U. S. Coast Guard

Incident Command System
Type 3

OPERATIONS SECTION CHIEF

Performance Qualification Standard Workbook

July 2023

Performance Qualification Standard (PQS) Workbook for
OPERATIONS SECTION CHIEF (OSC3)

Overview

This Operations Section Chief, Type 3 (OSC3) 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 OSC3 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 PQS workbook represent the minimum knowledge and skills necessary to perform in the Operations 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 Page at: **ICS Type 3 Qualification Resources - Home (sharepoint-mil.us)**.

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

Performance Qualification Standard (PQS) Workbook for
OPERATIONS SECTION CHIEF (OSC3)

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

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 OSC 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.

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).

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

OSC3 COMPETENCY REQUIREMENTS	
Description	- Works as a member of a General Staff. - Activates and supervises ICS operational elements and implements these efforts in accordance with the Incident Action Plan (IAP). - Supervises the deployment of resources and personnel per the IAP. - Coordinates with the Planning Section Chief (PSC), Logistics Section Chief (LSC), Finance / Administration Section Chief (FSC), and Intelligence / Investigation Section Chief (ISC) in development of response strategies. - Participates in planning meetings and briefings. - Evaluates on-scene operations and adjusts tactics and strategies as needed. - Determines the need for specialized resources and equipment. - Assigns personnel to ICS operational positions as appropriate. - Consults with the Safety Officer (SOFR) ensuring operations section personnel follow approved safety practices. - Provides periodic updates and reports on status of meeting incident accomplishments. - Implements tactics per the IAP. - Keeps IC/UC apprised of any significant changes in incident status. - Provides input and executes the Incident Demobilization Plan.
Training	- ICS-300 Intermediate ICS for Expanding Incidents **and** - ICS-400 Advanced ICS **and** - ICS-430 Operations Section Chief course **or** - E/L 0958 All Hazards Operations Section Chief
Prerequisite Qualifications	- ICS Activation and Deployment - Division/Group Supervisor (DIVS) - Recommended Qualification(s) - Planning Section Chief **or** - Air Operations Branch Director (AOBD) **or** - Operations Branch Director (OPBD) **or** - Strike Team Leader/Task Force Leader (STL/TFL)
PQS Workbook	OSC3 PQS workbook completion
Experience	Served as OSC in a drill, exercise, or actual response *(Perform as OSC a minimum of two times)*
Professional / Technical Licenses and Certifications	N/A
Currency	According to the ICS Training Guide

<table>
<tr><td colspan="2" align="center">**ICS-430 OPERATIONS SECTION CHIEF**
TRAINING PERFORMANCE & ENABLING OBJECTIVES</td></tr>
<tr><td colspan="2">The ICS-430 Operations Section Chief course is designed to meet many of the training requirements of the Type 3 Operations Section Chief (OSC). This course concentrates on preparing prospective OSC's to perform in these respective positions. Subjects covered include Preparing for deployment, Readiness for Operational Tasking, Managing Personnel, Managing On-Scene Operations, Managing Information Processes, Supporting the Planning Process, and Demobilization.</td></tr>
<tr><td>**1.0 Major Tasks and Activities**</td><td>**Describe the major tasks required of the OSC when supporting an all-hazards incident.**
• Describe the major functions and tasks performed by the OSC.
• Identify the major functions and tasks common to the OSC.</td></tr>
<tr><td>**2.0 Ready for Operational Tasking**</td><td>**Demonstrate readiness for operational tasking.**
• Assess an incident before and upon arrival.
• Describe check-in at an incident.
• Describe how an outside influence can affect response activities.
• Receive an in-briefing from the IC.
• Activate an operations section.</td></tr>
<tr><td>**3.0 Personnel Management**</td><td>**Develop procedures to manage section personnel.**
• Explain factors that influence section staffing.
• Describe factors that warrant the use of deputies.
• Describe implementation of deputies into the section.
• Explain the OSC's role in supporting section personnel.
• Develop a Standard Operating Guide (SOG) for the operations section.</td></tr>
<tr><td>**4.0 Managing On-Scene Operations and the Incident Information Process**</td><td>**Develop a course of action to manage on-scene operations.**
• Explain ways the OSC manages On-Scene operations.
• Describe the interaction required between the OSC and other Incident Management Team (IMT) members.
• Describe the management of incident information.</td></tr>
<tr><td>**5.0. Initial Unified Command/Objectives Meeting**</td><td>**Draft incident objectives.**
• Describe how initial incident command/unified command meeting products affect the OSC.
• Describe how objective meeting products affect the OSC
• Explain the OSC's role in IC/UC meeting.
• Describe the criteria and methods for objective writing.
• Develop functions for an incident scenario.</td></tr>
</table>

6.0 Command and General Staff Meeting	**Conduct a Command and General Staff Meeting.** • Describe the impact of the Command and General Staff Meeting on the OSC. • Explain the OSC's role in these meetings. • Explain key staff member's role in this meeting. • Explain the section's meeting purpose. • Compare incident functions to ICS 202-CG Incident Objectives.
7.0 Preparing for a Tactics Meeting	**Develop products needed to conduct a Tactics Meeting.** • Develop an ICS 234-CG Work Analysis Matrix. • Explain contingency strategy uses. • Describe the difference between objectives, strategies, and tactics. • Develop an ICS 215-CG Operational Planning Worksheet. • Describe pre-tactics risk analysis. • Describe the Operations Organizational Chart.
8.0 Tactics Meeting	**Conduct a Tactics Meeting.** • Describe the purpose of a Tactics Meeting. • Describe the OSC's responsibilities in this meeting. • Explain the responsibilities of other attendees at these meetings. • Brief the OSC's tactical plan for a Tactics Meeting.
9.0 Planning Meeting	**Conduct OSC's portion of a Planning Meeting.** • Explain the purpose of the Planning Meeting. • Describe the OSC's responsibilities at this meeting. • Explain the responsibilities of other attendees at these meetings. • Brief the OSC's tactical plan for a Planning Meeting.
10.0 Incident Action Plan Development	**Develop key components of an Incident Action Plan.** • Describe the components of an Incident Action Plan (IAP). • Describe the IAP development process. • Develop the OSC's portion of the IAP.
11.0 Operations Briefing and Debriefing	**Conduct an Operations Briefing.** • Describe the purpose of Operations Briefing. • Describe who should attend this meeting. • Discuss actions taken by key presenters. • Describe the purpose of operational debriefings. • Brief an ICS 204-CG for Operations Briefing.
12.0 The Demobilization Process	**Conduct a five-day Operational Forecast for Demobilization.** • Describe the OSC's responsibilities with regards to demobilization. • Describe the responsibilities of the OSC in the execution of the demobilization plan. • Complete an ICS 225-CG Personnel Performance Rating prior to demobilization. • Develop an ICS 236-CG Tentative Release list based on a five-day forecast.

Performance Qualification Standard (PQS) Workbook for
OPERATIONS SECTION CHIEF (OSC3)

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 Operations Section Chief including responsibilities at each stage in the Planning P.	6	C F J		
K-2. Explain the duties of each position within the Operations Section: a) Deputy Operations Section Chief b) Branch Director c) Division/Group Supervisor d) Strike Team Leaders e) Task Force Leaders f) Air Ops Branch Director g) Helibase Manager h) Helispot Manager i) Staging Area manager j) ICS Facilitator/Coach k) Assistant Documentation Unit Leader l) Operations Section Phone/Radio Watch m) Technical Specialists	6	C F J		
K-3. Explain and collect the information that would be passed from the outgoing Operations Section Chief or other personnel responsible for incident prior to your arrival. The following are examples, not all encompassing. a) Status of incident and assigned resources. b) Status of existing Logistics Section. c) Information on location situations (e.g., ICP / base / camp locations, road closures).	6	C D J K M		

TASK	TC	CC	RECORD #	VERIFYING OFFICER'S SIGNATURE
K-4. Identify the meetings facilitated by the Operations Section Chief, and explain the purpose of each meeting. a) Discuss who attends each meeting. b) Explain the purpose of the meeting agendas.	6	E F G I		
K-5. Identify the ICS forms used to develop an Incident Action Plan (IAP) and explain the purpose of each form.	6	B F G		
K-6. Explain the purpose and function of the ICS 209-CG.	6	B F G		
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 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	B E F G H		

TASK	TC	CC	RECORD #	VERIFYING OFFICER'S SIGNATURE
K-9. Discuss the importance and implications of 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	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 how to establish or evaluate incident facilities including the Incident Command Post (ICP), Staging Area, Joint Information Center (JIC), and other facilities.	6	A F H J		
K-12. Explain what an Information Management Plan is and identify when an Information Management Plan may be needed to support an incident.	6	E G I M		
K-13. Identify the reasons and persons responsible for developing contingency and/or supplemental plans that could include: a) Evacuation / Sheltering Plan b) Salvage Plan c) Lightering Plan d) Dive Plan e) Decontamination Plan f) Demobilization Plan g) Transfer of Command Plan	6	A D K O		

TASK	TC	CC	RECORD #	VERIFYING OFFICER'S SIGNATURE
K-14. Discuss how to manage operational periods to achieve objectives. a) Assess tactics and associated resources in achieving objectives and make appropriate recommendations to IC. b) Evaluate the effectiveness of current operational resources. c) Explain how to assess resource needs per shift to achieve objectives and maintain required op tempo.	6	A F H J M		
K-15. Explain proper coordination with Deputy Operations Section Chief(s). a) Brief and debrief between operational periods. b) Coordinate the preparation of the next operational period's Incident Action Plan (IAP) or relevant plan.	6	D F I J N		
K-16. Discuss agency policy, priorities, limitations/constraints, and political and environmental considerations when developing an IAP and supporting plans.	6	B D F H J		
K-17. Explain how to estimate current and future operational resource needs with their associated logistical requirements.	6	H I K		

TASK	TC	CC	RECORD #	VERIFYING OFFICER'S SIGNATURE
K-18. Discuss how tactics can be impacted and how to make appropriate adjustments leading into the next operational period. The following are examples, not all encompassing. a) Resource status b) Situation status c) Weather factors d) Communications capability e) Environmental impact f) Values to be protected g) Cost constraints h) Aviation capabilities and limitations	6	A D E F J K O		
K-19. Explain the information from the OSC role that should be released to the PIO for the media and information that should remain internal to the ICP.	6	E G J		
K-20. Discuss Air Operations and describe when an Air Operations Branch Director (AOBD) should be established during an incident. a) Discuss the Air Operations Summary (ICS 220-CG).	6	H I J K		
K-21. Discuss how you 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-22. 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	6	E F G H I L		

TASK	TC	CC	RECORD #	VERIFYING OFFICER'S SIGNATURE
K-23. Discuss the Incident Action Plan Safety Analysis (ICS 215A-CG) in detail. a) Explain OSC input needed for SOFR to effectively complete the form. b) Explain how the ICS 215A-CG acts as an input in preparing the Assignment List (ICS 204-CG).	6	E F G I K L		
K-24. Describe the function of the Open Action Tracker Worksheet (ICS 233-CG).	6	F G K M N		
K-25. 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-26. 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 I L M		
K-27. Explain special incident conditions that would require technical expertise and identify roles of key technical specialists.	6	A D H J K		

TASK	TC	CC	RECORD #	VERIFYING OFFICER'S SIGNATURE
K-28. Discuss available sources of information to determine when and how to demobilize personnel and equipment.	6	E F G N		
K-29. Discuss who needs to receive a copy of the final of Demobilization Plan.	6	D I K N		
K-30. Explain the importance of the ICS 225-CG from both an individual and organizational perspective.	6	B F I N		
K-31. Explain how to implement a plan for a transfer of command.	6	J N		

	PERFORMANCE TASKS				
	TASK	**TC**	**CC**	**RECORD #**	**VERIFYING OFFICER'S SIGNATURE**
P-1*. Serve as an Operations Section Chief for an incident.		6	C J		
		3 2 1			
P-2*. Demonstrate the ability to implement appropriate staffing of Operations Section units required for an incident using: a) USCG personnel b) OGA personnel c) Private Sector d) Technical Specialists		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: a) Incident information. b) ICS-201-CG, Incident Briefing. c) ICS-202-CG, Incident Objectives. d) IAP. e) Situation Analysis. f) Copy of the most recent ICS-209-CG, Incident Status Summary. g) Map / charts(s) of the incident. h) Organizational structure (unified command or single organization). i) Special considerations on the incident. j) Current national situation. k) Resources assigned, enroute and on order. l) Facilities established and operating. m) Anticipated incident duration, size, and type. Key contact list with phone and fax numbers.		6	E F		

TASK	TC	CC	RECORD #	VERIFYING OFFICER'S SIGNATURE
P-4*. Identify and evaluate the Operations Section units/staff/ resources required for the incident based on the following, not all encompassing. a) Available agency personnel. b) Available other agency personnel. c) Technical specialist needs. d) Incident type and size. e) Appropriate span of control. f) Manage unstaffed functional areas. g) Determine additional resource needs.	6 3 2 1	C D F I J		
P-5*. Plan and activate the Operations Section. a) Identify work space requirements and determine locations. b) Brief unit leaders on current and anticipated activity. c) Provide initial operating instructions to section personnel.	6 3 2 1	D F I M		
P-6*. Explain and attend a Command and General Staff Meeting and obtain briefing from Incident Commander. The following are examples, not all encompassing. a) Incident Commander's priorities, goals, and objectives for IMT and the incident. b) Instructions concerning the tasks expected of the Operations Section. c) Expected timeframes for briefings, planning meetings, and team meetings.	6 3 2 1	D E J I M		

TASK	TC	CC	RECORD #	VERIFYING OFFICER'S SIGNATURE
P-7*. Interact and coordinate with command staff, general staff and appropriate unit leaders. This task must be completed twice. The following are examples, not all encompassing. a) Receive and transmit current and accurate information. b) Communicate changes to the Incident Action Plan (IAP) or relevant plans. c) Inform appropriate team personnel of significant changes in operations. d) Ensure the Resources Unit Leader is advised of changes in status of resources assigned to the operation. Keep status current. e) Provide Situation Unit Leader operational status.	6 3 2 1	D E F J M O		
P-8*. Participate in the Tactics Meeting. a) Perform OSC role in the Tactics Meeting.	6 3 2 1	D E F G I M		
P-9*. Participate in the Planning Meeting. a) Perform OSC role in the Planning Meeting.	6 3 2 1	D E F G I M		

TASK	TC	CC	RECORD #	VERIFYING OFFICER'S SIGNATURE
P-10*. Review all applicable incident documentation is completed as required by the incident. The following are examples, not all encompassing. a) IAP. b) Unit Log (ICS-214-CG). c) Incident Status Summary (ICS-209-CG). d) Resource Requests (ICS-213RR-CG). e) Work Assignments (ICS-204-CG). f) Operational Planning Worksheet (ICS-215-CG). g) Air Operations Summary Worksheet (ICS-220-CG). h) Work Analysis Matrix (ICS-234-CG). i) Performance evaluations (ICS-225-CG) for Operations Section staff when demobilized.	6	B F G I J M		
	3 2 1			
P-11*. Participate in the Operations Briefing. a) As per the Incident Management Handbook, perform OSC role in the Operations Briefing.	6	D E F G I M		
	3 2 1			

TASK	TC	CC	RECORD #	VERIFYING OFFICER'S SIGNATURE
P-12. Communicate priorities, objectives, strategies, and tactics throughout the Operations Section. a) Share pertinent operations information that may affect the management of the incident. b) Ensure any changes in priorities, objectives, strategies, or tactics are communicated and understood. c) Hold a "family meeting" to ensure section expectations are understood.	5 3 2 1	D E F G I J M		
P-13*. Identify, establish communications, and maintain positive working relationships with appropriate federal, state, local, tribal, territorial, cultural, historical, and private sector stakeholders including the command and general staff.	6	D E J K O		
	3 2 1			
P-14. Brief the IC/UC on CIRs or essential impacts that result from the incident. Report special events (e.g., incidents within an incident, accidents, political contacts, property loss or damage, tactics issues/successes). Include standard information: a) Nature of event b) Location c) Magnitude d) Personnel involved (do not release names of victims or agency over radio) e) Initial action taken (ex. helicopter picking up injured, appropriate subsequent action).	5 3 2 1	D E F G H I J M N		

TASK	TC	CC	RECORD #	VERIFYING OFFICER'S SIGNATURE
P-15*. Evaluate resource status and tactical needs to determine if resource assignments are appropriate. a) Determine kind and number of resources required to complete tactics. b) Assign / reassign single resources, task forces, or strike teams depending on the needs of the Division / Group Supervisor.	6	A D F H I K O		
c) Approve assembly and disassembly of strike teams and task forces. d) Provide for functional and geographical supervision as needed. e) Establish staging areas as needed.	3 2 1			
P-16*. Participate in preparation of the IAP or relevant plan. a) Complete Assignment List (ICS 204-CG). b) Advise on current capabilities and limitations. c) Determine additional / excess resources.	6	A B E F G J		
d) Discuss long range plans and identify potential or future requirements. e) Provide input for Organization Assignment List (ICS 203 CG) and Incident Organization Chart (ICS 207-CG).	3 2 1			
P-17. Identify safety hazards and mitigation strategies with the Safety Officer (SOFR).	5 3 2 1	D J I L		

TASK	TC	CC	RECORD #	VERIFYING OFFICER'S SIGNATURE
P-18. Ensure safety considerations are integrated into all aspects of incident planning including: a) Site Safety Plan (ICS 208-CG) b) Work Safety Analysis (ICS 215A-CG) c) Safety messages and briefings	5 3 2 1	E F G H L		
P-19. Recognize potentially hazardous situations, determine appropriate safety measures, apply Risk Management, and ensure assigned personnel follow incident safety guidelines. a) Site Safety Plan (ICS 208-CG) b) GAR Model c) Safety messages d) Work / rest guidelines.	5 3 2 1	E F G H L		
P-20. Identify kind, type, and number of resources required to achieve strategies and objectives. The following are examples, not all encompassing. a) Consider weather, sea state, environmental factors, terrain, kinds and types of resources, resource availability, and safety factors. b) Order necessary personnel and equipment. c) Discuss long-range and contingency plans and identify potential and future resources.	5 3 2 1	A F H I J K		

TASK	TC	CC	RECORD #	VERIFYING OFFICER'S SIGNATURE
P-21*. Evaluate previous operation period and provide feedback for changes to next period. a) Evaluate progress of operations based on situation reports and evaluations from operations personnel. b) Determine if present IAP is meeting incident objectives and make changes as appropriate. c) Identify problems and concerns (e.g., evacuation, sheltering, safety). d) Explain alternative tactics using Work Analysis Matrix (ICS 234-CG). e) Advise Incident Commander and other appropriate IMT personnel.	6 3 2 1	A F G H I J K M		
P-22. Assist in development and implementation of key Strategic Plans (evacuation, contingency, demobilization). The following are examples, not all encompassing. a) Coordinate with Planning Section. b) Brief staff on demobilization procedures and responsibilities. c) Ensuring incident and agency demobilization procedures are followed. (e.g., work, rest, communication, and travel guidance).	5 3 2 1	A F G H I J K M N		
P-23*. Participate in debrief of off going ops personnel to evaluate IAP effectiveness.	6 3 2 1	E F G I J N		

TASK	TC	CC	RECORD #	VERIFYING OFFICER'S SIGNATURE
P-24. Participate in briefings and debriefings. a) Hotwash b) Lessons learned c) After-Action Reporting (AAR) d) VIP visits, specifically how to balance operations with VIP visits	5 3 2 1	B F G I J N		
P-25. Maintain appropriate records and submit complete documentation to the Documentation Unit Leader (DOCL).	5 3 2 1	B F G J		
P-26*. Review and provide input to the Demobilization Plan.	6	F G I J N		
	3 2 1			
P-27. Work with the IC/UC and other Section Chiefs to promote the efficient management of incident resources by: a) Identifying excess and critical resources early in the incident. b) Determining demobilization priorities. c) Developing and distributing the Demobilization / Transition Plan prior to the release of resources. d) Ensure Command and ICS staff are briefed on demobilization procedures and responsibilities.	5 3 2 1	D E F G I N		

TASK	TC	CC	RECORD #	VERIFYING OFFICER'S SIGNATURE
P-28. Supervise demobilization of section personnel and equipment. a) Brief subordinate staff on demobilization procedures and responsibilities. b) Inspect, clean, repair and decontaminate equipment prior to demobilization. c) Account for incident property and supplies. d) Determine transportation requirements. e) Comply with incident and agency demobilization procedures. f) Document equipment damage and loss.	5 3 2 1	F G I N		
P-29. Demonstrate a complete relief process. a) Prepare ICS 225-CG evaluations for all staff. b) Submit your ICS-225-CG to your supervisor for review and performance feedback. c) Document follow-up action needed and submit to supervisor.	5 3 2 1	B F G J N		
P-30. Demonstrate how to interact and coordinate with command staff, general staff, and appropriate unit leaders. a) Receive and transmit current and accurate information. b) Communicate changes to the Incident Action Plan (IAP) or relevant plans. c) Ensure the Resource Unit Leader is advised of changes in status of resources assigned to the operation. Keep status current.	5 3 2 1	B D E F I J N		

TASK	TC	CC	RECORD #	VERIFYING OFFICER'S SIGNATURE
P-31. Participate in post event briefings and meetings. Facilitate as required by Incident Commander(s). a) Hotwash b) After-Action Meeting	5 3 2 1	E G J N		
P-32. Assist in developing an After-Action Report (AAR) for an incident or exercise.	6	E G J N		

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

OSC3 RECORD OF COMPLETION		
COMPETENCY REQUIREMENTS	**DATE**	**ICS COORDINATOR'S SIGNATURE**
A. Completion of Training Courses: ☐ ICS-300 Intermediate ICS for Expanding Incidents **and** ☐ ICS-400 Advanced ICS Course **and** ☐ ICS-430 Operations Section Chief Course **or** ☐ E/L 0958 All Hazards Operations Section Chief		
B. Completion of Prerequisite Qualifications by the USCG or another agency: ☐ ICS Activation and Deployment **and** ☐ Division/Group Supervisor (DIVS) Recommended – Not Required ☐ Planning Section Chief (PSC) **or** ☐ Air Operations Branch Director (AOBD) **or** ☐ Operations Branch Director (OPBD) **or** ☐ Strike Team Leader/Task Force Leader (STL/TFL)		
C*. Verification of Prerequisite Experience: ☐ Served as OSC in a drill, exercise, or actual response or assigned as OSC on an IMT.		
D. Verification of Professional / Technical Licenses and Certifications:	**N/A**	**N/A**
E. Completion of OSC3 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

OPERATIONS SECTION CHIEF (OSC3)

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 Operations 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 Operations 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.