FEMA Cadre Management Guide

October 2014

FEMA

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CHAPTER 1: INTRODUCTION

The Federal Emergency Management Agency's (FEMA) workforce has one central goal – to ensure the Agency builds, sustains, and continuously improves upon its capability to prepare for, protect against, respond to, recover from, and mitigate all hazards. During an incident, the Agency's entire workforce supports this goal, despite their job series, grade, or employee type. To achieve this goal successfully, FEMA trains, qualifies, equips, and evaluates its workforce to provide rapid, expeditionary support to fulfill statutory requirements. The incident workforce is committed to FEMA's core values of compassion, fairness, integrity, and respect as outlined in FEMA Publication 1.

FEMA actively engages in programs and partnerships to manage, enhance, augment, support, and deploy the Agency's workforce. Overall management of the workforce requires an agency-wide collaborative approach and clear definitions of roles and responsibilities to ensure that FEMA is able to meet its statutory requirements.

To ensure an effective and organized incident response, the workforce is categorized into four categories:

- Incident Management – positions at the incident level that support the Initial Operating Facility, Joint Field Office (JFO), Area Field Office, or other locations
- Incident Support – positions during incident operations at the regional or national level in either the Regional Response Coordination Center (RRCC) or the National Response Coordination Center (NRCC)
- Ancillary Support – positions that, in both their steady-state and/or incident roles, support the NRCC and/or RRCC and incident field offices
- Mission Essential – positions at headquarters, the regional offices, and other designated offices that must be filled to maintain basic Agency operations (e.g., payroll, information technology, and maintenance). Mission essential functions must always be performed, but may require less than the full complement of staff at any one time. As a result, holding a mission essential function may not exclude an employee from deployment. The Emergency Relocation Group is part of mission essential. Emergency Relocation Group personnel report to a pre-selected continuity site to perform essential functions or other tasks related to continuity operations

Because of what FEMA asks of its incident workforce, and what they will experience conducting response and recovery operations, it is imperative that they are fully supported in gaining and maintaining optimum operational readiness. Operational readiness is how FEMA works to prepare their incident workforce for an activation and deployment. Readiness is achieved through a constant cycle of planning, equipping, training, exercising, monitoring, and evaluating to ensure the workforce is ready at a moment's notice. At FEMA, this is accomplished through sound cadre management. FEMA's incident workforce cadres are the initial operational

mechanism essential to maintain a supporting presence to both satisfy the Agency's statutory requirements and honor its national commitments. As such, a standardized, agency-wide cadre management system is vital.

Authorities and Foundational Documents

- Section 503(b) of the Homeland Security Act of 2002, Pub. L. No. 107-296 as amended by the Post-Katrina Emergency Management Reform Act (PKEMRA), Pub. L. No. 109-295 (Oct. 4, 2006) (codified at 6 U.S.C. § 313(b)(2)(C)) assigned FEMA the mission to "develop a Federal response capability that, when necessary and appropriate, can act effectively and rapidly to deliver assistance essential to saving lives or protecting or preserving property or public health and safety in a natural disaster, act of terrorism, or other man-made disaster."
- Section 510 of the Homeland Security Act of 2002, Pub. L. No. 107-296, as amended by PKEMRA, Pub. L. No. 109-295 (codified at 6 U.S.C. § 320) requires that FEMA collaborate with its emergency management partners to develop standards for deployment capabilities, including on credentialing of personnel and typing of resources necessary to respond to natural disasters, acts of terrorism, and other man-made disasters.
- FEMA Incident Management and Support Keystone, January 2011
- FEMA Incident Workforce Management Manual, working draft, March 10, 2014
- FEMA Qualification System Guide, October 3, 2012
- FEMA Directive FD010-6, Revision Number 01, FEMA Reservist Program, June 14, 2012
- FEMA Directive FD010-7, National Incident Management Assistance Team (IMAT) Pilot Directive, April 19, 2013
- FEMA Directive FD010-8, FEMA Incident Workforce Deployment, January 29, 2014
- FEMA Directive FD010-9, Cadre Management Directive, June 9, 2014
- FEMA Directive FD119-7 REV: 02, Federal Personal Property Management, September 24, 2013
- FEMA Manual 119-7-1, Federal Personal Property Management Manual, April 13, 2011
- FEMA Directive FD141-1, Records Management Program, March 6, 2014
- FEMA Manual 119-7-1, Federal Personal Property Management Manual, April 13, 2011
- FEMA Manual 123-9-1, FEMA Telework Policy, January 9, 2013
- FEMA Manual 1430.1, Reasonable Accommodations for the Federal Emergency Management Agency — Change 1, December 3, 2002
- "Compensation for FEMA Reservist Coordination and Training Requirements," Assistant Administrator for Response's Memorandum, June 27, 2013

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Purpose and Scope

The purpose of this guide is to describe the composition, governance, and principles of the FEMA cadre management system. It is specifically designed for FEMA Cadre Coordinators and their subordinate staff. It will expand upon the responsibilities outlined in the Cadre Management Directive, outlining resources, providing required information, and explaining processes and procedures to successfully manage an operational incident workforce cadre. The scope of this guide is limited to incident management positions.

CHAPTER 2: THE FEMA CADRE MANAGEMENT FRAMEWORK

FEMA's cadre management framework is designed to effectively maintain a cadre's operational readiness on both the individual and collective level. Effective cadre management equates to optimum operational readiness allowing the Agency to satisfy its requirements in the mitigation, response, and recovery mission areas.

FEMA's vision of a ready workforce is one that is adequately staffed, available, trained, qualified, and equipped to conduct its mission and is continuously monitored on performance to ensure accountability in mission accomplishment and facilitate constant improvement. The cadre management framework detailed in this chapter provides organizational mechanisms for cadre management, oversight, and support. The framework underscores the importance that each individual employee increases our readiness and facilitates the execution of FEMA's missions.

FEMA Cadres

A cadre is defined as a group of FEMA full-time equivalent (FTE) and intermittent (Reservist) employees organized by operational or programmatic functions and are assigned incident management FEMA Qualification System (FQS) positions (either primary or subordinate) that perform incident-related duties during FEMA incident operations. Cadres are grouped organizationally by program area within corresponding directorates and offices throughout the Agency. A cadre is the operational mechanism the Agency maintains to effectively deliver FEMA programs in support of our National Preparedness Goal. These cadres are composed of two types of FEMA employees hired under Title V and the Stafford Act hiring authorities.

Title V Employees (5 U.S. Code)

Employees hired under 5 U.S. Code, or Title V, make up FEMA's permanent workforce, which is responsible for achieving the Agency's mission and administering programs in the headquarters and regional offices. In keeping with the concept outlined in the January 20, 2012, memorandum from the Deputy Administrator, "Every Employee is an Emergency Manager," and consistent with the FEMA Force structure implementation, FEMA qualifies Title V employees to fill incident roles. By utilizing their varied incident experience, the Agency is able to enhance its ability to respond to, recover from, and mitigate all types of incidents.

Title V employees are eligible to hold positions in any of the FEMA incident categories (incident management, incident support, ancillary support, and mission essential). These employees are compensated out of FEMA's operating budget and not the Stafford Act.

FEMA is composed of the Title V categories listed below:

- Permanent Full Time (PFT)
- Temporary Full Time (TFT)

Stafford Act Employee

The Stafford Act gives FEMA the authority to establish a temporary workforce that is not subject to Title V hiring in support of incidents.[1] These employees must provide support to Stafford Act activities. These employees are a major component of FEMA's incident workforce at headquarters, regional offices, and incident-level facilities to respond effectively and rapidly to deliver assistance essential to disaster survivors.

Stafford Act employees include those in the following categories:

- Cadre of On-call Response Employees (CORE)
- Incident Management (IM) CORE
- Reservist
- Local Hire

Cadre of On-call Response Employees

COREs are full-time employees that support Stafford Act activities. They can be deployed to fulfill any role specifically related to the incident for which they were hired.

Incident Management CORE

IM COREs are Stafford Act COREs whose primary job is to perform an FQS incident management position. FEMA IM COREs are deployed to the greatest extent possible.

Reservists

Reservists work on an intermittent basis and are deployed as needed to fulfill incident management roles within their cadre function. This can include interviewing disaster survivors; conducting and verifying damage assessments; providing administrative, financial, and logistical support; and performing a wide variety of other tasks as identified by staffing needs and operational requirements.[2]

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[1] "In performing any services under this act, any Federal agency is authorized to appoint and fix the compensation of such temporary personnel as may be necessary, without regard to the provisions of Title V governing appointments in competitive service." – Robert T. Stafford Disaster Relief and Emergency Assistance Act, Section 306 (b) (Public Law 93-288, 108 as amended, 42 U.S.C. 5149)

[2] FEMA Directive FD010-6, FEMA Reservist Program, June 14, 2012.

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Cadre Management

Cadre management is the effective administration, coordination, and professional development of a FEMA Cadre ensuring the individual and collective operational readiness to perform incident-related duties.

The primary function of cadre management is to ensure optimum operational readiness. Inherent in maintaining optimum operational readiness for a FEMA cadre involves five operating principles – Staffing Force Structure; Educating and Training Cadre Members; Qualifying Cadre Members; Equipping Cadre Members; and Performance Management. These principles are equally critical to the collective operational readiness of teams and to the individual cadre member.

Each incident workforce cadre will establish and maintain a management structure, based on cadre size, employee composition, and other extenuating factors deemed necessary through human capital staffing analysis, to effectively perform cadre management functions and maintain optimum operational readiness. At a minimum, a cadre's workforce structure will consist of a Certifying Authority (CA), Certifying Official (CO), and Cadre Coordinator, which make up the cadre leadership. To ensure an effective and efficient management structure, cadre leadership will tailor their structure based on administrative needs, complexity of the incident mission, and training requirements. This can include a Cadre Training Manager, Reservist Program Manager (RPM), FTE Coordinator, IM CORE Program Manager, Assistant RPMs, and FTE Specialists as required. Assistant RPMs and FTE Specialists, when needed, support the RPM and FTE Coordinator respectively. When these positions are filled, they are full-time responsibilities. For cadres who do not warrant additional personnel beyond the CA, CO, and Cadre Coordinator, these responsibilities will be shared amongst existing cadre management personnel. Table 1 outlines the required and potential positions for each incident workforce cadre.

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Table 1: Positions and Responsibilities within Cadres

	Position	Responsibilities
All Cadres	**Certifying Authority**	A CA serves as the highest-ranking FEMA official —Assistant Administrator equivalent or higher— for each of the incident workforce cadres.
	Certifying Official	A CO is designated by the CA to manage FQS for a specific incident workforce cadre.
	Cadre Coordinator	A Cadre Coordinator manages each incident workforce cadre. This individual has delegated authority from the CA and CO to oversee all aspects of day-to-day cadre management including staffing, equipping, training, qualifying, and performance of the cadre and its members.
Dependent on size and composition	**Cadre Training Manager**	A Cadre Training Manager reports to the Cadre Coordinator, serves as the cadre's primary point of contact for the development and delivery of all FQS related training, and oversees the prioritization of all training within the cadre.
	Reservist Program Manager	An RPM reports to the Cadre Coordinator and serves as the supervisor of record for the cadre's Reservist population. Assistant RPMs may also be assigned based on the size of the cadre's Reservist force structure in accordance with established Agency hiring procedures.
	FTE Coordinator	An FTE Coordinator reports to the Cadre Coordinator and facilitates cadre requirements for headquarters' FTE cadre members and their supervisors of record, and coordinates regional FTE requirements with Regional Incident Workforce Management (IWM) Liaison Teams. This position may also serve as the IM CORE Program Manager for smaller cadres. FTE Program Specialists may be assigned based on the size of the cadre's FTE force structure.
	IM CORE Program Manager	An IM CORE Program Manager reports to the Cadre Coordinator and serves as the supervisor of record for IM CORE cadre members. Assistant IM CORE Program Managers may be assigned based on the size of the cadre's IM CORE force structure. The position of IM CORE Program Manager may be staffed by an IM CORE within the cadre for up to a two-year appointment. This is particularly important for IM CORE positions that have a required deployment threshold of 300 days per year.

Figure 1 identifies the cadre management structure. It is a standardized, scalable structure that is used to manage each FEMA cadre. Cadre management will be a centrally controlled, but de-centrally managed function. Cadre management personnel do not need to be located at headquarters. In this guide, actions for cadre management refer to the positions in table 1.

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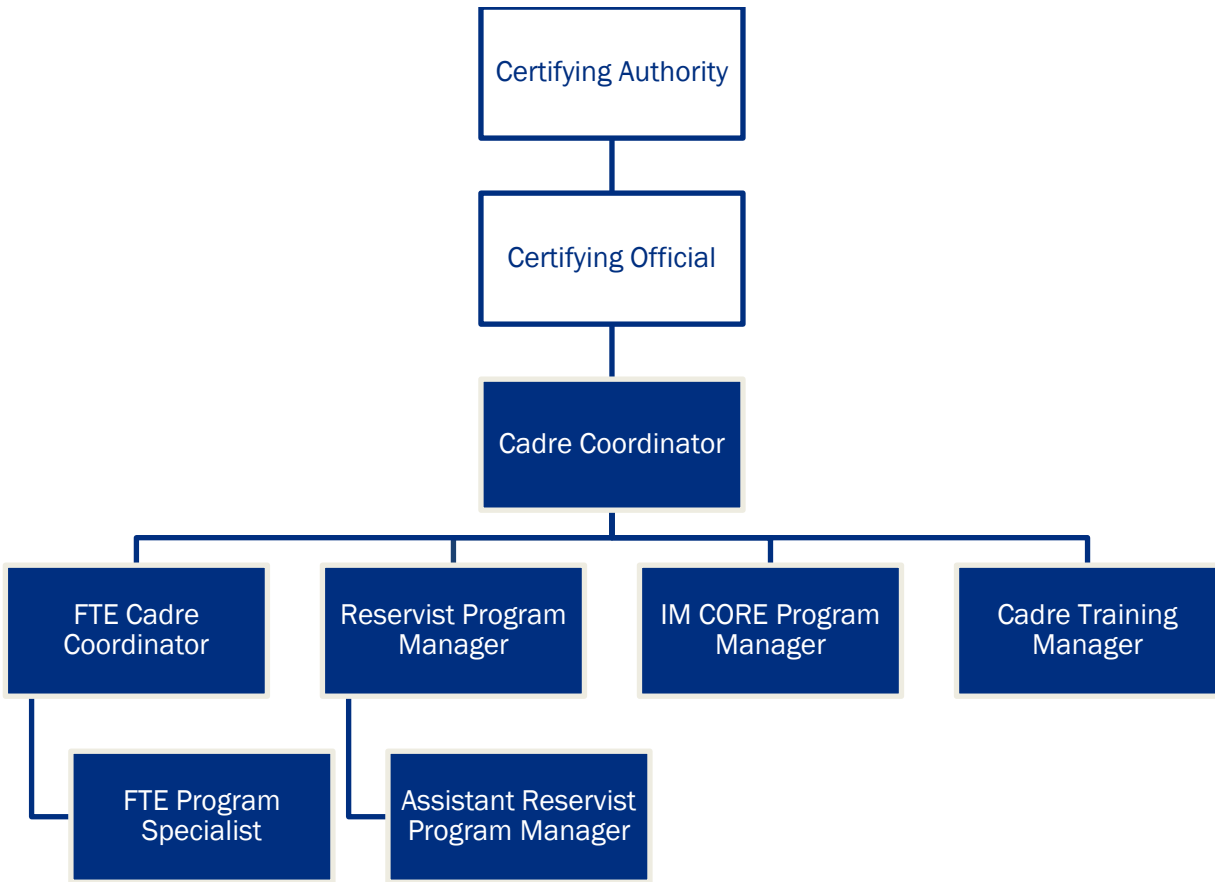
Figure 1: Cadre Management Structure

The following task lists for the cadre management framework are provided as a reference for cadre management personnel and should be used as the basis for developing and coordinating cadre management activities and procedures.

Certifying Authority

- Ensures cadre has available, trained, qualified, and equipped staff to meet force structure requirements and to effectively perform incident duties
- Certifies that employees are qualified for FQS positions within the cadre in accordance with the FQS guide
- Provides information related to cadre readiness as defined and directed by the Incident Workforce Executive Steering Committee (IWESC)
- Serves as senior-ranking official with oversight of a cadre and retains accountability for its readiness and performance
- Establishes performance metrics for cadre

Certifying Official

- Ensures readiness requirements established by the IWESC, or the program, are conveyed to and met by the cadre

- Administers FQS for all cadre members in accordance with the FQS Guide or superseding doctrine
- Serves as the supervisor of record for the Cadre Coordinator
- Ensures performance metrics are communicated to and met by the cadre
- Ensures coach evaluators are available within the cadre

Cadre Coordinator

- Oversees the staffing, equipping, training, qualifying, availability, and overall readiness and performance of an incident workforce cadre
- Serves as the supervisor of record to Cadre Training Managers, RPMs, IM CORE Program Managers, and FTE Coordinators assigned to the cadre
- Coordinates changes to the cadre's force structure in accordance with policy established by the IWESC
- Recruits and selects individuals to fill vacancies in the cadre's force structure based on cadre vacancies
- Maintains the accuracy and currency of the cadre's FQS elements in compliance with the FQS Guide or superseding doctrine
- Recommends candidates for FQS progression and qualification to the CO
- Oversees the development and performs final review of Qualification Packages for FQS Qualification Review Boards (QRBs) in coordination with the Regional IWM Teams, as required, and present candidates for qualification to the QRB
- Recommends decertification of cadre members as needed to the CA and CO
- Coordinates with the Office of the Chief Component Human Capital Officer (OCCHCO) regarding hiring, termination, and resignations of Reservists or IM COREs within the cadre
- Ensures budget allocation for training and other needs are properly executed within the cadre
- Ensures the equipment needs of cadres are properly sourced and fulfilled and that all cadre members maintain access to fully functional, position-appropriate equipment to achieve readiness for assigned incident duties
- Identifies required FQS training in coordination with the Cadre Training Manager, the Incident Workforce Management Division (IWMD), and the Emergency Management Institute (EMI)
- Oversees administrative responsibilities for IM CORE and Reservist members of the cadre
- In consultation with the Office of Equal Rights (OER), the Disability Employment Program Manager, and the applicable employee, expeditiously makes decisions in accordance with existing FEMA reasonable accommodation policy guidance on reasonable accommodation requests made under Section 501 of the Rehabilitation Act from employees under their supervision

- Coordinates with the Regional IWM Liaison Teams regarding cadre implementation for regional FTEs
- Ensures quality control over all internal cadre communications to ensure that all cadre members receive supportive customer service, (e.g., phone calls, e-mails, cadre coordination calls, newsletters, etc.)
- Ensures cadre members have access to program-specific information that is required to perform effectively during incident operations
- Assists with the development of force packages in coordination with the regions and IWMD
- Provides input for incident workforce policy and doctrine
- Initiates personnel actions, when appropriate, against employees for whom he/she is the supervisor of record, including discipline or termination for misconduct or poor performance. Prior to affecting any personnel actions, the Cadre Coordinator must consult with OCCHCO Employee Relations to ensure that any such actions are consistent with Merit Systems (only for Title V employees) and Equal Employment Opportunity principles as well as FEMA policy
- Serves as a second-line supervisor of record to any Program Specialists or Assistant Program Managers assigned to the cadre
- Manages the performance of FTE employees in accordance with FEMA Manual 255-1-1, Employee Performance Management Program
- Coordinates with IWMD FEMA Corps Branch on FEMA Corps team projects and incident support
- Performs the functions of the Cadre Training Manager, FTE Coordinator, RPM, and IM CORE Program Manager when the cadre's population does not support additional staff for those positions
- Coordinates with IWMD FEMA Corps Team Training on cadre related training content
- Coordinates with IWMD Surge Capacity Force (SCF) on Department of Homeland Security (DHS) Surge Training on cadre related training

Cadre Training Manager

- Facilitates development, revision, and delivery of FQS training for each cadre position and serves as cadre's point of contact to the IWMD FQS Branch
- Ensures FQS required training is consistently delivered to meet force structure requirements for qualified individuals within the cadre
- Ensures program priorities and budget allocation for training development and delivery requirements are met and properly executed within the cadre
- Identifies FQS and mandatory training requirements in coordination with IWMD, EMI Course Managers, and other partners as required
- Identifies cadre training needs and develop strategies to eliminate shortfalls

- Coordinates with programs and appropriate course managers regarding development and revisions of curriculum and training materials
- Identifies instructors to coordinate delivery of accurate and timely training
- Facilitates cadre participation in exercises as required
- Coordinates with other Cadre Training Managers to maintain awareness of curriculum changes that may impact FQS within their own cadre of responsibility

Reservist Program Manager

- Serves as the supervisor of record for Reservists in the cadre
- Recruits Reservists based on vacancies within the cadre's force structure
- Assists, tracks, and provides guidance on FQS progression for Reservists
- Identifies appropriate staff for FQS training courses through the Cadre Coordinator or Cadre Training Manager for coordination with the IWMD FQS Branch
- Prepares Reservist Qualification Packages for QRBs
- Implements the Cadre Coordinator's quality control responsibilities over internal communications for all Reservist cadre members to ensure they receive supportive customer service and coordinate with the Cadre Coordinator and other cadre management staff to ensure communications are consistent throughout the cadre
- Monitors and actively tracks Reservist availability
- Recommends FQS decertification of Reservists as needed and forwards to the Cadre Coordinator for decision by the CO and CA
- Collects and maintains incident performance evaluations of Reservists from temporary duty supervisors after every deployment equal to or greater than 20 days and collects and maintains all other documents related to performance and/or conduct of employees for whom they are the supervisor of record in accordance with FD141-1, Records Management Program
- In consultation with OER, the Disability Employment Program Manager, and the applicable employee expeditiously makes decisions in accordance with existing FEMA reasonable accommodation policy guidance on reasonable accommodation requests made under Section 501 of the Rehabilitation Act from employees under their supervision
- Initiates personnel actions, when appropriate, against Reservists or other employees for whom the RPM is the supervisor of record, to include discipline or termination for poor performance and misconduct after consulting with OCCHCO, ensuring that the reasons for any such action are documented, and that the action and documentation are forwarded to OCCHCO for further action
- In coordination with the Cadre Coordinator, terminates or renews the appointments of Reservists and other employees under direct supervision as required based on lack of work or other mission-related needs
- Serves as supervisor of record for any Assistant RPMs assigned to the cadre

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FTE Coordinator

- Supports FTEs with FQS job titles assigned to the cadre in meeting FQS and cadre requirements
- Coordinates with Regional IWM Liaison Teams and headquarters components to recruit FTEs for appropriate cadre vacancies
- Assists, tracks, and provides guidance on FQS training and qualification progress for FTEs
- Implements the Cadre Coordinator's quality control responsibilities over internal cadre communications for all FTE cadre members to ensure they receive supportive customer service and coordinates with the Cadre Coordinator and other cadre management staff to ensure communications are consistent throughout the cadre
- Identifies appropriate staff for FQS training courses through the Cadre Coordinator or Cadre Training Manager for coordination with the IWMD FQS Branch
- Provides support in identifying FQS required assignments and training opportunities in coordination with the Cadre Training Manager, Regional IWM Liaison Teams, and IWMD
- Reviews FTE Qualification Packages for approval by CA/CO to present to the QRB
- Monitors and actively tracks FTE availability in coordination with Regional IWM Liaison Teams and IWMD
- Recommends FQS decertification of FTEs as needed and forwards to the Cadre Coordinator for decision by the CO and CA
- Performs the functions of the IM CORE Program Manager when the cadre's IM CORE population does not require this function as a full-time position
- Responds to FTE requests for cadre vacancy information
- Coordinates with OCCHCO and IWMD during the onboarding of FTE personnel designated to hold an incident management title and identify those who require additional entry-level incident training

IM CORE Program Manager

- Serves as the supervisor of record for IM COREs in the cadre
- Recruits IM COREs based on vacancies within the cadre's force structure
- Assists, tracks, and provides guidance on FQS progression for IM COREs
- Identifies appropriate staff for FQS training through the Cadre Coordinator or Training Manager for coordination with the IWMD FQS Branch
- Reviews and coordinates IM CORE Qualification Packages for QRBs
- Implements the Cadre Coordinator's quality control responsibilities over internal communications to IM CORE cadre members to ensure they receive supportive customer service and coordinates with the Cadre Coordinator and other staff to ensure communications are consistent throughout the cadre
- Monitors and actively tracks IM CORE availability

- Recommends FQS decertification of IM COREs as needed and forwards to the Cadre Coordinator for decision by the CO and CA
- Collects and maintains incident performance evaluations of IM COREs from temporary duty supervisors after every deployment equal to or greater than 20 days and collects and maintains all other documents related to performance and/or conduct of employees for whom they are the supervisor of record in accordance with FD141-1, Records Management Program. All documentation must be submitted to the supervisor of record
- In consultation with the OER, the Disability Employment Program Manager, and the applicable employee expeditiously makes decisions in accordance with existing FEMA reasonable accommodation policy guidance on reasonable accommodation requests made under Section 501 of the Rehabilitation Act from employees under their supervision
- When appropriate, initiates adverse personnel actions against IM COREs or other employees for whom they are the supervisor of record, to include discipline or termination for poor performance and misconduct after consulting with OCCHCO, ensuring that the reasons for any such action are documented, and that the action and documentation are forwarded to OCCHCO for further action
- In coordination with the Cadre Coordinator, terminates or renews the appointments of IM COREs and other employees under direct supervision as required based on lack of work or other mission-related needs
- Serves as supervisor of record for any Assistant IM CORE Program Managers assigned to the cadre
- Manages the performance of all IM COREs in accordance with FEMA Manual 255-1-1, Employee Performance Management Program
- Coordinates with Regional IWM Liaison Team for assistance in placing available IM COREs in regional JFOs and/or regional program areas during steady-state periods

Regional Incident Workforce Management Liaison Team

FEMA regions will institute a Regional IWM Liaison Team in lieu of the former IWMD Liaison. Each FEMA region is required to maintain a Regional IWM Liaison Team to support regional readiness through implementation and maintenance of incident workforce initiatives for regional incident operations.

The Regional IWM Liaison Team reports to the Regional Administrator (RA) or his/her delegate and supports implementation and maintenance of incident workforce initiatives in regional incident operations. The team maintains incident workforce subject matter expertise, provides assistance to regional staff, facilitates monitoring of regional incident workforce readiness, and supports regional implementation of FQS.

Figure 2 depicts the Regional coordination structure.
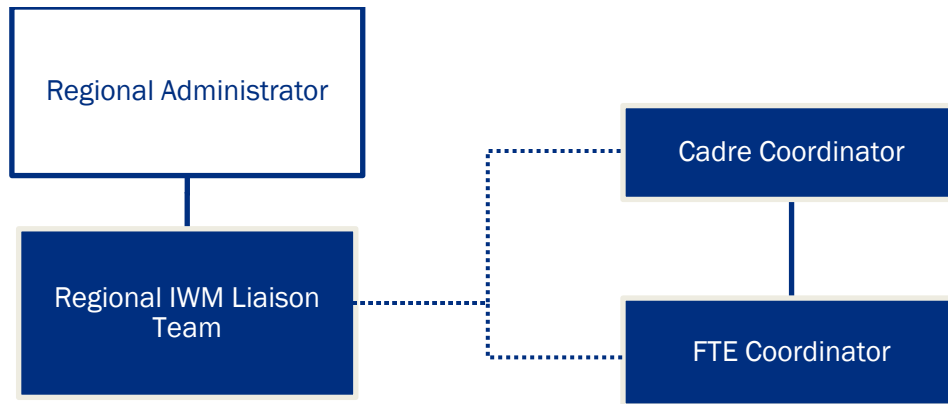
Figure 2: Regional Coordination Structure

Staffing the Regional IWM Liaison Team is based on regional operational requirements as determined by the respective RA. The IWM Liaison Team:

- Provides incident workforce subject matter expertise and conveys incident workforce related policy and readiness standards
- Supports the recruitment of FTE cadre members by ensuring that individuals within the region who do not hold an FQS position, but are eligible for an IM or IS title, are identified and coordinate with Cadre Coordinators, FTE Coordinators, and FTE supervisors of record to obtain appropriate FQS assignment
- Coordinates with IWMD and headquarters cadre management offices, regional supervisors, and employees to facilitate cadre readiness, training, qualification, and availability during non-deployment for all regional FTEs, PFTs, TFTs, and COREs
- Assists the FTE Coordinator in preparing regional FTE Qualification Packages for QRBs
- Supports regional implementation of FQS with the Cadre Coordinators and assist, track, and provide guidance on FQS progression of Regional FTEs in coordination with the cadre's FTE Coordinator
- Identifies regional FTE cadre-specific training requirements and staff for FQS training course in coordination with the cadre's FTE Program Coordinator and Training Manager
- Monitors readiness of regional FTEs for deployment in coordination with the cadre FTE Coordinator
- Assists with development of force packages in coordination with the Cadre Coordinator

During an incident, the IWM Liaison Team:

- Coordinates with cadres and IWMD Deployment Unit on ensuring all information is provided to cadre management so that they are able to make informed decisions regarding deployment requests
- Conducts demobilization interview with cadre members to capture best practices and lessons learned

- Provides liaison support to FEMA Corps
- Provides liaison support to SCF when activated by providing assistance with Receiving, Staging, Onward Movement, and Integration
- Communicates with Cadre Coordinators on incident workforce initiatives

Cadre Management Oversight

Two bodies provide general oversight to ensure effective and appropriate standardization in cadre management. The senior body is the IWESC. The IWESC provides executive oversight for the development, maintenance, and revision of all policy and doctrine for FEMA's incident workforce. The second body is the Cadre Coordinators Working Group (CCWG), an action-oriented working group that raises policy-level issues and recommendations to the IWESC for decision, and supports the IWESC through the operationalization of their executive decisions.

Incident Workforce Executive Steering Committee

The IWESC is a group that meets at least twice per year to make policy, doctrine, and other pertinent decisions pertaining to the incident workforce. The IWESC is necessary to integrate stakeholder input from across the Agency. The IWESC establishes the framework, prioritizes criteria for, and resolves conflicts related to budgeting for the incident workforce; and maintains oversight of the CCWG. Table 2 depicts the IWESC structure.

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Table 2: Incident Workforce Executive Steering Committee Structure

Incident Workforce Executive Steering Committee	Role
Director of Disaster Operations	Chair
Associate Administrator, Federal Insurance and Mitigation Administration	Permanent Member
Associate Administrator, Office of Policy, Program Analysis, and International Affairs	Permanent Member
Associate Administrator Office of Response and Recovery	Permanent Member
Associate Administrator, Mission Support	Permanent Member
Chief Financial Officer	Permanent Member
Chief Component Human Capital Officer	Permanent Member
Director, External Affairs	Permanent Member
Director, Equal Rights	Permanent Member
Director, Office of Federal Disaster Coordination	Permanent Member
Reservist Ombudsman	Permanent Member
Chief Counsel	Permanent Member
Superintendent, Emergency Management Institute	Permanent Member
Director, IWMD	Permanent Member and Executive Secretary
Regional Administrator (x2)[3]	Rotating Member
Cadre Coordinator[4]	Rotating Member

Cadre Coordinators Working Group

The CCWG is a group chaired and coordinated by the Director of IWMD, and consists of all designated Cadre Coordinators and Regional IWM Liaison Teams. The CCWG supports the development, implementation, and maintenance of incident workforce initiatives; discusses and addresses challenges associated with staffing, equipping, training, qualifying, and managing the performance of the incident workforce; and develops consistent processes for recruiting and appointing new members into cadre vacancies.

While the CCWG is not a decision-making body, it is a critical action arm of the IWESC as discussions in the group can identify policy-level issues to be raised to the IWESC for resolution. The CCWG will meet as required but at least twice per year in coordination with the IWESC meetings.

Table 3 depicts the CCWG structure.

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[3] Two RA representatives will be appointed in writing by the Director of Disaster Operations (DDO) for a term of two years. These two positions will rotate among RAs and will be staggered, so only one RA representative changes each year.

[4] This position will be nominated by the CCWG as a representative for the working group to be confirmed by the DDO and rotates on an annual basis.

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Table 3: Cadre Coordinator Working Group Structure

Incident Workforce Executive Steering Committee	Role
Director, IWMD	Chair
Regional IWM Liaison Team	Member
Cadre Coordinator	Member

Figure 3 shows the coordination that occurs between all of the cadre management elements both within and across cadres.

Executive Steering Committee

Provides executive oversight for the development maintenance and revision of all policy and doctrine for FEMA's incident

Cadre Management Structure

Establishes and maintains a structure based on cadre size and employee composition to effectively perform cadre management functions and maintain operational readiness in the following areas:

CA

CO

Cadre Coordinator

Additional Cadre Mgmt.

Cadre Coordinator s Working Group

Supports the development, implementation, and maintenance of incident workforce initiatives, and makes recommendations for improvements

- Staffing
- Equipping
- Training
- Qualifying
- Performance Management

Guidance
Advice/Request
Inform
Comprise

Figure 3: Communication and Coordination among Cadre Management Elements

Cadre Management Support

The following organizations maintain key responsibilities in supporting the Agency's operational cadres and should be considered critical components of FEMA's Cadre Management Framework.

Incident Workforce Management Division

The IWMD supports FEMA's operational cadres through the management and administration of the FQS, maintaining the Agency's force structure, coordinating and executing deployments, and providing critical data and information on cadre readiness.

The IWMD is responsible for:

- Coordinating and managing the programs, processes, and procedures required to develop, organize, deploy, and sustain a professional incident workforce, to include supplemental programs such as DHS Surge and FEMA Corps
- Monitoring and assessment of the mission capability pursuant to readiness requirements and any related performance measures established by the IWESC
- Providing funding for approved reasonable accommodation equipment and services
- Planning and executing the budget for incident workforce programs to ensure operational readiness
- Overseeing the FQS program

Pasadena Call Center

The Pasadena Call Center is a support component of the IWMD, Response Directorate at FEMA Headquarters. The Pasadena Call Center operates as the principal point of communications between Agency employees and IWMD by providing answers to questions on workforce transformation initiatives for accurate dissemination of employee information. The key responsibilities of the Pasadena Call Center include:

- Serving as coordination element between Reservists and the Cadre Coordinators
- Providing personnel notification and correspondence on FQS actions (initial and subsequent notifications) for all Agency employees
- Communicating workforce trends and analysis to IWMD based on feedback and information gathered through communications with Agency employees
- Serving as a coordination element on FQS sponsored training
- Serving as coordination element with Cadre Coordinators on employee issuance of Position Task Books (PTBs), Qualification sheets, and updated program information dissemination

Office of Equal Rights

Responsibilities for cadre management include:

- Providing technical resource information about reasonable accommodation to employees, applicants for employment, incident personnel, temporary duty supervisors, Cadre Coordinators, and supervisors of record, in accordance with existing FEMA reasonable accommodation policy guidance
- Providing civil rights, equal employment opportunity (EEO), sexual harassment, diversity, and other EEO-related training to cadre members
- Maintain adjudicated reasonable accommodation documents and files for recordkeeping and reporting purposes

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- Ensuring fairness in hiring, training, qualification processes, and terms and conditions of employment for the incident workforce

Office of the Chief Component Human Capital Officer

Responsibilities for cadre management include:

- Validating incident workforce hiring requests with IWMD and Cadre Coordinators to ensure such requests are based on force structure vacancies
- Ensuring timely classification of incident workforce positions for FEMA job announcements, offers, and hiring actions, so that the FEMA incident workforce has sufficient personnel to meet force structure requirements
- Establishing policies and procedures for incident performance evaluations
- Providing direct support to temporary duty supervisors regarding how to properly document poor performance and misconduct and to provide support to the supervisor of record regarding what disciplinary action to take
- Advising the Federal Coordinating Officer (FCO)/Federal Disaster Recovery Coordinator (FDRC)/Office Director, after coordinating with the temporary duty supervisor and the supervisor of record, as to whether the release of an individual from an incident is appropriate due to misconduct or poor performance
- Providing direct support to incident personnel with respect to individual issues requiring action in connection with the administration of pay, benefits, and other personnel matters

Office of the Chief Financial Officer

Responsibilities for cadre management include:

- Ensuring timely review of position justifications and decisions on funding approval for CORE and IM CORE positions
- Adjudicating issues related to incident workforce budget and funding

Office of the Chief Information Officer

Responsibilities for cadre management include:

- Reviewing and approving the development of IT systems required to support the incident workforce, including training and deployment systems
- Informing IWMD and Logistics Management Directorate (LMD) on the information technology equipment FEMA has approved for procurement to support equipping the incident workforce

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Logistics Management Directorate

Responsibilities for cadre management include:

- Ensuring, in coordination with Office of the Chief Information Officer (OCIO) and Office of the Chief Administrative Officer (OCAO), the effective tracking of equipment assigned to the incident workforce
- Ensuring, in coordination with OCIO and OCAO, Cadre Coordinators have access to data to track equipment issued to cadre member
- Managing a lifecycle maintenance program for equipment assigned to members of the incident workforce

Office of the Chief Counsel

Responsibilities for cadre management include:

- Supporting IWMD leadership and cadre management with solution-oriented, articulate, legally sufficient, and timely counsel
- In coordination with OCCHCO and OER, supporting IWMD and cadre management in the development of incident workforce policy and doctrine
- Providing all new employees with initial ethics orientation and annual ethics training
- Designating ethics attorneys to provide ethics advice to incident workforce members

CHAPTER 3: STAFFING FORCE STRUCTURE

This chapter discusses the role of cadre management in staffing force structure and provides the Cadre Coordinator with information on the steps required to staff force structure. It will provide background information on the Agency's force structure model, as well as discuss the requirements of availability, and outline available support to the cadres as they navigate the processes and procedures.

Principles of FEMA's Force Structure Model

The FEMA force structure is a model that establishes incident personnel staffing requirements. The force structure model establishes the staffing requirements that enable FEMA to support State, local, tribal, and territorial, (SLTT) governments during simultaneous events. The FEMA Incident Management and Support Keystone defines three levels of disasters: Level I, II, and III, with Level I being the most severe, and Level III the least. The force structure model modifies these levels by dividing Level I into two levels for more accurate planning. The FEMA incident workforce levels are: Catastrophic Level I, Level I, Level II, and Level III. These force structure levels guide the identification of appropriate FEMA incident workforce staffing required to adequately respond to potential or actual incidents. When generating the force structure data, it is assumed that the FEMA incident workforce structure requires the ability to respond to the following:

- one catastrophic event
- three Level I events; two of which are concurrent
- 28 Level II events; 20 of which are concurrent
- 70 Level III events with the capability to support 30 Level III teams

The development of force structure requires a comprehensive analysis of the workforce, organized by FQS job title. This workforce analysis looks at what positions are required for FEMA to conduct its response, recovery, and mitigation missions. This analysis is based on a thorough mission analysis, which delineates the essential tasks of each position within each cadre. It incorporates a review of historic and current incident workforce data and considers the impact of technological advances, improvements in FEMA's qualification systems, and the impact of mitigation efforts.

The IWESC will determine policy and criteria for establishing and updating FEMA's incident force structure. The CCWG establishes procedures in support of this policy which include mechanisms to ensure consideration of force structure recommendations from programs, cadres, and regions. IWMD, on behalf of the Director of Disaster Operations (DDO), coordinates the day-to-day implementation of force structure policy and procedures.

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The force structure model is reevaluated not less than every three years as outlined in FD010-6. This reevaluation includes a comprehensive examination of historic and current force structure data, FTE deployment patterns, redevelopment and reorganization of force packages and cadre force structure by FQS position, as required. A number of FEMA offices participate in and support this review, to include Office of Policy and Program Analysis (OPPA), Office of the Chief Financial Officer (OCFO), Mission Support, and Regional Leadership. Cadre leadership should continually assess operational requirements in the field to recommend modifications to FEMA force structure and related policies and procedures to IWMD.

Staffing a Cadre

Staffing a cadre is a shared effort between various organizations and supporting personnel within FEMA. The roles and responsibilities of these varying organizations and supporting personnel are delineated in table 4. Although this activity is a shared effort, ensuring effective and optimal staffing of a cadre is the responsibility of the Cadre Coordinator.

IWMD distributes to cadre personnel bi-weekly the force structure vs. actuals report (FS vs. actuals as table 5 shows). This report enables the reader to determine if there is force structure availability within an FQS job title, as well as within a specific employee type.

Force Structure versus Actuals Report

Table 5 is an illustrative example of a force structure versus actuals report. The table shows staffing of the positions against a specific FQS job title is reflected by employee type (Reservist, IM CORE, or FTE) and by cumulative position force strength. "ADAD FQS Identifier," within the ADR Cadre, reflects when fully staffed at optimal levels, there are 40 Reservists ("RSV FS"). However, the number in the "RSV Actual 4/14/14" column demonstrates only 32 Reservists are currently holding the position title. Therefore, the cadre needs 8 people, which is shown in the "RSV Left to Fill" column, to be at force strength for Reservists in this position. The following is a description of the column titles for each employee type:

- **RSV FS/IM CORE FS/FTE FS:** The total number of positions allocated to an FQS job title, based upon employee type (i.e. RSV, IM CORE, or FTE). This is the cadre's force structure for a specific position per employee type.
- **RSV Actual/IM CORE Actual/FTE Actual (Date)**: Data from the IWMD Deployment Branch and the National Finance Center is used to determine the number of persons actually holding the FQS job title as of the date the report was run. This is the cadre's force strength for a specific position.
- **RSV Left to Fill/IM CORE Left to Fill/FTE Left to Fill:** The difference between the force structure and actuals results in a number of positions that are "left to fill". These positions are available to be staffed by the cadre.
- **Total FEMA Workforce:** This is the total force structure for the cadre when fully staffed. A Cadre Coordinator may staff a force structure vacancy.

Table 4: Example Force Structure vs. Actuals Report

FQS Identifiers	Cadre	FQS Position	KEY	RSV FS	RSV Actual 04/14/14	RSV Left to Fill	IM CORE FS	IM CORE Actual 04/14/14	IM CORE Left to Fill	FTE FS	FTE Actual 04/14/14	FTE Left to Fill	Total FEMA Workforce (PFT/TFT/ CORE/RSV)
ADAD	ADR	ADV Advisor	ADV	40	32	8	5	0	5	0	20	-20	45
ADSP	HM	HM Administrative Specialist	SP	48	22	26	0	0	0	15	28	-13	63
AEAC	EA	EA Assistant External Affairs Officer – Congressional Affairs	MG	3	5	-2	2	0	2	12	12	0	17
AEIC	EA	EA Assistant External Affairs Officer – Joint Information Center	MG	4	9	-5	5	0	5	12	4	8	21
AEIG	EA	EA Assistant External Affairs Officer – Intergovernmental	MG	4	5	-1	4	4	0	12	3	9	20

Filling Vacant Force Structure Positions

When a vacancy in force structure has been identified, the Cadre Coordinator is responsible for filling the force structure vacancy. Table 5 describes the process by which an individual, depending upon employee type, is hired into the Agency and is able to achieve initial FQS qualifications.

Intrinsic to the concept of "Every Employee is an Emergency Manager," is that every FEMA employee will be trained and qualified to respond to an incident. To bring this initiative into fruition, there must be an impetus on the cadre level to recruit employees to get FQS qualified in their respective cadres. Not only will this help readiness on a cadre level, but also will aid the entire Agency's goal of maintaining a robust, qualified workforce.

Recruitment to a cadre can take many forms: from organizational events such as FQS Job Fairs down to the individual recruitment level. Cadre leadership are encouraged to coordinate with Regional IWM Liaison Teams and FTEs who do not have an FQS position to help achieve FEMA's overarching goals, as well as striving toward achieving optimal cadre readiness levels.

Table 5: Hiring Process Steps

	Responsible Party (by employee type)	
	Reservist	**IM CORE**
1. Force structure vacancy identified	Cadre Coordinator	Cadre Coordinator
2. Submit SF-52	Cadre Coordinator	Cadre Coordinator
3. Coordinate SF-52 package within Directorate and budget, forward to Human Capital Division	n/a	n/a
4. Review SF-52 to determine appropriate action for processing	Human Capital Division	Human Capital Division
5. Review and approve draft vacancy announcement*	Cadre Coordinator	Cadre Coordinator
6. Advertise vacancy, prepare CERT*	Human Capital Division	Human Capital Division
7. Review CERT*	n/a	n/a
8. Make a Selection based on the CERT*	Cadre Coordinator	Cadre Coordinator
9. Once favorable clearance is received, sets Entry on Duty date	Human Capital Division	Human Capital Division
10. Create profile in training tracking system.	Pasadena Call Center	Pasadena Call Center
11. Notify employee and data management team	Pasadena Call Center	Pasadena Call Center
12. Enter FQS data and inform deployment branch for entry into the deployment system	FQS Data Management Team	FQS Data Management Team

* Steps 5-8 are optional for CORE, Reservist, or other excepted service.

Interagency Augmentation to a Cadre's Force Structure

FEMA also utilizes other personnel resources that are not FEMA employees to supplement the incident workforce. These include FEMA Corps members and volunteers from other Federal agencies that are part of the SCF. Supplemental workforce personnel hold FQS position titles, but do not count toward a Cadre's force structure.

Cadre Coordinators are responsible for coordinating with the IWMD FEMA Corps Unit and with the IWMD SCF to ensure they understand the support that can be provided by these programs and are prepared to facilitate coordination for their support during disaster operations. While these entities augment the incident workforce, they do not count against a cadre's force structure.

FEMA Corps

FEMA Corps is a FEMA-funded component within the AmeriCorps National Civilian Community Corps (NCCC). While FEMA Corps is not deployed through FEMA's deployment system, its members must provide updated information on location, activities, etc., and update the system for tracking and accountability purposes. Traditionally, FEMA Corps teams are required to check-in with the Deployment Unit within seventy two hours after receipt of an emergency deployment notice or pursuant to the timeline requested for less urgent assignments.

At the start of their appointment, FEMA Corps members complete approximately one month of NCCC based training, one week of FEMA training, and two weeks of FQS-specific training. Excluding team leaders, FEMA Corps members may be issued a PTB for their FQS position, but they are not counted against force structure numbers. FEMA Corps teams can be comprised of one or mixed FQS positions. FEMA Corps members are pre-funded response workforce assets that can be requested by regions, field offices, program areas, or cadre leadership to complete any Stafford Act authorized work.

Surge Capacity Force

The SCF is comprised of volunteers from non-FEMA DHS components and other Federal agencies who receive just-in-time training to support, but are not limited to, the following FEMA program areas: logistics, DSA, Individual Assistance, and Public Assistance. In an effort to increase enrollment across DHS and other Federal agencies, cadre leadership with SCF opportunities are encouraged to support recruitment efforts of any permanent full or part-time Federal employee, who is not credentialed in any disaster specific skill, and offer education and/or guidance about joining FEMA in a SCF role. To the greatest extent possible, FEMA SCF staff use the job series of each volunteer in order to assign them to missions in their area of expertise based on the needs of the FCO/FDRC and operational requirements.

Availability

"Available" is the status of a FEMA incident workforce member who can readily deploy in support of an incident in either an incident management or incident support role. If on leave, an

employee must ensure his or her availability status is updated in the deployment tracking system. Upon receipt of the notification to deploy, personnel may be unable to deploy for their assigned incident position for a variety of reasons (e.g., approved annual or sick leave, Leave Without Pay, Family Medical Leave Act, etc.). Employees are responsible for ensuring their availability status and accurate contact information is maintained and up-to-date in FEMA's deployment tracking system, and that availability status is approved by the supervisor of record.

Supervisors of record, in coordination with their employees who are members of the incident workforce, are responsible for monitoring and ensuring their individual availability is reported in accordance with FD010-8, FEMA Incident Workforce Deployment, Section VII.B or superseding policy. Cadre Coordinators or RPMs, if applicable, are the supervisors of record for their Reservist cadre members and are responsible for monitoring the availability status of all categories of employees that constitute the cadre. Each type of employee has requirements that govern their required amount of availability. Table 6 lists these responsibilities.

Table 6: Deployment Availability Requirements by Employee Type

Type of Employee	Availability to Deploy
IM CORE	• Must be available for a minimum of 300 days a year • Must coordinate with supervisor of record and update the deployment system if unavailable for deployment
PFT, TFT, CORE	• Must coordinate with supervisor of record and update the deployment system if unavailable for deployment
Reservist	• Must be available except if on Pre-Approved Non-Availability (PANA) or other approved leave per FD010-6 • Must coordinate with supervisor of record and update the deployment system if unavailable for deployment

Special Considerations for Managing Availability
Pre-Approved Non-Availability (PANA)

Reservists may take up to 60 days per calendar year of PANA when not deployed. Unexpended PANA may not be carried over from one calendar year to a subsequent calendar year. PANA may be used for any purpose and Reservists shall request PANA in writing from their Cadre Coordinators. Cadre Coordinators shall grant PANA for periods of not fewer than 15 days per request, and may not approve leave requests made in response to an activation request. When on PANA, a Reservist is not available to deploy on demand and the IWMD will not place them in rotation for deployment.

Workers' Compensation for Deployed Employees

A FEMA employee who sustains an injury or illness while in the performance of duty may be eligible for benefits under the Federal Employees' Compensation Act. Once an incident occurs, it is imperative that the employee notifies his/her temporary duty supervisor, supervisor of record, and the Safety Officer from the Safety, Health, and Medical Readiness Division and

completes the requisite forms found at:
http://on.fema.net/components/msb/OCCHCO/es/Pages/WrkCmp.aspx.

Employees injured on the job are responsible for keeping the Agency informed of any changes to their medical condition. Fully recovered or partially disabled employees who have debilitating medical conditions as the result of on-the-job injuries are obligated to seek suitable employment and accept suitable offers of employment when medically feasible. The Agency has an obligation to restore an employee injured on the job to his/her former position or a comparable position.

An employee in a worker's compensation status will be marked "not available" in the deployment system; once cleared for deployment, their status will be updated to "available." Once ready to return, the employee will be offered the opportunity to return to work in a comparable role if there is a staffing need for the FQS position he/she holds. The Cadre Coordinator, in coordination with the Agency's Workers' Compensation Program, will be responsible for reintegrating the employee into the workforce in an appropriate capacity (light/alternate duty or regular duty). In the case of a Reservist, the Cadre Coordinator may need to assist in the creation of a position to satisfy the minimum return time of 90 days for a temporary, intermittent employee.

Declinations

Per FD010-8, all FTE employees listed as available within the Deployment System may be deployed without further supervisory approval. IWMD will regularly report declination trends of FEMA HQ component and Regional Offices to FEMA senior leadership. FTE employees who wish to have a declination deemed a "reasonable cause declination" must submit a narrative explanation to the appropriate CO and CA for adjudication. Cadre Coordinators should monitor FTE declinations and, in coordination with the employee's supervisor of record, the regional IWM Liaison Team, the CO, and CA decertify or reclassify the employee as mission essential, incident support, or ancillary support as applicable.

If a Reservist declines three deployments within one calendar year while in "available" status, and without reasonable cause for doing so, the Cadre Coordinator shall direct OCCHCO to terminate the Reservist's appointment. IWMD will document the declinations in the deployment system and maintain deployment records in accordance with applicable records retention policies. Cadre Coordinators and/or Reservist Program Managers should routinely run reports from the deployment system and thoroughly review reasons for declinations to check on the status of Reservists. Further guidance on what constitutes reasonable cause for an excused

declination can be found in the FD010-6 Reservist Program Directive and the FEMA Deployment Guide.[5]

Remote Work

FEMA has specific guidance for when employees may work from their residence of record or at an alternate location when on temporary duty. This guidance may include Reservists or IM COREs in specific situations. All employees who are deployed are on official travel, which is excluded from the definition of "telework" in the Telework Enhancement Act, OPM guidance and FEMA Manual 123-9-1 *FEMA Telework Policy*. Even though employees who are deployed are not considered to be teleworking, there are specific reasons an employee may be approved to work from an alternate location. Details related to when remote work is acceptable can be found in appendix A.

Annuitants

Annuitants are retirees from Federal service who are receiving a Federal retirement annuity ("annuitants") and become reemployed by the Federal government. They differ from other incident employees because there are certain parameters that affect their pay. Annuitants will have their salaries reduced ("offset") by the amount of the annuity they are entitled to receive during their period of reemployment.

The Office of Personnel Management (OPM) has authority to waive annuity-offset requirements on a case-by-case basis. This salary offset can be waived individually by FEMA's OCCHCO for the first 120 days of a Presidentially Declared Disaster. It is important to note that FEMA has not received the authority to apply this waiver to emergencies or for Other Duty Travel (e.g., training, exercises, meetings, course development). Waiver requests for employment exceeding the first 120 days of a Presidentially Declared Disaster must be forwarded to DHS for further transmittal to OPM per 5 U.S.C. § 8344(i).

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[5] Reasonable cause for declining a deployment request includes, but is not limited to the following scenarios: An annuitant who receives a deployment to a specific incident site whose salary offset will not be waived at the time of deployment; a Reservist who submitted a timely request for approved leave to their Cadre Coordinator prior to the deployment request and whose request would have otherwise made them unavailable to deploy on the date of the deployment request; there is a spontaneous life event, as determined by the Cadre Coordinator, that qualifies for ERL and/or FMLA or receives military activation orders but was reasonably not able to notify their Cadre Coordinator of the life event or activation orders to obtain approved unavailability; a Reservist who has requested or is otherwise engaged in the reasonable accommodation process pursuant to Section 501 of the Rehabilitation Act of 1973 and cannot deploy without that accommodation or whose previously-agreed upon accommodation prevents them from accepting the deployment request; a Reservist who has already declined one deployment on the date of the deployment request; a Reservist who has already received activation orders for a separate deployment; a Reservist has a jury summons; a Reservist who declines a deployment immediately subsequent to their demobilization from another deployment, such that the Reservist was not provided one day of unavailability for every month of deployment that did not contain rotational travel; or deployment request occurred on the basis of an administrative error not already listed above.

Support to Cadres for Staffing Force Structure

Table 7 illustrates the crosswalk between cadre personnel and their responsibilities for the categories described above. Specific tasks are listed below.

Table 7: Staffing Force Structure Roles and Responsibilities

	Workforce Analysis	Staffing/ Hiring	Augmentation	Availability	Policies and Procedures
Cadre Management					
Certifying Authority		●			
Certifying Official		●			
Cadre Coordinator	●	●		●	
Cadre Support					
IWMD	●				●
Office of Equal Rights					●
OCCHCO	●	●			●
Office of the Chief Financial Officer	●				
FEMA Corps			●		
Surge Capacity Force			●		
Supervisor of Record				●	
Office of the Chief Counsel (OCC)					●

Incident Workforce Management Division

- In coordination with the Cadre Coordinators, determines the necessary number of incident workforce personnel in each FQS position based on force structure to meet FEMA mission requirements articulated by RAs, FCOs, FDRCs, and Office Directors
- In consultation with OCCHCO, Office of Chief Counsel, OER, the Office of Policy and Program Analysis, and cadre management, establishes and disseminates incident workforce policies and procedures to recruit, select, appoint, re-appoint, deploy, and evaluate FEMA personnel fairly, transparently, and efficiently
- In coordination with OCCHCO, administers the policies for recruiting, selecting, hiring, activating, onboarding, re-appointing, and terminating FEMA personnel

OCCHCO

- In coordination with IWMD, develops and administers FEMA personnel recruiting, hiring, and performance management processes
- Provides direct support to employees with respect to individual issues requiring action in connection with the administration of pay, benefits, and other personnel matters
- Maintains records of all FEMA personnel actions – including but not limited to selection, appointment, re-appointment, termination, and resignation processing, as required by applicable records retention policies

- Provides direct support to the temporary duty supervisor regarding how to properly document poor performance and/or misconduct and to the Cadre Coordinator regarding what disciplinary action to take

Office of the Chief Financial Officer

- Manages the processing and maintenance of government credit cards for FEMA personnel
- Develops, implements, and communicates the travel policies for the incident workforce
- Maintains the CORE Position Identification Number for each respective cadre and provides budget oversight and support to fund force structure

Equal Rights Office

- Provides technical resource information about reasonable accommodation to employees, applicants for employment, incident personnel, temporary duty supervisors, cadre coordinators, reservist program managers, and other supervisors of record, in accordance with existing FEMA reasonable accommodation policy guidance
- Provides civil rights, equal employment opportunity, sexual harassment, diversity, and information on processing complaints of discrimination involving affirmative employment, a discrimination-free workplace, and equal access to FEMA programs and benefits in accordance with Agency policy. All OER resources are available at http://www.fema.gov/oer/
- Provides guidance and technical assistance regarding the interpretation and application of the Agency's non-discrimination policies, Robert T. Stafford Disaster Relief and Emergency Assistance Act non-discrimination elements, and Federal non-discrimination laws (including Title VI of the Civil Rights Act of 1964), regulations (including 44 CFR), and executive orders

CHAPTER 4: EDUCATING AND TRAINING MEMBERS OF A CADRE

As discussed in the previous chapter, staffing force structure is one of the most important responsibilities for cadre management. Once this critical step is complete, the cadre's personnel must be set up for success in an incident environment. Cadre members must be afforded an effective continuum of education and training that effectively prepares them for the challenges they will face. They must have a solid foundation in FEMA programs and the Agency's means of support, as well as an extensive working knowledge in their program area's operations. Like staffing, these are shared efforts undertaken by a number of offices and organizations across the Agency as table 8 depicts. It is the responsibility of the Cadre Coordinator to ensure that the cadre's training program is mission appropriate, effective, and successful. As Cadre Coordinators develop their training plans and programs, they must do so in the manner in which they intend to operate during a catastrophic incident.

Accordingly, this chapter is designed to be a working reference for Cadre Coordinators and focuses on developing and administering education and training programs for their cadre to include required and mandatory training, elective training and professional development. The chapter also includes descriptions of the coordination functions that the Cadre Coordinators have with other FEMA offices responsible for varying segments of education, training, and professional development. Additional information regarding a systems approach to training can be found in appendix B.

Table 8: Training Roles and Responsibilities

	Establish Mission Essential Tasks	Training Strategy	Training Standards	Training Development	Training Assessment	Training Delivery	Funding
Cadre Management							
Certifying Authority	●	●	●		●		
Certifying Official	●	●	●	●	●		
Cadre Coordinator	●	●	●	●	●	●	
FTE Coordinator	●					●	
Reservist Program Manager	●			●		●	
IM CORE Program Manager	●					●	
Cadre Training Manager	●	●	●	●	●	●	●
Cadre Support							
IWMD					●	●	●
Emergency Management Institute		●	●	●	●	●	●
Pasadena Call Center						●	

Cadre Responsibilities in FQS

FEMA must be the most prepared when our nation is least prepared to respond to, recover from, and mitigate a catastrophic man-made or natural disaster. Success in an incident demands that an organization be led by well-educated, trained, and competent leaders to ensure that their cadre is prepared through thorough training. Such training ranges from individual training and readiness, to comprehensive team training and exercises. The following section outlines the cadre responsibilities in FQS.

Certifying Authority: The CA has delegated authority from the FEMA Administrator to certify that employees are qualified for FQS positions within that cadre. The CA may delegate FQS authority (in accordance with the FQS Guide) and cadre management authorities to the CO and/or Cadre Coordinator, but ultimately bears responsibility for the effective management and performance of the cadre, specifically:

- Reviewing recommendations
- Approving or disapproving the recommendations beyond the authority delegated to the CO
- Signing supervisory certification documents (FQS transmittal log/FQS decision letter) for employee notification process
- Ensuring that employees receive communication on requests for certification within 60 days

Certifying Official: The CO is designated by the CA to manage the day-to-day operation of FQS for a specific incident workforce cadre, including having the authority from the CA to issue PTBs and certify individuals for specific FQS positions. The CO cannot delegate this authority.

Cadre Coordinator: The Cadre Coordinator maintains the accuracy and currency of the cadre's FQS elements in compliance with the FQS Guide or superseding doctrine. The Cadre Coordinator recommends candidates for FQS progression and qualification to the CO and oversees the development and performs final review of Qualification Packages for FQS QRBs in coordination with the Regional IWM Liaison Teams as required, and presents candidates for qualification to the QRB. The Cadre Coordinator will also recommend decertification of cadre members as needed to the CA and CO.

Cadre Training Manager (if applicable): The Cadre Training Manager serves as the cadre's primary point of contact for coordinating development and delivery of all FQS related training and oversees prioritization of all training within the cadre.

Coach Evaluator: The coach-evaluator holds one of the most important roles in FQS. The coach-evaluator mentors the trainee/candidate and verifies that he or she is capable and qualified to perform a task and ultimately perform his or her job.

Coach-evaluators:

- Are selected and approved by the senior cadre management
- Are qualified and certified under FQS in the position being evaluated as a primary or subordinate position
- Have completed "FQS Evaluator Training" (E/L/B 823) and "Overview of the FEMA Qualification System and Qualification Review Boards" (IS-207)

The evaluator's signature certifies competency in each task in the PTB. The evaluator must demonstrate the highest level of integrity when evaluating a trainee/candidate. An evaluator's authority can be revoked if it is misused. For additional guidance, see the FQS Evaluator's Guide.

Types of Training

Table 9 describes the four types of training and education recognized by FEMA that are used to train cadre members. In accordance with OCCHCO guidance on employee training, integration and workforce development, the four forms of training and education follow: required training (of which FQS training is the major source for the incident management/incident support workforce), mandatory training (DHS and FEMA training for all employees), elective training, and professional development education. Below are the definitions of each type of training. The remainder of this chapter will focus primarily on required training (requirements for certification in FQS) and mandatory training for Reservists.

Table 9: Training Descriptions

Training Type	Description
Required Training	Required training is for a specific employee as a condition of their job/position or duty station (e.g., FQS training, Contract Officer Representative training, supervisor training, etc.). Required training is identified to maintain a prescribed level of proficiency by Federal statute, Federal regulation, the DHS Secretary, the FEMA Administrator and/or the chief of a FEMA Component Organization. FQS-required training can be found in the position title qualification sheet (see Chapter 5: Qualifying). Cadre Coordinators, Training Managers, and the employee type managers (FTE, IM CORE, and Reservist) completely manage every aspect of this training for their cadre.
Mandatory Training	Mandatory training is required for all FEMA employees, regardless of job/position or duty station (e.g., Ethics training, Equal Rights and Civil Rights training, Computer Security training, etc.). Mandatory training is established by Federal statute, Federal regulation, the DHS Secretary and/or the FEMA Administrator. Cadres are NOT required to track and manage mandatory training for full-time employees. The supervisors of record for the FTE's steady-state position will retain this responsibility. The supervisor of record, dependent of cadre structure either the Cadre Coordinator, RPMs, or IM CORE Coordinator, must track mandatory training for Reservists and/or IM CORE.
Elective Training	Elective training is training that is taken voluntarily (neither required nor mandatory) by an employee (e.g., advanced Microsoft Excel skills, Senior Executive Staff Candidate Development Program, etc.) to improve their Agency job and/or mission related proficiencies and that requires coordination with and/or approval by their supervisor because Agency resources are used and/or participation occurs during an employee's work hours. FTEs will request elective training through their steady-state supervisor. Reservist requests will process through the cadre's RPM.
Professional Development (FTE Only)	In workplaces, professional development refers to the acquisition of skills and knowledge, both for personal development and for career advancement. Professional development encompasses all types of facilitated learning opportunities, ranging from college degrees to formal coursework, conferences, and informal learning opportunities situated in practice. It has been described as intensive and collaborative, ideally incorporating an evaluative stage. OPM standards and regulations can be found here: https://www.opm.gov/policy-data-oversight/human-capital-management/reference-materials/leadership-knowledge-management/developmenttraining.pdf OPM defines professional development as: professional development programs

Training Type	Description
	provide technical and general knowledge and experience to career employees. Agencies may also establish leadership development programs to ensure leaders continue to develop and "grow" the knowledge and skill necessary to effectively lead the organization.

Training encompasses the full range of duties, responsibilities, and missions required of FEMA's incident workforce, and it must be embedded in all that the cadre does. Deploying personnel, operating equipment, communicating information, maintaining vehicles, and providing logistical support are all critical skills mastered only through training. Training provides the ability to follow procedures, to execute techniques, to apply tactics, and to integrate the capabilities of skills and services.

FEMA's Training Philosophy

Effective training directly correlates to success in performance and mission. Successful organizations train as they intend to operate and operate as they were trained. A cadre's training program needs to be based on this philosophy for cadre members to achieve future success during an incident. FEMA's mandate to lead the nation in preparing for, protecting from, responding to, recovering from, and mitigating incidents as well as its obligation to ensure a professional workforce capable of executing this mission, necessitate this approach.

FEMA's Training Mandate

FEMA's mandate for training is simple and compelling: FEMA must be the most prepared when our nation is least prepared to respond to, recover from, and mitigate a catastrophic man-made or natural disaster. Catastrophic incidents place rigorous physical, psychological, and moral demands on emergency managers and the environment. These demands during an incident require substantial dedication, perseverance, and motivation to ensure the highest possible chance of success. Since FEMA must be prepared to meet the challenges posed by these incidents, catastrophic events determine training directions and goals.

Success in the field/at the incident level during an incident also demands that an organization be led by well-educated, trained, and competent leaders to ensure that their cadre is mentally and physically prepared through thorough training. Such training ranges from individual training and readiness to comprehensive team-training and exercises. Pursuit of the highest possible quality training must become a professional imperative and second nature for FEMA.

Principles of Training

Cadre training philosophy has its roots in six fundamental principles:

1. Train for Operations
2. Require Leadership Involvement and Ownership

3. Train to Standards
4. Use Performance-Oriented Training
5. Promote Team Operations
6. Challenge Employees

All cadre managers must understand and apply these principles at every level of training. These principles provide sound and proven direction; they are flexible enough to accommodate the demands of local conditions and the judgment of individual leaders and other trainers. These principles are not inclusive, nor do they guarantee success. They are guides that all can use to design and assess organizational training programs.

Train for Operations

A catastrophic incident is the ultimate test of training. All FEMA training is fundamentally based on training employees on how to operate during a catastrophic incident. Therefore, all steady-state training must reflect the requirements levied on a cadre during a catastrophic event.

All FEMA leaders must ensure that individual cadre members receive realistic training that simulates, to the greatest extent possible, the conditions of a catastrophic incident. Training should prepare cadre members to perform their tasks and meet operational standards during the complex, stressful, and dangerous situations they will encounter during a catastrophic incident. FEMA's philosophy is to train well in steady-state so that it can perform well during a catastrophic incident.

Require Leadership Involvement and Ownership

Leaders at all levels are responsible for the training and performance of their personnel and organization. They do more than manage training. The leaders' personal presence and involvement demonstrate to all that training is the number one priority. Senior leaders personally train each direct report; COs train their Cadre Coordinators; Cadre Coordinators train their cadre management staff, and so on. This simple but practical approach allows for standardization from above, for flexibility at the trainer's level, and for a clear progression of skills and understanding.

Train to Standards

Standards-based training is the use of common procedures and uniform operational methods to create a common perspective within FEMA. Training standards are currently published as individual training core competencies for each incident management job title and will be published as mission performance standards for each organized team/unit. All training must conform to these standards as they allow the incident workforce to train, and operate from a common perspective and provide cadre managers/leaders with a firm foundation upon which to request needed resources to support the training. This method of training will be further reflected in FEMA doctrine, processes, and procedures.

Use Performance-Oriented Training

All members of a cadre must be proficient in the basic skills required to perform their jobs during an incident, and all FEMA leaders need to believe in the ability of the workforce to perform with a high level of skill and competency. To achieve this objective and increase confidence in employee proficiency, all training must be performance-oriented. All cadre members will be trained to meet published standards, not merely to occupy the time designated for training. To successfully complete and receive credit for training, students need to demonstrate a propensity to execute program tasks. Cadre members will then refine these skills through experience as a "trainee" prior to attaining qualification.

Promote Team Operations

FEMA operates as one team during an incident despite distribution of operations across geographical locations. Because of this, intra- and inter-cadre teams must train together on a regular basis. To support this, routine employment of the full spectrum of cadre functions must be practiced regularly.

Challenge Employees

Training must be challenging and develop new skills in order to build competence and confidence. The pride and satisfaction gained by meeting training challenges instills loyalty and dedication. It inspires excellence by fostering initiative, enthusiasm, and eagerness to learn.

A Mission Essential Task List Approach to Cadre Training Development

To obtain maximum benefits, all cadre training programs derive from a mission analysis. The mission analysis provides a careful assessment of possible missions, identifies specified and implied tasks, and is the foundation for the development of a mission essential task list (METL). A cadre's mission is the basis for the development and execution standards of the tasks. A cadre should not train for tasks that are not dictated by their mission during an incident. Cadres, units, and teams will be taught these tasks according to prescribed collective and individual training standards set forth in individual training core competencies or mission performance standards.

Mission Essential Task List Fundamentals

The METL is derived from the cadre's mission statement, doctrinal employment, incident missions, and other related tasks. All cadres in FEMA will prepare METLs that are approved by the cadre's CA. Each cadre's METL is approved by the next higher organization in the operational chain of command (e.g., DSA Team METL is approved by the DSA Cadre Manager). Each cadre's METL must support and complement the METLs of organizations above them in the chain of command (e.g., the METLs for a DSA team must support and compliment the METLs of the DSA Cadre). In similar organizations, mission-essential tasks may vary significantly because of different incident missions or geographical locations.

The availability of resources does not affect METL development. The METL is an unconstrained statement of the tasks required to accomplish incident missions. Since the METL forms the basis for the funding and resourcing of a cadre's training plans, it is stabilized once approved. The METL is normally modified only if changes occur in the organization's missions. Since incident plans are used as critical input to the METL development process, every effort should be made to solidify/stabilize incident missions in every plan. A significant revision of an organization's mission can result in major changes to its METL and require subsequent major modifications to training plans and limited funding.

The CA in coordination with their COs and Cadre Coordinators have the responsibility for developing a training strategy that maintains cadre proficiency for all tasks designated as mission essential. There should be no attempt to prioritize tasks within the METL. By definition, all METL tasks are equally essential to ensure mission accomplishment. CAs, COs, and Cadre Coordinators should involve members of their cadre in METL development to create a team approach to mission-oriented training. Cadre member participation develops a common understanding of the organization's critical mission requirements so that METLs throughout the cadre are mutually supporting.

After the collective mission-essential tasks required to accomplish the organization's mission have been designated, individual tasks that support mission-essential tasks can be identified and documented in organizational training publication, handbooks, and FQS PTBs.

Mission Essential Task List Development

The Cadre Coordinator should review and identify those tasks essential to the accomplishment of the cadre's incident mission for training priority. The objective is to establish training for these essential tasks to achieve proficiency. The cadre can train for all other tasks as resources allow. This process concentrates the organization's steady-state training efforts on the most important collective training tasks required to accomplish the incident mission. This selection process reduces the number of training tasks because a cadre cannot achieve and sustain proficiency on every possible task.

Training Standards

After mission-essential tasks have been identified, Cadre Coordinators must extract supporting conditions and evaluation criteria for each task. The Cadre Coordinator will then set and maintain clear standards for training performance.

Training Assessment

The training assessment compares the cadre's current level of training proficiency with the desired level of incident proficiency. The desired level of incident proficiency is defined in training standards. Training assessments will be conducted by a training assessment team, which will consist of the CO, the Cadre Coordinator, and the Cadre Training Manager, if applicable, of

a specific cadre in coordination with and assistance from IWMD. Training assessment will be conducted on a regular basis for each cadre.

The training assessment team will determine current training proficiency levels of a cadre by reviewing all available training evaluations as well as incident performance evaluations. Each evaluation applies only to a portion of the total proficiency of an organization at a specific time. Therefore, the training assessment team will have access to all available evaluation data to develop an assessment of the organization's overall capability to accomplish each task in the METL. In addition to past training evaluations, future events could influence the assessment.

Required (FQS) Training

FEMA will train and certify all cadre members in accordance with guidelines established in the FQS Guide and Chapter 5: *Qualifying Members of a Cadre*. All cadres will carry out FQS required training development, scheduling, and delivery in accordance with the *FEMA Qualification System Guide for Incident Management and Incident Support Positions* (available at http://www.fema.gov/about/employees/fqs.shtm) and other authorized FQS supporting documentation. The point of contact for FQS funding, scheduling, course development, and delivery is fema-iwmd-curriculumdelivery@fema.dhs.gov.

Funding for FQS training is centralized within IWMD and must be considered separate from mandatory training. Each Cadre Coordinator, and Cadre Training Manager, if applicable, is responsible for tracking their allocated budget for FQS training. Training provided through FEMA's Federal Incident Workforce Academy (FIWA) is funded and sourced by IWMD. FIWA training is offered to all incident workforce employees, regardless of cadre, providing the first course required to achieve a FQS qualification and preparing employees for both follow-on program specific training and deployment activity. IWMD will coordinate with the Cadre Coordinator regarding available funding for the development of appropriate training, delivery, and prioritization of all FQS training needs within the allocated budget. All FQS required training, other than FIWA, is allocated based on the cadre's force structure size for the cadres to manage. All development and course delivery costs should be planned and scheduled in the out-years with this funding target, based on a per-capita allotment, in mind. IWMD recognizes this as a target, not a red-line. Therefore, funding is negotiable based on demonstrated need.

Scheduling courses, projecting current course revisions and modifications, and course development is ultimately the responsibility of the cadres and their Training Manager. IWMD manages the scheduling and out-year cost projection process, but it cannot do the work of course determination or modification for the cadre. Training priorities for the incident workforce, including course development and delivery, will be determined by each Cadre Coordinator based on policy and doctrine, FQS requirements, and other position-specific training requirements. Cadre Training Managers, if applicable, or a single designee will serve as the cadre's primary

point of contact for the development and delivery of all FQS related training, and oversee the prioritization of all training within the cadre.

For this reason, the cadre management team must keep detailed records on what training their employees have and have not completed, using FQS data tools and National Emergency Training Center transcripts to validate their records. Each summer, at the start of that year's fourth quarter (Q4), IWMD will publish a memorandum instructing Certifying Authorities and Officials to begin preparation for requesting courses in the "out-year" defined as October of the following year (i.e., instructions issued in July 2014 for scheduling in FY16). Along with this memorandum, IWMD will provide each cadre with their FQS Required Training budget as well as a list of employees that require each course. It is important to note that the FQS data has inherent time lags and may not represent reality with 100% accuracy. Further, the cadre will train some of these employees during training in that quarter and the next fiscal year. Therefore, when preparing an out-year schedule, the training manager must also account for training that is already scheduled to occur in the current and next FY. To that end, each cadre should use the following inputs when preparing out-year FQS schedules: FQS budget, force structure and current force strength, planned hiring, scheduled training, course development needs, and course need as determined by those with open PTBs. Once the Cadre Coordinator and Training Manager build a case for their out-year schedule, they should gain approval from their CO and submit the requests to their IWMD FQS Point of Contact no later than 31 August. Once vetted by IWMD against existing qualification data and negotiated between IWMD and the cadre management team, the request will be stamped and submitted to EMI for scheduling and location determination no later than 15 October, twelve months from the start of the next FY. When the cadre identifies a course need that is not currently offered by FEMA or an outside certification agency, the cadre management team, its associated EMI course manager, and the FQS branch will work with the cadre to generate a contract and fund course development, and then validate that new course through pilots and focus groups. In December, EMI will publish a training calendar for the next FY, identifying what courses it was able to schedule at EMI and which courses they will have to hold at off sites such as Center for Domestic Preparedness (CDP), Federal Law Enforcement Training Centers (FLETC), or within a region.

Enrollment for Scheduled FQS Courses

The process of enrolling employees in FQS courses through course completion involves five main organizations: 1) Cadre Management Teams, 2) EMI Course Managers, 3) FQS Curriculum Delivery and Development Teams, 4) IWMD and Business Management Division budget offices, and 5) the Pasadena Call Center. The following are the impacts to cadres as they ensure that employees attend and complete the training required on their qualification sheet.

- Prior to a given course, the FQS Branch will provide the course manager with a pre-approved list of those employees with open PTBs who require that course. The Course Manager will then "announce" the course to this population, taking care to carbon copy

- the affected Cadre Coordinators, cadre training managers, regional training managers, and regional IWMD liaisons.
- The sponsoring cadre will coordinate with the assigned EMI Course Manager 6-12 weeks prior to a course to identify all pertinent travel requirements and special instructions for a course. This information submitted to IWMD to generate a blank group travel authorization (TA) for a given scheduled course.
- Cadre Coordinators in conjunction with Cadre Managers will then identify those within their population who can attend the course and will compare it to the data provided by IWMD (FQS Branch). Cadre Coordinators and Course Managers will agree upon an initial roster of employees six weeks prior to a course.
- Following a course invitation from National Emergency Training Center, Course Managers will publish, via email, the course details to the Cadre Coordinators impacted as well as all employees on the initial roster no earlier than four weeks from the start of a course. That course announcement will include a standardized notification as well as details specific to the course such as the TA and travel details. Any late additions to the course will receive all required information as soon as they are identified by the Course Manager as attending the course.
- FQS Branch, through the Pasadena Call Center, will ensure that all attendees are added in the Integrated Financial Management Information System to the corresponding course travel authorization for payment purposes.
- The Pasadena Call Center is responsible for coordinating with the OCFO for increasing all government travel card limits prior to IWMD training related travel.
- The Pasadena Call Center processes requests for IWMD sponsored training for Reservists by activating and validating their WebTA account, processing deployment requests for FQS courses or pilots, and processing travel vouchers.
- FTEs shall process all travel and time and attendance through their steady-state supervisor of record.
- Cadre Coordinators and their training manager should have a mechanism in place to audit the official FEMA transcript system to ensure that the course certificates and credits are annotated accurately on individual transcripts.

Mandatory Training

Mandatory training is required for all FEMA employees, regardless of job/position or duty station. Mandatory training includes training that is necessary to introduce, reinforce, or clarify law to improve the function of the government, protect the safety of our employees, communicate FEMA core values, or to improve the function of FEMA. Mandatory training may be required by Federal statutes, Federal regulations, DHS policy, or FEMA policy. For instance, all employees receive training in fraud protection and prevention, equal rights, privacy, and security. Additionally, OCC Ethics shall provide all new employees with initial orientation and annual ethics training.

The default method of delivery for mandatory training will be distribution via web-based content or e-learning content. The training may also be available in the field for deployed personnel. For FTEs, it is the supervisor of record who is responsible for the cadre members' mandatory training, not the Cadre Coordinator. For Reservists and IM CORE cadre members, Cadre Coordinators or Cadre Training Managers, if applicable, will ensure maintenance of mandatory training records. The FEMA/DHS learning management systems of record are the appropriate tools for proof-of-course completion and the location for certificates and transcripts. For Reservists, Cadre Coordinators or Cadre Training Managers, if applicable, will ensure that Reservist cadre members are taking the available mandatory training and are receiving appropriate compensation.

The Assistant Administrator for Response's June 27, 2013, memorandum on "Compensation for FEMA Reservist Coordination and Training Requirements" governs the process for compensation for mandatory training. Mandatory training and its associated pay processing must be properly documented as the entire process is subject to annual audit. IWMD will provide the funding for Reservists to take mandatory training.

Annually, IWMD will re-publish the latest mandatory training list for Reservists. With this guidance, cadre management teams will ensure completion according to the pre-determined list of approved mandatory courses, which are not to exceed 40 total hours in a given calendar year.

Programmatic Updates

Cadre Coordinators will provide regular and timely communication to all cadre members and Regional IWM Liaison Teams on programmatic and administrative changes and/or issues. The Cadre Coordinator ensures cadre members have access to program-specific information that is required to perform effectively during incident operations. Programmatic updates and cadre-specific training may be accomplished through cadre calls. For more information regarding the process used for programmatic updates and cadre calls, refer to Chapter 9: Communication and Coordination.

CHAPTER 5: QUALIFYING MEMBERS OF A CADRE

This chapter is designed to provide the Cadre Coordinators a working reference focused on administering the aspects of FQS. The application of all qualification processes, the general principles of equal employment opportunity and non-discrimination apply. The FQS Guide, Qualification Review Guide, and FQS Evaluator's Guide are the reference documents that prescribe the functionality of the qualification and credentialing system and determine the requirements that the following topic areas address. There are three elements to qualification that an employee must do:

1. **Experience** - Complete the required FQS experience
2. **Training** - Complete the required training identified on the position's qualification sheet
3. **Demonstrated Performance** - Complete an assigned PTB by demonstrated performance (in accordance with Coach-Evaluator program)

FQS Documentation

A qualification sheet and PTB are developed for each FQS position and a progression flowchart is created for each cadre. The qualification sheet lists the required FQS experience, training, and certifications needed to be considered for certification in a position title. The PTB outlines the technical competencies and general competencies that must be performed and validated to be considered for certification. The progression flowchart maps a path for career advancement for each FQS position. In addition, there is a qualification sheet that lists training required for all Command and General Staff positions based upon tier level.

The IWMD FQS Branch manages the publication of a cadre's qualification sheets, PTBs, and progression flowcharts. It is important to ensure that any position-related training changes, including course numbers, are accurately reflected on the position qualification sheets. The qualification sheets are the basis for the FQS Curriculum Delivery team's determination of appropriate student requisite training needs. Additionally, where competencies can be migrated from a classroom delivery into a PTB determined task, cadres should enhance the PTB thereby reducing classroom training time and focusing on demonstrating the performance in the field.

- **Qualification Sheets** – The qualification sheets are used as a basis for formal training, certifications, and experience requirements for each position. Specific courses must be listed on a qualification sheet before they can be scheduled for delivery.
- **Position Task Books** – PTBs are designed to be a guide to on-the-job training as well as a formal record of performance evaluation. The behaviors and activities listed in the PTBs are not all inclusive to the actual requirements of a position; they are intended to reflect the spirit and intent of the position. Only designated evaluators are authorized to validate completion of tasks in an employee's PTB.

- **Progression Flowcharts** – The progression flowchart diagrams the organizational structure of a cadre.

Revisions to FQS Documentation

Revisions and changes to qualification sheets, PTBs, and progression flowcharts must be based on identified deficiencies and mission essential needs. To request revisions, cadre management should submit change requests to the FQS Branch by email to fema-fqs-program@fema.dhs.gov with "FQS Documentation Revision" in the subject line. Some changes may require CCWG and/or IWESC approval before implementation. At a minimum, the request should include the following information:

- Cadre
- Positions affected
- Specific changes
- Justification of changes

Managing the Paperwork

This section will provide the background and support necessary to assign a title, issue a PTB, manage the programs' coach-evaluator responsibilities, certify that an employee is qualified, and assist with other cadre responsibilities related to FQS. These processes often rely on specific forms completed by either cadre administrators or the employee. Supporting business rules and the forms (containing their detailed instructions for completion) are provided in appendices C-F.

Frequently used forms include:

- **FQS Transmittal Log (FTL)** – The official form to document employee certification actions
- **Candidate Position Task Book Issuance Form** – The official form to document the issuance of a PTB to a candidate
- **Employee Request Form (ERF)** – Form used to request qualification review for non-supervisory positions
- **ERF – QRB** – Form used to request qualification review for supervisory positions

Letter templates can be used as guides for employee communications. These letters can include:

- **Certification Letter** – used to notify an employee of certification
- **Decertification Letter** – used to notify an employee of decertification
- **Non-acceptance Letter** – used to notify an employee they do not meet the standards of qualification

Assignment of an Initial Position Title

Initial Assignment

An initial FQS job title is assigned to employees who have never held an FQS job title. This designation allows an employee to deploy to an incident operation in an incident management position and to be enrolled in position specific training. In addition to a specific title, employees will be assigned a proficiency level in the FQS system:

- **Trainee** – assigned a PTB, but not yet qualified
- **Qualified** – qualified in the FQS position designated by the cadre
- **Candidate** – qualified in an FQS position and also issued a PTB for a different position

Programs will consider a number of factors to determine qualification including:

- Number and length of deployments
- PTB or verification of position held on deployment (i.e., Incident Action Plan organization chart, letter from incident leadership or section chief, or ICS 204 form with assignment)
- Variety of incidents worked (e.g., floods, tornadoes, hurricanes), their size and complexity, and the number of assignments
- Other related non-FEMA experience that equates to experience gained in FEMA functional areas OR from other agencies/organizations that equate to the FEMA-based knowledge and skill requirements for the position
- Required training or accepted equivalency training for FQS positions; course equivalency may not be used to certify employees for Type I positions
- Incident performance evaluations (performance evaluations not applicable)

The process for obtaining an initial FQS job title varies slightly depending upon the type of employee. All requests, regardless of employee type, will receive a decision or some communication from the cadre within 60 days of receipt.

Reservist: Reservists are hired directly into an FQS job title. The cadre management team will determine the employee's FQS job title and proficiency and ensure the information is entered into the FEMA deployment and qualification tracking system.

IM CORE: IM COREs are hired to fulfill an incident management title. The cadre management team will determine the employee's initial FQS job title and proficiency and ensure the information is entered into the FEMA deployment and qualification tracking system. IM CORE employees will begin the next level of certification, as needed to reach certification for hired title.

IMAT: IMAT members are hired to fulfill an incident management title for a specific position on a national or regional IMAT. The cadre management team will determine the employee's initial proficiency and ensure the information is entered into the FEMA deployment and qualification tracking system. IMAT members will complete an IMAT Academy that provides the required training and exercises to validate proficiency and begin the next level of certification as needed.

Full Time Employee (PFT, TFT, and CORE): FTEs can be assigned to various roles in support of FEMA's mission. Employees should consider their personal goals and abilities prior to requesting an FQS job title. Additionally, employees and their supervisors should determine which support role best suits the employee, their supervisor, and the Agency.

Each FTE will fulfill one of four roles in support of disaster survivors:

- Incident Management – incident field operations staff
- Incident Support – NRCC or RRCC staff
- Mission Essential – staff required to maintain mission essential functions
- Ancillary Support – staff deployed at their normal duty station to support incident operations

To request an initial title, FTEs will complete an ERF (for non-supervisory positions) or ERF – QRB (for supervisory positions). Table 10 lists the process for non-supervisory positions, and table 11 lists the steps in the process for supervisory positions.

Table 10: Initial Assignment of Title Process Step for FTE, Non-Supervisory

	Responsible Entity
1. Force Structure vacancy confirmed with IWMD Regional Liaison Team or Cadre Coordinator	Program Office
2. Employee completes the appropriate ERF and forwards it to the Pasadena Call Center	Employee
3. Pasadena Call Center conducts a quality assurance review on the submission package	Pasadena Call Center
4. Package reviewed, evaluated for recommendation to CO on transmittal log with decision letter	Cadre Coordinator
5. Recommendation is either approved or disapproved, transmittal log is signed, date recorded, and decision letter is returned to Pasadena Call Center	Certifying Official
6. Decision letter and transmittal letter emailed to FQS Program Inbox	Cadre Coordinator
7. Qualification letter mailed to employee	Pasadena Call Center
8. Information forwarded to the FQS Data Team	Pasadena Call Center
9. Data entered in into qualification management system	Pasadena Call Center
10. Data coordinated for entry into the deployment system	Pasadena Call Center

Table 11: Initial Assignment of Title Process Step for FTE, Supervisory

	Responsible Entity
1. Force Structure vacancy confirmed with IWMD Regional Liaison Team or Cadre Coordinator	Program Office
2. Employee completes the appropriate ERF and forwards it to the Pasadena Call Center	Employee
3. Pasadena Call Center conducts a quality assurance review on the submission package	Pasadena Call Center
4. Package reviewed and evaluated for recommendation to CO on transmittal log	Cadre Coordinator
5. Package reviewed and forwarded to the QRB chair for recommendation with transmittal log	Certifying Official
6. Certification package reviewed	QRB Chair
7. QRB deliberated and recommendation determined for certification, and decision letter prepared	QRB
8. Recommendation is either approved or disapproved, transmittal log is signed, date recorded, and decision letter is returned to QRB Coordinator	Certifying Authority
9. Qualification letter is mailed to employee	Pasadena Call Center
10. Information forwarded to the FQS Data Team	Pasadena Call Center
11. Data entered in into qualification management system	Pasadena Call Center
12. Data coordinated for entry in the qualification management system	Pasadena Call Center

Detailed processes for completing initial assignment for each employee type can be found in appendix G.

Subordinates Titles

All employees will hold one primary classification – incident management, incident support, mission essential, or ancillary support. Employees classified as incident management or incident support will hold a primary job title and may have up to three subordinate titles. Employees classified as ancillary support and mission essential support incident operation through their day-to-day role within FEMA. As such, they may not hold primary incident management or incident support job titles. If ancillary support and mission essential employees also hold current incident management or incident support titles, they will be listed as subordinate titles to their ancillary support and mission essential role within FQS. Subordinate titles do not count against force structure limitations.

Subordinate incident management titles represent proficiencies from positions within their progression path or other relevant positions within their cadre. For example, an Operations Section Chief Type I would hold that title as their primary FQS job title. Operations Section Chief Type II, Operations Section Chief Type III, and depending on the career progression of the

individual (progression could have been from Operations Branch Director, Public Assistance Branch Director, or Individual Assistance Branch Director), the qualification held by the individual could be listed as the third subordinate title held. Not all individuals will hold three subordinate titles. Qualifications for personnel who have transferred from outside the program may be assigned based upon the cadre's desires. An employee can have a subordinate title in another cadre, and acceptance of a subordinate title in a different cadre can result in the individual being deployed under that experience/qualification.

FQS Business Rules for Subordinate Titles

- An individual may be assigned up to three subordinate titles; these titles should be a direct progression per the Cadre Progression Chart.[6]
- Subordinate titles should be the highest ranking positions the individual is personally qualified to perform.
- Subordinate title proficiency level should always be qualified.
    - IM CORE New Hires may temporarily be assigned Trainee subordinate titles for the purpose of training.
- As directed in FD010-8, an employee can only be deployed in a subordinate job title if no one with the requested title is available in the deployment system.
- The employee's CO approves the subordinate titles if not identified on the Qualification Letter.
- The IWMD Deployment Unit enters, changes, or updates subordinate titles upon receipt of signed memo from the CO, the Cadre Coordinator. This information may also be included on the transmittal log/decision letter when there is a change in qualification.
- If QRB recommends an FQS job title for an employee, they should establish the recommended subordinate titles at the same time.
- An employee selected and qualified as an evaluator can only evaluate their primary and identified subordinate job titles.
- Subordinate titles are subject to four year recertification and are automatically renewed if the primary title is retained.

Issuance of Position Task Books

Issuance Policy

Employees may request a PTB for the next position in their progression with approval from their supervisor of record if they are certified in their current position. The employee requests to open a PTB through the Cadre Coordinator; their CO may also provide authorization. All requests will receive a communication from the cadre coordinator within 60 days concerning the decision of

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[6] Subordinates CAN be carried for other programs at the discretion of the cadre issuing the primary FQS job title – for those cadres with positions that crossover.

whether or not to issue a PTB. (See appendix G for more information.) If approved, the PTB will be issued using the PTB Issuance Form. Although an employee may attend requisite training, gain experience, and demonstrate performance, the qualification of an employee may not be granted until a Force Structure opening becomes available. The cadre will then utilize the Subject Matter Expert (SME) panel process for selection of an employee and submission within the existing qualification/credentialing process.

Position Task Book Issuance Form

The Position Task Book Issuance Form must be completed and sent to the Pasadena Call Center ([FEMA-FQS-Program@fema.dhs.gov)](mailto:FEMA-FQS-Program@fema.dhs.gov) for processing to ensure the employee is denoted as having an open PTB in the qualification tracking system. This process allows the IWMD Curriculum Delivery Team to maintain awareness with respect to the requisite training the candidate may now be scheduled to attend.

Time Limits for Completion of PTBs

A trainee/candidate must complete an assigned PTB within four years, beginning with documentation of the trainee/candidate's first completion of a task in the PTB. If the trainee/candidate does not complete the PTB within four years, the PTB will no longer be valid. If a new PTB is initiated, all current qualification standards will apply.

PTB Completion/Submission Process

Submission of the completed PTB or individual task sign offs are a responsibility of the employee.

Candidate Selection for Advancement

For employee advancement and higher-level qualification, an employee must complete the requisite training, complete the cadre issued PTB, and accumulate the necessary experience for the higher level position. The process begins with the issuance of the PTB for the position within the progression path.

When a vacant position needs to be filled, an SME panel (FQS-qualified at or above the position being reviewed) may be convened to evaluate and select the best candidate from all the candidates who have completed the PTB. The SME panel is required for supervisory positions. The panel will recommend their selection for CO certification or for sending to the QRB (supervisory position). Completing a PTB does not guarantee progression into the next position.

Once a completed request package for certification is received, the Cadre Coordinator is required to provide communication back to the employee within 60 days. Communication can be a certification decision or information regarding the delay (such as referred to an SME panel or the QRB).

Certifying Qualification of a Position Title

Certification and Recertification Processes

Table 12 outlines the roles and responsibilities of each individual in the process, where a CA certifies an employee as "qualified" for an incident management or incident support position. When an employee is decertified for any reason, he or she must be recertified to be considered fully qualified.

Table 12: Certification/Recertification Process

	Responsible Entity
1. Prepares and submits certification package to FEMA-FQS-Program@fema.dhs.gov	Employee
2. Provides initial review of certification package for completeness	Cadre Coordinator/ Data Entry Group
3. Verifies that all documents are recorded in the qualification tracking system database	Cadre Coordinator/ Data Entry Group
4. Forwards complete packages to the Cadre Coordinator and incomplete packages to employee	Cadre Coordinator/ Data Entry Group
5. Evaluates the package for a recommendation to the CO on an FTL and prepares a decision letter	Cadre Coordinator/ Data Entry Group
6. Reviews certification package for qualification determination	Certifying Official
7. **Non-supervisory positions**—elects to approve or disapprove for certification	Certifying Official
a. Signs transmittal Log and Decision Letter and sends to FEMA-FQS-Program@fema.dhs.gov, employee and enters information into the deployment and qualification tracking systems	Certifying Official
8. **Supervisory positions**—Forwards FTL to QRB Chair for review and recommendation	Certifying Official
a. QRB Chair reviews package prior to convening the QRB	Qualification Review Board
b. Evaluates certification package	Qualification Review Board
c. Determines recommendation for certification	Qualification Review Board
d. Prepares decision letter for CA	Qualification Review Board
9. Reviews recommendation and approves or disapproves	Certifying Authority
10. Signs transmittal log and decision letter	Certifying Authority
11. Sends signed documents to the Pasadena Call Center (FEMA-FQS-Program@fema.dhs.gov) for processing and data entry into the qualification management system, as well as the employee	Cadre Coordinator
12. Maintains all decision letters and transmittal logs in the employee's file	Cadre Coordinator

Decertification Process

If a qualified employee fails to meet any of the requirements to maintain qualification, he or she will be decertified. Table 13 lists the steps in the decertification process.

Table 13: Decertification Process

	Responsible Entity
1. Forwards an FTL and decision letter to the CO for decertification action	Cadre Coordinator
2. Prepares and forwards a notification letter for CA signature	Certifying Official
3. Reviews and signs decertification letter	Certifying Authority
4. Returns signed letter and transmittal log to Cadre Coordinator	Certifying Authority
5. Send decertification letter and transmittal log to FEMA-FQS-Program@fema.dhs.gov to enter information into the deployment and qualification tracking systems, as well as to the employee	Cadre Coordinator
6. Maintains letter and FTL in employee file for record keeping	Cadre Coordinator

Reconsideration Process

Reconsideration is a process that begins with an employee requesting consideration of a decision by a CA with the intent of reversing or modifying the current incident qualification decision.

An employee may request reconsideration of a qualification decision by submitting a written request within 60 days after receipt of a decision. The request should include supporting documentation that clarifies or amplifies documents originally submitted and/or any new documentation that supports the employee's claim of competency for the targeted position.

The CO or the QRB will review the request for reconsideration. (COs will only review non-supervisory positions. A QRB will review all other positions.) The CA will make the final decision.

The reconsideration process is the same as the certification process outlined in this section. Employees will receive a response to their reconsideration request within 60 days of receipt. A reconsideration decision by a CA is final.

Specialties

A specialty is a category used to identify a specific and measured (documented or credentialed) skill, task, experience, or certification based on recognized standards. A specialty is necessary to enhance performance of an associated incident management position. It must be distinct, empirically derived and not a general credentialing requirement for an FQS position.

All requests for new specialties will be reviewed and approved by the CCWG and will be considered using consistent standards.

- Specialties are generally program area specific.
- Specialties must be held by a sufficient number of employees and not be used to target a narrow group of employees repeatedly for deployment.

- Specialties must not be the same as a requirement of a current FQS position.
- Specialties must be validated and approved by CO.

Assigning and managing specialties:

- The Cadre Coordinator will approve and assign a specialty to a specific employee.
- The requirements to maintain a specialty will be managed by the cadre management.
- The Deployment Unit will maintain employee records in the deployment database.

When approved to add a cadre specific specialty (by CCWG), the Specialty Confirmation form is completed and routed via the CCWG Chairperson who will then forward it to the Deployment Unit for incorporation into the deployment tracking system. Cadre leadership is responsible for the maintenance and currency of the personnel and the associated specialty qualification/requalification requirements.

Table 14 lists the offices that support the FQS process and the roles they play in the process.

Table 14: FQS Support Roles

Who	What
IWMD	Coordinates with OCCHCO to ensure individual incident performance evaluations are being completed throughout the cadres
OCCHCO	Ensures guidance and processes for performance management are implemented
FCO/FDRC/ Office Director	Coordinates with Human Resources Specialists to ensure the completion of individual incident performance evaluation forms
Pasadena Call Center	Responds to inquiries, acts as the collection point for FQS qualification information, and aids the workforce in understanding the qualification/certification, and QRB processes. The Pasadena Call Center also conducts preliminary reviews of FQS qualification documentation, processes in place, provides notification to employees of decisions related to their qualifications, and follows up on inquiries.

CHAPTER 6: PERFORMANCE MANAGEMENT

One of the main functions of FEMA's cadre management system is to ensure that all members of the workforce are able to perform and continue to perform optimally in an incident environment. This demands that the employee's leadership conduct recurring analysis and assessment of the employee's performance. This is effectively accomplished through a sound deployment performance evaluation methodology. Employees, regardless of employee type, must receive a comprehensive performance evaluation at the conclusion of their deployment. For FTE employees, their deployed performance appraisal may factor into their annual appraisal performed by their designated supervisor of record.

This chapter is designed to provide Cadre Coordinators with an overview of the value of performance management for ensuring effective operational readiness of their cadre members, and will detail the performance management process for all employee types.

Principles of Performance Management

As the primary Federal entity responsible for incident preparedness and response, FEMA relies on the incident workforce to accomplish the mission of helping survivors in their time of need. FEMA's greatest asset is its workforce. A robust FQS and performance assessment are essential to have a fully trained and qualified workforce. The performance assessment system aligns directly to mission goals and demonstrates mission success through evaluation of the workforce.

The goal of performance assessments is to foster and build a culture of responsibility and ownership amongst the workforce. The system informs each employee what is expected during deployment and provides employees information about their measures of success. The performance assessment system holds individuals accountable for their performance. The system of accountability fosters a high-performing workforce trained and capable of serving the nation.

Performance evaluations will be produced by the supervisor of record or the temporary duty supervisor. The Cadre Coordinator, FTE Coordinator, RPM, and IM CORE Program Manager will collect the field performance evaluations.

Individual Incident Performance Evaluation

Performance assessment during incidents should align to individual performance. The process is conducive to timely and meaningful feedback and should provide a framework for administrative and operational management decisions as it relates to deployed personnel. For FTEs (PFTs, TFTs, COREs, and IM COREs), these evaluations serve as supplemental materials in the overall annual appraisal process that is facilitated through the supervisor of record by the Agency. For intermittent employees, the evaluations serve as a means for timely feedback at the end of the deployment.

The process for conducting an incident performance evaluation includes the following elements:

- Every member of an incident workforce cadre who is deployed for 20 days or more shall receive an incident performance evaluation, in accordance with FD010-8, FEMA Incident Workforce Deployment, Section VIII.C, or superseding policy.
- The temporary duty station supervisor conducts FTE evaluations and provides them to the supervisor of record.
- The temporary duty station supervisor conducts IM CORE and Reservist evaluations and provides them to the respective IM CORE Program Manager or RPM.
- The temporary duty supervisor executes the performance evaluation.
- The Cadre Coordinator (or delegate including RPMs, FTE coordinator, or IM CORE Program Manager) assists with the performance evaluation process as needed.

Incident performance evaluations may be factored into an FTE's annual performance appraisal. The supervisor of record will consider the incident performance evaluation as he/she deems appropriate when completing the annual rating of record in accordance with FM 255-1-1-1, Employee Performance Management Program.

Temporary duty supervisors must also consult with the Employee Relations Branch in OCCHCO and the employee's supervisor of record when they encounter poor performance and provide all documents to the supervisor of record. Prior to initiating any personnel actions, the supervisor of record must consult with OCCHCO Employee Relations to ensure that any such actions are consistent with Merit Systems and Equal Employment Opportunity principles as well as FEMA policy.

Table 15 lists the offices that support the performance management process and the roles they play in the process.

Table 15: Performance Management Support Roles

Who	What
IWMD	Coordinates with OCCHCO to ensure individual incident performance evaluations are being completed throughout the cadres
OCCHCO	Ensures guidance and processes for performance management are implemented
FCO/FDRC/ Office Director	Coordinates with Human Resources Specialists to ensure the completion of individual incident performance evaluation forms

CHAPTER 7: EQUIPPING MEMBERS OF A CADRE

This chapter is designed to present information on equipment provided to individual cadre members. It is imperative that cadre members have immediate access to fully functional, position-appropriate equipment to achieve optimum operational readiness for their assigned incident duties. A fully equipped cadre member has received standard issue FEMA equipment, cadre specific equipment as identified by cadre leadership, a FEMA badge, FEMA branded clothing, and a government issued credit card.

All cadre members will receive standard FEMA equipment during their onboarding with the Agency. Standard FEMA equipment for FTEs and IM COREs will be funded by the employee's home office. Standard FEMA equipment for FEMA Reservists will be funded from the Disaster Relief Fund and procured by LMD in coordination with the OCIO and the OCAO.

Table 16 outlines the roles and responsibilities for members of cadre management and specific offices supporting the cadres in relation to the equipping of the cadres.

1   **Table 16: Roles and Responsibilities for Equipping Cadre Members**

	Equipment Issuance/ Funding	Identifying equipment requirements	Authorization for distribution	Equipment Budget Determination	Equipment Status	Equipment Tracking	Badging	Reasonable Accommodations
Cadre Management								
Cadre Coordinator		●	●	●	●		●	●
Reservist Program Manager		●		●	●			●
IM CORE Program Manager		●		●	●			●
APO	●					●		
OCIO	●				●			
OCSO							●	
IWMD	●							
Cadre Support								
Logistics Management Directorate	●			●	●			

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Principles for Equipping Members of a Cadre

FEMA's incident workforce must be able to quickly deploy and build upon operations in advance of, or following, an incident. To effectively support the incident workforce, FEMA's equipment strategy states that FEMA must:

- Ensure FEMA can regularly communicate with all members of the incident workforce (whether they are deployed or not) to ensure readiness; this includes access to the most current information about FEMA policies and programs, equipment upgrades, and completion of required training
- Leverage opportunities to increase efficiencies and reduce costs
- Ensure members of the incident workforce have access to equipment that is most appropriate for their job functions
- Comply with personal property regulations and policy

The determination on the type of equipment issued will be dependent upon the cadre member's FQS job title.

Cadre Coordinators will communicate operational equipment requirements that are beyond or in lieu of standard FEMA equipment to IWMD, who will coordinate with LMD and OCIO to ensure position-appropriate equipment is procured and readily available for distribution to meet operational requirements.

Primary Responsibilities for Equipping a Cadre

Cadre Coordinators

- **Identifying equipment requirements:** Cadres identify the specific equipment necessary to complete the mission and communicate these requirements to LMD. Cadre Coordinators identify the equipment needs of their entire cadre. Cadre Coordinators or their designees communicate with cadre members to determine the status of staff equipment and assist in addressing any issues.
- **Authorization for distribution:** The Cadre Coordinator authorizes the distribution of cadre specific equipment to cadre members.
- **Equipment budget determination:** The Cadre Coordinator provides cost estimates for equipment needs to LMD for FY budget requirements.
- **Equipment status:** Cadre Coordinators maintain accurate data related to the equipment status of Reservist and IM CORE cadre members and ensure that information is updated in the FEMA system of record by collaborating with the designated Cadre Accountable

Property Officer (APO) in the Property Management Division of LMD (LMD-PMD).[7] The Cadre Coordinator also coordinates with the cadre's APO to track and order equipment, or coordinate the repair of issued equipment as necessary. Cadre Coordinators are able to access data related to equipment issued to cadre members, which they use to monitor the equipment status of their cadre and ensure accountability and operability of all assigned equipment. Cadre Coordinators communicate to and work directly with LMD and OCIO to resolve any identified equipment shortfalls (e.g., expired, lost, or broken equipment) among Reservist cadre members.

- **Badging:** The Cadre Coordinator approves cadre members badging requests.
- **Reasonable Accommodations:** Cadre Coordinators communicate operational equipment requirements that are beyond or in lieu of standard FEMA equipment to IWMD, who then coordinate with LMD and OCIO to ensure position-appropriate equipment is procured and readily available for distribution to meet operational requirements.

Reservist Program Manager and IM CORE Program Manager

- **Identifying equipment requirements:** In support of the Cadre Coordinator, RPMs and IM CORE Program Managers provide accurate information related to equipment distribution, maintenance, and accountability of Reservists.
- **Equipment Budget Determination:** The RPMs and IM Core Program Managers provide cost estimates for equipment needs to the Cadre Coordinator for FY budget requirements.
- **Equipment Status:** At the direction of the Cadre Coordinator, the RPM/IM CORE Program Manager ensures that information is updated in the FEMA System of Record, in coordination with LMD.
- **Reasonable Accommodations:** The RPMs and IM Core Program Managers communicate operational equipment requirements that are beyond or in lieu of standard FEMA equipment to the Cadre Coordinator, who coordinates with LMD and OCIO to ensure position-appropriate equipment is procured and readily available for distribution to meet operational requirements.

Office of the Chief Information Officer

- **Equipment Issuance/ Funding:** OCIO coordinates with IWMD and OCCHCO to support the issuing and set up of information technology and communications equipment during the onboarding of cadre members. OCIO provides cost analysis and breakdown of information technology and communications equipment.
- **Equipment Status:** The OCIO identifies and informs IWMD and LMD-PMD on the information technology and communication equipment FEMA has approved for procurement to support equipping the incident workforce.

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[7] An APO is an individual designated in writing to maintain the accountability for FEMA property (in use or storage) in accordance with a prescribed system that shows the authorized debits, credits, and available balances on hand, or obligated for use, for such an activity.

Office of the Chief Security Officer

- **Badging**: OCSO coordinates with Cadre Coordinators, supervisors of record, and Regional Security Officers to provide Personal Identify Verification (PIV) applicants in the incident workforce with badges. All applicants must meet the minimum requirements for a PIV in accordance with HSPD-12 policy based on the individual's position sensitivity. A background status check will determine if the applicant meets all requirements for badging issuance.

Incident Workforce Management Division

- **Equipment Issuance/ Funding:** IWMD serves as a coordination and information conduit to the various organizations involved in equipping cadre members of the incident workforce with standardized equipment. Through coordination and partnership with all stakeholders, IWMD ensures position-appropriate equipment is procured and readily available for distribution to meet all operational requirements.

Federal Coordinating Officers

In the event the employee does not have standard equipment already issued to them, FCOs work with their Logistics Section Chief and Program Lead(s) at the JFO to distribute equipment for any cadre members in the incident workforce. FCOs coordinate with the Logistics Section Chief and incident site APO to ensure equipment distribution information is recorded in the FEMA System of Record and subsequently transferred to the cadre accounts maintained by LMD-PM APO's. FCOs ensure distributed equipment at the JFO is retained by the cadre member.

Logistics Management Directorate

- **Equipment Issuance/ Funding:** LMD issues equipment for the following cadre members: IM CORE and Reservist, while OCAO issues equipment for PFTs and COREs with the appropriate funding to either LMD or CAO.[8] LMD PMD will coordinate with Cadre Coordinators to distribute equipment to employees at the beginning of appointments/onboarding and retrieve equipment at the conclusion of employment appointments, when applicable, or when the equipment is no longer needed. LMD-PMD coordinates with OCIO on the distribution and property accountability for any electronic communications. LMD assigns an APO to each cadre and one for IM COREs.
- **Equipment Status:** Designated cadre APOs initiate and complete reports of survey in accordance with applicable Agency directives for equipment reported as lost or damaged. LMD, in coordination with the OCAO, maintains formal accountability and reporting in the FEMA System of Record. LMD Property Management maintains accountable records for fund code 06 employees and Support Services and Facilities Management Division (within OCAO) arranges for Accountable Officer support for fund code 90 employees

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[8] Federal Emergency Management Agency. *Federal Personal Property Management.* Directive Number FD119-7, REV: 02, Issue Date 09/24/2013.

assigned to fixed sites. The Distribution Management Division within LMD maintains lifecycle maintenance and inventory controls of selected equipment in storage and informs IWMD when new procurements are required.

Processes for Equipping Cadre Members

The processes for equipping cadre members with the basic, non-cadre specific items they need to perform their basic functions are provided below. Processes for equipping cadre members with cadre specific/unique equipment are not addressed below and should be contained in individual cadre standard operating procedures.

Information Technology Equipment

Figures 4, 5, 6, and 7 below show the different processes for equipping various employee types with IT components, and for IT equipment replacement.
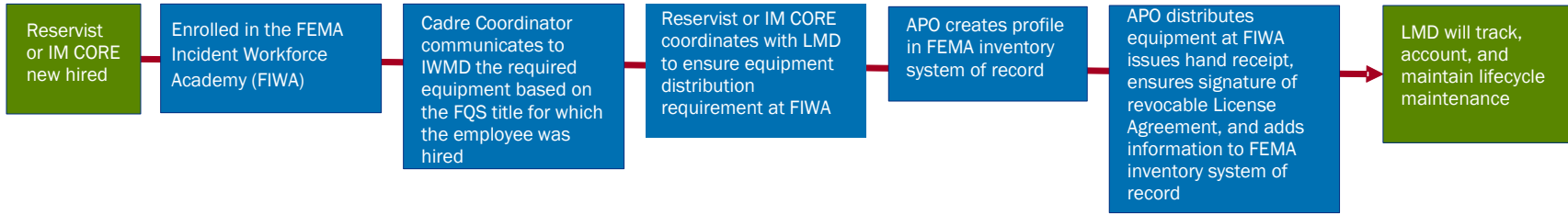
Figure 4: Process for Equipping a New Reservist and IM CORE: FIWA
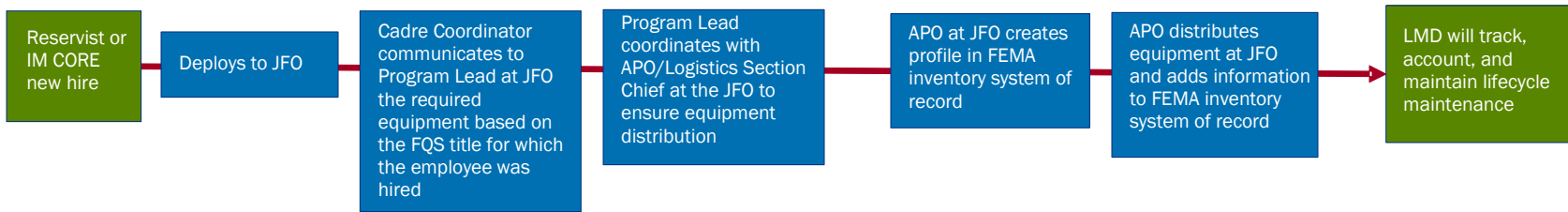
Figure 5: Process for Equipping a New Reservist and IM CORE: Deployment to a JFO
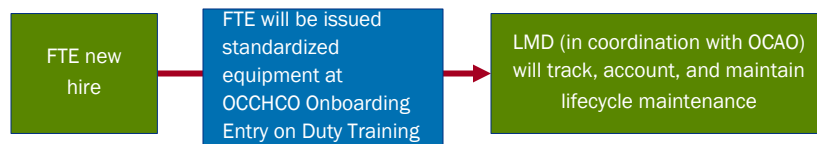
Figure 6: Process for Equipping a New PFT and New CORE
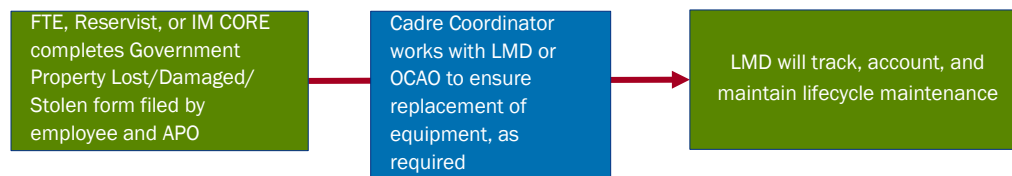
Figure 7: Process for Equipment Replacement

A Cadre Coordinator may arrange for equipment to be issued during a mass cadre-specific training event. If a new hire's entry date falls close to FQS training, the equipment issuance may be rolled into that event.

See appendix H for more information on equipping the Reservist and resolution of equipment issues.

FEMA Branded Clothing

Cadre Coordinators provide FEMA clothing to its members if they are serving in a public-facing job title. Cadre management and incident personnel use FEMA-branded equipment in accordance with FD123-18, Standard FEMA-Distinctive Clothing.

Government Issued Charge Card

FTEs with IM positions, Reservists, and IM COREs receive travel cards through their supervisor of record. Cadre Coordinators inform the FTE supervisor of record that their employees are required to have a government issued charge card in good standing to deploy in their incident management roles. The supervisor of record contacts the appropriate Organizational Program Coordinator as soon as an entry onto duty notification is received from OCCHCO to ensure the expeditious delivery of the charge card.

Badging Information

Every FEMA employee is required to retain a valid, federally-issued government identification card (FEMA PIV card) for the purpose of accessing Federal facilities and certain government issued equipment (laptop). The issuance and replacement of badges can be accomplished by coordination with facilities within 65 miles of applicant such as: regional offices, headquarters, transitional recovery offices, incidents, special badging assignments, or other nationwide DHS PIV card issuance facilities. Personnel who resign their position, are terminated, or no longer require a badge or credential, must forward item(s) to FEMA HQ Access Control Office, 500 C Street SW, Washington, DC 20472-3100. Upon notification, FEMA HQ Access Control Office

officially notifies the employee to return all FEMA issued badges, credentials, and equipment. Items will be returned at government's expense, utilizing appropriate tracking methods.

Cadre Specific Equipment

Cadre specific supplemental and/or ancillary equipment is identified and reported to LMD by the Cadre Coordinator. Processes and procedures associated with the issuance and return of these items are addressed in cadre-specific standard operating procedures.

Reasonable Accommodations

Deciding officials forward all adjudicated requests from all members of the cadre to OER for recordkeeping and reporting purposes in accordance with existing FEMA reasonable accommodation policy guidance. Funding for reasonable accommodations for Reservists is provided by IWMD from the Disaster Relief Fund. IWMD, in collaboration with OER, funds approved requests for reasonable accommodations. The Cadre Coordinator tracks all reasonable accommodation requests from origin to fulfillment. The Cadre Coordinator, along with IWMD and OER, conduct this approval process. .

Support in Equipping a Cadre

Cadre Coordinators ensure the accountability of standardized equipment for members of their cadre. Table 17 outlines support and points of contact for equipping a cadre to provide guidance and responsibilities for stakeholders vested in equipment issuance, maintenance, and accountability.

Table 17: Cadre Equipping Support Roles

Who	What	Why
OCCHCO	• Onboarding process for FTEs • Onboarding Entry on Duty training	• Coordinates the hiring and onboarding for FTE new personnel
LMD	• Order equipment • Issuance of equipment • System of record • APO coordination	• Coordinates equipment orders with Distribution Management • Distributes and tracks assigned equipment • Updates the FEMA System of Record to reflect issued equipment • Orders or coordinates the repair of selected government issued equipment
OCIO	• Information technology and communication equipment	• Sets standards and specifications for IT procurement • Maintains contracts with wireless service for communication equipment
OCAO	• Property accountability and reporting	• Maintains data in the FEMA System of Record • Provides reports of survey for all FTE property
FCO	• JFO activities	• Allows the distributed equipment at the JFO • Is responsible for overall equipment efforts at the JFO
RPM	• Reservist activities	• Provides accurate information related to equipment distribution, maintenance, and accountability of Reservists
IM CORE Program Manager	• IM CORE activities	• Provides accurate information related to equipment distribution, maintenance, and accountability of IM COREs
OER	• Reasonable accommodation	• Provides technical assistance to deciding officials to ensure that equipment and services are appropriate to accommodate employee's disability in accordance with the time frames established in existing FEMA reasonable accommodation policy
OCSO	• Badging	• Provides HSPD-12 PIV card badge issuance and Identity and Credential Management support
Pasadena Call Center	• Reservist equipment status	• Maintains and monitors equipment readiness data via updates to equipment status information provided by the Reservist workforce through email and telephone surveys

CHAPTER 8: CADRE READINESS ASSESSMENT

The purpose of this chapter is to summarize the various aspects of cadre readiness and inform leadership about the incident management cadres' ability to perform operations in the field/at the incident level.[9] Cadre readiness and its assessment is targeted at ensuring that cadres can apply the right person with the right skill at the right time in the event of an emergency, but should not be considered a comprehensive evaluation of a cadre's overall capabilities. Because these assessments are objective in nature, there are many subjective aspects of cadre performance not captured in these readiness assessments that vary by cadre and must be monitored and enforced by cadre management (e.g., exercises).

Principles of Cadre Readiness Assessment

To provide cadre and FEMA leadership with a transparent picture of incident management cadre readiness, IWMD produces an objective report that demonstrates cadre readiness across various staffing, equipping, and training metrics. The primary combined cadre reporting tool used for this purpose is the *Cadre Operational Readiness and Deployability Status (CORDS)* report. Additionally, IWMD provides cadre management teams with access to the individual readiness data for all employees within their incident management population. Once fully implemented, both the CORDS report and the individual readiness data will be available in a real-time dashboard using the deployment and training system of record.

In the broadest sense, the CORDS assessment enables cadre managers and FEMA leadership to identify resource needs (personnel, equipment, and/or training) that will improve FEMA's ability to rapidly respond and appropriately sustain operations to meet the needs of survivors. The assessment will also inform a force structure assessment to help FEMA maintain an appropriately balanced workforce.

The CORDS report uses three categories to measure cadre performance (and variables within the category):

- **Staffing:** This includes cadre force strength, staff availability both of force strength (percent available to deploy out of those with incident management titles in a given cadre), and of force structure (the percent of employees available if the cadre were at full strength*)*, percent deployed and percent who have requested non-availability.
- **Training:** This includes the qualification percentage across the cadre in primary FQS job titles both out of current force strength (percent of those in the cadre who are currently qualified in their primary FQS job title) and out of force structure (the percent of qualified employees if the cadre were at full strength).

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[9] The current list of IM Cadres can be found in appendix I. Appendices K-T contain additional information that may be helpful to the FEMA incident workforce.

- **Equipping**: This includes the measure of equipment readiness based on the percent of Reservists and IM COREs who have their standardized equipment on-hand.

This assessment uses objective metrics from the current systems of record to enforce use of these systems.

Readiness Scores

The CORDS report can be considered a readiness report card indicating current-time health of the incident workforce. The CORDS algorithm assigns an overall Deployability-Rating (D-rating) to each cadre based on these pre-defined weights and thresholds. The percentages, weights, and qualifying thresholds used to "grade" the workforce, both within variables and categories, may adjust over time based on programmatic and leadership priority changes. The D-ratings will be established and maintained by the IWESC.

The readiness report card is a reflection of FEMA's ability to respond, and not solely a reflection of a cadre's performance. The cadres have a responsibility in ensuring their cadre is mission ready, as do the enabling organizations within the Agency.

Assessment Methodology

To fully enforce the FEMA systems of record used to deploy the incident workforce, the systems of record will feed the CORDS and individual readiness data. All staffing and training metrics are pulled from the deployment and training systems of record. The equipment metrics are currently pulled from a survey-based system and eventually will be a data feed from the property book system of record to the deployment and training system of record. These systems of record pull their data from other sources (e.g., National Finance Center, National Emergency Training Center, etc.) and as such, processing and transaction delays will result in a slight variation to the results.

Categories are weighted to determine the overall D-rating with an emphasis on the *Staffing* category. Staffing is most heavily weighted to acknowledge that in critical situations, FEMA has the ability to surge equipment and execute on-the-job training, but may risk mission success when its cadres are not staffed in accordance with the force planning models.

Responding to Cadre Scores

The CORDS report will allow the cadre management team and its leadership to take the appropriate corrective action to improve cadre readiness. Cadre Coordinators should formally submit resource requests beyond their internal capability to the CCWG.

CHAPTER 9: COMMUNICATION AND COORDINATION

This chapter is designed to identify and describe methods for Cadre Coordinators to use in effectively communicating to members of their respective cadres. It provides guidance on communication and coordination efforts across all levels of the incident workforce and identifies best practices.

Principles of Communication

To achieve the goal of a more-ready workforce, FEMA's cadre management communication guidance outlined below recognizes the need to increase awareness and understanding across the entire incident workforce regarding staffing, training, qualifying, equipping, and performance management processes and objectives. It further aims to increase buy-in and commitment from all stakeholders to maintain high-readiness levels.

FEMA has developed a number of methods and systems to support clear, consistent communication practices. These methods and systems include the use of individual readiness data, blast communications, coordination calls, and web-based collaboration sites. They are designed to support information sharing at the individual and collective levels and to ensure all employees, regardless of duty location, have access to the information they need to be successful. These tools will also support cadre management personnel in building a culture that prioritizes readiness and increases trust between all members of their respective cadres. FEMA aims to foster open lines of communication between senior leadership, management, and cadre members/employees, which will further contribute to the overall readiness and ability to respond as an agency.

While FEMA's distributed workforce will likely challenge Cadre Coordinators' ability to reach their respective incident workforce members, a varied communications strategy will assist them in leading all members of their team. To the greatest degree possible, all communication media should utilize, as necessary, alternative formats and other accommodation measures to ensure that cadre members have equal access to communications.

Data Sharing

As described in the previous chapter, IWMD will assist all cadres in measuring their collective readiness through the development and distribution of the CORDS report. IWMD will also provide each Cadre Coordinator individual readiness data. The individual readiness data will provide availability, training, qualification, and equipment status of each member of their cadre.

This data will provide the Cadre Coordinator with an accurate picture of their cadre without requiring cadre management personnel to access multiple tools and databases. It will serve as a

ready reference of each employee's readiness to deploy, and will help Cadre Coordinators provide guidance and direction to each of their cadre members as they move through the training and qualification process. In addition, the individual readiness report will help Cadre Coordinators plan for the future needs of their cadre. It will allow Cadre Coordinators or Cadre Training Managers to identify common training and educational requirements and help enable them to prioritize course development or execution.

IWMD will maintain a system of record that captures readiness data pertaining to the incident workforce. When necessary, IWMD will ensure these systems interface with those of other divisions, directorates, and regions (IWM Liaison Teams) to ensure an accurate picture of readiness can be established.

Cross Cadre Collaboration

In addition to regularly convening the CCWG, IWMD will support collaboration across cadres by maintaining a cadre management SharePoint site. The site, accessible to all cadre management personnel and members of the incident workforce, will house all policy and guidance documents, memos, manuals, and standard operating procedures pertinent to the incident workforce. The site will also house contact information of all cadre management personnel. IWMD will update the SharePoint site regularly and will communicate changes to the site to all stakeholders.

Separate from formal meetings of the CCWG, IWMD will host twice-monthly cadre management coordination calls to support day-to-day collaboration. These meetings will be open to all cadre management personnel including Cadre Coordinators, RPMs, FTE Coordinators, IM CORE Program Managers, Cadre Training Managers, and Regional IWM Liaison Team members. IWMD will schedule meetings, ensure dial-in capability is provided, distribute the agenda, and capture key discussion items for distribution to the group. If recurring issues are identified during these collaborative meetings, IWMD will ensure they are formally considered by the CCWG.

Cadre Governance and Oversight

IWMD will ensure decisions made by the IWESC or CCWG are shared with the leadership of each cadre and regional stakeholders. The Director of IWMD, as the Chairman of the CCWG, will provide a summary of CCWG discussions to all CAs, COs, and Cadre Coordinators. The Director will also ensure issues identified by the CCWG that require the attention of the IWESC are conveyed to the DDO as the Chairman of the IWESC. In addition, the Director of IWMD, will distribute a summary of decisions from any IWESC meeting to all CAs, COs, and Cadre Coordinators. Cadre Coordinators should share information on any changes with their staff.

IWMD will maintain a Call Center in Region IX, which will remain a point of engagement for FEMA employees. The Pasadena Call Center will remain open Monday-Friday to handle questions pertaining to any incident workforce issues.

Coordination/Communication with Cadre Members

All Cadre Coordinators, RPMs, FTE Coordinators, Cadre Training Managers, IM CORE Program Managers, and Regional IWM Liaison teams, as applicable, will regularly communicate with each other and the individual employees of their cadre. As changes in policy or procedure affecting the incident workforce occur, and/or if an incident requiring the deployment of a large portion of the cadre takes place, cadre management personnel will communicate those changes to all cadre members in a timely manner. They will use a variety of communication methods to ensure information is passed effectively, including email blasts, quarterly teleconferences, mass mailings, and personal phone calls. Cadre management personnel will maintain accurate records of contact information for all members of their cadre. This communication should include messages to the entire cadre as well as individual outreach.

Cadre management personnel will endeavor to reach all personnel within their cadre individually to address their specific concerns. At least annually, each Cadre Coordinator, or RPM, FTE Coordinator, and IM CORE Program Manager, as applicable, will call every cadre member to validate the individual readiness data. If that information is not accurate, the Cadre Coordinator will record the discrepancy and take appropriate actions to correct the information. This may include gathering training certificates to update the employee's training record or collecting equipment barcodes. The Cadre Coordinator will then convey that information to IWMD so that it can be corrected in the appropriate data system.

Annual Individual Readiness Cadre Call

All Cadre Coordinators, RPMs, FTE Coordinators, and IM CORE Program Managers, as applicable, will contact each cadre member individually on at least an annual basis, in addition to regular outreach and communication actions. The call should be geared towards policy updates, program changes, problem solving, lessons learned, and best practices, not just as a status check. Following are the steps involved in conducting annual individual readiness cadre calls:

Preparation

1. E-mail communication to all cadre members announcing period of time when call will be conducted
   a. Include information regarding the nature of the call
   b. Inform cadre members of any information they will be asked to provide on the call (e.g., equipment serial numbers, availability status, etc.)
2. Review individual readiness data and make sure contact information for each employee is available

3. If any information will be requested on the call, ensure form is developed to capture information. Coordinate form with IWMD to ensure information collected can be input in the relevant system following the calls.

During Call

1. Review individual readiness data with the cadre member and validate information on file
   a. Make sure contact information for each employee is accurate
   b. Make sure training and qualification status is accurate
   c. Review performance evaluations on file, if applicable
2. Record any discrepancies in employee's file
3. Keep track of length of call with each Reservist to ensure compensation in accordance with the Fair Labor Standards Act
4. Answer any questions the cadre member has and make note of any additional follow-on actions

Following the Call

1. Pass any corrections in the employee's individual readiness data to IWMD for correction in the system of record
2. Update cadre rosters or contact information documents as necessary
3. Follow-up on any additional requests

Quarterly Cadre Coordination Call

Cadre Coordinators have funding for Reservist participation up to 32 hours per year, eight hours per quarter, in order to coordinate with their cadre members via quarterly call. The procedures for this call are noted below. When desired, Cadre Coordinators can utilize additional tools such as Adobe Connect to support this call. Detailed instructions for setting up webinars through Adobe Connect can be found on the FEMA intranet at:
http://on.fema.net/employee_tools/it_tools/esd/Pages/adobeconnect.aspx.

Preparation

1. E-mail communication to all cadre members announcing call
   a. Include RSVP instructions, especially for Reservists so that their time can be accounted for
   b. Include meeting agenda with a precise purpose of the call noted
   c. Consider having call captioned
2. For Reservists, identify a "timekeeper" in WebTA
3. Evaluate each Reservist's WebTA profile and ensure they are currently active in the system to process their WebTA. With FEMA's newly implemented process, non-deployed status Reservists in the deployment system have their WebTA profiles automatically deactivated.

During the Call

1. Identify participants on the call
   a. It is not recommended to have each cadre member announce themselves on the call
   b. Options for managing calls in larger cadres include:
      i. Requesting cadre members to e-mail the designated cadre mailbox and confirm their participation in the call, or
      ii. Setting up the call via Adobe Connect to record all active participants
2. Identify any "high level" issues that may require follow-up by the Cadre Coordinator or leadership
3. Keep the call focused to a specific topic and monitor the length of the call (as only a specific amount of time has been allocated to compensation for Reservists)

Following the Call

1. Cadre Coordinator will provide list of confirmed Reservists to designated Timekeeper
   a. Review and certify time
   b. E-mail Reservists when time has been processed and validated in WebTA
2. E-mail a compilation of the questions and responses from the call, and address any that could not be answered during the call
3. Include in closeout e-mail the date for the next scheduled call
4. Remind cadre members of the cadre's main mailbox
5. Remind/reiterate any staff points of contact that handle specific functions for your cadre to include Reservists

ANNEX 1: ACRONYMS

ACQ   Acquisitions

ADR   Alternative Dispute Resolution

APO   Accountable Property Officer

CA   Certifying Authority

CCWG   Cadre Coordinator Working Group

CO   Certifying Official

CORDS   Cadre Operational Readiness and Deployability Status

CORE   Cadre of On-call Response Employees

DDO   Director of Disaster Operations

DEC   Disaster Emergency Communications

DFTO   Disaster Field Training Operations

DHS   Department of Homeland Security

DI   Disability Integration

DSA   Disaster Survivor Assistance

EA   External Affairs

EHP   Environmental and Historic Preservation

EMI   Emergency Management Institute

ER   Equal Rights

ERF   Employee Request Form

FA   Financial Management

FCO   Federal Coordinating Officer

FDRC   Federal Disaster Recovery Coordinator

FEMA   Federal Emergency Management Agency

FIWA   Federal Incident Workforce Academy

FQS	FEMA Qualification System
FS	Force Structure
FTE	Full-Time Equivalent
FTL	FQS Transmittal Log
HR	Human Resources
IA	Individual Assistance
ICS	Incident Command System
IM	Incident Management
IMAT	Incident Management Assistance Team
IT	Information Technology
IWESC	Incident Workforce Executive Steering Committee
IWM	Incident Workforce Management
IWMD	Incident Workforce Management Division
JFO	Joint Field Office
LAW	Legal Assistance
LMD	Logistics Management Directorate
LOG	Logistics
METL	Mission Essential Task List
MIT	Mitigation
NCCC	National Civilian Community Corps
NDRS	National Disaster Recovery Support
NRCC	National Response Coordination Center
OCAO	Office of the Chief Administrative Officer
OCC	Office of the Chief Counsel
OCCHCO	Office of the Chief Component Human Capital Officer

OCIO	Office of the Chief Information Officer
OER	Office of Equal Rights
OPM	Office of Personnel Management
OPS	Operations
PA	Public Assistance
PFT	Permanent Full Time
PIV	Personal Identity Verification
PL	Planning
PMD	Property Management Division
PTB	Position Task Book
QRB	Qualification Review Board
RA	Regional Administrator
RPM	Reservist Program Manager
RRCC	Regional Response Coordination Center
RSV	Reservist
SAT	Systems Approach to Training
SCF	Surge Capacity Force
SEC	Security
SF	Safety
SLTT	State, local, tribal, and territorial
SME	Subject Matter Expert
TFT	Temporary Full Time
TIAS	Training Information Access System

ANNEX 2: GLOSSARY

Available: The status of a FEMA incident workforce member who can readily deploy in support of an incident in either an Incident Management or Incident Support role.

Cadre: A group of FEMA FTE and intermittent employees organized by operational or programmatic functions and FQS positions that perform disaster-related duties during FEMA incident operations.

Cadre Coordinator: Each incident workforce cadre shall maintain one Cadre Coordinator, who has delegated authority from the CA to oversee all aspects of day-to day cadre management, including staffing, equipping, training, qualifying, and performance of the cadre and its members.

Cadre Management: The administration, coordination, and professional development of a FEMA cadre to ensure individual and collective operational readiness to perform disaster-related duties.

Candidate: An individual who is qualified in at least one FQS position and selected by a CO to open a new PTB for a higher FQS job title.

Certification: The validation and affirmation of the qualifications process for a FEMA FQS position.

Certifying Authority (CA): The CA is the highest-ranking FEMA official—Assistant Administrator equivalent or higher—for the cadre. The CA may delegate FQS authority (in accordance with the FQS Guide) and cadre management authorities to the Certifying Official and/or Cadre Coordinator, but ultimately bears responsibility for the effective management and performance of the cadre.

Certifying Official (CO): The CO is designated by the CA to manage FQS for a specific incident workforce cadre, including having the authority from the CA to issue PTBs and certify individuals for specific FQS positions. The CO cannot delegate this authority.

Coach-Evaluator: An individual certified by FEMA as an evaluator who is qualified in the position being evaluated and is assigned at an incident to mentor and/or evaluate a trainee's/candidate's performance. For tasks completed in a simulated environment (classroom, exercise, or simulation), successful completion of each task is documented by the instructor or assigned evaluator. A coach-evaluator is usually the same person providing instruction as a "coach" and subsequently evaluating the performance as an "evaluator."

Decertification: The process of rescinding an FQS qualification of an individual.

Deployment: The movement of personnel based on official orders to a temporary duty station to fulfill incident management or support requirements, including training related to those duties.

Director of Disaster Operations (DDO): A senior FEMA official designated by the FEMA Administrator to coordinate and synchronize all headquarters activities for credible threats as well as during major disaster or emergency activations. The DDO provides operational guidance and direction to the Chief of the National Response Coordination Staff.

FEMA Qualification System (FQS): A performance-based system for certifying FEMA employees as "Qualified" or "Trainee" in incident management and incident support positions; certification is based on successful completion of required experience, required training, and demonstrated performance.

Final Evaluator: The official responsible for signing the verification statement that all tasks have been certified in a trainee's/candidate's PTB by an evaluator and recommending that the trainee/candidate be considered for certification in the position.

Force Package: A predefined, standardized grouping of teams, personnel, and/or equipment to provide a specific programmatic or operational function.

Force Strength: The actual number of members in FEMA's incident workforce cadres who are qualified or trainees, and who are equipped for deployment.

Force Structure: A FEMA model that establishes incident personnel staffing requirements based on analysis of historical deployment data, readiness requirements, and likely future conditions.

Full-Time Equivalent (FTE) Employee: Includes PFT Employees, TFT Employees, and COREs.

Incident Command System (ICS): A standardized on-scene emergency management construct specifically designed to provide an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

Incident Level: The level for which control of FEMA incident operations, including the Federal resources deployed to an incident and the establishment of a Unified Coordination Group, is delegated to the FCO or Federal Resource Coordinator**.**

Incident Management: The incident-level operation of the Federal role in emergency response, recovery, logistics, and mitigation. Responsibilities include the direct control and employment of resources, management of incident offices, operations, and delivery of Federal assistance through all phases of response and recovery.

Incident Management COREs (IM COREs): A CORE whose primary job duty is to perform an FQS incident management position above all other potential assignments.

Incident Management and Support Keystone: A FEMA document that establishes the foundational doctrine that guides FEMA's conduct of incident operations, including those undertaken based on a threat, in anticipation of or preparation for a significant event, or in response to an incident that has already occurred.

Incident Management Assistance Team (IMAT): A NIMS/ICS-compliant, self-sufficient, highly mobile, rapidly deployable emergency response team organized and equipped to effectively manage all Federal support to a State, local, tribal, or territorial government during natural disasters, acts of terrorism, or other man-made disasters. For Stafford Act incidents, the primary mission of an IMAT is to organize and manage a coordinated and successful response and recovery operation to meet the emergent needs of State and local jurisdictions.

Incident Management Typed Positions: Positions for which different qualification levels called types have been established that reflect the size and complexity of the incident, based on FEMA incident levels, in which the employee is required to perform. Typed positions include FCOs and Command and General Staff positions, which are typed at levels I, II, and III to coincide with Level I, II, and III incidents; Branch Director positions are typed at levels I and II. An employee who is qualified for a typed position may fill his/her position in any incident level at or below his/her type. For example, type I staff members may be assigned to level I, II, or III incidents; type III employees may not be assigned to level I or II incidents (except as a trainee/candidate for a higher typed position).

Incident Support: The coordination of all Federal resources that support emergency response, recovery, logistics, and mitigation. Responsibilities include the deployment of national-level assets, support of national objectives and programs affected during the incident, and support of incident operations with resources, expertise, information, and guidance.

Incident Workforce: Individuals assigned to perform disaster-related duties in FEMA incident operations.

Position Qualification Sheet: A written document that identifies required experience, training, and external certification (if any) for a given position.

Position Task Book (PTB): A document that lists the critical behaviors, activities, and tasks required to become certified for a given incident management or incident support position within

FQS; successful completion of all tasks in the PTB, as determined by an authorized FQS evaluator, is the basis for recommending a trainee or candidate for certification.

Program: The FEMA component or office with authority for and oversight of the functions for which a particular cadre is responsible.

Qualifications Review Board (QRB): A group convened to evaluate employees' qualifications against established standards and provide fair and consistent recommendations for certification (including recertification or decertification).

Qualified: An individual who has met qualification requirements under FQS and received a qualification letter from his or her Certifying Authority.

Readiness: The condition of an individual, team, group, or organization that demonstrates their ability to meet a designated assignment.

Recertification: The process of reinstating the qualifications and certification of an employee.

Reconsideration: A process of reviewing a decision by a CA, based on a trainee's/candidate's written request within 60 days after receipt of a decision, with the intent of reversing or modifying the requester's incident qualification status.

Reservist: Employees appointed under Stafford Act authority, who work intermittently as required in support of incident operations.

Subject-Matter Expert (SME): A person who is an expert in a particular area or topic.

Subordinate Job Title: A job title that falls under an employee's FQS primary job title in the career progression chart. Subordinate job titles do not count against force structure numbers.

Supervisor of Record: The supervisor with the responsibility to exercise independent judgment to direct that employee on all matters relating, but not limited to, assignment and evaluation of work, administration, training, property accountability, and to discipline or terminate the employee.

Temporary Duty Supervisor: The manager under whose supervision a deployed employee will work.

Temporary Full Time (TFT): An employee assigned a full-time work schedule and provided either a term appointment under 5 C.F.R. Part 316, subpart C or a permanent appointment under 5 C.F.R. § 213.3102(c).

Trainee: An individual that has an open PTB for an entry-level position in a cadre. A trainee does not hold any FQS qualification.

APPENDIX A: GUIDANCE FOR WORKING AT THE RESIDENCE OF RECORD OR AT AN ALTERNATE LOCATION WHEN ON TEMPORARY DUTY

1. Work may not be performed from these locations if the work involves classified materials and/or requires daily face-to-face contact.
2. Information that is For Official Use Only may be accessed using employee-owned equipment and may only be saved on government-issued equipment.
3. Performance will be evaluated consistent with FEMA policy on Performance Management.
4. Expected work hours must be established in advance. Any work that would result in premium or overtime pay must be ordered and approved in advance in accordance with FEMA Manual 253.2-1 *FEMA Premium Pay Manual*.
5. An employee is covered by the Federal Employees Compensation Act at either of these worksites as long as the injury occurred while performing his/her official duties and in the designated work area approved by the Cadre Coordinator/functional supervisor. If an injury occurs, the employee must notify the supervisor of record (and temporary duty supervisor, if applicable) immediately, provide the details of the accident or injury, and complete Department of Labor CA-1, Federal Employee's Notice of Traumatic Injury and Claim for Continuation of Pay/Compensation. The government is not liable for damages to the employee's personal or real property while the employee is working in either of these locations, except to the extent the government is held liable under the Federal Tort Claims Act or the Military and Civilian Employees Claims Act.
6. For Reservist or IM CORE working from the residence of record:
   a. For Reservists: Certain discrete, disaster related tasks and activities may be suitable for completion from the official duty station, when it is the residence of record. The CO will define the positions, if applicable, in his/her cadre that are authorized to complete work from home. For these authorized positions, the Reservist's RPM, or Cadre Coordinator if no RPM exists, must approve the completion of the task and ensure that the Reservist has been issued the proper equipment to perform the task. For IM COREs: The supervisor of record has broad discretion to assign work to be completed from the residence of record but must provide proper supervisory oversight.
   b. Prior to approval of any work at the residence of record, the employee must affirm to his/her supervisor of record that the residence of record is free from hazards and a safe environment in which to perform the assigned tasks(s); that the

employee will arrange for dependent care during the completion of the task (if applicable); and that he/she understands that the Government will not be responsible for any operating costs that are associated with the use of the employee's residence of record as an official worksite. The employee should refer to FEMA Form 123-9-0-2, Certification of Health and Safety Checklist when determining if his/her residence of record is free from hazards, but is not required to complete and submit the checklist to his/her supervisor of record. If the employee cannot agree to these conditions or the supervisor of record learns that the employee is not properly equipped to complete the requisite task, the supervisor of record must assign the task to a different employee.

    c. Reservists and IM COREs who have already on-boarded at the time of publication of this policy whose position has been authorized for telework by their CO and who have completed a telework documentation package, in compliance with FEMA Manual 123-9-1, need not complete the preceding steps, despite the reality that working from their official duty station is not telework if their official duty station is their residence of record.

    d. IM COREs and Reservists who are activated for training, cadre coordination meetings, or to update their equipment from their official duty station, when it is the residence of record, need not complete the preceding steps.

All employees who are deployed are on official travel, which is excluded from the definition of "telework" in the Telework Enhancement Act, OPM guidance and FEMA Manual 123-9-1 *FEMA Telework Policy*.

1. Even though not considered to be "telework," the following reasons may support approval of work at an alternative location while deployed, such as in a hotel room: (1) the employee has a need for uninterrupted time of five working days or fewer to complete work on a complex project or report; (2) an employee is recovering from an injury or illness, such as a contagious disease, and is temporarily unable to physically report to the temporary duty station, but is still able to work; or (3) the temporary duty station to which the employee is assigned is temporarily closed or inaccessible.[10] If the employee has a need for uninterrupted time of more than five work days to complete work on a complex project or report, the employee's temporary duty station supervisor must obtain approval from his/her Branch Chief prior to the employee commencing work at the alternative location.

2. The employee must have the proper equipment to complete the assigned duties.

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[10] Working from a deployed employee's TDY lodging may be appropriate in lieu of administrative leave in circumstances where the temporary duty station is closed or inaccessible. See FM 253-4-1 for additional guidance on administrative leave for Reservists. Consult with OCCHCO for additional guidance on administrative leave for other appointment types.

3. The employee's temporary duty station supervisor must determine that working from the alternative location is appropriate for mission requirements and must clearly communicate expectations for completion of the tasks and the hours of work.

4. The temporary duty supervisor may modify the work arrangement or direct the employee to return to the temporary duty station to complete the task for any reason, including when the supervisor has determined that the employee is not performing the task according to expectations. In such circumstances, the supervisor should document this poor performance and include this feedback in the employee's deployment evaluation, coordinating with the employee's supervisor of record and OCCHCO as necessary.

5. This policy does not apply to circumstances in which deployed personnel perform mobile work, i.e., routine and regular travel to conduct work in other worksites as opposed to a single authorized alternative worksite. One form of mobile work on TDY is commonly known as "field work," in which a deployed employee performs work in various locations in support of Stafford Act activities and does not regularly work at a temporary, fixed facility.

APPENDIX B: SYSTEMS APPROACH TO TRAINING[11]

A Systems Approach to Training Management

Cadre training programs must pursue incident requirements while also meeting personnel and fiscal requirements. High personnel tempo, increased operational tempo, and decreased funding combine to present FEMA leaders at all levels with real challenges that directly impact operational readiness. Regardless of the challenges, all must continue to meet their mission requirements.

Training management focuses training on the tasks essential to a cadre's incident capabilities in a manner that maximizes results and focuses priorities. Training management relies on a systems approach to training (SAT) to incorporate FEMA training principles into course curricula, SAT is a systematic and problem solving model used to effectively develop FEMA's entire incident workforce training.

The SAT recognizes that proficiency cannot be achieved and sustained on every possible training task – FEMA has neither the funds nor the time for such an endeavor. As a result, SAT provides needed training management techniques to analyze, design, develop, implement, and evaluate performance-oriented training. It guides cadre managers and unit leaders in the use of scarce resources by identifying critical incident tasks and determining where resources are needed most to maintain readiness. Both formal schools and operational units can apply the SAT to improve operational efficiency and maintain readiness. For instance, if applied in a formal school setting, a program of instruction is generated; in an operational unit/team, a short-range training plan is generated.

No matter how it is applied, the SAT process, in regard to training management, consists of five phases: analysis, design, development, implementation, and evaluation.

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[11] Additional guidance is currently under development by OCCHCO.

- The job, tasks, skills and knowledge
- The trainees
- Practical concerns

- Objectives
- Program Structure
- Evaluation items

- Course and modules
- Training materials for trainers and trainees

- Staffing requirements
- Training Schedules
- Conduct training
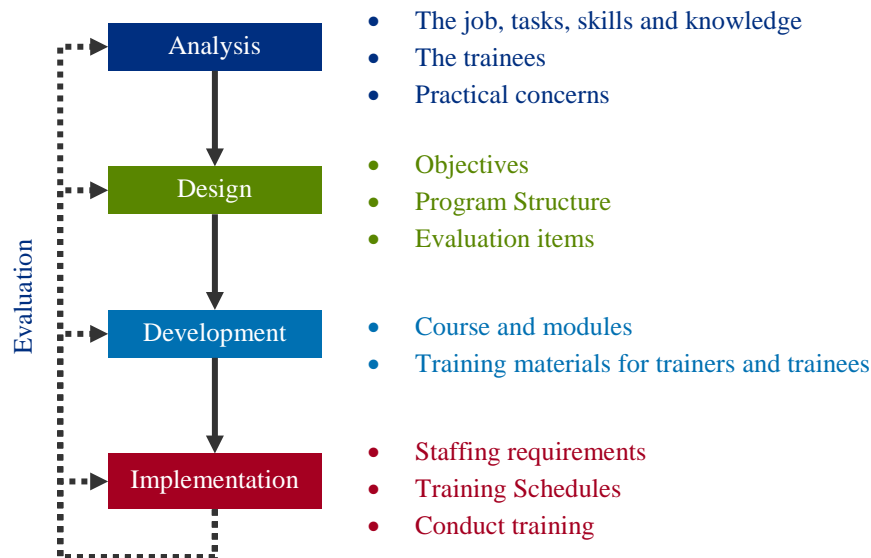
Figure 8: SAT Process

System Phases

Analysis

The *Analysis Phase* provides a method of responding to changes in resource requirements, solving mission performance problems, and learning from *"real world"* experience. In the analysis phase, detailed practical studies are performed to determine the incident tasks or areas that require instruction, the learning characteristics of the training audience, the cost-effectiveness of a selected delivery system (e.g., technology based training), and the scope, timeline, and budget of a training project/program. These facts are gathered to make informed training development decisions and provide the linkage between mission and the training program. The following types of analysis may be completed:

- Needs or Performance Analysis
- Audience or Learner Characteristics Analysis
- Mission/Task Analysis
- Skill/Knowledge (Competency) Analysis
- Content, Learning, and/or Instructional Analysis

Design

The *Design Phase* uses the performance information collected in the analysis phase to help the training project or program take shape. The information gathered specifies, in measurable terms, the knowledge, skills, and aptitudes the training will develop. This phase will lead to the creation of learning objectives, which are developed for groups of related knowledge and skills. These

written statements of learning outcomes define exactly when, what, and how well the learner must perform during training. Defining how individual tasks are performed focuses training development efforts. In addition, the information gathered permits more effective decisions regarding such things as:

- How the training materials will be organized and presented
- Which training activities and instructional strategies will be included
- How much time will be spent on each topic
- How to use presentation media
- How incident workforce members will be evaluated

The design phase will also consider how to best measure the achievement of course objectives. Evaluation instruments (practical measures as well as written/knowledge tests) will be produced to ensure that learning objectives are achieved and competencies are reliably evaluated.

Development

The *Development Phase* organizes the instructional materials needed for incident workforce members to achieve the learning objectives. Activities are defined and these activities describe how the instructor and the incident workforce member will perform during training to achieve the learning objectives. Emphasis is on maximizing the use of existing materials and resources. Existing suitable training materials and lesson plans are selected and new ones produced as needed. Resulting training materials are reviewed for technical accuracy, tried out using a focus group, and revised as necessary. Standards-based, performance-oriented training materials are the products of this phase.

Implementation

The *Implementation Phase* is the process of putting the training project/program into operation. In this phase, the finalized training is ready to be delivered to the target audience. If the training is to be instructor-led or facilitated, instructors are selected and trained usually with a train-the-trainer session. Training is delivered as planned, and cadre member and instructor performance is evaluated. These evaluations serve two purposes. First, they verify that learners have achieved the learning objectives. Second, incident workforce member evaluation results and instructor comments are useful for future program revisions and follow-up evaluation.

Evaluation

The *Evaluation Phase* (or Control Phase) ensures the training project or program's continuing ability to produce qualified incident workforce members. A follow-up evaluation is conducted to get an assessment of how well the training prepared the incident workforce member to perform their mission in the field/at the incident level, for a period of time. Evaluation is the dynamic process of assessing performance, identifying concerns, and initiating corrective actions. Data

sources for evaluation often include surveys, interviews, tests, course evaluation results, service or product data, and observations.

The SAT process is an effective and efficient tool (not a program) used to control the mission training and requirements. It provides Cadre Coordinators/leaders/trainers with the training management techniques they need to analyze, design, develop, implement, and evaluate performance-oriented training. The application of SAT and training principles to cadre training occurs at all levels. Its most important product is the cadre's METL. The METL becomes the cadre's unique focus for effective and efficient training. Once a cadre's METL is developed, training priorities can be set and resources allocated based on how well the unit executes its METL tasks and the related collective and individual tasks drawn from the mission performance standards.

APPENDIX C: ENTRY EMPLOYEE REQUEST FORM

EMPLOYEE REQUEST FORM
FEMA Qualification System (FQS) Incident Management Position Title

The FEMA Qualification System (FQS) is a performance based evaluation system designed to ensure a qualified disaster workforce through experience, training, and demonstrated performance. Only this form and supporting materials will be used during the review process. Only experiences that are applicable to the FQS position title(s) requested should be included. Incomplete packages will be returned.

Applicant is responsible for filling out this form.
Use to apply for positions that do not require the Qualification Review Board (QRB) process

Applicant **must coordinate** with Incident Workforce Management Division (IWMD) Liaison and/or Cadre Manager prior to filling out this form. Upon request, the IWMD Liaison/Cadre Manager will assist the applicant in collecting or locating the required materials listed below.

Full-Time Equivalent (FTE) must use this form for the following actions:
- Request an Initial Qualification FQS Incident Management FQS position title
  - Trainee or Qualified
- Request an Incident Management Candidate FQS Position Task Book (PTB)
  - Must be qualified in a subordinate or lateral FQS position title
- Request Review for Incident Management Certification of a completed Candidate or Trainee PTB

Reservists (RSV) must use this form for the following actions:
- Request an Incident Management Candidate FQS Position Task Book (PTB)
  - Must be qualified in a subordinate or lateral FQS position title
- Request Review for Incident Management Certification of a completed Candidate or Trainee PTB

Documentation in support of request *Check with cadre on required documentation*
- Verification of FQS position titles held during disaster deployments:
  - Required verification of disaster experience (see form for document options)
  - Automated Deployment Database (ADD) record to *supplement* verification of number and length of deployments. *Given limits within the Automated Deployment Database (ADD), the system may not accurately represent the disaster positions you have held.*
  - A completed and signed PTB (if applicable)
- Training Information Access System (TIAS)* AND FEMA Employee Knowledge Center (FEKC)** Records
- Equivalent experience applicable to experience or skills required by FQS and outlined in PTBs
- Equivalency for training required for FQS position titles
  - Include justification and course information for equivalency consideration for required FQS courses
  - Course equivalency may not be used to certify applicants for Type I FQS position titles
- Other (Resume, Professional Certification, training certificates, etc…)

Submitting the forms and documentation:
Applicants should submit completed packages to the email address below using the following naming convention in the subject line:

To: FEMA-FQS-Program@fema.dhs.gov
Subject: **FQS packet submission – Employee name – FQS position title Mnemonic – Program name**

*TIAS: http://netctraindl.fema.net/tias/tias/Demo/SelectDemo.asp
**FEKC: http://kc.fema.net/

Employee Request Form for FQS Position Title

<<To be filled out by employee/applicant>>

Employee Name _____ **Employee Email** _____

FQS Cadre Name _____ **Employee Phone #** _____

FQS Position Title for Consideration _____

Select the most appropriate FQS position title for which the applicant's qualifications best align. Applicants will automatically be considered for a subordinate FQS position title if not qualified in the selected title or if force structure will not permit. List more than one FQS position title if it is in a different technical progression within the same program.

Supervisor of Record *(FTE only)* _____ **Signature** _____ **Date** _____

Supervisor of Record signature not required for submission of completed Trainee or Candidate PTB

Documentation in Support of Request. *Check with your cadre for required documentation.* ☑	

Verification of Disaster Experience
   ▪ Incident Action Plan (IAP)
   ▪ JFO Organization Chart
   ▪ ICS 204 form with assignment indicated
   ▪ Incident Performance Appraisal(s) relevant to requested FQS title (regular duty performance appraisal is not applicable)
   ▪ Verification letter from section chief or senior leadership
   ▪ Completed Trainee or Candidate PTB
	☐

Automated Deployment Database (ADD) F2 Record and/or Employee Assignment History (required)	☐
Training Information Access System (TIAS) AND FEMA Employee Knowledge Center (FEKC) Records	☐
Equivalent experience applicable to experience or skills required by FQS and outlined in PTBs. (cadre specific)	☐
Equivalency for training required for FQS position titles. (cadre specific)	☐
Other (Resume, Professional Certification, training certificates, etc…)	☐
Qualification Sheet for FQS position title	☐

Required Training

Reference FQS title specific required training from corresponding FQS title Qualification Sheet and the FQS Required Courses for Command and General Staff Qualification Sheet: www.fema.gov/fema-qualification-system: FQS Qualification Sheets

FQS position specific Training *(Required)*	Course #	Date Complete
1		
2		
Command and General Staff Training *(Required)*	Course #	Date Complete
1		
2		
Training Equivalent to FQS position title requirements	Course #	Date Complete
1		
2		

Subordinate Titles

List up to three (3) FQS position titles subordinate to the selected title that align with the applicant's qualifications.
See FQS Cadre flow charts and associated position progression at www.fema.gov/fema-qualification-system: FQS Flow Charts

1.
2.
3.

Send complete package to **FEMA-FQS-Program@fema.dhs.gov** with the following subject line:
FQS packet submission – Employee name – FQS position title Mnemonic – Program name

APPENDIX D: QRB EMPLOYEE REQUEST FORM

EMPLOYEE REQUEST FORM - QRB
FEMA Qualification System (FQS) Incident Management QRB Position Title

The FEMA Qualification System (FQS) is a performance based evaluation system designed to ensure a qualified disaster workforce through experience, training, and demonstrated performance. Only this form and supporting materials will be used during the review process. Only experiences that are applicable to the FQS position title(s) requested should be included. Incomplete packages will be returned.

Applicant is responsible for filling out this form.
This form is for FQS Position Titles that require the Qualification Review Board (QRB) process

Applicant **must coordinate** with Incident Workforce Management Division (IWMD) Liaison and/or Cadre Manager prior to filling out this form. Upon request, the IWMD Liaison/Cadre Manager will assist the applicant in collecting or locating the required materials listed below.

Full-Time Equivalent (FTE) and Reservists (RSV) must use this form for the following actions:
- Request a Supervisory Incident Management Candidate FQS Position Task Book (PTB)
  - Must be QUALIFIED in an FQS position title in immediate subordinate title progression
- Request Review for certification of a completed Supervisory Incident Management Candidate PTB
  - Supervisory FQS position titles are reviewed by the QRB
  - Employee will receive a response within 60 days of packet submission to the QRB
  - 60 days begins the date the QRB convenes for consideration
- Request for initial FQS position title with supervisory experience (must have program approval)

Documentation in support of request:
- Verification of FQS position titles held during disaster deployments:
  - Required verification of disaster experience (see form for document options)
  - Automated Deployment Database (ADD) record to *supplement* verification of number and length of deployments. *Given limits within the Automated Deployment Database (ADD), the system may not accurately represent the disaster positions you have held.*
  - A completed and signed PTB (if applicable)
- Required Qualification Training Information Access System (TIAS)* AND FEMA Employee Knowledge Center (FEKC)** Records
- Equivalent experience outside FEMA applicable to experience or skills required by FQS and outlined in position task books (PTBs)
- Equivalent training taken outside FEMA applicable to required for FQS position titles
  - Include justification and course information for equivalency consideration for required FQS courses
  - Course equivalency may not be used to certify applicants for Type I FQS position titles
- Other (Resume, Professional Certification, training certificates, etc…)

Submitting the forms and documentation:
Applicants should submit completed packages to the email address below using the following naming convention in the subject line:

> To: FEMA-FQS-Program@fema.dhs.gov
> Subject: **FQS packet submission – Employee name – FQS position title Mnemonic – Program name**

*TIAS: http://netctraindl.fema.net/tias/ : Student Participation Records
**FEKC: http://kc.fema.net/

Employee Request Form for FQS Position Titles requiring QRB Review

Employee Name _____ **Employee Email** _____

FQS Cadre Name _____ **Employee Phone #** _____

FQS Position Title for Consideration _____
Select the most appropriate FQS position title for which the applicant's qualifications best align. Applicants will automatically be considered for a subordinate FQS position title if not qualified in the selected title or if force structure will not permit. List more than one FQS position title if it is in a different technical progression within the same program.

Supervisor of Record *(FTE only)* _____ **Signature** _____ **Date** _____

Documentation in Support of Request. *Include as many items as possible:*	

Verification of Disaster Experience
  ▪ Incident Action Plan (IAP)
  ▪ JFO Organization Chart
  ▪ ICS 204 form with assignment indicated
  ▪ Incident Performance Appraisal(s) relevant to requested FQS title (regular duty performance appraisal is not applicable)
  ▪ Verification letter from section chief or senior leadership
  ▪ Completed Trainee or Candidate PTB **(required)**
	☐

Automated Deployment Database (ADD) F2 Record and/or Employee Assignment History (required)	☐
Training Information Access System (TIAS) Records for position required courses (if applicable)	☐
FEMA Employee Knowledge Center (FEKC) Records for position required courses (if applicable)	☐
Non-FEMA disaster operations training and experience for FQS position title requested, description and verification	☐
Other (Resume, Professional Certification, training certificates, etc…)	☐
Qualification Sheet for FQS position title	☐

Required Training

Reference FQS title specific required training from corresponding FQS title Qualification Sheet and the FQS Required Courses for Command and General Staff Qualification Sheet: www.fema.gov/fema-qualification-system: FQS Qualification Sheets

FQS position specific Training *(Required)*	Course #	Date Complete
Command and General Staff Training *(Required)*	Course #	Date Complete
Non-FEMA Training Equivalent to FQS position title	Course #	Date Complete

Subordinate Titles

List up to three (3) FQS position titles subordinate to the selected title that align with the applicant's qualifications.
See FQS position title qualification sheet and flow chart at www.fema.gov/fema-qualification-system: FQS Flow Charts

1.
2.
3

Employee Request Form for FQS Position Titles that require QRB Review (continued)

FEMA Emergency/Disaster Operations Experience					
Summarize FEMA emergency/disaster experience relevant to requested FQS positions title. Start by listing the target position and any disasters that were supported in that specific title. Then list other positions related or subordinate to the target position.					
FQS Position Title(s)	**DR#-State**	**Verification document or PTB**	**Disaster Type**	**Dates**	**# of Days**
[Requested Position]					
	Total # of deployments in position:			Total Days:	
[Related Position]					
	Total # of deployments in position:			Total Days:	
[Another Related Position]					
	Total # of deployments in position:			Total Days:	

Non-FEMA Emergency/Contingency Operations Experience (if applicable
Summarize applicable Non-FEMA emergency/contingency operations experience related to target position. List: specific experience, a brief description, justification, as well as dates, location, position/role and any other relevant information. Add rows or attach additional justification, if needed.
1.
2.
3.

Send complete package to FEMA-FQS-Program@fema.dhs.gov with the following subject line:
QRB packet submission – Employee name – FQS position title Mnemonic – Program name

APPENDIX E: TRANSMITTAL LOG FORM

FQS Transmittal Log
<<To be filled out by the Cadre Manager>>

Review reason:

☐ **Certification**   **Decertification**   **Transfer**

Section A.	Employee Information

Employee Name: **ADD PID #:**

Employee Type: ☐RSV ☐CORE ☐PFT ☐TFT ☐IM CORE ☐Other (*specify*):

Current FQS Title: **FQS Identifier:**   **Proficiency:** ☐ Trainee   ☐ Qualified

Title for Review/Assignment: **FQS Identifier:**   **Proficiency:** ☐ Trainee   ☐ Qualified

Section B.	Documentation Received in Support of Request

Verification of Disaster Experience: ☐ Incident Action Plan (IAP) ☐ JFO Organization Chart ☐ ICS 204 form with assignment indicated ☐ Incident Performance Appraisal(relevant to requested FQS title ☐ Verification letter from section chief or senior leadership ☐ Completed Trainee or Candidate PTB

☐ ADD F2 Record and/or Employee Assignment History
☐ TIAS Record(s)
☐ FEKC Record(s)
☐ Non-FEMA disaster operations training and experience
☐ FQS Qualification Sheet for position title
☐ Other (Resume, Professional Certification, training certificates, etc…) specify:

Recommendation to Certifying Official: Certify ☐Yes ☐No* ☐ **Recommend Alternate Title and Proficiency**** ☐ **Issue Candidate PTB**

**** Alternate Title-**   **FQS Identifier:**   **Proficiency:** ☐ Trainee   ☐ Qualified

     Candidate PTB Title-   **FQS Identifier:**   **PTB# Issued:**

***If no,** indicate rationale & recommended actions: ☐ Incomplete package   ☐ Force Structure #   ☐ Other (specify):

For program administrative purposes for change in proficiency or title (include justification below): ☐ **Administrative Error** ☐ **Experience Justification** ☐ **Other**

Subordinate Title(s)-*If Primary title is* <u>*Qualified*</u> *you may add up to 3 subordinate positions.* ☐ No subordinate title (s)
Assign the following subordinate titles: (*Subordinate proficiency MUST be* <u>*Qualified*</u>)
1-FQS Title: _____ FQS Identifier: _____ Proficiency: **Qualified**
2-FQS Title: _____ FQS Identifier: _____ Proficiency: **Qualified**
3-FQS Title: _____ FQS Identifier: _____ Proficiency: **Qualified**

Cadre Manager (*Print*):   (*Sign*):   *Date:*

Section C.	Certifying Official

☐ **Non-Supervisory Position** | ☐ **Supervisory Position**
Approve recommendation : ☐Yes ☐No (include rationale & actions below) | Review package, sign, & forward to Qualification Review Board (QRB) Chair

Certifying Official (*Print*):   (*Sign*):   *Date:*

Section D.	Qualification Review Board (*Supervisory Positions Only*)

Recommendation to Certify: ☐Yes ☐No (include rationale & actions below)

QRB Chair (*Print*):   (*Sign*):   *Date:*

Section E.	Certifying Authority

Certify QRB recommendation: ☐Yes ☐No (include justification below)   **Decertification:** ☐Yes (include justification below)

Justification: _____
Provide justification as displayed in subject line of letter to the employee. Attach additional justification as necessary.

Certifying Authority (*Print*):   (*Sign*):   *Date:*

Section F.	Notification of Decision

☐ Email Transmittal Log to- FEMA-FQS-Program@fema.dhs.gov   Date: _____

APPENDIX F: NEW SPECIALTY REQUEST FORM

RPM's Name:	
RPM's Contact #:	
RPM's Program Area:	
Date Submitted:	Click here to enter a date.
Proposed Specialty:	
# of employees Expected to Hold Specialty:	
Definition/Description:	
Justification:	

REMEMBER: Attach a list of Employees expected to carry Specialty – Include name and last 4

Certifying Official: Choose an item.	Date: Click here to enter a date.
Printed Name/Title:	Signature:
FQS National Working Group: Choose an item.	Date: Click here to enter a date.
Printed Name/Title:	Signature:
Ex Oversight Committee (appeals only): Choose an item.	Date: Click here to enter a date.
Printed Name/Title:	Signature:

APPENDIX G: PROCESSES FOR ASSIGNMENT OF A FQS JOB TITLE

The process for initial assignment for Reservists and IM COREs is shorter as they were hired directly into their incident management positions. The FTEs normally fill a different steady-state role, and therefore, have more requirements in obtaining their initial assignment for their incident management role.

Initial Assignment

Reservist

The process is:

1. The Cadre Coordinator is notified, by OCCHCO, when a new employee is on-boarded and in process through Human Resources.
2. The cadre management will assign an initial FQS job title and the proficiency based upon the new employee's experience.
   o An FQS Transmittal Log (FTL) is **NOT** required for new hires. However, a letter, similar to the Certification Letter (available on the Resource Management Branch SharePoint), should be created and sent to the FEMA-FQS-Program@fema.dhs.gov e-mail to initiate entry into the deployment system and the qualification tracking system.
   o If the Reservist is qualified, a PTB for their position will be sent with the letter as a reference.
   o If the Reservist is not qualified (trainee or candidate), a PTB will be sent with the letter.

IM CORE

The process is:

1. The Cadre Coordinator is notified by OCCHCO when a new employee is onboarded and in process through Human Resources.
2. The cadre management will assign an initial FQS job title and the proficiency based upon the new employee's experience. Typically, IM CORE and IMAT new employees are hired into specific positions.
3. An FTL is **NOT** required for new hires. However, a letter, similar to the Certification Letter (available on the RMB SharePoint), should be created and sent to the FEMA-FQS-Program@fema.dhs.gov e-mail to initiate entry into the deployment system and the qualification tracking system.

- o If the IM CORE/IMAT is qualified, a PTB for their position will be sent with the letter as a reference.
- o If the IM CORE/IMAT is not qualified (trainee or candidate), a PTB will be sent with the letter.

FTE

The process is:

1. The FTE completes ERF or ERF – QRB and obtains Supervisor's signature as approval that the employee is available to deploy. The FTE submits ERF and supporting documentation listed on the instructions of the form to [FEMA-FQS-Program@fema.dhs.gov](). Supporting documentation includes:
   a. Deployment History from the deployment system
   b. Supplemental Incident Deployment Experience including personal records such as:
      I. Incident Performance Appraisal(s)
      II. Verification letter from section chief or senior leadership
      III. JFO Organization Chart
      IV. Incident Action Plan
      V. ICS 204 form with assignment indicated
   c. Certification of required training (Training Information Access System and FEMA Employee Knowledge Center training records or training certificates)
   d. Relevant position-specific incident performance appraisal(s)
   e. Licenses and Certifications (as required for the position)
   f. Letters of recommendation from other certified employees with equal or higher qualifications (optional)
   g. Training and experience record(s) of previous qualifications in non-FEMA ICS organizations to include but not limited to:
      i. Training certificates
      ii. Incident evaluations
      iii. Letters from competent authorities
2. The Pasadena Call Center Data Entry Group will review the initial certification package for completeness. (Cadres may choose to complete the initial review instead.)
   a. If the packet is **not** complete it will be returned to the employee with an explanation and request for additional information.
      i. If unable to acquire all information from the employee, the package will be forwarded to the program as incomplete.
   b. Once complete, the packet is forwarded to the Cadre Coordinator.
3. The Cadre Coordinator will evaluate the package and make a recommendation to the CO using an FTL. The Cadre Coordinator will also prepare a Decision Letter for the CO's signature. Cadres may choose to utilize a SME panel to assist in this process.

      a. If incomplete, return certification package to employee with detailed explanation and request for additional information

4. CO will review the certification package for qualification determination.
      a. Non-supervisory positions:
            i. Evaluate the certification package
            ii. Elect to, or not to, recommend for certification
            iii. Sign the FQS Transmittal Log and the decision letter (if authority is delegated by the CA)
            iv. Signed documents are sent to FEMA-FQS-Program@fema.dhs.gov to be prepared with appropriate documents (PTB, Qualification Sheet, and Progression Chart) and sent to the employee, as well as being entered into the deployment and qualification tracking systems
      b. Supervisory positions:
            i. Forward the FTL to QRB Chair for review and recommendation.

5. QRB (for supervisory positions only): The QRB Chair will review the certification package prior to convening the QRB.
      a. QRB convenes to:
            i. Evaluate the certification package
            ii. Determine a recommendation for certification
            iii. Prepare decision letter for CA

6. CA: (This step can be delegated to the CO for non-supervisory positions)
      a. Reviews the recommendation
      b. Approves or disapproves the recommendation
      c. Signs the FTL and Decision Letter
      d. Signed documents are sent to FEMA-FQS-Program@fema.dhs.gov to be prepared with appropriate documents (PTB, Qualification Sheet, and Progression Chart) and sent to the employee, as well as being entered into the deployment and qualification tracking systems. The cadre management and the appropriate regional liaison, if applicable, are also notified.

7. The Cadre Coordinator will maintain all decision letters and transmittal logs in the employee's personnel file.

APPENDIX H: PTB ISSUANCE FORM

Candidate Position Task Book (PTB) Issuance Form

Candidate must hold a Qualified FQS position

Section A. Employee Information		
Employee Name:		ADD PID#:
Employee Type: □RSV □CORE □IM CORE □PFT □TFT □Other (*specify*):		
Current FQS Title:	FQS Identifier:	**Qualified**
Candidate Position Title:	FQS Identifier:	
PTB#:	Date Issued:	

Section B. Cadre Manager / Supervisor of Record		
Forward to Certifying Official: □Yes □No* *If no, include rationale & recommended actions:		
Cadre Manager *(Print):*	*(Sign):*	*Date:*
Supervisor of Record *(FTE's Only) (Print):*	*(Sign):*	*Date:*

Section C. Certifying Official		
Approval to Issue PTB : □Yes □No* *If no, include rationale & recommended actions:		
Certifying Official*(Print)*	*(Sign)*	*Date:*

Section D. Final Actions		
Cadre Management final actions:		
☐ Email form to- (FEMA-FQS-Program@fema.dhs.gov)		Date:
☐ Create letter to employee		Date:
Notes:		

APPENDIX I: RESERVIST EQUIPMENT GUIDANCE

- In all cases Reservist 1-1-1 equipment will be fund code 06 (disaster) properties.
- Funding for airtime of the telecom services for Reservist is funded through fund code 06.
- Standard equipment issue for Reservist members is 1-1-1 (laptop, phone, RSA token) purchased with fund code 06.
- Any other equipment in addition to fund code 06 (1-1-1) needs to be funded and issued by the designated cadre.
- If the cadre wishes to pay for an upgrade this should be coordinated by the Cadre Manager through IT Telecom Services to provide all the pertinent funding information for this request. Reservist Program cannot authorize the UPGRADE to an IPHONE until the Blackberry stock has been depleted, the issuing APO should continue issuing what has been purchased and is currently stored.
- IPADS are authorized by FQS job title.
- Requesting Reservist equipment: local issuing APO should coordinate request(s) through IT coordinator via Network Inventory and Optimization Solution (NiOS) for Disaster Information Systems Clearinghouse (DISC) and Mobility Service Center (MSC) related equipment.
- Scenario I: New Reservist member; Reservist member may receive equipment at JFO or Regional office following the 1-1-1 Equipment standard operating procedures.
- Scenario II: Existing Reservist member with fund code 06 (disaster) equipment; issuing APO should execute a Hand Receipt (FEMA Form 119-7-1-3), Custody Receipt for Government Property (FEMA Form 119-7-1-3A) and complete property transfer to established CADRE Site Code. Documentation with signatures should be scanned and e-mailed to CADRE site code designated APO.

Malfunctioning Equipment Guidance for Reservists

Reservist at Home with Malfunctioning Equipment (Laptop)

- Call Enterprise Service Desk 888-457-3362 to have IT Tech troubleshoot the issue. Individual must obtain the remedy ticket number from IT Tech.
- If IT Tech determines the equipment (laptop) cannot be fixed remotely, the individual will be guided to a local FEMA office when available to them to correct the issue.
- If IT Tech determines the equipment (laptop) cannot be fixed and new equipment needs to be issued; pending funding, laptops can be shipped to an employee's residence but initial setup and authentication of the new equipment with employee must be done behind the FEMA firewall on FEMA (hard wired) network.

Reservist at Home with Malfunctioning Equipment (Phone)

- Call ESD 888-457-3362 to have IT Tech troubleshoot the issue. Individual must obtain the remedy ticket number from IT Tech.
- If the IT Tech determines the equipment (phone) cannot be fixed, the individual would then send email to APO and carbon copy the cadre manager with the remedy ticket number, included an explanation of issue and the IT Tech recommendation.
- Cadre Manager would then coordinate with the local IT coordinator to place an equipment request through NIOS for a replacement phone. The new phone must be shipped/delivered to APO at the following address
  - ATTN: Designated APO
  - Property Management Division
  - 430 Market Street
  - Winchester, VA 22603
- Once this information has been validated the Reservist APO will re-issue the new phone and request the individual sign all pertinent documentation prior to the new equipment being shipped.
- Pending funding, once APO receives signed documentation, APO will ship via UPS to the address provided by the individual. Also included will be a return UPS label for the return of malfunctioning equipment (phone)
- When a member receives equipment they should then contact ESD (888)457-3362 or MSC (540)-678-2245 to activate and set up phone for use.

Reservist at FEMA Location with Malfunctioning Equipment (Laptop, Phone)

- Contact local IT support to troubleshoot equipment. If IT Tech determines the equipment cannot be fixed, the individual should then contact the local APO to swap faulty equipment.

APPENDIX J: LIST AND DESCRIPTION OF FEMA CADRES

Table 18: FEMA Cadres

Headquarters Component/Office		Cadre Name	Incident Management Assignment
Federal Insurance and Mitigation Administration		Environmental and Historic Preservation (EHP)	Command Staff and Operations Staff
		Mitigation (MIT)	Operations Section
Mission Support	Office of the Chief Procurement Officer	Acquisitions (ACQ)	Finance and Administration Section
	Office of the Chief Component Human Capital Officer	Human Resources (HR)	Finance and Administration Section
	Office of the Chief Information Officer	Information Technology (IT)	Logistics Section
	Office of the Chief Administrative Officer	Safety (SF)	Command Staff
	Officer of the Chief Security Officer	Security (SEC)	Command Staff
Office of Disability Integration and Coordination		Disability Integration (DI)	Command Staff
Office of Chief Counsel		Alternative Dispute Resolution (ADR)	Command Staff
		Legal (LAW)	Command Staff
Office of Chief Financial Officer		Financial Management (FA)	Finance and Administration Section
Office of Equal Rights		Equal Rights (ER)	Command Staff
Office of External Affairs		External Affairs (EA)	Command Staff/Operations Section (ESF 15)
Office of Response and Recovery	Office of Federal Disaster Coordination	Federal Coordination Officer (FCO)/Federal Disaster Recovery Coordinator (FDRC)	Command Staff
		National Disaster Recovery Support (NDRS)	FDRC Operations
	Logistics Management Directorate	Logistics (LOG)	Logistics Section
	Recovery Directorate	Public Assistance (PA)	Operations Section
		Disaster Survivor Assistance (DSA)	Operations Section
		Individual Assistance (IA)	Operations Section
	Response Directorate	Disaster Emergency Communications (DEC)	Operations Section
		Operations (OPS)	Operations Section
		Planning (PL)	Planning
Protection and National Preparedness	National Preparedness Directorate	Disaster Field Training Operations (DFTO)	Finance and Administration Section

Purpose of Each Cadre

- Acquisitions (ACQ)
  - Manages contracting activities by providing procurement advice, guidance, and information to coworkers, customers, and/or other contracting parties
- Alternative Dispute Resolution (ADR)
  - Supports field/incident-level employees, leads, supervisors, and managers by providing a range of decision-making, conflict prevention, and conflict resolution services on request to prevent escalation into formal actions or complaints
- Disaster Emergency Communications (DEC)
  - Deploys, installs, operates, maintains, and protects telecommunications and operations assets in response to all-hazards disasters and in support of planned special events
- Disaster Field Training Operations (DFTO)
  - Plans, develops, promotes, and delivers disaster performance improvement and training opportunities with EMI and Regional Offices
- Disaster Survivor Assistance (DSA)
  - Establishes a timely presence on the ground in the affected areas to address disaster survivors' immediate and emerging needs by meeting survivors at their homes or in their communities
- Disability Integration (DI)
  - In accordance with Federal civil rights laws and regulations, provides guidance, tools, methods, and strategies to integrate and coordinate emergency management inclusive of individuals with access and functional needs before, during, and after an incident
- Environmental/Historic Preservation (EHP)
  - Facilitates timely delivery of disaster assistance to communities and individuals; the EHP cadre provides appropriate technical expertise and develops necessary tools to address and resolve anticipated EHP issues relating to the compliance review and approval process for actions proposed to be funded by FEMA during emergency and recovery operations
- Equal Rights (ER)
  - Responsible for equal rights and civil rights function and diversity initiatives. Provides technical guidance on accommodation requests and receives accessible electronic and information technology requests in support of multiple statutory requirements.
- External Affairs (EA)
  - Maintains visibility regarding public and internal communications; coordinates routine and special communications; ensures accurate, useful, timely,

synchronized, and targeted communication; and provides continuous messaging to meet the needs of the situation

- Federal Coordination Officer (FCO)/Federal Disaster Recovery Coordinator (FDRC)
  - Coordinates the administration of disaster relief, including activities of State and local government and the other disaster assistance relief organizations
- Financial Management (FA)
  - Creates, monitors, and verifies allocations and obligations in the appropriate financial systems and prepares financial reports at incident field offices
- Human Resources (HR)
  - Identifies, acquires, sustains, and maintains a quality workforce to meet the FEMA mission
- Individual Assistance (IA)
  - Ensures that individuals and families affected by disasters have access to the full range of FEMA programs in a timely manner and that the best possible level of service is provided to applicants in the administration of these programs
- Information Technology (IT)
  - Provides the most efficient, expeditious, and cost saving information services at all incident locations during initial setup, continuation of operations, phase down, and at closure
- Legal (LAW)
  - Responsible for ensuring that FEMA field operations are consistent with all applicable statutes; regulations; and Agency policies, directives, and standards
- Logistics (LOG)
  - Coordinates and monitors all aspects of resource planning, movement, ordering, tracking, and property management of initial response resources (IRR), teams, and accountable property during the life of an incident
- Mitigation (MIT)
  - Manages risk reduction activities from all natural hazards to include public education, private sector partnership, technical assistance to local and State governments, grants management, insurance coordination, and community planning
- National Disaster Recovery Support (NDRS)
  - Assists the FDRC/FCO in facilitating disaster recovery coordination and collaboration between the Federal, State, local, and tribal, governments, the private sector and voluntary and faith-based community organizations
- Operations (OPS)
  - Encompasses the integration of Federal, State, local, and tribal response programs to ensure the efficient and effective delivery of immediate emergency assistance to individuals and communities impacted by major disasters, emergencies, or acts of terrorism

- Planning (PL)
  - Plans, collects, evaluates, disseminates, and manages information regarding the threat or incident and the status of Federal resources
- Public Assistance (PA)
  - Provides assistance for debris removal, implementation of emergency protective measures, and permanent restoration of infrastructure to assist States, local governments, and certain private non-profit entities under the Stafford Act
- Safety (SF)
  - Provides a safe and healthful work environment for FEMA employees and our emergency management partners at fixed sites, incident operations, and facilities
- Security (SEC)
  - Implements and manages physical security programs in support of the Agency's all- hazards emergency management programs for the protection of personnel, property, and facilities

APPENDIX K: POSITIONS AND RESPONSIBILITIES

Table 19 serves as orienting material for positions with the cadre management enterprise. The purpose of these lists is to provide a reference for cadre management personnel and should be used as the basis for developing and coordinating cadre management activities and procedures.

Table 19: Cadre Management Positions and Responsibilities

POSITION	RESPONSIBILITIES
Associate Administrator for Response and Recovery	-
Cadre Coordinator	-

POSITION	RESPONSIBILITIES
	• Identify required FQS training in coordination with the Cadre Training Manager, IWMD, and EMI • Oversee administrative responsibilities for IM CORE and Reservist members of the cadre • In consultation with OER, the Disability Employment Program Manager, and the applicable employee, expeditiously make decisions in accordance with existing FEMA reasonable accommodation policy guidance on reasonable accommodation requests made under Section 501 of the Rehabilitation Act from employees under their supervision • Coordinate with the Regional IWM Liaison Teams regarding cadre; implementation for regional FTEs • Ensure quality control over all internal cadre communications to ensure that all cadre members receive supportive customer service • Ensure cadre members have access to program-specific information that is required to perform effectively during incident operations • Assist with the development of Force Packages in coordination with the regions and IWMD • Provide input for incident workforce policy and doctrine • Initiate personnel actions, when appropriate, against employees under his/her supervision, including discipline or termination for misconduct or poor performance. Prior to affecting any personnel actions, the Cadre Coordinator must consult with OCCHCO Employee Relations to ensure that any such actions are consistent with Merit Systems and Equal Employment Opportunity principles as well as FEMA policy • Serve as a second-line supervisor of record to any Program Specialists or Assistant Program Managers assigned to the cadre
Cadre Members	• Comply with incident workforce policy and doctrine and program-specific policies and procedures • Maintain qualification and readiness to deploy in accordance with the FQS Guide and the FEMA Incident Management Handbook • Ensure availability status and accurate contact information is maintained and approved in accordance with FD010-8, FEMA Incident Workforce Deployment, Section VII.B, or superseding policy • Maintain condition and status of assigned equipment, including ensuring connectivity of FEMA-issued equipment, in accordance with FD119-7, Federal Personal Property Management, and supporting manual. • Participate in cadre coordination calls and mandatory training
Cadre Training Manager	• Facilitate development, revision, and delivery of FQS training for each cadre position and serve as cadre's point of contact to the IWMD FQS Branch • Ensure FQS required training is consistently delivered in order to meet force structure requirements for qualified individuals within the cadre • Ensure program priorities and budget allocation for training development and delivery requirements are met and properly executed within the cadre

POSITION	RESPONSIBILITIES
	• Identify FQS and mandatory training requirements in coordination with IWMD, EMI Course Managers, and other partners as required • Identify cadre training needs and develop strategies to eliminate shortfalls • Coordinate with programs and appropriate course managers regarding development and revisions of curriculum and training materials • Identify instructors to coordinate delivery of accurate and timely training. • Facilitate cadre participation in exercises as required • Coordinate with other Cadre Training Managers to maintain awareness of curriculum changes that may impact FQS within their own cadre of responsibility
Certifying Authority	• Ensure cadre has available, trained, qualified, and equipped staff to meet force structure requirements and to effectively perform incident duties • Certify that employees are qualified for FQS positions within the cadre in accordance with the FQS guide • Provide information related to cadre readiness as defined and directed by the IWESC
Certifying Official	• Ensure readiness requirements established by the IWESC, or the program, are conveyed to and met by the cadre • Administer FQS for all cadre members in accordance with the FQS Guide or superseding doctrine • Serve as the supervisor of record for the Cadre Coordinator
Federal Coordinating Officers and Federal Disaster Recovery Coordinators	• Support the qualification of FQS trainees and candidates by requesting or accepting up to 20 percent trainees or candidates to assigned incidents, in support of FD010-8, FEMA Incident Workforce Deployment, Section VII.C.3.v. • Support the qualification of FQS trainees and candidates by requesting sufficient FQS evaluators to evaluate each employee with an open FQS PTB who is deployed for 20 days or more, in accordance with FD010-8, FEMA Incident Workforce Deployment, Section VIII.L.8. • Ensure an incident performance evaluation is completed for every assigned employee deployed for 20 days or more, in accordance with FD010-8, FEMA Incident Workforce Deployment, Section VIII.C.1 and OCCHCO evaluation procedures
FEMA Administrator	• Execute or delegate authority for the readiness and use of FEMA's incident workforce in support of FEMA's authorities • Assign and reallocate incident workforce resources as required to ensure effective delivery of FEMA incident programs
FEMA Headquarters Component Leadership	• Ensure cadres within component programs meet readiness requirements established by the IWESC • Ensure cadres within component programs comply with applicable program policies and standards • Ensure individuals within the component who do not hold an FQS position, but are eligible for an incident management or incident support title, are identified, and communicate this information to a

POSITION	RESPONSIBILITIES
	Cadre Coordinator, in compliance with any processes established by the CCWG, to obtain appropriate FQS assignment
FTE Coordinator	• Support FTEs with FQS job titles assigned to the cadre in meeting FQS and cadre requirements • Coordinate with Regional IWM Liaison Teams and headquarters components to recruit FTEs for appropriate cadre vacancies • Assist, track, and provide guidance on FQS training and qualification progress for FTEs • Implement the Cadre Coordinator's quality control responsibilities over internal cadre communications for all FTE cadre members to ensure they receive supportive customer service, and coordinate with the Cadre Coordinator and other cadre management staff to ensure communications are consistent throughout the cadre • Identify appropriate staff for FQS training courses through the Cadre Coordinator or Cadre Training Manager for coordination with the IWMD FQS Branch • Provide support in identifying FQS required assignments and training opportunities in coordination with the Cadre Training Manager, Regional IWM Liaison Teams, and IWMD • Review FTE Qualification Packages for the QRB • Monitor and actively track FTE availability in coordination with Regional IWM Liaison Teams and IWMD • Recommend FQS decertification of FTEs as needed to the CO and CA • Perform the functions of the IM CORE Program Manager when the cadre's IM CORE population does not require this function as a full-time position • Respond to FTE requests for cadre vacancy information
IM CORE Program Manager	• Serve as the supervisor of record for IM COREs in the cadre • Recruit IM COREs based on vacancies within the cadre's force structure • Assist, track, and provide guidance on FQS progression for IM COREs • Identify appropriate staff for FQS training through the Cadre Coordinator or Training Manager for coordination with the IWMD FQS Branch • Review and coordinate IM CORE Qualification Packages for QRBs • Implement the Cadre Coordinator's quality control responsibilities over internal communications to IM CORE cadre members to ensure they receive supportive customer service, and coordinate with the Cadre Coordinator and other staff to ensure communications are consistent throughout the cadre • Monitor and actively track IM CORE availability • Collect and maintain incident performance evaluations of IM COREs from temporary duty supervisors after every deployment equal to or greater than 20 days, and collect and maintain all other documents related to performance and/or conduct of employees under direct supervision in accordance with FD141-1, Records Management Program • When appropriate, initiate adverse personnel actions against IM

POSITION	RESPONSIBILITIES
	COREs or other employees under direct supervision, to include discipline or termination for poor performance and misconduct after consulting with OCCHCO, ensuring that the reasons for any such actions are documented, and that the actions and documentation are forwarded to OCCHCO for further action • In coordination with the Cadre Coordinator, terminate or renew the appointments of IM COREs and other employees under direct supervision as required based on lack of work or other mission-related needs • Serve as supervisor of record for any Assistant IM CORE Program Managers assigned to the cadre
Incident Workforce Management Division	• Coordinate and manage the programs, processes, and procedures required to develop, organize, deploy, and sustain a professional incident workforce • Monitor and assess mission capability pursuant to readiness requirements and any related performance measures established by the IWESC • Plan and execute the budget for incident workforce programs to ensure operational readiness • Oversee the FQS program
Logistics Management Directorate	• Ensure, in coordination with OCIO and OCAO, the effective tracking of equipment assigned to the incident workforce • Ensure, in coordination with OCIO and OCAO, Cadre Coordinators have access to data related to equipment issued to cadre members • Manage a lifecycle maintenance program for equipment assigned to Reservist members of the incident workforce
Office of Equal Rights	• Provide technical resource information about reasonable accommodation to applicants for appointments, incident personnel, temporary duty supervisors, Cadre Coordinators, and supervisors of record, in accordance with existing FEMA reasonable accommodation policy guidance • Provide civil rights, equal employment opportunity, sexual harassment, diversity, and other EEO-related training to cadre members
Office of the Chief Component Human Capital Officer	• Validate incident workforce hiring requests with IWMD and Cadre Coordinators to ensure such requests are based on force structure vacancies • Ensure timely classification of incident workforce positions for FEMA job announcements, offers, and hiring actions, so that the FEMA incident workforce has sufficient personnel to meet force structure requirements • Establish policies and procedures for incident performance evaluations • Provide direct support to temporary duty supervisors regarding how to properly document poor performance and misconduct and to the supervisor of record regarding what discipline to take • Advise the FCO, FDRC, or Office Director, after coordinating with the temporary duty supervisor and the supervisor of record, as to whether the release of an individual from an incident is appropriate due to

POSITION	RESPONSIBILITIES
	misconduct or poor performance • Provide direct support to incident personnel with respect to individual issues requiring action in connection with the administration of pay, benefits, and other personnel matters
Office of the Chief Financial Officer	• Ensure timely review of position justifications and decisions on funding approval for CORE and IM CORE positions • Adjudicate issues related to incident workforce budget and funding
Office of the Chief Information Officer	• Review and approve the development of IT systems required to support the incident workforce, including training and deployment systems • Inform IWMD and LMD on the information technology equipment FEMA has approved for procurement to support equipping the incident workforce
Regional Administrators	• Ensure compliance with incident workforce policy and doctrine • Ensure regional staff members who are assigned to a cadre meet readiness requirements
Regional Incident Workforce Management (IWM) Team Lead	• Provide incident workforce subject matter expertise, and convey incident workforce related policy and readiness standards • Support the recruitment of FTE cadre members by ensuring that individuals within the region who do not hold an FQS position, but are eligible for an incident management or incident support title, are identified, and coordinate with Cadre Coordinators, FTE Coordinators, and FTE supervisors of record to obtain appropriate FQS assignment • Coordinate with headquarters and regional program offices, regional supervisors, and employees to coordinate cadre requirements and facilitate readiness, training, qualification and availability for all regional FTEs • Assist the FTE Coordinator in preparing regional FTE Qualification Packages for QRBs • Support regional implementation of FQS with the Cadre Coordinators and assist, track, and provide guidance on FQS progression of Regional FTEs in coordination with the cadre's FTE Coordinator • Identify regional FTE cadre-specific training requirements and staff for FQS training course in coordination with the cadre's FTE Program Coordinator and Training Manager • Monitor readiness of regional FTEs for deployment in coordination with the cadre FTE Coordinator • Assist with development of force packages in coordination with the Cadre Coordinator
Reservist Program Manager	• Serve as the supervisor of record for Reservists in the cadre • Recruit Reservists based on vacancies within the cadre's force structure • Assist, track, and provide guidance on FQS progression for Reservists • Identify appropriate staff for FQS training courses through the Cadre Coordinator or Cadre Training Manager for coordination with the IWMD FQS Branch • Prepare Reservist Qualification Packages for QRBs • Implement the Cadre Coordinator's quality control responsibilities

POSITION	RESPONSIBILITIES
	over internal communications for all Reservist cadre members to ensure they receive supportive customer service, and coordinate with the Cadre Coordinator and other cadre management staff to ensure communications are consistent throughout the cadre • Monitor and actively track Reservist availability • Collect and maintain incident performance evaluations of Reservists from temporary duty supervisors after every deployment equal to or greater than 20 days, and collect and maintain all other documents related to performance and/or conduct of employees under direct supervision in accordance with FD141-1, Records Management Program • When appropriate, initiate adverse personnel actions against Reservists or other employees under direct supervision, to include discipline or termination for poor performance and misconduct after consulting with OCCHCO, ensuring that the reasons for any such action are documented, and that the action and documentation are forwarded to OCCHCO for further action • In coordination with the Cadre Coordinator, terminate or renew the appointments of Reservists and other employees under direct supervision as required based on lack of work or other mission-related needs • Serve as supervisor of record for any Assistant RPMs assigned to the cadre

APPENDIX L: ADMINISTRATIVE PROCESSES

Cadre Coordinators, RPMs, IM CORE Program Managers, Cadre Training Managers, and FTE Coordinators must support a number of administrative functions to assist their cadre members in arranging travel, pay, availability, and reasonable accommodations. The procedures for completing these processes change frequently, as do the specific points of contact. FEMA has therefore established a SharePoint site, which includes accurate, up-to-date references for these administrative functions. Specifically, the site contains:

- Process diagram for Reservist WebTA processing
- Process diagram for IM Core WebTA processing
- Funding of IM Core travel
- Funding for Reservist travel
- Additional administrative materials as required

The SharePoint site is updated regularly and maintained by IWMD. It can be found at: https://esw.fema.net/esw/ORR/Response/iwm/Reservist/CCU%20Documents/Forms/AllItems.aspx.

APPENDIX M: CADRE COORDINATOR'S RESOURCE LIST

Table 20: Cadre Coordinator's Resource List

Organization	Topics to Contact On
LMD	- Order equipment - Issuance of equipment - System of record - APO coordination
IWMD	- Coordination and information repository - Reasonable accommodations - Funding
OCCHCO	- Guidance and processes for performance management - Mandatory training - Onboarding process for FTEs - Onboarding entry on duty training
OCIO	Information technology and communication equipment
OCAO	Property accountability and reporting
FCO	JFO activities
RPM	Reservist activities
OER	Reasonable Accommodation
FQS Branch	Required training

APPENDIX N: TRAVEL AUTHORIZATION AND INFORMATION EMAIL TEMPLATE

Greetings!

You have been identified to **instruct/attend** the upcoming delivery of **Course # Course Name scheduled for Date of Course at Location.** Please read this message in its entirety as you will find important travel and course information below. Upon receipt of this email, you may begin making travel arrangements.

TRAVEL AUTHORIZATION

ALL students and instructors attending this course should make reservations through **National Travel by calling (800) 557-0842** and provide the travel authorization number provided on the attachment **(TA #)**.

At the conclusion of your trip, sign your completed voucher and send it to the Pasadena Call Center via email at FEMA-IWMO-PROGRAM-TRAVEL@fema.dhs.gov. The Pasadena Call Center has the authority to sign off on completed vouchers. Vouchers may also be faxed to (626)431-3777. Links to helpful travel websites and travel training are provided below.

Salary and Benefit Information

- **FULL TIME EMPLOYEES (PFT/CORE/IMC/TFT):** For timekeeping purposes, FTEs should use their home/program office account codes in WebTA. Please document all non-duty hours travel time as "Comp Time/Travel Earned".
- Typically, classroom time does not involve overtime. If the class requires overtime for attendance, preapproval is required; the course manager or class instructors will provide instructions if overtime is approved.
- **RESERVISTS:** Will document all class time and travel time in WebTA.
- WebTA can be accessed here: https://wta.hs.nfc.usda.gov/webta/servlet/com.threeis.webta.H000welcome.
- Reservists should charge travel time and course attendance time to the WebTA Account Code provided by the course manager.
- If you are unable login or for password reset, please contact the Pasadena Call Center via email at FEMA-IWMO-PROGRAM-TRAVEL@fema.dhs.gov.

Please note: If you have recently attempted to log into WebTA while not deployed, your account may have been de-activated. It will be activated prior to the end of class.

DEPLOYMENT ORDERS

All Reservist attendees will receive a call from the deployment system with his/her deployment orders. All students must check in with the deployment system upon arrival. Call XXX-xxx-xxxx within x hours of arrival.

HELPFUL TRAVEL LINKS

- Travel Toolbox: http://on.fema.net/components/ocfo/fmd/Pages/TravelToolbox.aspx (accessible within the firewall or via a FEMA computer and using Virtual Private Network)
- IS-107.13 FEMA Travel Rules and Regulations 2013: http://training.fema.gov/EMIWeb/IS/courseOverview.aspx?code=is-107.13 (accessible from outside of the firewall, i.e. home)
- Go to Forms & Resources: http://on.fema.net/components/ocfo/fmd/Pages/TravelToolbox.aspx
- (accessible within the firewall or via a FEMA computer and using Virtual Private Network)

APPENDIX H: STAFFING A FORCE STRUCTURE VACANCY

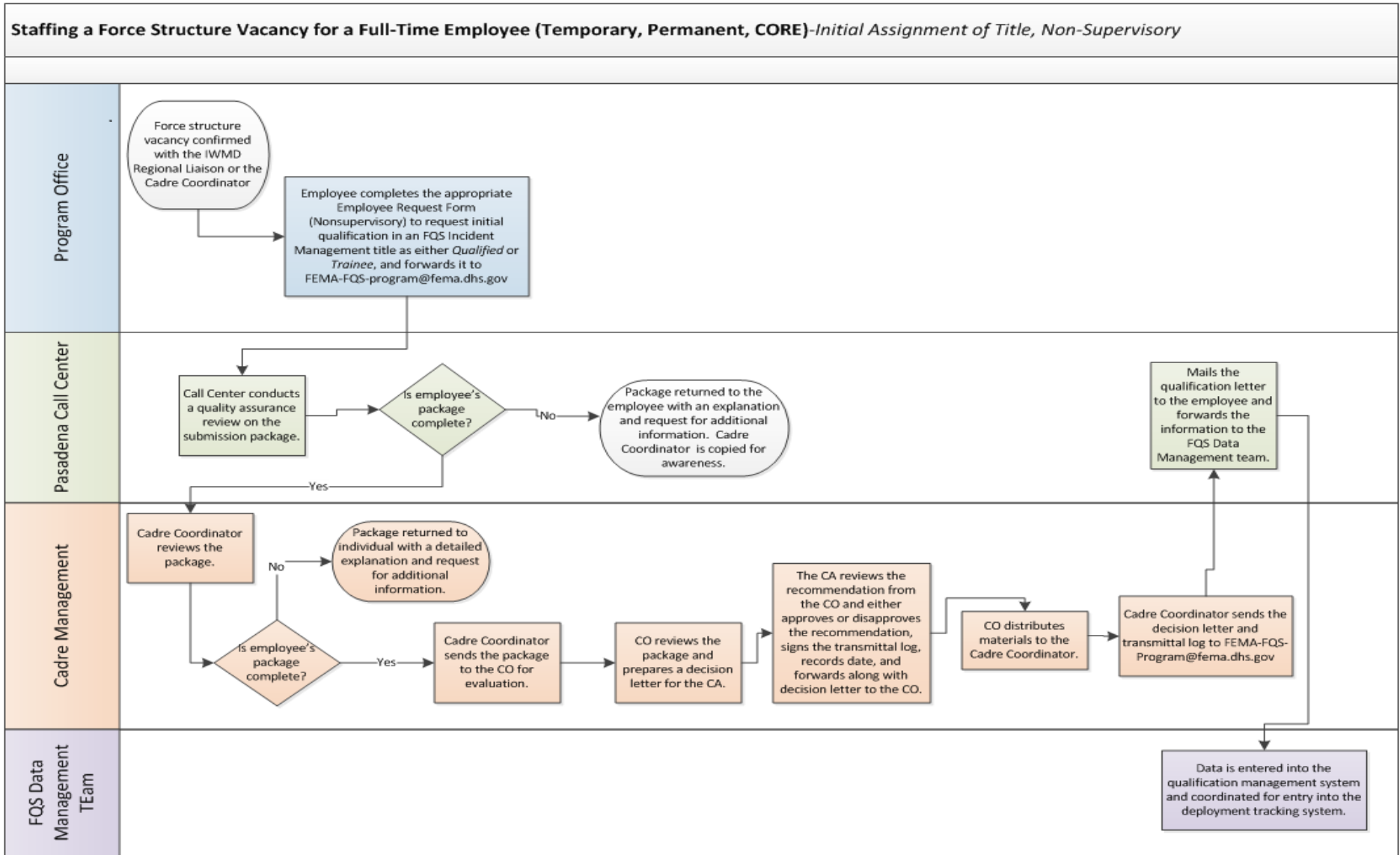**Figure 9: Staffing a Force Structure Vacancy for a FTE - Initial Assignment of Title, Non-Supervisory**
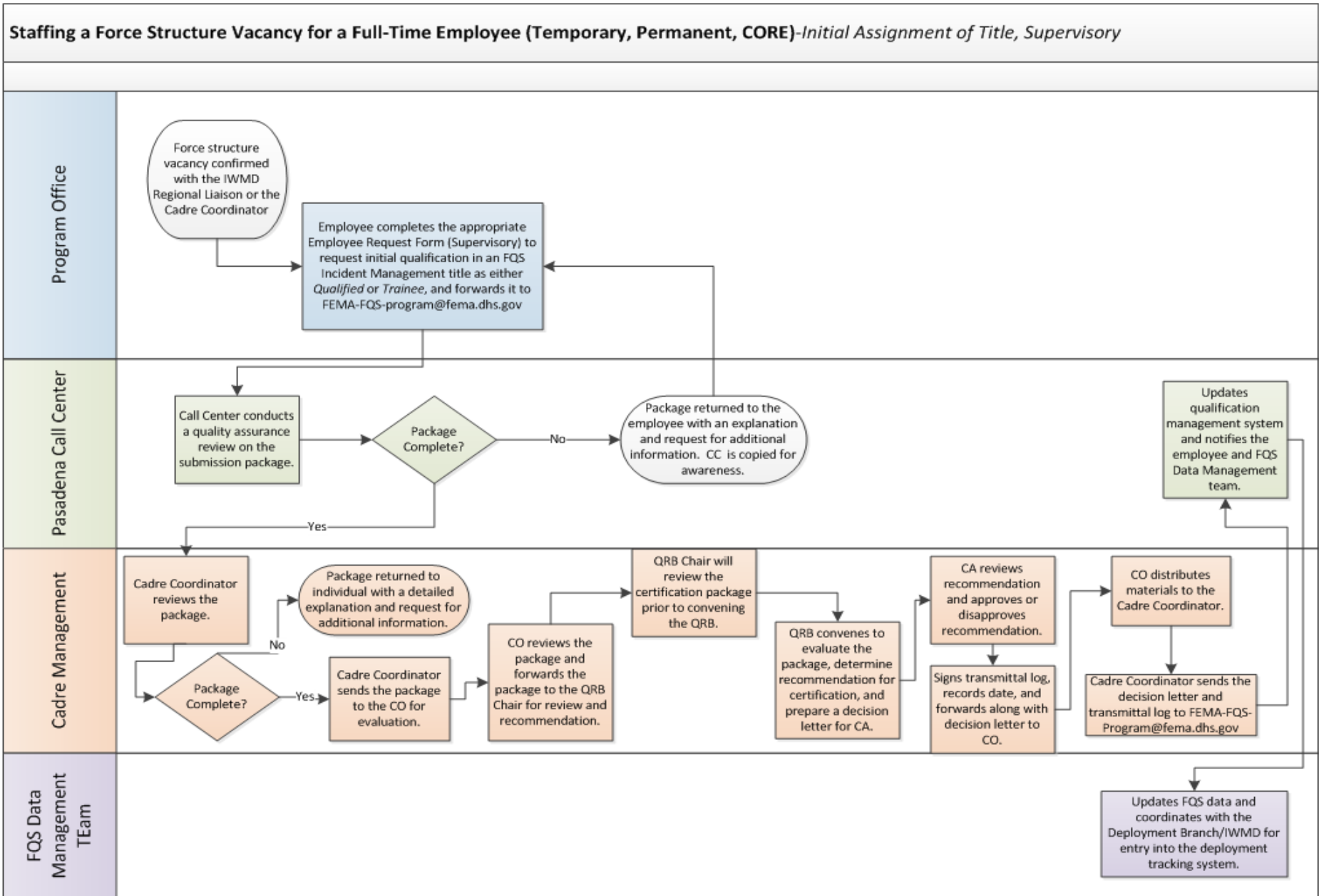
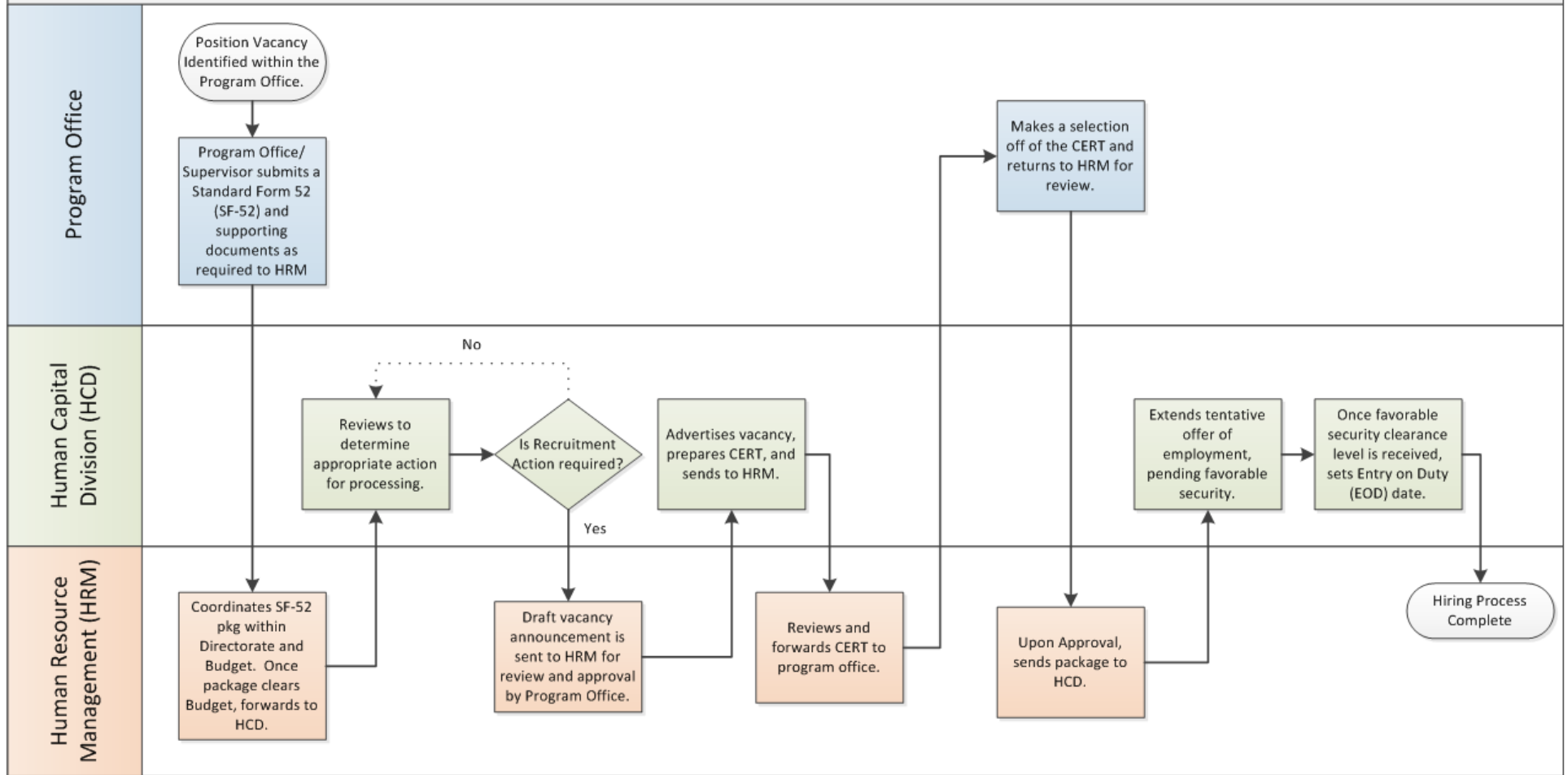**Staffing a Force Structure Vacancy for a Full-Time Employee (Temporary, Permanent, CORE)**-*Initial Assignment of Title, Supervisory*

Program Office	Force structure vacancy confirmed with the IWMD Regional Liaison or the Cadre Coordinator → Employee completes the appropriate Employee Request Form (Supervisory) to request initial qualification in an FQS Incident Management title as either *Qualified* or *Trainee*, and forwards it to FEMA-FQS-program@fema.dhs.gov
Pasadena Call Center	Call Center conducts a quality assurance review on the submission package. → Package Complete? → No → Package returned to the employee with an explanation and request for additional information. CC is copied for awareness. / Updates qualification management system and notifies the employee and FQS Data Management team.
Cadre Management	Cadre Coordinator reviews the package. → Package returned to individual with a detailed explanation and request for additional information. / Package Complete? → No / Yes → Cadre Coordinator sends the package to the CO for evaluation. → CO reviews the package and forwards the package to the QRB Chair for review and recommendation. → QRB Chair will review the certification package prior to convening the QRB. → QRB convenes to evaluate the package, determine recommendation for certification, and prepare a decision letter for CA. → CA reviews recommendation and approves or disapproves recommendation. → Signs transmittal log, records date, and forwards along with decision letter to CO. → CO distributes materials to the Cadre Coordinator. → Cadre Coordinator sends the decision letter and transmittal log to FEMA-FQS-Program@fema.dhs.gov
FQS Data Management TEam	Updates FQS data and coordinates with the Deployment Branch/IWMD for entry into the deployment tracking system.

Figure 10: Staffing a Force Structure Vacancy for a FTE - Initial Assignment of Title, Supervisory

Figure 11: Staffing a Force Structure Vacancy for a FTE – Hiring[12]

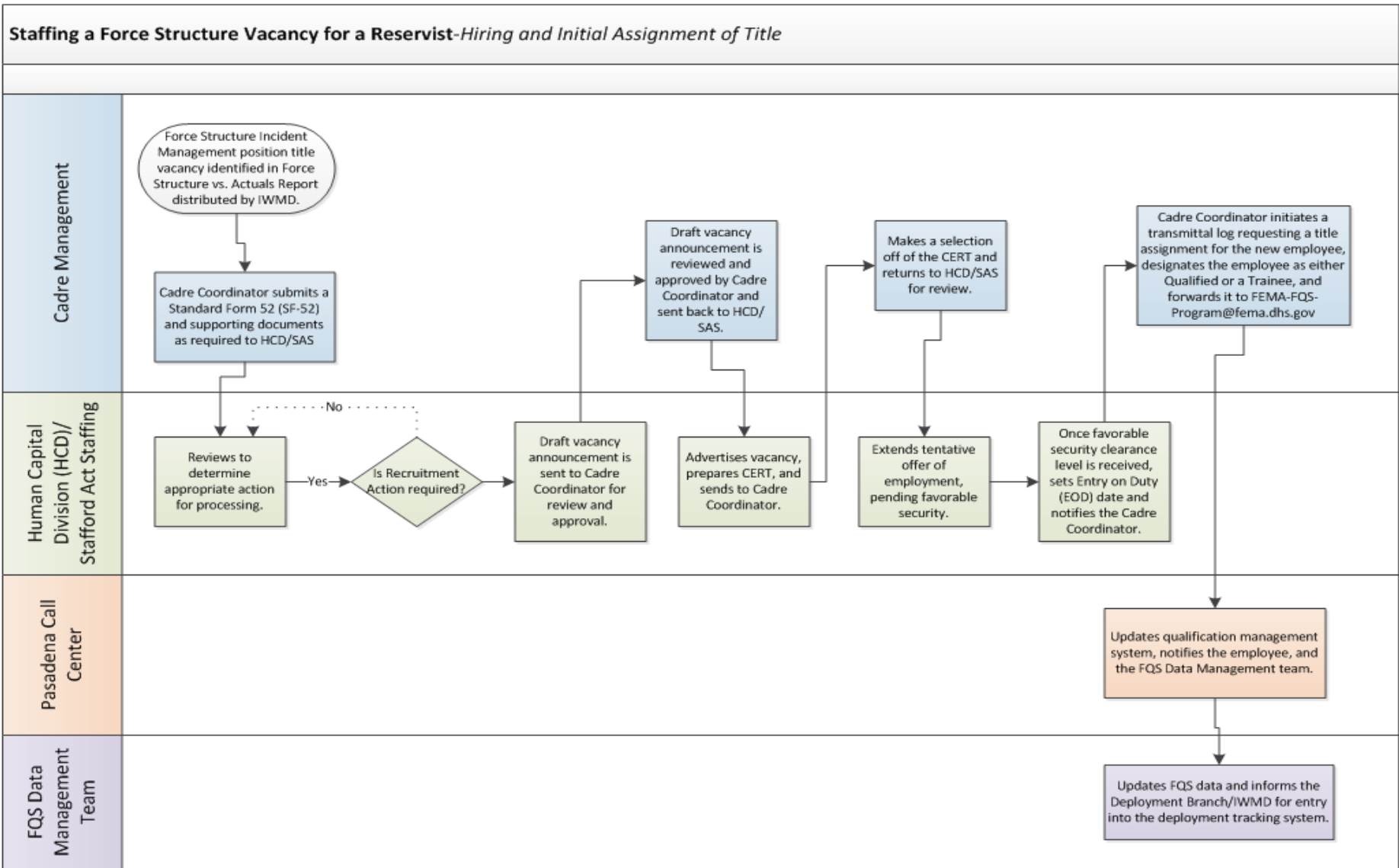[12] This flowchart does not apply to the Legal cadre.

Figure 12: Staffing a Force Structure Vacancy for a Reservist - Hiring and Initial Assignment of Title[13]

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[13] This flowchart does not apply to the Legal cadre.

Staffing a Force Structure Vacancy for an Incident Management CORE-*Hiring and Initial Assignment of Title*
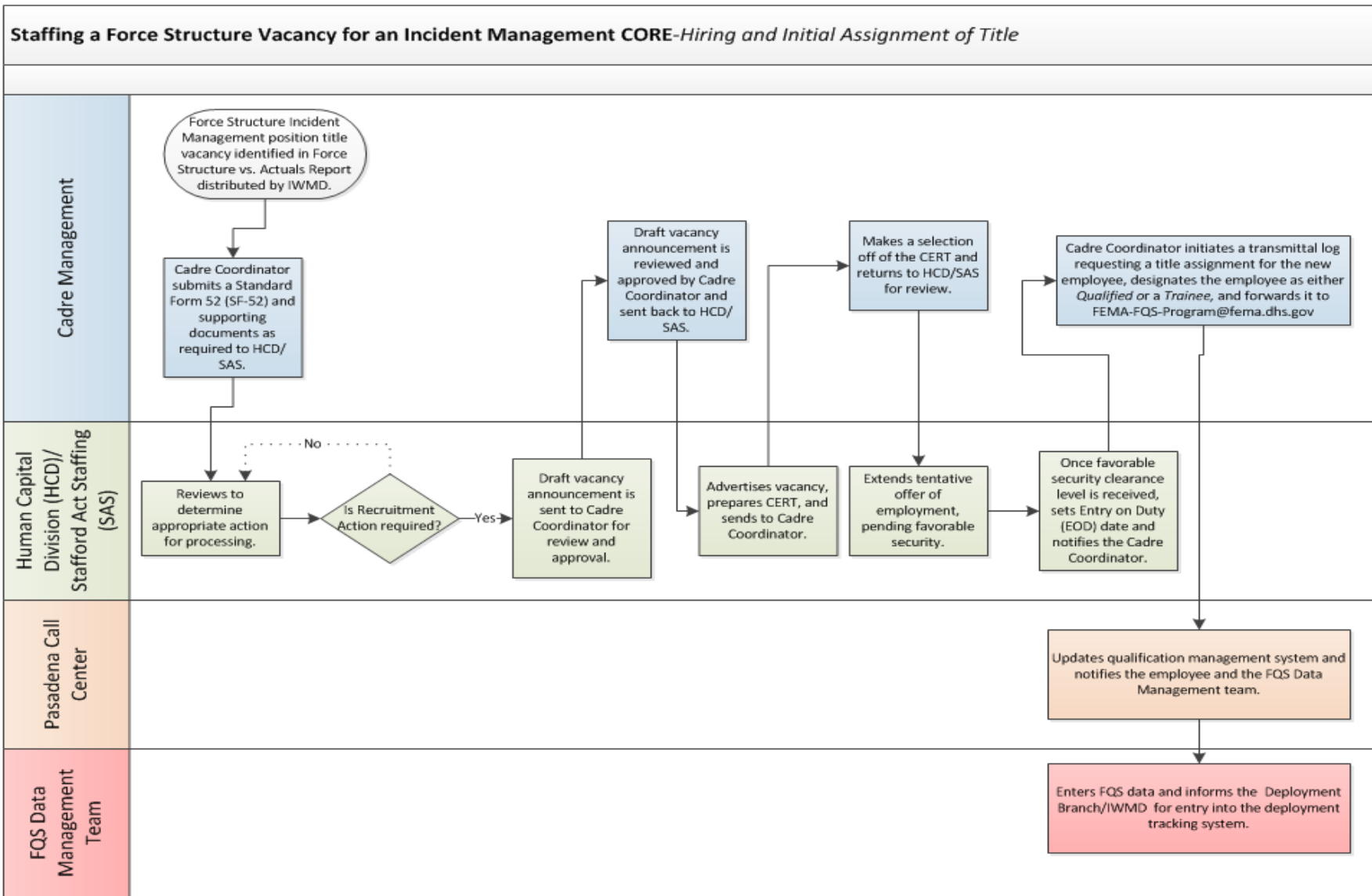

Figure 13: Staffing a Force Structure Vacancy for an IM CORE - Hiring and Initial Assignment of Title[14]

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[14] This flowchart does not apply to the Legal cadre.

APPENDIX O: CERTIFICATION/DECERTIFICATION PROCESS

Certification Process

1. The Employee will prepare and submit a certification package while retaining the original PTB for their records.
   a. Complete an ERF for non-supervisory positions or ERF-QRB for supervisory positions
   b. Compile a certification package to include:
      i. Completed copy of PTB
      ii. Certification of required training (certificates, training records)
      iii. Relevant position-specific incident performance appraisal(s)
      iv. Licenses and Certifications (as required for the position)
      v. Letters of recommendation from other certified employees with equal or higher qualifications (optional)
      vi. Training and experience record(s) of previous qualifications in an ICS organization(s) to include but not limited to:
         1. Training certificates
         2. Incident evaluations
         3. Letters from competent authorities
   c. E-mail certification package to FEMA-FQS-Program@fema.dhs.gov
2. The Data Entry Group will review the certification package for completeness and verify that all documents received are recorded in the qualification tracking system database.
   a. If complete, the Data Entry Group will forward the package to the Cadre Coordinator for review.
   b. If incomplete, the Data Entry Group will return the certification package to the employee with an explanation and request for additional information and copy the Cadre Coordinator for further action.
3. The Cadre Coordinator will evaluate the package for a recommendation to the CO on an FTL and prepare a Decision Letter. Cadres may choose to utilize an SME panel to assist in this process.
   a. Deployment History from the deployment system
   b. Supplemental Incident Deployment Experience including personal records such as:
      i. Incident Action Plan
      ii. JFO Organization Chart
      iii. ICS 204 form with assignment indicated

        iv. Incident Performance Appraisal(s) relevant to requested FQS job title (regular duty performance appraisal is not applicable)

        v. Verification letter from section chief or senior leadership

    c. If incomplete, return certification package to employee with detailed explanation and request for additional information

4. CO will review the certification package for qualification determination.

    a. Non-supervisory positions:

        i. Evaluate the certification package

        ii. Elect: to, or not to, recommend for certification

        iii. Sign the Transmittal Log and the Decision Letter

        iv. Signed documents are sent to FEMA-FQS-Program@fema.dhs.gov to be prepared with appropriate documents (PTB, Qualification Sheet, and Progression Chart) and sent to the employee, as well as being entered into the deployment and qualification tracking systems

    b. Supervisory positions:

        i. Forward the FTL to QRB Chair for review and recommendation.

5. For supervisory positions only, the QRB Chair will review the certification package prior to convening the QRB.

    a. QRB convenes to:

        i. Evaluate certification package

        ii. Determine recommendation for certification

        iii. Prepare decision letter for CA

6. CA: for supervisory positions only

    a. Reviews recommendation

    b. Approves or disapproves the recommendation

    c. Signs transmittal log and decision letter

    d. Signed documents are sent to FEMA-FQS-Program@fema.dhs.gov and to the employee to be prepared with appropriate documents (PTB, Qualification Sheet, and Progression Chart). They are also entered into the deployment and qualification tracking systems. The cadre management and the appropriate regional liaison, if applicable, are copied on the email notification to the employee.

7. The Cadre Coordinator will maintain all decision letters and transmittal logs in the employee's personnel file.

Decertification Process

1. Cadre Coordinator will forward an FTL to the CO for decertification action.
2. CO will prepare and forward a notification letter for CA signature that includes:

    a. Reason they have been decertified in the position

    b. Those items required to recertify in the position

3. CA will:
   a. Review and sign decertification letter
   b. Return signed letter and FTL to CO
4. CO will return the signed letter and transmittal log to the Cadre Coordinator.
5. Cadre Coordinator will:
   a. Send the decertification letter and transmittal log to FEMA-FQS-Program@fema.dhs.gov for addition of appropriate documents (PTB, Qualification Sheet, and Progression Chart) and send to the employee, as well as entering it into the deployment and qualification tracking systems
   b. Place letter and FTL in employee file for record keeping

APPENDIX P: CADRE COORDINATOR ROLE IN QRB REVIEW

1. Evaluate force structure availability in positions requested.
2. Evaluate potential candidates for position based upon force structure availability.
3. Confirm packet completion:
   a. Employee Request Form
   b. Supporting Documentation
4. Review employee submission packets:
   a. Verify deployments in positions required by baseline standard for the position, including number of days and levels of disaster with documents provided in packet (Verifying documentation must be in addition to the deployment system since position titles were not accurate in the past. This would include organizational charts, evaluations, ICS 204s, etc.)
   b. Confirm training required in baseline standard for the position with transcript/certificates provided in packet
   c. Evaluate evaluation sheets or performance appraisals in position requested, particularly for any management deficiencies or supervisory deficit issues
   d. If baseline standards are not met, evaluate documents provided for equivalent experience
   e. Determine if position requested will be evaluated with in the cadre (non-supervisory) or will need to be sent forward to the QRB
5. Work with program officials to determine which packets should be prepared for the QRB in which positions. Packets should be reviewed by a SME qualified in a typed cadre position. Program can use a SME panel.
6. Use baseline standard worksheet for each packet the program wants to send forward to the QRB.
7. Prepare Transmittal Logs with CO signatures for each packet to be submitted to the QRB. Forward employee packet, Transmittal Log, subordinate titles, and baseline standard worksheet to FEMA-FQS-Program@fema.dhs.gov by the due date with the following naming convention:
   a. **Command Staff:** CSQRB-LastName-FirstName-postionMnemonic-cadre
   b. **General Staff:** GSQRB-LastName-FirstName-postionMnemonic-cadre
   c. **Example:** GSQRB-Roach-Pamela-PSC3--Planning
8. Determine who will present each packet to the QRB. This can be the Cadre Coordinator or other cadre personnel. The program may also have a regional representative present packets for their region.
9. Presenter will prepare notes to be able to present employee to the QRB from the information in the Employee Request Form.

a. Employee Request Form will be shown to QRB on screen, as well as any other documents from the packet the QRB requests.
   b. Baseline Standard will be available to QRB for recommendation decision, including Program's rating, if provided.
10. After deliberation, the QRB Chair will send final Transmittal Logs and FQS Result Letters to CA for signature (copy to Cadre Coordinator).
11. Signed Transmittal Logs and FQS Result Letters will be returned electronically to QRB Coordinator, Pamela.Roach@dhs.gov. Result Letters will be sent to employees from the Pasadena Call Center (copy Cadre Coordinator).
12. FQS Unit and Pasadena Call Center will update the deployment system with approved subtitles and new FQS job titles.
13. Employees have 60 days from FQS results letter to request reconsideration in writing to the program.
14. Programs have 60 days from the written employee reconsideration request to provide written employee notification of reconsideration results.
15. Cadre Coordinator will work with QRB Coordinator, Pamela.Roach@dhs.gov and the Pasadena Call Center, FEMA-FQS-Program@fema.dhs.gov to make reconsideration changes in the deployment system.

APPENDIX Q: EMPLOYEE SELF – CERTIFICATION HEALTH AND SAFETY CHECKLIST

DEPARTMENT OF HOMELAND SECURITY
FEDERAL EMERGENCY MANAGEMENT AGENCY
EMPLOYEE SELF - CERTIFICATION HEALTH and SAFETY CHECKLIST

This self-certification safety checklist is designed to help employees assess the overall safety of their alternate worksite. Employees should inspect their alternate worksite, using this safety checklist as a reference. Employees should complete and submit this checklist to their supervisor, as part of the telework application process. To ensure a safe and productive work environment, employees should correct any item(s) with a **'NO'** response prior to teleworking. Failure to do so will result in the disapproval of the Telework Application and Agreement.

Supervisors should review the checklist with employee, and document any discussion in which the information in this checklist was clarified.

1. Employee Name	2. Organization	3. Position Title	4. Series and Grade
5. Office Telephone Number	6. Supervisor Name		

7. Describe the designated work area in the alternate worksite

A. Workplace Environment Questions	Yes	No
1. Are the temperature, noise, ventilation, and lighting levels adequate to maintain your normal level of job performance?	☐	☐
2. Are all stairs with four or more steps equipped with handrails?	☐	☐
3. Are all circuit breakers and/or fuses in the electrical panel labeled as to intended service?	☐	☐
4. Do circuit breakers clearly indicate if they are in the open or closed position?	☐	☐
5. Is all electrical equipment free of recognized hazards that could cause physical harm (frayed wires, bare conductors, loose wires, flexible wires running through walls, exposed wires to the ceiling)?	☐	☐
6. Will the building's electrical system permit the grounding of electrical equipment?	☐	☐
7. Are aisles, doorways, and corners free of obstructions to permit visibility and movement?	☐	☐
8. Are file cabinets and storage closets arranged so drawers and doors do not open into walkway?	☐	☐
9. Are the chair casters (wheels) secure and the rungs and legs of the chair sturdy?	☐	☐
10. Are the phone lines, electrical cords, and extension wires secured under a desk or alongside a baseboard?	☐	☐
11. Is the office space neat, clean, and free of excessive amounts of combustibles?	☐	☐
12. Are floor surfaces clean, dry, level, and free of worn or frayed seams?	☐	☐
13. Are carpets well secured to the floor and free of frayed or worn seams?	☐	☐
14. Is there enough light for reading?	☐	☐

B. Computer Workstation	Yes	No	B. Computer Workstation (Continued)	Yes	No
1. Is your chair adjustable?	☐	☐	8. Do you have enough leg room?	☐	☐
2. Do you know how to adjust your chair?	☐	☐	9. Is the screen free from noticeable glare?	☐	☐
3. Is your back adequately supported by a backrest?	☐	☐	10. Is the top of the screen eye level?	☐	☐
4. Are your feet on the floor or fully supported by a footrest?	☐	☐	11. Is there space to rest the arms while not keying?	☐	☐
5. Are you satisfied with placement of your monitor and keyboard?	☐	☐	12. When keying, are your forearms close to parallel with the floor?	☐	☐
6. Is it easy to read the text on your screen?	☐	☐			
7. Do you need a document holder?	☐	☐	13. Are your wrists fairly straight when keying?	☐	☐

I certify that I have inspected my alternate worksite and the above information is true and correct to the best of my knowledge. I agree to correct any item(s) with a 'NO' response prior to teleworking.

_____   _____
Employee's Signature   Date

I certify that I have reviewed this checklist with the employee and advised (s)he to take all necessary corrective actions to eliminate any hazard(s) (as revealed by a negative response) before (s)he begins to telework.

_____   _____
Supervisor's Signature   Date

APPENDIX R: TELEWORK APPLICATION AND AGREEMENT

TELEWORK APPLICATION AND AGREEMENT

1. Check one of the following:	☐ New Agreement	☐ Change in Existing Agreement		

2. Employee Name	3. Organization	4. Position Title	5. Series and Grade

6. Office Telephone No.	7. Supervisor (Name/Title)

8. Type of Telework:	☐ Regular (Core)	☐ Situational (Episodic)

Part I - Completion of this agreement indicates that:

1. The employee's telework arrangement begins on _____ (date)

2. The employee's official tour of duty and location are listed below.

DAY	Telework Days (Week 1)	Start and End Times	Telework Days (Week 2)	Start and End Times
Monday				
Tuesday				
Wednesday				
Thursday				
Friday				

3. Employee volunteers to participate in the program and to adhere to the applicable guidelines and policies. Agency concurs with employee participation and agrees to the applicable guidelines and policies.

4. Employee understands that FEMA may require participating employee to work from their telework site, e.g., home, satellite office, or other location, during periods of Unscheduled Telework authorization due to area closures, dismissals, unforeseen emergencies or other reasons as authorized by the Supervisor.

5. Management reserves the right to alter the employee's established telework schedule to accommodate peak workload office demands or for any other official purpose with advance notifications.

6. Employee's official tour of duty must include at least a 30-minute uncompensated lunch.

7. Employee's official duty station is: _____ (City and State) for purposes such as pay, travel, etc. The location at which the employee is designated to work (i.e., alternate work location) while not at the official duty station is: _____

The phone number of the alternate worksite is _____

8. Employee understands requirements for an adequate and safe office space and that these requirements must be met.

9. An employee approved for telework is required to satisfactorily complete all assigned work, consistent with the approach adopted for all other employees in the work group.

10. The employee will regularly meet/speak with the supervisor to receive assignments and to review completed work as necessary or appropriate. The employee's job performance will be evaluated on criteria and milestones determined by the supervisor with input form employee.

11. Employee's Time and Attendance (WebTA) for all official duty time spent in a Telworking status will be recorded using the proper Telework code. The supervisor and employee are responsible for ensuring the accuracy of time and attendance reported for the employee's work at the official duty station and the alternative workplace. The supervisor agrees to certify biweekly the employee's Time and Attendance Daily Report for hours worked. The employee's timekeeper will retain a copy of the employee's work schedule.

12. Employee agrees to participate in surveys and data calls relative to the FEMA Telework Program, as requested.

13. The employee must obtain supervisory approval before taking leave in accordance with established office procedures in accordance with FEMAs Absence and Leave policies.. Use of sick leave, annual leave, or other leave credits during regularly schedule telework time must be approved in advance by the supervisor. Overtime must be approved in advance by the supervisor.

14. Employee will utilize Government equipment for official business only and in accordance with applicable laws, regulations, policies, etc., as well as safeguard said equipment Employee is responsible for servicing and maintaining employee-owned equipment.

15. The employee agrees to permit access to their home by agency representatives when necessary to ensure proper maintenance of agency-owned equipment. Teleworkers should be given at least one day's advance notice of any such visit. Visits should only be done during regular working hours.

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16. Employee is covered under the Federal Employees Compensation Act in the course of performing official duties at the alternate work location or official duty station. Any accident or injury which occurs at the alternate work location must be brought immediately to the attention of the supervisor.

17. Employee's most recent performance rating must be at least equivalent to "proficient" or "achieved expectations".

18. Employee understands that telework is not a substitute for dependent care (child care or elder care) and that appropriate arrangements must be made to accommodate children and adults who cannot care for themselves, while performing official duties in a telework site.

19. The employee understands that the Government will not be responsible for any operating costs that are associated with the use of employee's home as an alternative workplace, for example home maintenance, insurance or utilities.

20. Employee will apply approved safeguards to protect Government records from unauthorized disclosure or damage and will comply with the provisions set forth in the Privacy Act of 1974, Public Act of 1974, Public Law 93-579, codified at Title 5, U.S.C., Section 55a.

21. The employee agrees to abide by the Department of Homeland Security and FEMA Standards of Ethical Conduct Standards while working on official duty.

22. Telework agreements will be reviewed and discussed between the employee and supervisor on an annual basis.

23. Management may terminate participation in this arrangement at any time.

24. The employee may withdraw from the program at any time. The supervisor and employee understand that either party may terminate the Telework agreement with reasonable advance notice, generally fourteen calendar days, but not less than seven calendar days and require the employee to resume working at his/her official duty station. Reasons for termination will be documented by the supervisor and/or employee and filed with this agreement.

Compliance with this Agreement

The employee's failure to comply with the terms of this agreement may result in the termination of this agreement and the telework arrangement. Failure to comply with the provisions of this agreement may also result in appropriate disciplinary or adverse action against the employee.

Part - II

Certification

By signing this agreement, the employee certifies that (s)he has read the terms of this agreement and agrees to follow the policies and procedures outlined in them as well as all other applicable regulations, policies, and procedures.

Employee's Signature	Title	Date
Supervisor's Signature	Title	Date
Telework Coordinator's Signature		Date Reviewed

Part III - Approval/Disapproval

Your request to participate in the telework program is: ☐ **Approved as written**   ☐ **Approved with the following modification(s)**

☐ **Disapproved for the following reason(s):**

☐ The employee does not have sufficient duties or work activities suitable for performance at an alternate work site.

☐ The employee's absence from the work place under a telework arrangement will unacceptably impact the operation of the work unit.

☐ The extent of supervision required for the employee could not be achieved in conjunction with a telework arrangement.

☐ The employee's alternative work site does not meet prescribed acceptability standards. (State the specific deficiency issue(s), such as: safety, two-way communications, access to required materials, IT security, or non-work related distractions and/or obligations.)

☐ The employee does not meet performance eligibility requirements. (State the specific deficiency issue(s) such as: writing, problem-solving, reliability for the following prescribed policies and procedures, organization/time management skills, or work quality/quantity.)

☐ The employee does not meet conduct-related eligibility requirements. (State the specific deficiency issues(s), such as: leave abuse, excessive absence, or a record of misconduct which precludes participation at this time. If no additional misconduct in one (1) year, employee may reapply.

☐ Other (please specify):

Supervisor's Signature	Title	Date
Telework Program Coordinators Signature		Date

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APPENDIX S: WORKFORCE ANALYSIS

The workforce analysis includes the following five tasks:

1. Develop a work plan, goals, and objectives
   a. The work plan will include doctrine and document research, an examination of historic and current data, and interviews with cadre management. IWMD will use a systems approach to determine the shortfalls associated with the current force structure and develop possible solutions for the future force structure.
2. Conduct a comprehensive force structure model review and mission analysis across all cadres
   a. Analyze cadre staffing levels and positions, and assess the capacity of the cadres to respond to an incident. The analysis will identify: the percentage of the permanent workforce required to perform incident management/incident support duties as compared to those who will hold ancillary and mission essential positions; total number of workforce members who hold positions solely dedicated to incident response (i.e., IM COREs, FEMA Corps); the Reservist incident responder requirement to provide for a scalable incident response using a temporary, intermittent workforce; and finally the SCF, which allows FEMA to leverage the Federal interagency workforce in response to a catastrophic Level I, or simultaneous incidents exceeding FEMA's organic incident responder capacity. It should be noted that the FEMA Corps members and SCF volunteers will not be counted into force structure calculations.
   b. Identify deficiencies or redundancies within the incident workforce in conducting the Federal response to incidents as determined through the review of relevant Federal Interagency Operations Plans, conducting interviews, reviewing regional incident staffing needs, and reviewing other sources as necessary.
3. Examine future technology
   a. Determine critical force package deployment architecture for response through analysis of existing data, requirement needs, and projected deployment template strategies.
4. Examine training, education, and qualification needs
   a. Examine needed future training courses, other types of developmental education, and necessary qualifications against existing standards in the FEMA Qualifications System.
5. Explore mitigation efforts
   a. Conduct outreach with mitigation to determine if and how hazard mitigation efforts have decreased Federal response and recovery requirements for certain incidents.

APPENDIX T: OFFICE OF CHIEF COUNSEL

Unlike every other division and office in the Agency, FEMA's Office of Chief Counsel (OCC) provides legal advice to FEMA's Administrator and Agency staff under the direct supervision of the DHS General Counsel.[15] The General Counsel is the Department's chief legal officer and principal legal advisor to the Secretary of Homeland Security and, as such, has final authority and responsibility for legal policy determinations within the Department as well as its components (including FEMA).

As the employees of FEMA's OCC report to the General Counsel, they are subject to the policies of governance established by the General Counsel. As employees of the General Counsel, DHS Delegation 0400.2 "Delegation to the General Counsel" establishes the Office of the General Counsel as an organizational element for the purposes of appointment and administration of personnel, claims resolution, and the labor-management relations program. The General Counsel, with the concurrence of the Secretary, may determine that the Office of the General Counsel shall operate with other authorities and responsibilities of an organizational element, in accordance with Delegation 0160.1 "Delegation to the Department of Homeland Security Organizational Elements." Pursuant to that authority, the General Counsel has retained the authority to select, assign, reassign, classify, deploy, and discipline OCC personnel.

The control over FEMA attorneys by the General Counsel is in part because attorneys are subject to ethics and oversight responsibilities that other employees are not. State Bar membership is essential to the statutory duties and responsibilities of the attorneys of the Agency. Each employee who reports to the General Counsel and who is appointed to an 0905 (General Attorney) occupational series attorney position, must, at the time of appointment and throughout his or her tenure, be an active member in good standing of the Bar of at least one United States jurisdiction, which is any State, the District of Columbia, or a territory or commonwealth of the United States. In addition, he or she must comply with applicable local ethics codes in addition to all ethics codes for Federal attorneys. Failure to maintain current, active membership in good standing may be cause for disciplinary action, up to and including removal from Federal service.

As such, OCC employees may not be selected, assigned, deployed, or disciplined by offices outside OCC. This includes attorneys whose positions are funded by other FEMA offices, as well as attorneys whose duty stations may be co-located with regional cadres.

Due to the restrictions on OCC, some of the provisions of this guide do not pertain to OCC personnel. Please see the Associate Chief Counsel for Regional and Field Legal Operations for questions regarding the applicability of Cadre Management procedures to OCC personnel.

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[15] See DHS Directive 0400 "General Counsel Organization" January 24, 2003.