



# U. S. Coast Guard



## Incident Command System Type 3

### LIAISON OFFICER

#### Performance Qualification Standard Workbook



July 2023

# Performance Qualification Standard (PQS) Workbook for LIAISON OFFICER (LOFR3)

## Overview

This Liaison Officer Type 3 (LOFR3) 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 LOFR3 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 Liaison Officer 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](mailto: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 the 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).

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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 LOFR 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 combining them 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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<b>TASKS</b>		<b>CODE (TC)</b>
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
<b>COMPETENCIES</b>		<b>CODE (CC)</b>
<b>SKILL</b>	<b>BEHAVIOR</b> <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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<b>LOFR3 COMPETENCY REQUIREMENTS</b>	
<b>Description</b>	<ul style="list-style-type: none"> <li>• Works as a member of the Command Staff.</li> <li>• Serves as primary incident point of contact for Agency Representatives.</li> <li>• Maintains list of assisting and cooperating agencies and Agency Representatives.</li> <li>• Establishes and coordinates with interagency contacts.</li> <li>• Keeps assisting and cooperating agencies and other stakeholders aware of current incident status.</li> <li>• Monitors incident operations to identify current and potential inter-organization issues.</li> <li>• Serves as primary POC for all stakeholders not represented in the Incident Management Team (IMT).</li> <li>• Develops and maintains a Stakeholder Coordination or outreach plan.</li> <li>• Coordinates protocol functions, VIP visits, and escorts for visiting dignitaries.</li> <li>• Participates in the Command and General Staff and planning meetings.</li> <li>• Reviews Initial Action Plan (IAP) to ensure liaison related objectives, messages, issues, and information are included and accurate.</li> <li>• May assist with outreach and media coordination.</li> <li>• Provides input to, and supports, Incident Demobilization Plan.</li> </ul>
<b>Training</b>	<ul style="list-style-type: none"> <li>• ICS-300 Intermediate ICS for Expanding Incidents <b><u>and</u></b></li> <li>• ICS-400 Advanced ICS <b><u>and</u></b></li> <li>• USCG ICS-402 Liaison Officer Course <b><u>or</u></b></li> <li>• FEMA E/L 956: NIMS All-Hazards Position Specific Liaison Officer Course</li> </ul>
<b>Prerequisite Qualifications</b>	<ul style="list-style-type: none"> <li>• ICS Activation and Deployment</li> <li>• Recommended Qualification(s)               <ul style="list-style-type: none"> <li>○ Situation Unit Leader (SITL) <b><u>or</u></b></li> <li>○ Operations Branch Director (OPBD) <b><u>or</u></b></li> <li>○ Any Command or General Staff qualification</li> </ul> </li> </ul>
<b>PQS Workbook</b>	<ul style="list-style-type: none"> <li>• LOFR3 PQS workbook completion</li> </ul>
<b>Experience</b>	<ul style="list-style-type: none"> <li>• Served as LOFR in a drill, exercise, or actual response <i>(Perform as LOFR a minimum of two times)</i></li> </ul>
<b>Professional / Technical Licenses and Certifications</b>	N/A
<b>Currency</b>	According to the ICS Training Guide



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<b>USCG ICS-402 LIAISON OFFICER TRAINING PERFORMANCE &amp; ENABLING OBJECTIVES</b>	
<p>The ICS-402 Liaison Officer (LOFR) course is designed to provide emergency responders with a robust understanding of the duties, responsibilities, and capabilities of an effective LOFR on an Incident Management Team (IMT). This course is an instructor-led training that supports learning through discussion, lecture, and active participation in multiple exercises that provides a realistic, hands-on approach to mastering the skills required of a LOFR.</p>	
<b>1.0 Introduction</b>	<p><b>Identify the CG certification requirements and tools for the Liaison Officer position.</b></p> <ul style="list-style-type: none"> <li>• Identify CG resource materials for the LOFR.</li> <li>• Assemble a deployment kit.</li> </ul>
<b>2.0 Position Concept</b>	<p><b>Define the LOFR’s role and importance as a command staff member.</b></p> <ul style="list-style-type: none"> <li>• Describe the LOFR’s roles and responsibilities.</li> <li>• Describe the relationship between the LOFR and the agency representative.</li> <li>• Describe the relationship between the LOFR and the other IMT members.</li> <li>• Define assisting agencies, cooperating agencies, and non-governmental organizations.</li> <li>• List the common duties of the LOFR.</li> </ul>
<b>3.0 Agency Representatives</b>	<p><b>Define the function of an Agency Representative.</b></p> <ul style="list-style-type: none"> <li>• Understand the agency representative function.</li> <li>• Explain an agency representative’s role during an incident.</li> <li>• Describe an agency representative’s duties and responsibilities.</li> </ul>
<b>4.0 Stakeholders</b>	<p><b>Describe the LOFR’s roles and responsibilities regarding stakeholders.</b></p> <ul style="list-style-type: none"> <li>• Define stakeholders.</li> <li>• Describe the difference between the job functions of the LOFR and Public Information Officer (PIO).</li> <li>• Describe the importance of measuring the LOFR’s success with stakeholders.</li> <li>• Understand the LOFR’s role and responsibilities regarding governmental and tribal affairs.</li> </ul>
<b>5.0 Incident Communications</b>	<p><b>Identify communication types and work location needs for a given incident.</b></p> <ul style="list-style-type: none"> <li>• List communication means and types used to keep agency and incident personnel informed.</li> <li>• List LOFR work location requirements.</li> </ul>

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<p><b>6.0 Information Flow and Use of Assistants</b></p>	<p><b>Define the process and relevant parties involved in incident information flow including assistant LOFR roles.</b></p> <ul style="list-style-type: none"> <li>• Describe how to obtain status and information about assisting and cooperating agencies.</li> <li>• Describe what information the LOFR is required to obtain from participating agencies.</li> <li>• Describe what information the LOFR should provide to the Agency Representatives and IMT team members.</li> <li>• Identify conditions that indicate additional staffing is needed.</li> </ul>
<p><b>7.0 The Planning Process</b></p>	<p><b>Describe how the LOFR fits into the Planning Process.</b></p> <ul style="list-style-type: none"> <li>• Describe the planning cycle components.</li> <li>• Describe the LOFR responsibilities in the ICS planning process.</li> </ul>
<p><b>8.0 Special Situations</b></p>	<p><b>Describe how to determine the proper steps to follow in the event of a special situation.</b></p> <ul style="list-style-type: none"> <li>• Provide three examples of special situations.</li> <li>• Describe appropriate actions for the LOFR to take in response to a special situation in a given scenario.</li> </ul>
<p><b>9.0 Demobilization</b></p>	<p><b>Define the demobilization process as it related to the LOFR duties.</b></p> <ul style="list-style-type: none"> <li>• Describe the demobilization process.</li> <li>• Describe the LOFR responsibilities throughout the demobilization process.</li> <li>• List the information needed from assisting and cooperating agencies before and during incident demobilization.</li> </ul>
<p><b>10.0 Supporting the Planning Process</b></p>	<p><b>Complete ICS documentation.</b></p> <ul style="list-style-type: none"> <li>• Describe the planning process as it related to LOFR duties.</li> <li>• Demonstrate how to complete the ICS 214-CG form.</li> <li>• Demonstrate how to complete the ICS 225-CG form.</li> </ul>

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<b>PQS WORKBOOK ASSIGNED TO:</b>
TRAINEE'S NAME:
UNIT:
PHONE NUMBER:
E-MAIL:

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

<b>PQS WORKBOOK WAS INITIATED AT:</b>
UNIT/LOCATION:
DATE:

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

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<b>KNOWLEDGE TASKS</b>				
<b>TASK</b>	<b>TC</b>	<b>CC</b>	<b>RECORD #</b>	<b>VERIFYING OFFICER'S SIGNATURE</b>
<p>K-1. Explain the role and responsibilities of the Liaison Officer.</p> <p>a) Identify major tasks of the LOFR.</p> <p>b) Identify major tasks of an Agency Representative (AREP).</p> <p>c) Describe how the roles of the LOFR and AREP are different.</p>	6	C F J		
<p>K-2. Identify the qualifications required to be a successful Liaison Officer.</p>	6	C D I J		
<p>K-3. Explain and collect the information that would be passed from the outgoing Liaison Officer or other personnel responsible for outreach and interagency coordination prior to your arrival. The following are examples, not all encompassing.</p> <p>a) Status of incident and assigned resources.</p> <p>b) Participating agencies including Assisting and Cooperating agencies.</p> <p>c) Information on location situations.</p>	6	C D J K M		
<p>K-4. Identify what issues should be raised when meeting with the IC / UC at the start of an incident.</p>	6	E F G I		
<p>K-5. Identify the ICS forms used to develop an Incident Action Plan (IAP) and explain the purpose of each form.</p>	6	B F G		
<p>K-6. Explain the purpose and function of the ICS 209-CG and how this form supports the liaison function.</p>	6	B F G		

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TASK	TC	CC	RECORD #	VERIFYING OFFICER'S SIGNATURE
K-7. 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	D F K O		
K-8. Explain how to gather information and work with the Command and General staff to determine immediate needs and actions related to:  a) Incident complexity / conditions b) Potentially hazardous situations c) Current response resources d) Expected duration e) Local geography / terrain / weather	6	B E F G H		
K-9. Discuss the importance and implications of understanding of:  a) Jurisdiction b) Natural resource / cultural concerns c) Local policies, standards, guidelines d) Priorities e) Political environment f) Fiscal parameters	6	D F H J K		
K-10. Describe the process for establishing and staffing the appropriate ICS functions/staff considering:  a) Urgency b) Safe and efficient operations c) Response resources / types d) Operational planning periods	6	A D F H I J L		
K-11. Explain the decision process to determine an Agency's role on an incident.	6	F H J		

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<b>TASK</b>	<b>TC</b>	<b>CC</b>	<b>RECORD #</b>	<b>VERIFYING OFFICER'S SIGNATURE</b>
K-12. Define the terms Assisting and Cooperating agency and explain how they differ.	6	F H J		
K-13. Define Stakeholders and the role of the Liaison Officer in identifying potential stakeholder concerns.	6	F J		
K-14. Explain what an Information Management Plan is and how this plan may be used to support the LOFR.	6	E G M		
K-15. Identify the purpose for developing contingency and/or supplemental plans that could include: a) Stakeholder Coordination Plan b) VIP Coordination Plan c) Demobilization Plan	6	A D K O		
K-16. Explain proper coordination with Assistant Liaison Officer(s). a) Brief and debrief between operational periods. b) Coordinate the preparation of the next operational period's Incident Action Plan (IAP) or relevant plans.	6	D F I J N		
K-17. Discuss how to integrate different agency policies, priorities, limitations / constraints, political, and environmental considerations when developing an IAP and supporting plans.	6	B D F H J		
K-18. Describe the relationship between the Information Officer / Joint Information Center (JIC) and the Liaison Officer.	6	H I K		
K-19. Describe the information from the LOFR role that should be released to the PIO for the media.	6	E G J		

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TASK	TC	CC	RECORD #	VERIFYING OFFICER'S SIGNATURE
K-20. Explain how the Liaison Officer works with key stakeholders and Assisting / Cooperating Agencies to support the response.	6	H I J O		
K-21. Explain the importance of Unity of Effort and unity of messaging.	6	H I O		
K-22. Discuss how the LOFR can promote an inclusive working environment as well as command and general staff cohesion particularly during complex or extended responses.	6	D H I O		
K-23. Explain the risk management process and how it is utilized in an incident. Consider the following: a) Role of the SOFR b) Site Safety Plan (ICS 208-CG) c) Safety messages d) Interagency coordination	6	E F G H I L		
K-24. Explain the role and responsibilities of the Liaison Officer including responsibilities at each stage in the Planning P.	6	C F J		
K-25. Identify when additional meetings such as Stakeholder meetings or Town Halls would need to be conducted. a) Identify key steps in preparing for a Stakeholder meeting. b) Explain the LOFR role during a Town Hall meeting and coordination with the PIO.	6	D E G H J O		
K-26. Describe the function of the Open Action Tracker Worksheet (ICS 233-CG).	6	F G M		



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TASK	TC	CC	RECORD #	VERIFYING OFFICER'S SIGNATURE
K-27. 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	D H I L		
K-28. Explain special incident conditions that would require technical expertise and how the LOFR can assist in identifying technical specialists.	6	A D J K		
K-29. Discuss the situational awareness factors and how they may influence LOFR decisions and work assignments: a) IAP effectiveness b) Incident complexity c) Hazards/safety d) Communications e) Logistical considerations f) Span of control	6	A D E F I L M		
K-30. Discuss how the LOFR may coordinate with agencies to determine when and how to demobilize personnel and equipment.	6	E F G N		
K-31. Discuss who needs to receive a copy of the final of Demobilization Plan.	6	D I K N		
K-32. Explain the importance of the ICS 225-CG from both an individual and organizational perspective.	6	B F I N		
K-33. Explain how to implement and communicate a transfer of command during an incident.	6	J N		

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<b>PERFORMANCE TASKS</b>				
<b>TASK</b>	<b>TC</b>	<b>CC</b>	<b>RECORD #</b>	<b>VERIFYING OFFICER'S SIGNATURE</b>
P-1*. Serve as a Liaison Officer for an incident.	6	C J		
	2 1			
P-2*. Demonstrate the ability to implement appropriate Liaison staffing required for an incident.	6	C F I J		
	3 2 1			
P-3. Participate in an initial briefing from immediate supervisor and / or Incident Commander. Demonstrate awareness of: <ul style="list-style-type: none"> <li>a) Incident information.</li> <li>b) Situation Analysis</li> <li>c) Organizational structure (unified command or single organization)</li> <li>d) Special considerations</li> <li>e) Resources assigned, enroute and on order</li> <li>f) Incident facilities</li> <li>g) Anticipated incident complexity and duration</li> </ul>	6	E F		
P-4*. Participate in Command and General Staff meeting and obtain briefing from Incident Commander. <ul style="list-style-type: none"> <li>a) Incident Commander's priorities, goals, and objectives</li> <li>b) Instructions concerning the tasks expected of the Liaison Officer</li> <li>c) Expected timeframes for briefings, planning meetings, and team meetings</li> <li>d) Participation in interviews</li> <li>e) Stakeholder access (ground and air)</li> <li>f) Coordination with other agencies and stakeholders</li> </ul>	6	D E F G		
	3 2 1			

**Performance Qualification Standard (PQS) Workbook for  
LIAISON OFFICER (LOFR3)**

TASK	TC	CC	RECORD #	VERIFYING OFFICER'S SIGNATURE
P-5*. Establish procedures to obtain current incident information. a) Coordination with SITL b) Incident Status Summary (ICS 209-CG) c) Follow-up briefings from IC and other key personnel d) Updated maps and other visuals e) Discern FOUO status of information	6	B D M		
	3			
	2 1			
P-6*. Meet with or contact agency representatives, stakeholders, community leaders, and affected parties to gather feedback, assess their perceptions of the response, and cultivate feedback for command.	6	E J M O		
	3			
	2 1			
P-7*. Demonstrate the ability to work with all levels of response personnel including senior leadership, VIPs, agency representatives, and staff within an ICP.	6	E H I O		
	3			
	2 1			
P-8* Provide for the safety, welfare, and accountability of assigned personnel during the entire period of supervision. a) Recognize, mitigate and communicate potentially hazardous situations. b) Inform personnel of hazards. c) Monitor condition of assigned personnel. d) Ensure that special precautions are taken when extraordinary hazards exist. Ensure adequate rest is provided to subordinate personnel.	6	E I L		
	3 2 1			

**Performance Qualification Standard (PQS) Workbook for  
LIAISON OFFICER (LOFR3)**

<b>TASK</b>	<b>TC</b>	<b>CC</b>	<b>RECORD #</b>	<b>VERIFYING OFFICER'S SIGNATURE</b>
P-9. Assign Assistant Liaison Officers as needed. a) Ensure subordinates understand assignments. b) Provide clear, concise instructions and allow feedback.	3 2 1	D E I O J		
P-10. Demonstrate how to request additional personnel using the ICS 213RR-CG Resource Request form.	6	B		
P-11. Demonstrate the ability to effectively communicate command objectives, priorities, and safety concerns to agency representatives.	3 2 1	E G J		
P-12. Demonstrate coordination with all stakeholders within the LOFR network (CG-Agency Representatives, AREPS from assisting and cooperating agencies, other liaisons).	3 2 1	E G O		
P-13. Develop a Stakeholder Coordination Plan for an incident.	6	B E J		
P-14. Provide assisting and cooperating agencies' input to the planning process.	3 2 1	D E J O		
P-15*. Participate in briefings and meetings as assigned. a) Develop liaison updates based on information received. b) Advise IC / UC of sensitive liaison information, emerging issues and agency and stakeholder needs.	6  3 2 1	  E F J O		
P-16. Conduct an initial brief with AREPs including developing an agenda, coordinating attendees, and facilitating the meeting.	3 2 1	D E O		

**Performance Qualification Standard (PQS) Workbook for  
LIAISON OFFICER (LOFR3)**

TASK	TC	CC	RECORD #	VERIFYING OFFICER'S SIGNATURE
P-17. Prepare an outline for a Volunteer Coordination Plan.	6	B F J		
P-18*. Review IAP and work with Agency Representatives and stakeholders to ensure that any necessary agency or stakeholder considerations are effectively incorporated into the plan.	6	B		
	3	E		
	2 1	G O		
P-19. Monitor agency and stakeholder issues and concerns and make recommendations to IC / UC as appropriate.	3 2 1	B E G O		
P-20. Develop a VIP Visit plan.	6	E H J O		
P-21. Participate in briefings and debriefings during a VIP visit.	3 2 1	D E I J		
P-22*. Complete and submit ICS 214-CG Activity Log.	6	B		
	3	F		
	2 1	J		
P-23. Prior to demobilization, meet with assisting and cooperating agencies to gather information on personnel and equipment priorities and provide input to Planning Section. a) Attend demobilization meetings b) Provide demobilization information to assisting and cooperating agencies well in advance of demobilization.	3 2 1	D H I O		

**Performance Qualification Standard (PQS) Workbook for  
LIAISON OFFICER (LOFR3)**

<b>TASK</b>	<b>TC</b>	<b>CC</b>	<b>RECORD #</b>	<b>VERIFYING OFFICER'S SIGNATURE</b>
P-24. Participate in post-event briefings and meetings. Facilitate as required by Incident Commander(s). a) Hotwash b) After-Action Meeting	3 2 1	D E J		
P-25*. Demonstrate how to complete an ICS 225-CG and highlighting LOFR activities.	6	B		
a) Obtain two satisfactory evaluations for work as a Liaison Officer on a response or exercise.	3 2 1	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 filled specifically filled the LOFR role to obtain credit. The trainee must have both occurrences recorded.*

**Performance Qualification Standard (PQS) Workbook for  
LIAISON OFFICER (LOFR3)**

<b>LOFR3 RECORD OF COMPLETION</b>		
<b>COMPETENCY REQUIREMENTS</b>	<b>DATE</b>	<b>ICS COORDINATOR'S SIGNATURE</b>
A. Completion of Training Courses: <ul style="list-style-type: none"> <li><input type="checkbox"/> ICS-300 ICS for Expanding Incidents, <b><u>and</u></b></li> <li><input type="checkbox"/> ICS-400 Advanced ICS, <b><u>and</u></b></li> <li><input type="checkbox"/> ICS-402 Liaison Officer Course <b><u>or</u></b></li> <li><input type="checkbox"/> FEMA E/L 956: NIMS All-Hazards Position Specific Liaison Officer Course</li> </ul>		
B. Completion of Prerequisite Qualifications by the USCG or another agency: <ul style="list-style-type: none"> <li><input type="checkbox"/> ICS Activation and Deployment</li> </ul> <u>Recommended – Not Required</u> <ul style="list-style-type: none"> <li><input type="checkbox"/> Situation Unit Leader (SITL) <b><u>or</u></b></li> <li><input type="checkbox"/> Operations Branch Director (OPBD) <b><u>or</u></b></li> <li><input type="checkbox"/> Any Command or General Staff qualification.</li> </ul>		
C*. Verification of Prerequisite Experience: <ul style="list-style-type: none"> <li><input type="checkbox"/> Served as LOFR in a drill, exercise, or actual response or assigned as LOFR on an IMT.</li> </ul>		
D. Verification of Professional / Technical Licenses and Certifications:	N/A	N/A
E. Completion of LOFR3 PQS workbook tasks.		
F. Satisfactory completion of oral board.		
F.1. Oral board composition: <i>List each board member by Rate/Rank, Name, and Unit.</i>		
G. Signed and electronically routed appropriate documentation to Qualifying Official.		

**Performance Qualification Standard (PQS) Workbook for  
LIAISON OFFICER (LOFR3)**



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



THIS PAGE VERIFIES TRAINEE'S QUALIFICATION IN THE COMPETENCY OF  
**LIAISON OFFICER (LOFR3)**

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 Liaison Officer 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 Liaison Officer 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.*