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16 March 2024

MEMORANDUM FOR RECORD

FROM: CAWG/CC

SUBJECT: Nondirective Publication Disclaimer – CAWGP 60-3(I)-1

1. Attached to this memorandum is California Wing Pamphlet 60-3(I)-1. This pamphlet is a nondirective publication, as that term is defined on page 18 of CAPR 1-2.

2. Compliance with this pamphlet is not mandatory. Any requirements or procedures explained in this pamphlet are either directed by other, directive publications or are provided as suggested methods, techniques, and/or best practices.

3. To the extent that the requirements or procedures explained in this pamphlet exceed the requirements and procedures directed by Civil Air Patrol, Pacific Region, or California Wing directive publications or by applicable law, a failure to comply with the requirements or procedures explained in this pamphlet shall not constitute a discrepancy for purposes of a Compliance Inspection or Subordinate Unit Inspection, nor shall they be grounds for termination of membership under CAPR 35-3.

4. Any directive language used in this pamphlet to describe a requirement or procedure which exceeds the requirements and procedures directed by Civil Air Patrol, Pacific Region, or California Wing directive publications or by applicable law, shall be interpreted as nondirective.

CRAIG E. NEWTON, Col, CAP
Commander

Attachment:
CAWGP 60-3(I)-1, 16 March 2024

California Wing Pamphlet 60-3(I)-1
Incident Commander Candidate Guide
16 March 2024
OPR: DO

1. Introduction. Under Civil Air Patrol Regulation 60-3(I) paragraph 2-2.d.(2), the Wing Commander or designee will approve qualified members as Incident Commander Level 2 (IC2) and Incident Commander Level 3 (IC3). Additionally, the Wing Commander also serves as the intermediate approval level for IC2 qualified individuals seeking region approval for Incident Commander Level 1 (IC1) qualification. This pamphlet explains the criteria that the California Wing Commander and his designees employ when reviewing applications for such ratings.

2. Range of Operations and IC Types. Missions can be anything from small or routine to large and complex. Civil Air Patrol (CAP) has adopted a three-level IC rating system: IC1, IC2, IC3. An IC1 is assigned to the most complex missions requiring the most training and experience. Because IC1 training and development is managed by region command, this document focuses on IC2 and IC3.

    2.1. *IC3*. An IC3 should be able to run the following missions: ELT search missions, photo missions, Western Area Defense Sector (WADS) missions, Temporary Flight Restriction (TFR) outreach missions, Highbird missions, missions of similar complexity, and training exercises. Mission complexity should be limited to: (1) operations with no more than four aircraft (not including aircraft for crew relocation) during an operational period, (2) missions within the Wing, and (3) assignment as IC for a few operational periods before stepping down.

    2.2. *IC2*. An IC2 should be well experienced at all IC3 mission types before starting IC2 training. The training period will include gaining additional experience in missions with greater scope and complexity. Characteristics of these missions include: (1) operations with four or more aircraft during an operational period, (2) missions that involve assets from outside the Wing, (3) complex customer needs that require a dedicated liaison officer, (4) missions that have high visibility involving the press, (5) A large mission base where most staff functions are filled, (6) assignment as IC for more operational periods for the duration of longer missions, (7) missions that have more than one base or that employ a staging area, and (8) missions that may employ more than one IC or involve an Area Command.

3. Requirements for IC3 Training. A candidate begins as an IC3 trainee and should meet the following criteria: (1) be a member in good standing, (2) be a leader and have demonstrated an ability to lead teams to successful outcomes, (3) demonstrate a good working knowledge of the Emergency Services program, (4) have a good working knowledge of how missions run, (5) have completed the prerequisite ratings, and (6) have recommendations from an IC and their squadron commander. The Wing Commander will decide whether to approve IC3 trainee status. After that, CAWG Ops will assign an IC mentor for all IC trainees.

4. IC3 On-The-Job Training. New IC3 trainees will be invited to participate in the simplest missions that involve no more than four aircraft, Urban Direction Finding (UDF) and/or ground teams and an experienced base staff. As the trainee progresses, it is typical for less experienced and/or base staff trainees to be assigned.

4.1. *Functions.* The following functions should be learned: (1) Web Mission Information Reporting System (WMIRS) Mission systems, to include mission symbols; (2) receiving the mission from the National Operations Center (NOC) and setting objectives; (3) developing a plan following Incident Command System (ICS); (4) financing the mission; (5) liaison with customer; (6) logging in personnel; (7) resource management; (8) conducting general and specific briefings and using the Planning P; (9) assembling staff in support and if necessary, establishing a base of operations; (10) assignment of assets such as aircraft and vehicles; (11) use of the Wing alerting system; (12) determining whether a full Incident Action Plan and base staff or an ICS201 and minimal staff is needed; (13) ensuring WMIRS is used appropriately to include mission logs, completed sortie information for air and ground operations; (14) knowing when and who to ask for support; (15) considering risk versus reward, a go /no-go decision and safety management; (16) providing Wing staff mission updates; and (17) mission close out - E108, CAPF122 (for ELT missions), closing traffic, daily NOC/Air Force Rescue Coordination Center (AFRCC) update.

4.2. *Staffing.* A key component to support all these functions is hiring appropriate staff. It is important for the IC to know when to manage and when to delegate, and sometimes smaller missions, e.g. ELT search or WADS missions, can be more taxing than larger if the IC doesn't recruit staff. Almost all missions require some base staff, and the trainee will learn appropriate staffing for different mission types.

4.3. *Mentoring and Supervision.* All IC trainees should have a mentor to rely on for continued growth as they gain additional experience and face more challenging missions. This is especially true if they are training for an IC2 rating. The mentor will coach the trainee, monitor his/her progress, and guide the trainee through the development process. He/she will evaluate the development of the trainee's skills and experience throughout the training period and ultimately recommend completion for Wing CC approval.

4.3.1. The mentor does not need to be present for all trainee-run missions, but supervision is required. A supervisor IC may oversee an IC trainee's performance for any given mission. For IC3 trainees the supervising IC is the IC of record and must be aware of mission operations in the event his/her experience is needed.

4.3.2. It bears repeating that an IC3 or IC2 *standard*, appropriate to the mission complexity, is required to be either on base or available by phone for all missions and exercises.

4.4. *After-Action Reporting.* It is standard for trainees to complete an after-action report (AAR) and confer with the mentor to discuss the operations and talk about what training is needed to prepare for the next mission.

4.5. *IC3 Evaluation.* The standard to be assigned an IC rating is to show the member is proficient and can operate with little guidance from others. There is no set number of missions to achieve proficiency. It will take time, potentially a year or more, depending upon the number of missions available and the member's ability to become involved.

4.5.1. When the training period is complete, as jointly determined by the trainee and the mentor IC, the trainee will be scheduled for an evaluation exercise. The exercise should include the IC trainee running the mission under an evaluator IC (who is not the mentor IC), but without significant help from the mentor or evaluator. General discussion that might be had between ICs to debate a point is allowable but "significant guidance" is not. The determination of "significant guidance" will be made by the evaluator IC. The trainee is expected to utilize the staff as necessary to manage the mission.

4.5.2. Following the evaluation, a summary recommendation statement, the results of the evaluation exercise, and a resume detailing the experience gained during the training period will be prepared as a package and forwarded to the CAWG Director of Operations (DO) and the Director of Emergency Services (DES). The DO and the DES will review the package and will determine the next steps: (1) forward the package to the CAWG CC with a recommendation to appoint as IC; or (2) list gaps in knowledge, judgement or experience and recommend a remediation plan.

5. IC2 Training. Advancing from an IC3 to IC2 requires more experience, specifically, operating larger missions with more assets, managing a mission base with more operational periods and possible involvement with another Wing. By the time an IC3 is ready to become an IC2, he/she should have completed most of the base staff ratings and become a Skills Evaluator Trainer (SET) in many of them. Training as an IC2 has the same requirements as training for IC3, i.e. supervision by a senior IC, several training missions, an evaluation, and recommendation to the Wing CC by the DO and DES. The difference is that training missions will be more complex, as outlined in "Range of Operations and IC Types," above.