

Performance Qualification Standard (PQS) Workbook for INCIDENT COMMANDER (ICT3)

Overview

This Incident Commander Type 3 (ICT3) 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 ICT3 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 Incident Commander position in 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.

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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.
- 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 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 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 are 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).

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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.
- 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 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. 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 IC role to obtain credit. The trainee must have both occurrences recorded.

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.

Record Number: 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.

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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, 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 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 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).

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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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ICT3 COMPETENCY REQUIREMENTS	
Description	<ul style="list-style-type: none"> • Works as a member of a Unified Command, when established • Approves all plans and operations outlined in the Incident Action Plan (IAP) • Coordinates operations at the local level • Supervises Command and General Staff • Indirectly supervises all other personnel assigned to the incident through subordinate Incident Command System management positions (section chiefs, branch directors, division/group supervisors, unit leaders, and strike team/task force leaders)
Training	<ul style="list-style-type: none"> • ICS-300 Intermediate ICS for Expanding Incidents and • ICS-400 Advanced ICS and • ICS-410 Incident Commander or • E/L 0950 All-Hazards Incident Commander
Prerequisite Qualifications	<ul style="list-style-type: none"> • ICS Activation and Deployment • Recommended Qualification(s) <ul style="list-style-type: none"> ○ Operations Section Chief (OSC) or ○ Planning Section Chief (PSC) or ○ Logistics Section Chief (LSC) or ○ Finance/Administration Section Chief (FSC)
PQS Workbook	<ul style="list-style-type: none"> • ICT3 PQS workbook completion
Experience	<ul style="list-style-type: none"> • Served as IC in a drill, exercise, or actual response <i>(Perform as IC a minimum of two times)</i>
Professional / Technical Licenses and Certifications	N/A
Currency	According to the ICS Training Guide

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**USCG ICS-410 INCIDENT COMMANDER
TRAINING PERFORMANCE & ENABLING OBJECTIVES**

The ICS-410 Incident Commander course is designed to meet many of the training requirements of the Type 3 Incident Commander (IC). This course concentrates on preparing prospective ICs to perform in this position. Course topics include preparing for deployment, readiness for operational tasking, managing personnel, team administration, communication, information and intelligence processing, agency administrator and IC responsibilities, transfer of command, and demobilization.

<p>1.0 Major Accomplishments</p>	<p>Describe the major accomplishments required of the IC when supporting an all-hazards incident.</p> <ul style="list-style-type: none"> • List the major functions and tasks performed by the IC. • Identify the major functions critical to the success of the IC.
<p>2.0 Ready for Deployment</p>	<p>Employ ICS as an IC using the IC Job Aid and Incident Management Handbook (IMH).</p> <ul style="list-style-type: none"> • List the IC’s roles and responsibilities. • Describe the communication and coordination with area command (AC), joint field office (JFO), and emergency operation center(s) (EOC). • Describe the communication with agency executive, stakeholders, and the media.
<p>3.0 Initial Incident Commander Response</p>	<p>Brief the ICS 201-CG Incident Summary as IC during the scenario.</p> <ul style="list-style-type: none"> • Review the major accomplishments in a response of the initial IC. • Identify requirements in a response for the initial IC. • Develop an ICS 201-CG brief for an incident.
<p>4.0 Best Response and Crisis Leadership</p>	<p>Determine actions needed to be an effective crisis leader in a best response model.</p> <ul style="list-style-type: none"> • Define the best model for a crisis. • Determine measurement for the best model. • List the IC response framework. • Define crisis leadership. • Identify good crisis leader characteristics. • Identify when you are in a crisis.

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<p>5.0. Ready for Operational Tasking</p>	<p>Demonstrate how to effectively transition a response organization from reactive to a proactive managed phase.</p> <ul style="list-style-type: none"> • List elements needed to be ready for operations. • Receive an incident brief. • Develop IMT operating procedures. <p>Identify at least four major activities command needs to consider during the initial Unified Command (UC) Meeting.</p> <ul style="list-style-type: none"> • Identify UC members. • Develop UC roles and responsibilities, key organizational decisions, and critical operational decision and direction.
<p>6.0 Manage People</p>	<p>Develop and/or update the following products during the UC objectives meeting: response functions, priorities, limitations / constraints, objectives, Critical Information Requirements (CIRs) and Immediate Reporting Thresholds (IRTs), IMT tasks.</p> <ul style="list-style-type: none"> • Establish incident priorities, limitations, constraints. • Identify incident functional requirements and objectives. • Identify FIRs and IRTs. • Establish IMT tasks. <p>Conduct a Command and General Staff Meeting.</p> <ul style="list-style-type: none"> • Confirm a room is setup appropriately to conduct an effective meeting. • Verify staff members have been notified. • Implement good meeting management practices. • Ensure UC directions and expectations are clearly understood by the staff.
<p>7.0 Coordination</p>	<p>Coordinate with stakeholders involved in an incident.</p> <ul style="list-style-type: none"> • Define, identify, research, and prioritize stakeholders. • Describe how to measure a Liaison Officer’s success. <p>Develop a communications strategy for disseminating incident information without error.</p> <ul style="list-style-type: none"> • List four elements of a communication strategy. • Describe the importance of addressing short- and long-term needs in a communication strategy. • Identify internal and external issues that may influence a communications strategy. • Describe the media’s role during an incident. • Describe key tasks in working with the media.

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<p>8.0 Supporting the Planning Process</p>	<p>Identify how the Incident Commander supports the planning process.</p> <ul style="list-style-type: none"> • Define the IC/UC's role in the planning and operations meeting/briefing and approval of the IAP. • Identify how the IC/UC evaluates the IMT.
<p>9.0 Transitions and Demobilization</p>	<p>Describe how to transition into different phases of the response and prepare to demobilize resources.</p> <ul style="list-style-type: none"> • Explain different types of transitions. • Identify the IC/UC's role in the transitioning process. • List factors influencing transitions. • Describe indicators used to identify excess resources. • Explain the demobilization process.
<p>10.0 Final Exercise</p>	<p>Exercise the ICS using the concepts, techniques, and processes used by the command to set the direction for a given incident.</p> <ul style="list-style-type: none"> • Develop and present command direction / products. • Participate in a Command and General Staff Meeting. • Develop three key messages for a press brief.

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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	RECORD #	VERIFYING OFFICER'S SIGNATURE
K-1. Explain the role and responsibilities of an Incident Commander (IC).	6	C J		
K-2. Explain the appropriate contents of an IC position deployment kit.	6	C J		
K-3. As an IC, identify agency / local / regional / national plans, policies, resources, and/or mutual aid agreements that may be utilized during an ICS-managed response for the purpose of ensuring lawful compliance, effective response, and unity of effort.	6	C J K		
K-4. Explain how to gather information and assess to determine immediate needs and actions related to: a) Incident complexity / conditions b) Potentially hazardous situations c) Current response status / resources d) Expected duration e) Local geography / terrain / weather	6	H J M		
K-5. Discuss the importance and implications of the IC understanding the following: a) Jurisdiction b) Natural resource / cultural concerns c) Local policies, standards, guidelines d) Priorities e) Limitations / constraints f) Political environment g) Fiscal parameters	6	H J M		

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TASK	TC	CC	RECORD #	VERIFYING OFFICER'S SIGNATURE
<p>K-6. Describe the process for establishing and staffing the appropriate ICS functions/staff considering:</p> <ul style="list-style-type: none"> a) Urgency b) Safe and efficient operations c) Response resources / types d) Operational planning periods 	6	F J		
<p>K-7. Explain how to establish or evaluate incident facilities including the Incident Command Post (ICP), Staging Area, Joint Information Center (JIC), and other facilities.</p>	6	F H J		
<p>K-8. As an IC, discuss how you can promote an inclusive working environment as well as command and general staff cohesion particularly during complex or extended responses.</p>	6	D I		
<p>K-9. Explain how to identify and coordinate with key incident stakeholders to meet incident objectives including the following:</p> <ul style="list-style-type: none"> a) Command and General Staff b) Agency executives c) Emergency Operations Centers (EOCs) d) Multiagency Coordination Systems (MACs) 	6	D J K O		

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TASK	TC	CC	RECORD #	VERIFYING OFFICER'S SIGNATURE
<p>K-10. As an IC, explain the risk management process and how it is utilized in an incident. Consider the following:</p> <ul style="list-style-type: none"> a) Role of the SOFR. b) Site Safety Plan (ICS 208-CG). c) Safety messages. d) Implementing procedures to recognize potentially hazardous situations. e) Informing subordinates of hazards. f) Compliance with safety requirements. 	6	F L		
<p>K-11. 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).</p>	6	H I L M		
<p>K-12. Describe the function of the Open Action Tracking Worksheet (ICS 233-CG).</p>	6	B F J		
<p>K-13. Explain the IC's responsibilities during each step of the planning process.</p>	6	F J		

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TASK	TC	CC	RECORD #	VERIFYING OFFICER'S SIGNATURE
<p>K-14. Discuss the following components in maintaining situational awareness and how they may influence ICS management decisions:</p> <ul style="list-style-type: none"> a) IAP effectiveness b) Incident complexity c) Hazards/safety d) Values to be protected e) Communications f) Logistical considerations g) Span of control h) Alternative strategies i) Weather / modeling predictions 	6	A H I K M		
<p>K-15. Identify the reasons and persons responsible for developing contingency and/or supplemental plans that could include:</p> <ul style="list-style-type: none"> a) Communications Action Plan (CAP) b) Evacuation / Sheltering Plan c) Salvage Plan d) Lightering Plan e) Dive Plan f) Decontamination Plan g) Demobilization Plan h) Transfer of Command Plan 	6	A F K M		
<p>K-16. Explain special incident conditions, existing or predicted, that would require technical expertise and identify roles of key technical specialists.</p>	6	H K L M		
<p>K-17. Identify and provide solutions to problems that could affect the outcome of the incident including:</p> <ul style="list-style-type: none"> a) Media campaigns b) Political issues c) Conflicting objectives d) Mitigating damage to economic, social, or cultural environments 	6	H I J M		

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<p>K-18. Discuss various lines of accounting (LOA) and their uses.</p> <ul style="list-style-type: none"> 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		
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PERFORMANCE TASKS				
TASK	TC	CC	RECORD #	VERIFYING OFFICER'S SIGNATURE
P-1*. Serve as an Incident Commander for an incident.	6	C J		
	3 2 1			
P-2. Demonstrate understanding of jurisdictional boundaries and necessary response participation; evaluate if a Unified Command (UC) is required and determine appropriate UC membership.	6	D F H J O		
P-3*. Demonstrate command of assigned resources by doing the following: a) Create an effective command organization. b) Establish Command presence early. c) Provide leader's intent and commander's guidance. d) Communicate incident objectives and priorities as IC to incident personnel, chain of command, stakeholder, and other agencies. e) Confirm resource / situation status.	6	D F I J		
	3 2 1			

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TASK	TC	CC	RECORD #	VERIFYING OFFICER'S SIGNATURE
<p>P-4*. Build an organization which will meet and support incident / tactical objectives.</p> <p>a) Activate needed ICS positions. b) Assign personnel with the appropriate skills / qualifications. c) Delegate duties to staff. d) Establish organization / team roles and responsibilities. e) Manage unstaffed functional areas. f) Organize assigned resources. g) Determine additional resource needs. h) Modify the organization based on changing incident needs.</p>	6	F H I J		
	3 2 1			
<p>P-5. Evaluate and adjust personnel assignments as necessary based on changing conditions / complexities.</p>	3 2 1	A I M		
<p>P-6. Ensure appropriate span of control is maintained throughout the ICS organizational structure by addressing when it is exceeded.</p>	6	F H I J		
<p>P-7. Ensure resource check-in and accountability processes are established.</p>	6	F J		

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TASK	TC	CC	RECORD #	VERIFYING OFFICER'S SIGNATURE
<p>P-8*. Implement a performance evaluation system and continuously evaluate personnel performance ensuring the following:</p> <ul style="list-style-type: none"> a) Communicating performance standards. b) Taking immediate corrective actions with found deficiencies. c) Providing professional development opportunities. d) Issuing formal feedback using ICS 225-CG Incident Personnel Performance Rating forms. 	6	B E F I		
	3			
	2			
	1			
<p>P-9. Communicate the expectation that ICS organizational functions / resources implement methods of collaboration to enhance ICS processes and incident response.</p>	5 3 2 1	D E G O		
<p>P-10*. Ensure information sharing exists by preparing for and participating in internal and external briefs with appropriate stakeholders including:</p> <ul style="list-style-type: none"> a) Area Commands, MACs, and governmental leadership b) ICS organizational staff c) Response agencies d) Utilities e) Media and VIPs f) Private landowner(s) g) Vessel and facility owner(s) h) Non-Governmental Organizations (NGOs) i) Volunteers j) Commercial entities k) Trustees (e.g., Tribal or DOI) 	6	D G I O		
	3			
	2			
	1			

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TASK	TC	CC	RECORD #	VERIFYING OFFICER'S SIGNATURE
P-11*. Perform the IC role in the Initial IC/UC Objectives Meeting.	5 3 2 1	F J		
	3 2 1			
P-12*. Perform the IC role in the Command and General Staff Meeting.	5 3 2 1	F J		
	3 2 1			
P-13. Develop and disseminate Critical Information Reporting Requirements (CIRs) throughout the ICS organizational structure.	5 3 2 1	D E G L		
P-14*. Perform the IC role in the Planning Meeting.	5 3 2 1	F J		
	3 2 1			
P-15. Assign tasks to subordinate staff, monitor status, and hold personnel accountable using the Open Action Tracking Worksheet (ICS 233-CG).	5 3 2 1	B D E I		
P-16. Ensure tactics meet operational objectives.	3 2 1	E F H J		

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TASK	TC	CC	RECORD #	VERIFYING OFFICER'S SIGNATURE
P-17*. Perform the IC role in the Operations Briefing.	5 3 2 1	F J		
	3 2 1			
P-18. Establish external communication protocols that anticipate and respond proactively to public issues / concerns using public engagement efforts to include public meetings, town halls, social media campaigns, etc.	6	E G H		
P-19. Review and approve information releases following established protocol ensuring they are timely and accurate.	6	E G H		
P-20*. Coordinate with the Public Information Officer (PIO) to prepare for a press briefing, media / public engagement, and/or external stakeholder brief/meeting that requires the following: a) Developing talking points / messaging strategies. b) Anticipating issues / questions and developing appropriate responses. c) Determining each member's public affairs responsibilities within a UC as appropriate.	5 3 2 1	D E G J		
	3 2 1			

**Performance Qualification Standard (PQS) Workbook for
INCIDENT COMMANDER (ICT3)**

TASK	TC	CC	RECORD #	VERIFYING OFFICER'S SIGNATURE
P-21*. Participate in a press briefing, media / public engagement, or external stakeholder brief / meeting as an IC.	5 3 2 1	D E G J		
	3 2 1			
P-22. Establish and communicate ICP management protocols / expectations with ICS functions.	5 3 2 1	E G I O		
P-23. Draft an Executive and Incident Commander Agreement that establishes response scope, boundaries, procedures, resources/references, special considerations, contingencies, clauses, established agreements, constraints, communication requirements, and overall rules of engagement.	5 3 2 1	G H M		
P-24. Initiate and maintain the Incident Briefing (ICS 201-CG) form and provide to relief as appropriate.	5 3 2 1	B F G J		

**Performance Qualification Standard (PQS) Workbook for
INCIDENT COMMANDER (ICT3)**

TASK	TC	CC	RECORD #	VERIFYING OFFICER'S SIGNATURE
<p>P-25*. Maintain situational awareness of the following components and make necessary changes to subsequent operational planning periods / products / incident objectives as appropriate:</p> <ul style="list-style-type: none"> a) IAP effectiveness b) Incident objectives c) Strategy, tactics, and alternatives d) Incident complexity e) Projections f) Hazards/safety g) Values to be protected h) Communications i) Logistical considerations j) Resource considerations k) Fiscal needs and funding sources l) Span of Control m) Demobilization n) Documentation needs o) Incident information needs (media, public) 	<p>5 3 2 1</p>	<p>A H M</p>		
	<p>3 2 1</p>			
<p>P-26. Identify safety hazards and mitigation strategies with the Safety Officer (SOFR).</p>	<p>3 2 1</p>	<p>E G L M</p>		
<p>P-27. Ensure safety considerations are integrated into all aspects of incident management including:</p> <ul style="list-style-type: none"> a) Site Safety Plan (ICS 208-CG) b) Work Safety Analysis (ICS 215A-CG) c) Safety messages and briefings 	<p>3 2 1</p>	<p>E G L</p>		
<p>P-28. Re-evaluate and modify the risk management process as necessary based on mishaps, environment changes, cascading incidents, and the like.</p>	<p>3 2 1</p>	<p>L M</p>		

**Performance Qualification Standard (PQS) Workbook for
INCIDENT COMMANDER (ICT3)**

TASK	TC	CC	RECORD #	VERIFYING OFFICER'S SIGNATURE
P-29*. Review IAP for completeness (including accuracy and timeliness), approve, and ensure appropriate distribution / implementation.	5 3 2 1	B F G J O		
	3 2 1			
P-30. Develop a critical resource list and coordinate with Area Command, MAC Group, and / or EOC as appropriate.	5 3 2 1	D K M O		
P-31. Promote the efficient management of incident resources by: <ul style="list-style-type: none"> a) Identifying excess and critical resources early in the incident. b) Predetermining demobilization priorities. c) Approving and circulating the Demobilization / Transition Plan prior to the release of resources. d) Briefing subordinate staff on demobilization procedures and responsibilities. 	3 2 1	G H M N		
P-32. Maintain appropriate records and submit complete documentation to the Documentation Unit Leader (DOCL) including: <ul style="list-style-type: none"> a) Accidents and injuries reports b) Cost documentation c) Decision memos d) IAPs 	3 2 1	B N		

**Performance Qualification Standard (PQS) Workbook for
INCIDENT COMMANDER (ICT3)**

TASK	TC	CC	RECORD #	VERIFYING OFFICER'S SIGNATURE
P-33*. Coordinate transfer of command process by: a) Considering the transition process early in the incident. b) Determining the appropriate time to conduct the transfer. c) Adjusting the transition as necessary due to changing incident circumstances.	5 3 2 1	N O		
	3 2 1			
P-34. Participate in organization closeout, After-Action Reviews (AARs), and Lessons Learned for the purpose of: a) Sharing findings and recommendations b) Identifying strengths and weaknesses c) Providing commendations and recommendations	3 2 1	E G N O		

* *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 IC role to obtain credit. The trainee must have both occurrences recorded.*

**Performance Qualification Standard (PQS) Workbook for
INCIDENT COMMANDER (ICT3)**

ICT3 RECORD OF COMPLETION		
COMPETENCY REQUIREMENTS	DATE	ICS COORDINATOR'S SIGNATURE
<p>A. Completion of Training Courses:</p> <ul style="list-style-type: none"> <input type="checkbox"/> ICS-300 Intermediate ICS for Expanding Incidents and <input type="checkbox"/> ICS-400 Advanced ICS, and <input type="checkbox"/> ICS-410 Incident Commander or <input type="checkbox"/> E/L 0950 All-Hazards Incident Commander 		
<p>B. Completion of Prerequisite Qualifications by the USCG or another agency:</p> <ul style="list-style-type: none"> <input type="checkbox"/> ICS Activation and Deployment and <u>Recommended – Not Required</u> <input type="checkbox"/> Incident Commander (IC) or <input type="checkbox"/> Operations Section Chief (OSC) or <input type="checkbox"/> Planning Section Chief (PSC) or <input type="checkbox"/> Logistics Section Chief (LSC) or <input type="checkbox"/> Finance/Administration Section Chief (FSC) 		
<p>C*. Verification of Prerequisite Experience:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Served as IC in a drill, exercise, or actual response or assigned as IC on an IMT. 		
D. Verification of Professional / Technical Licenses and Certifications:	N/A	N/A
E. Completion of ICT3 PQS workbook tasks.		
F. Satisfactory completion of oral board.		
<p>F.1. Oral board composition: <i>List each board member by Rate/Rank, Name, and Unit.</i></p>		
G. Signed and electronically routed appropriate documentation to Qualifying Official.		

**Performance Qualification Standard (PQS) Workbook for
INCIDENT COMMANDER (ICT3)**



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



THIS PAGE VERIFIES TRAINEE'S QUALIFICATION IN THE COMPETENCY OF
INCIDENT COMMANDER (ICT3)

TRAINEE: _____ RATE/RANK: _____ EMPLID: _____

ICS COORDINATOR'S RECOMMENDATION

I verify _____ has satisfactorily completed all competency requirements, has demonstrated the capability to perform in this position, 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 Incident Commander 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.