All Hazard Finance / Administration Section Chief
Prerequisite Qualifications	- ICS Activation and Deployment and - Recommended Qualifications - Procurement Unit Leader (PROC3) **or** - Cost Unit Leader (COST3) **or** - Administration Unit Leader (ADMN3)
PQS Workbook	FSC3 PQS workbook completion
Experience	Served as FSC in a drill, exercise, or actual response *(Perform as FSC a minimum of two times)*
Professional / Technical Licenses and Certifications	**N/A**
Currency	According to the ICS Training Guide

	ICS-460 FINANCE/ADMINISTRATION SECTION CHIEF
	TRAINING PERFORMANCE & ENABLING OBJECTIVES

The ICS-460 Finance / Administration Section Chief Course is a five-day CG position specific course that presents the concepts, principles, and protocols of the Finance / Administration Section Chief duties on a type 2 or 3 incident. This course concentrates on preparing students to perform in these respective positions as well as Finance / Administration Section Unit Leaders. Course topics include preparing for deployment, readiness for operational tasking, managing personnel, activating the finance functions, determining funding, tracking incident costs, ordering incident resources, Incident Action Plan development, documentation, and demobilization. Extensive performance-based exercises in which the student will organize and operate in the positions, serves to test the student's skills.

	Gather guidance from the incident commander or unified command.
	• Determine the current status of the incident.
	• Identify special concerns.
	• List limitations.
	• List guidelines.
	• Clarify roles.
	• Identify key facility locations.
	• Identify current staffing.
	• Identify incident fund sources(s) and ceiling(s).
1.0 Ready for Operational Tasking	**Activate the finance functions.**
	• Explain factors that influence Section staffing.
	• Discuss factors that warrant the use of deputies.
	• Discuss implementation of deputies into the Section.
	• Explain the staffing and ordering process of the Section.
	• Request and organize the staff.
	• Brief the staff.
	• Request work materials and equipment.
	• Establish the work location.
	• Document work processes.
	• Explain the FSC's role in supporting section personnel.
	• Discuss how the FSC implements techniques to aid job performance.
	• Resolve problems and issues.
	• Develop a Section Standard Operating Guide (SOG).

	Conduct a finance status brief. • Prepare finance briefing materials. • Provide a status brief at ICS Process meetings. • Participate in ICS Process meetings. • Respond to issues, concerns, and questions identified at meeting/briefing. • Record briefing on the ICS 214-CG Activity Log.
	Receive guidance for the next operational period. • Define the FSC's role at this meeting. • Describe the impact of the Command and General Staff Meeting on the FSC. • Participate in a command and general staff meeting. • Participate in a business management meeting. • Participate in a Section meeting.
	Process incident resource requests. • Develop an incident resource request process with the Logistics Section Chief and Resources Unit Leader. • Validate a resource request on the ICS 213RR-CG Resource Request Form.
2.0 Response to the Incident	**Determine appropriate funding.** • List initial FSC actions. • List five funding sources typically used in Coast Guard responses. • Describe the purpose of each fund. • Describe how each fund is accessed. • Document transactions. • Select the appropriate funding source(s). • Determine the ceiling for each fund.
	Track incident costs. • List statutory requirements for tracking costs. • Describe ICS positions with cost tracking responsibilities. • List time data sources. • Validate time data. • Enter time data in the tracking system. • Identify all expenditure/cost flows, their burn rates, and expected durations • Identify all contracts, their burn rates, durations, expected extensions and mods • Identify all demob costs and contract closure costs

	Determine resource requirements.
	- Validate the functionality of the resource management process. - Validate section staffing on hand to process requests. - Participate in a tactics meeting. - Identify resource requirements for the next operational period. - Complete all supporting documentation of the planning process.
2.0 Response to the Incident *(Continued)*	**Order incident resources.** - Describe resource ordering responsibilities. - List resource ordering options. - Develop a resource ordering process. - List resource ordering documentation. - Process a resource order. - Participate in a Planning Meeting. - Participate in an Operations Briefing.
	Track incident accountable property. - List agency accountability property standards. - Complete the ICS 261-CG Incident Accountable Resource Tracking worksheet. - Report accountability property discrepancies to the Incident commander (IC)/Unified commander (UC).
	Participate in the Demobilization Plan. - Identify sections of the Demobilization Plan. - Provide input to the Demobilization Plan. - Evaluate the draft Demobilization Plan. - Monitor effectiveness of controls. - Complete the ICS 225 Incident Personnel Performance Rating form.

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:

		RECORD OF VERIFYING OFFICERS		
DATE	**TITLE**	**VERIFYING OFFICER'S NAME**	**ICS QUAL(S)/ CERT(S)**	**SIGNATURE**

KNOWLEDGE TASKS				
TASK	**TC**	**CC**	**RECORD #**	**VERIFYING OFFICER'S SIGNATURE**
K-1. Explain the role and responsibilities of the Finance Section Chief (FSC) including responsibilities at each stage in the Planning P.	6	D E F J M		
K-2. Explain the organization of the Finance Section and the circumstances that would necessitate the use of deputies.	6	C F J		
K-3. Explain the duties and responsibilities of all positions supervised by you as Section Chief. a) Time Unit Leader (TIME) b) Procurement Unit Leader (PROC) c) Cost Unit Leader (COST) d) Compensation / Claims Unit Leader (COMP) e) Administration Unit Leader (ADMN)	6	C F J		
K-4. Explain the contents of a Finance / Administration Section deployment kit.	6	C F J		
K-5. Discuss how to provide for the safety, welfare, and accountability of assigned personnel during the entire period of supervision. a) Monitor condition of assigned personnel (e.g., adequately fed, rested and protected from occupational hazards). b) Provide for care of assigned personnel particularly in event of illness, injury or accident. c) Explain contents of Medical Plan (ICS 206-CG) and Site Safety Plan (ICS 208-CG). d) Care for and remain aware of members mental health.	3 2 1	A D I L		

TASK	TC	CC	RECORD #	VERIFYING OFFICER'S SIGNATURE
K-6. Discuss the aspects of planning, coordinating, and overseeing the buildout of incident facilities.	6	D E H J O		
K-7. Explain the process for external ordering including how to establish it.	6	A D J K		
K-8. Discuss various lines of accounting (LOA) and their uses. a) AFC-30: General Operations Funding b) Federal Project Number: Oil Spill Funding (OSLTF) c) CERCLA Project Number: Hazardous Materials Funding (CERCLA) d) Disaster Project Number: Disaster Funding (Stafford Act) e) Military Interdepartmental Purchase Request (MIPR)	6	C G J K		
K-9. Discuss how to best evaluate available information and what recommendations could improve incident support. a) Workload priorities b) Staff assignments c) Information requests d) Cost effective use of resources e) Appropriate non-tactical resources	3 2 1	A G H J		
K-10. Discuss how incident support can be adjusted on changing conditions. a) Weather b) Incident complexity c) Incident within an incident d) Political considerations e) Long-range plans and potential or future requirements f) Financial constraints and limitations	6	A E H K		

TASK	TC	CC	RECORD #	VERIFYING OFFICER'S SIGNATURE
K-11. Discuss the resource ordering and resource request process and their relation to these ICS forms: a) Resource Request Form (ICS 213RR-CG) b) Operational Planning Worksheet (ICS 215-CG) c) Facility Needs Assessment Worksheet (ICS 235-CG) d) Incident Accountable Resource Tracking Sheet (ICS 261-CG)	6	B E G K		
K-12. Explain what an Information Management Plan (ICS 240-CG) is and identify when an Information Management Plan may be needed to support an incident.	6	A E G M		
K-13. Identify the ICS forms used to develop an Incident Action Plan (IAP), and explain the purpose of each form.	6	C E G M		
K-14. Explain the purpose and function of the Incident Status Summary (ICS 209-CG).	6	E G M		
K-15. Explain the information from the FSC role that should be released to the PIO for the media and information that should remain internal to the ICP.	6	D G H		
K-16. Discuss how you can promote an inclusive working environment in the Finance Section particularly during complex or extended responses.	6	D I O		
K-17. Describe the function of the Open Action Tracker Worksheet. (ICS 233-CG).	6	B E H		

TASK	TC	CC	RECORD #	VERIFYING OFFICER'S SIGNATURE
K-18. Discuss how to monitor personnel for mental and/or physical fatigue and what methods can be implemented to address these concerns including work/rest ratio and Critical Incident Stress Management (CISM).	6	H I L		
K-19. Discuss the situational awareness factors and how they may influence ICS management decisions: a) IAP effectiveness b) Incident complexity c) Hazards/safety d) Communications e) Logistical considerations f) Span of control g) Alternative strategies h) Weather / modeling predictions	6	A D E F H		
K-20. Explain special incident conditions that would require technical expertise and identify roles of key technical specialists.	6	A F H J K		
K-21. Discuss factors the FSC should consider in the event the Incident Command Post must be moved.	6	A B D H L N		
K-22. Discuss available sources of information to determine when and how to demobilize personnel and equipment.	6	F J M N		
K-23. Discuss who needs to receive a copy of the final of Demobilization Plan.	6	A E F H N		

TASK	TC	CC	RECORD #	VERIFYING OFFICER'S SIGNATURE
K-24. Explain the importance of the Personnel Performance Rating (ICS 225-CG) from both an individual and organizational perspective.	6	B H I N		
K-25. Explain how to implement a plan for a transfer of command.	6	B E F M N		
K-26. Explain the Coast Guard Finance and Accounting systems and how they perform in incident response.	6	B J K		
K-27. Explain how the Coast Guard rules and Federal procurement laws must be used in incident response.	6	B J K		

PERFORMANCE TASKS				
TASK	**TC**	**CC**	**RECORD #**	**VERIFYING OFFICER'S SIGNATURE**
P-1*. Serve as a Finance Section Chief for an incident.	6	C F I		
	3 2 1			

P-2. Receive initial briefing from Incident Commander. The following are examples, not all encompassing.
 	
a) Incident information
   • Incident Briefing (ICS 201-CG)
   • Incident Objectives (ICS 202-CG)
   • IAP
   • Situation Assessment
b) Strategy and hazards to incident personnel and public
c) Agencies / jurisdictions involved
d) Organizational structure
e) Logistical needs
f) Ordering procedures
g) Funds currently available
h) Ordering limits and transactions requiring IC approval
i) Special funding considerations
j) Key contact list with phone and fax numbers
k) Written delegation of authority (Funds Certifying Official and amount)
l) Need for and availability of Contracting Officer (KO) or KO services
	6	A C F H J M		

P-3. Obtain and review necessary documentation: a) Copies of contracts in place and details for needed contracts b) Applicable plans c) IAP or ICS 201-CG d) Written incident status summary	6	G J K		

TASK	TC	CC	RECORD #	VERIFYING OFFICER'S SIGNATURE
P-4*. Identify and evaluate the Finance / Admin Section units/staff required for the incident based on the following: a) Incident type and size b) Available agency personnel c) Available personnel from other agencies d) Private Sector participants e) Technical Specialists f) Appropriate span of control g) Contract/KO (i.e., PROC) needs h) ADMN staff capability needed	6	A D F J		
	3 2 1			
P-5*. Activate section personnel: a) Establish appropriate organization. b) Identify workspace requirements and request as needed. c) Assign roles and responsibilities while maintaining span of control. d) Brief unit leaders on current and anticipated activity. e) Provide initial operating instructions to section personnel. f) Request appropriate technical specialists to assist with special incident conditions.	6	A F H I J K		
	3 2 1			
P-6*. Work closely with Operations Section to identify kind, type, and number of resources required to achieve objectives. a) Consider incident type and complexity. b) Consider long-range and contingency plans.	6	D I J O		
	3 2 1			
P-7. Demonstrate knowledge of ICS structure, principles, positions, and ICS forms.	6	F J		

TASK	TC	CC	RECORD #	VERIFYING OFFICER'S SIGNATURE
P-8. Establish and maintain positive interpersonal and interagency working relationships: a) Understand scope, roles, responsibilities, jurisdiction, and authority of responding agencies.	6	D E F J		
P-9. Manage operational periods to achieve objectives. a) Evaluate need to adjust Finance Section work shifts to accommodate end-of-day reports from OSC, PSC, and LSC. b) Ensure adequate work / rest ratio.	6	A H I J		
P-10. Coordinate internal and external funding sources; identify needs, administrative constraints, and personnel availability to ensure successful financial execution of the Plan. In this environment, define the functioning of: a) Current fund ceiling(s). b) Current burn rate(s). c) Dailies or time records (CG 5136, ICS 214-CG). d) Claims and potential claims. e) Resource Request and Ordering Processes. f) Status of Contracts.	6	B D H I J K		
P-11. Communicate effectively with assigned personnel: a) Communicate priorities, strategies, and any changes. b) Inform personnel of their assigned tasks and expectations. c) Share pertinent logistics and other information that may affect the tasking given to the Finance Section.	6	E G I J M		

TASK	TC	CC	RECORD #	VERIFYING OFFICER'S SIGNATURE
P-12. Ensure that staff follows all applicable agency / jurisdiction policies, contracts, SOPs, and agreements including: a) Federal, state, local, tribal, territorial, and regional relationships. b) Roles and responsibilities or potential responder agencies. c) Scope, jurisdiction and authority of potential responder agencies.	6	E G J M		
P-13. Participate in operational planning cycle meetings, emphasizing the Finance / Administration Section's needs. Ensure Section's expectations are communicated to other functional areas and included in IAP as needed.	6	E G J M		
P-14. Supervise and hold personnel accountable for executing assigned tasks. a) Identify and promptly resolve disagreements, issues, and misunderstandings. b) Appropriately prioritize work assignments. c) Ensure debriefings occur and participate as necessary.	6	A E I		
P-15*. Participate in a Command and General Staff Meeting and obtain briefing from Incident Commander. a) Incident Commander's priorities, goals, and objectives for IMT and the incident. b) Instructions concerning the tasks expected of the Finance Section. c) Expected timeframes for procurement.	6 3 2 1	D E G J M		

TASK	TC	CC	RECORD #	VERIFYING OFFICER'S SIGNATURE
P-16*. Interact and coordinate with command staff, general staff and appropriate unit leaders. a) Plan & participate in Business Management Meetings (FSC, LSC, RESL, and others as appropriate) to resolve issues and exchange timely information. b) Exchange current and accurate information as changes occur. c) Without delay inform appropriate team personnel of relevant changes in operations.	6 3 2 1	D E G J M		
P-17. Adapt time frames. a) Evaluate operational periods and make appropriate recommendations to IC. b) Evaluate need to adjust Finance Section work schedules to integrate with end-of-day reports from Operations, Planning, and Logistics Sections, or other scheduling irregularities.	6	A G H I J K		
P-18*. Participate as FSC in a Tactics Meeting as per the CG Incident Management Handbook (CG-IMH).	6 3 2 1	D E F G		
P-19. Coordinate with LSC and PSC to develop resource request process and resource ordering process.	6	D J K		
P-20*. Prepare financial information for planning meetings. Address availability of funds to support operations and provide information regarding financial issues, including incident close-out.	6 3 2 1	B E G I K		

TASK	TC	CC	RECORD #	VERIFYING OFFICER'S SIGNATURE
P-21*. Participate in the Planning Meeting book. Perform FSC role in the planning meeting as described in the CG-IMH.	6	D F G J K		
a) Confirm availability of funds to support the Plan. b) Note burn rates and lifespan of funding sources & needs. c) Note any other funding issues.	3 2 1			
P-22*. Participate in preparation and review of the IAP. a) Provide cost analysis data on incident operations. b) Advise on current capabilities and limitations.	6	D E F G		
c) Determine near-term activities that impact usage of funds and contract resources. d) Discuss long-range plans and identify future requirements.	3 2 1			
P-23. Communicate options, considerations, and recommendations during briefings including pertinent financial information that may affect the IMT's management of the incident. a) Cost constraints b) Coast-sharing agreements c) Land-use agreements d) Cost-benefit comparison e) Cost estimate and projections	6	H K M		
P-24. Demonstrate the ability to perform the duties and skills of a TIME.	6	F J		
P-25. Demonstrate the ability to perform the duties and skills of a PROC.	6	F J		

TASK	TC	CC	RECORD #	VERIFYING OFFICER'S SIGNATURE
P-26. Demonstrate the ability to perform the duties and skills of a COST. a) Collect all cost data. b) Perform cost effective analysis. c) Provide cost estimates to Command.	6	F J		
P-27. Demonstrate the ability to perform the duties and skills of a COMP.	6	F J		
P-28*. Demonstrate ability to review and complete ICS documents. a) IAP b) Activity Logs (ICS 214-CG) c) Incident Status Summary (ICS 209-CG) d) Incident Check-In List (ICS 211) e) Resource Requests (ICS 213RR-CG) f) Operational Planning Worksheet (ICS 215-CG) g) Air Operations Summary Worksheet (ICS 220-CG) h) Demobilization Check-out (ICS 221-CG) i) Incident Personnel Performance Rating (ICS 225-CG) j) Work Analysis Matrix (ICS 234-CG) k) Mishap Reports (ICS 237-CG) l) Incident Property Tracking (ICS 261-CG)	6 3 2 1	F G H I J M		
P-29. Ensure reports and forms created within the Finance Section are complete, accurate and timely. a) Time sheets b) Travel Orders c) Pay documents d) Procurement documents e) Contracts f) Claim forms	6	G I J K M		

TASK	TC	CC	RECORD #	VERIFYING OFFICER'S SIGNATURE
P-30. Periodically evaluate staffing requirements and operational needs to determine whether personnel assignments and resources are appropriate. a) Determine kind and number of personnel necessary for section staffing. b) Provide for functional and geographical supervision as necessary.	6	A H I J N		
P-31. Review finance data to ensure spending and burn rates are within limits and contractual obligations.	6	A G J		
P-32*. Track and monitor time and cost data submitted to the TIME and the Logistics Section.	6	A G J		
	3 2 1			
P-33*. Demonstrate how to prepare financial summary information on current incident operations to Command and agency administrators. a) Show how to develop a daily burn rate. b) Prepare cost projections.	6	A G J		
	3 2 1			

P-34. Demonstrate proficiency in using USCG financial systems.
 	
a) Show familiarity with FPD/CAS and how to produce a Transaction Summary Report.
b) Be able to properly document expenditures.
c) Be able to determine accuracy in all CG and appropriate agencies expenditures.
   • Travel documents
   • Purchase Orders / Delivery Orders
   • Contracts
   • Reserve Orders
	6	B G I J K		

TASK	TC	CC	RECORD #	VERIFYING OFFICER'S SIGNATURE
P-35. Compile and validate complete financial documentation for final incident package and provide to DOCL and participating external agencies.	6	B G H I N		
P-36. Assist in development and implementation of key Strategic Plans, providing cost estimates and assessment of financial impacts. a) Coordinate with Logistics and Planning Sections. b) Establish lead times. c) Identify high-cost resources. d) Provide financial and contracting support, including Decontamination, Transportation & Replacement in Kind (RIK) requirements and costs.	6	A B D E I J K		
P-37. Monitor current operations and future tactics to determine if current and planned funds will meet incident objectives.	6	I J K M		
P-38. Receive and transmit current and accurate information: a) Costs b) Procurement c) Personnel and resource accounting (burn rates) d) Claims e) Compensation issues f) Overtime policies and authorizations g) Travel order numbers and costs	6	A G J L		
P-39*. Properly complete the ICS-214-CG.	6	B F		
	3 2 1			

TASK	TC	CC	RECORD #	VERIFYING OFFICER'S SIGNATURE
P-40. Assist in the development of Incident Demobilization Plan. a) Provide financial cost estimates. b) Identify high-cost resources. c) Lead times. d) Ensure all documents address financial requirements. e) Contract requirements and implications. f) Release considerations.	6	A D E J N		
P-41. Implement Demobilization Plan. a) Brief staff on demobilization procedures and responsibilities. b) Consolidate incident finance package. c) Inspect, clean, repair and decontaminate equipment. d) Account for incident property and supplies. e) Ensure incident and agency demobilization procedures are followed.	6	A B D E H J K M N		
P-42. Prepare for and conduct a transition brief. a) Limitations & constraints b) Future resource requirements c) Key incident relationships	6	B E G		
P-43. Demonstrate a complete relief process. a) Consult with PSC, OSC, RESL, LOFR/AREPs, and LSC. b) Inform assigned resources and command staff. c) Prepare Incident Personnel Performance Rating (ICS 225-CG) evaluations for all staff. d) Submit your ICS 225-CG to your supervisor for review and performance feedback. e) Document follow-up action needed and submit to supervisor.	6	H I J N O		

TASK	TC	CC	RECORD #	VERIFYING OFFICER'S SIGNATURE
P-44. Compile and coordinate Finance Section documentation for the incident Demobilization Plan in the final incident package with Documentation Unit Leader.	6	B F G		
P-45. Demonstrate how to transfer incident finance package to responsible agency / organization.	6	A G J N		
P-46. Participate in post-event briefings and meetings, and as needed produce input for: a) Hotwash b) Lessons learned c) After-Action Report (AAR)	6	D F G J		
P-47. Assist in developing an After-Action Report (AAR) for an incident or exercise.	6	B F J		

* *The asterisk notes that the designated task must be completed during two different incidents / events or during an exercise. A classroom exercise (e.g., 320, 420, or other IMT or position-specific course) can only be used once and the trainee must have specifically filled the FSC role to obtain credit. The trainee must have both occurrences recorded.*

FSC3 RECORD OF COMPLETION		
COMPETENCY REQUIREMENTS	**DATE**	**ICS COORDINATOR'S SIGNATURE**
A. Completion of Training Courses: ☐ ICS-300 Intermediate ICS Course for Expanding Incidents **and**		
☐ ICS-400 Advanced ICS Course **and**		
☐ ICS-460 Finance/Administrative Section Chief Course **or** ☐ E/L 0973 All Hazard Finance / Administration Section Chief		
B. Completion of Prerequisite Qualifications by the USCG or another agency: ☐ ICS Activation and Deployment Recommended – Not Required: ☐ Procurement Unit Leader (PROC3) **or** ☐ Cost Unit Leader (COST3) **or** ☐ Administration Unit Leader (ADMN3)		
C*. Verification of Prerequisite Experience:		
☐ Served as FSC in a drill, exercise, or actual response or assigned as FSC on an IMT.		
D. Verification of Professional / Technical Licenses and Certifications:	**N/A**	**N/A**
E. Completion of FSC3 PQS workbook tasks.		
F. Satisfactory completion of oral board.		
F.1. Oral board composition: *List each board member by Rate/Rank, Name, and Unit.*		
G. Signed and electronically routed appropriate documentation to Qualifying Official.		

U.S. COAST GUARD
ICS QUALIFICATION RECORD

THIS PAGE VERIFIES TRAINEE'S QUALIFICATION IN THE COMPETENCY OF

FINANCE / ADMINISTRATION SECTION CHIEF (FSC3)

TRAINEE: _____ RATE/RANK: _____ EMPLID: _____

ICS COORDINATOR'S RECOMMENDATION

I verify _____ has satisfactorily completed all competency requirements, has demonstrated the capability to perform in the position of Finance/Administration Section Chief Type 3, and is thereby recommended for qualification.

ICS COORDINATOR

NAME: _____ RATE/RANK: _____ UNIT: _____

EMAIL: _____ PHONE: _____

SIGNATURE: _____ DATE: _____

QUALIFYING OFFICIAL'S ISSUANCE OF

U. S. COAST GUARD ICS QUALIFICATION

I affirm _____ has met all competency-related requirements and is now issued the Finance / Administration Section Chief Type 3 qualification. The Trainee is hereby authorized and confirmed capable of assuming this position-specific role in a Type 3 incident or event and carrying out the position responsibilities 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.