

TAB F-11a

Fact Sheet FEMA RA Process for Employees

FEMA REASONABLE ACCOMMODATION PROCESS FOR EMPLOYEES

This Fact Sheet is intended to serve as a quick reference for employees seeking information about the FEMA reasonable accommodation process.

Background

The Rehabilitation Act of 1973 (Rehab Act), as amended, protects qualified federal employees and applicants for federal employment with disabilities from employment discrimination based on a disability. The Rehab Act requires that FEMA provide a reasonable accommodation for the known physical or mental limitations of an otherwise qualified individual with a disability, unless doing so causes an undue hardship. Additionally, the Rehab Act also makes it illegal to retaliate against a person because the person requests an accommodation.

Overview of Reasonable Accommodation

What is a Reasonable Accommodation?

A reasonable accommodation is a change or modification to the work environment, or the way things are customarily done, including a change or modification to a particular office policy and/or procedure, which would enable a qualified individual with a disability to apply for a position, perform the essential functions of a position, and/or, enjoy the benefits and privileges of employment equal to those enjoyed by employees without disabilities. Reasonable accommodations do not allow an employee to be excused from the essential functions of their position.

What is an “undue hardship”?

FEMA has a legal duty to provide an effective accommodation, unless doing so will result in an undue hardship to the agency. An undue hardship means that the accommodation would be too difficult/ineffective or too expensive to provide, considering the agency’s size, financial resources, and the needs of the agency. In addition, the agency is not required to remove any key essential functions of the employee’s position.

Who can receive a reasonable accommodation?

Qualified individuals with a disability are entitled to an effective reasonable accommodation under the Rehab Act. A qualified individual with a disability is defined as an individual with a physical or mental impairment or record of an impairment one who: (1) satisfies the requisite skill, experience, education, and other job-related requirements of the position; and (2) can perform the essential functions of the position, with or without reasonable accommodation.

Briefly, major life activities include but are not limited to breathing, walking, learning, seeing, and hearing. An impairment is considered substantially limiting if it significantly restricts – or prevents altogether – an individual's ability to perform the activity as compared with the average person.

What are some common types of accommodations?

- Making facilities accessible and acquiring assistive devices;
- Modifying work schedules;
- Making an exception to a policy or procedure;
- Permitting the use of leave, including unpaid leave;
- Providing ergonomic equipment;
- Providing Sign Language Interpreters (SLI) and/or Closed Captioning services.



How does an employee request a reasonable accommodation?

An employee may initiate the reasonable accommodation process in multiple ways. An employee can do so orally or in writing to their supervisor of record (SOR) or by contacting the Office of Civil Rights (OCR), Disability Support Branch (DSB). Though not required to use any specific words or format for the request, the requestor is responsible for notifying their SOR of the need for an accommodation and describing the workplace limitations they encounter that require accommodating. The employee or SOR will then formally submit the request through the secure DHS ACMS portal at: [DHS OAST Homepage - Office of Accessible Systems and Technology \(OAST\)](#). Individuals who cannot access the DHS ACMS portal may submit their request by email to FEMA-OCR-RA@fema.dhs.gov.

How is a decision reached regarding a request for a reasonable accommodation?

Once an employee or applicant for employment requests a reasonable accommodation, FEMA is required to initiate an interactive discussion with the requestor. During discussions, the SOR, who is the deciding official of their employee's request, and the employee should meet to identify the precise limitations and types of accommodations which would be the most effective and efficient for both parties and enable the employee to perform the essential functions of their position. Once a reasonable accommodation request is submitted to the OCR, DSB via the ACMS Portal, a Reasonable Accommodation Specialist will be assigned to process the request and will provide neutral, authoritative guidance to the employee and SOR. The SOR may grant an interim accommodation while the employee's request is pending assignment to a Reasonable Accommodation Specialist for adjudication. The SOR may consult with the OCR, DSB if assistance is needed. However, the final determination is a responsibility of the SOR.

If the disability and/or limitations are not already known or obvious, the OCR, DSB will request medical information to substantiate that the individual has a disability and clarify the limitations that require accommodating. Medical documentation will be considered sufficient if it meets the following criteria:

1. Describes the nature, severity, and duration of the individual's impairment;
2. The activity or activities that the impairment limits;
3. The extent to which the impairment limits the individual's ability to perform said activity or activities; and,
4. Substantiates why the requested reasonable accommodation is needed.

Depending on the disability and the type of functional limitation it imposes, qualified professionals could include doctors, psychiatrists, psychologists, nurses, physical therapists, occupational therapists, speech therapists, vocational rehabilitation specialists, or licensed mental health professionals.

Upon evaluating all recommendations, considering available resources, and engaging in the interactive process with the requestor; the SOR will make a final determination of approval, alternate approval, or denial on the request. In the event of a denial, the SOR will substantiate the reason for denial. Once a decision is reached, the SOR is required to meet with the employee and discuss the decision. The SOR must document their decision in writing, via the 256-0-2 Management Response form and must be forward the decision to the OCR, DSB, Reasonable Accommodation Specialist for record keeping.

Does the agency have to provide the exact accommodation the employee requests?

No, the SOR may choose among all potential options, as long as the chosen accommodation is effective to both the agency and the employee. Thus, as part of the interactive process, the SOR may offer alternative suggestions for reasonable accommodations and discuss their effectiveness in removing the workplace barrier that is impeding the individual with a disability.

What are the applicable processing timeframes?

The time required to process a request for an accommodation depends on many factors, such as the need to clarify requests, obtain the necessary supporting documentation, and the availability of all parties involved. While the OCR, DSB strives to review and process requests for a reasonable accommodation in a timely manner according to FEMA policy, extenuating circumstances may lead to extended processing times. Consistent with



[Instruction 256-022-01](#), requests for reasonable accommodation are to be processed within 45 calendar days. Provision of approved accommodations should occur expeditiously, but could be delayed in some circumstances, such as when furniture or equipment needs to be purchased.

What are the employee's appeal rights?

If an employee's request for reasonable accommodation is denied, they may submit a written appeal to their second level SOR. The employee may present additional information in support of their request. The second level SOR will respond to the employee's request for appeal within ten (10) business days of receipt of the request.

If a FEMA employee who is applying for another position within FEMA receives a denial of their request for reasonable accommodation, they may appeal directly to the Director, OCR. They may present additional information in support of their request. The Director will respond to the request for appeal within ten (10) business days of receipt of the request.

All final agency denials must be reviewed by the Office of Chief Counsel (OCC) embedded attorney and OCR, Director, prior to issuance.

Is an employee's reasonable accommodation request confidential?

Under the Rehabilitation Act, a person's medical condition, functional limitations, and even the fact that an accommodation has been requested or provided must be kept confidential. Therefore, information regarding an employee's reasonable accommodation should only be shared with those persons having a legitimate need to know. This generally includes a first and/or second line SOR and the OCR, DSB. It may be necessary to share limited information with others involved in implementation of an approved reasonable accommodation. Fellow employees, even if they may be asked to assume some non-essential functions as part of accommodating another employee, do not have a need to know.

Additionally, under the Rehabilitation Act, medical information obtained in connection with the reasonable accommodation process must be kept confidential, in files separate from the individual's personnel file. Medical documents provided by an employee should be sent to the OCR, DSB and should be password protected. Managers should not keep copies of medical records. Improper disclosure of an employee's reasonable accommodation and medical documentation is a violation of the Rehab Act and [Privacy Act of 1974](#).

What is Reassignment as Reasonable Accommodation of Last Resort?

Reassignment is the reasonable accommodation of last resort and is required only after it has been determined that: (1) there are no effective accommodations that will enable the employee to perform the essential functions of their current position, or (2) all other reasonable accommodations would impose an undue hardship. Before considering reassignment as a reasonable accommodation, FEMA should first consider those accommodations that would enable an employee to remain in their current position.

This type of reasonable accommodation must be provided to an employee who, because of a disability, can no longer perform the essential functions of their current position, with or without reasonable accommodation, unless the employer can show that it would be an undue hardship. An employee must be "qualified" for the new position. An employee is "qualified" for a position if they: (1) satisfy the requisite skill, experience, education, and other job-related requirements of the position, and (2) can perform the essential functions of the new position, with or without reasonable accommodation.

Resources

- [FEMA Reasonable Accommodation Policy](#)
- [FEMA Form 256, Request for Reasonable Accommodation Form \(page 1\) and Management Response to Request for Reasonable Accommodation \(page 2\)](#)
- [Job Accommodation Network \(JAN\)](#) – provides general guidance on the Rehabilitation Act and A-Z disabilities and accommodations.
- [EEOC Enforcement Guidance on Reasonable Accommodation and Undue Hardship under the ADA](#)



Questions?

For guidance and/or assistance with any reasonable accommodation inquiry, please contact the OCR, DSB at FEMA-OCR-RA@fema.dhs.gov. You may also visit the OCR, DSB SharePoint site at: [https://usfema.sharepoint.com/sites/OAI/oOCR/SitePages/Reasonable-Accommodation-\(RA\).aspx](https://usfema.sharepoint.com/sites/OAI/oOCR/SitePages/Reasonable-Accommodation-(RA).aspx).



FEMA

TAB F-12

Complainant Training Records

All Training

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Current Date: 4/8/2025 ANTHONY IN

Title	Type	Status	Score	Start Date	Completion Date	Expiration Date	Credits
DHS IED Awareness and Safety Procedures	Online	Completed	100.00	3/14/2016	3/14/2016		0 03 Continuing Education Unit
Active Shooter - Violence in the Workplace (179)	Classroom	Completed		9/26/2018	9/26/2018		1 03 Continuing Education Unit
Active Shooter - Violence in the Workplace (520)	Classroom	No Show		5/23/2019			
Annual Ethics Training for Confidential Financial Disclosure (OGE 450) Filers – 2022	Online	Completed		1/28/2022	1/28/2022		0 03 Continuing Education Unit
Annual Ethics Training for Confidential Financial Disclosure (OGE 450) Filers – 2023	Online	Completed		1/30/2023	1/30/2023		0 03 Continuing Education Unit
Annual Mandatory Independent Study Courses Bundle	Bundle	Satisfied		4/13/2020	12/23/2020		
Annual Mandatory Training Bundle	Bundle	Satisfied		7/6/2020	10/19/2020		
Briefing - Security (102)	Classroom	Completed		9/27/2021	9/27/2021		
Building a Leadership Development Plan	Online	Started		6/21/2019			

Title	Type	Status	Score	Start Date	Completion Date	Expiration Date	Credits
Civil Treatment for Leaders (CTLGov) (62)	Classroom	Completed		10/22/2020	10/22/2020		0 03 Continuing Education Unit
Coach and Evaluator Sustainment Training	Online	Completed		1/11/2022	1/11/2022		0 03 Continuing Education Unit
Coach and Evaluator Sustainment Training 2022	Online	Completed	85.00	1/27/2023	1/31/2023		0 03 Continuing Education Unit
Conducting an Effective Hiring Interview	Online	Completed	90.00	7/7/2021	7/7/2021		0 03 Continuing Education Unit
Conducting an Effective Hiring Interview	Online	Completed	83.00	8/14/2023	8/14/2023		
DF-434 Introduction to Equal Rights (972)	Classroom	Completed		10/5/2018	10/5/2018		1 03 Continuing Education Unit
DHS Counterintelligence Awareness	Online	Completed		2/27/2024	2/27/2024		
DHS Counterintelligence Awareness	Online	Completed		8/4/2021	8/29/2022		0 03 Continuing Education Unit
DHS Insider Threat Awareness	Online	Completed		8/22/2022	8/22/2022		0 03 Continuing Education Unit

Title	Type	Status	Score	Start Date	Completion Date	Expiration Date	Credits
DHS Insider Threat Awareness	Online	Completed		9/21/2020	9/21/2020		0 03 Continuing Education Unit
DHS Insider Threat Awareness	Online	Completed		2/27/2024	2/27/2024		
DHS Insider Threat Awareness	Online	Completed		4/14/2021	4/14/2021		0 03 Continuing Education Unit
DHS Insider Threat Awareness	Online	Completed		3/27/2019	3/27/2019		0 03 Continuing Education Unit
DHS No FEAR Act 2021	Online	Completed	100.00	8/22/2022	8/22/2022		0 03 Continuing Education Unit
DHS No FEAR Act Refresher Training	Online	Completed	100.00	8/19/2024	8/19/2024		
DHS Travel Card Training	Online	Completed	83.00	7/6/2020	7/6/2020		0 03 Continuing Education Unit
DHS Travel Card Training	Online	Completed	83.00	5/12/2022	5/12/2022		0 03 Continuing Education Unit
DHS Travel Card Training	Online	Completed	83.00	5/12/2022	5/12/2022		0 03 Continuing Education Unit
E/L/B Emergency Manager Orientation (25)	Classroom	Completed		3/7/2016	3/18/2016		

Title	Type	Status	Score	Start Date	Completion Date	Expiration Date	Credits
EEO and Lawful Hiring	Online	Completed	70.00	8/14/2023	8/14/2023		
EEO and Lawful Hiring	Online	Completed	100.00	7/7/2021	7/7/2021		0 03 Continuing Education Unit
Employee Engagement Refresher Course (2)	Classroom	Enrolled		4/25/2024			
Employment of People with Disabilities: A Roadmap to Success	Online	Completed	100.00	5/5/2023	5/5/2023		1 03 Continuing Education Unit
Employment of People with Disabilities: A Roadmap to Success	Online	Completed	100.00	8/4/2021	8/4/2021		1 03 Continuing Education Unit
Engaging Teleworkers (26)	Classroom	Completed		4/22/2020	4/22/2020		1 03 Continuing Education Unit
Engaging Teleworkers (9)	Classroom	Enrolled		3/27/2020			
ERO Trilogy DF416, DF434, DF506 (10)	Classroom	Completed		10/5/2018	10/5/2018		0 04 Not Applicable
FedHR Navigator for Supervisors (17)	Virtual	No Show		3/21/2024			
FEMA Human Trafficking Awareness	Online	Completed	80.00	2/27/2024	2/27/2024		
FEMA Human Trafficking Awareness	Online	Completed	80.00	8/8/2023	8/8/2023		
FEMA Human Trafficking Awareness	Online	Completed	70.00	8/11/2022	8/22/2022		0 03 Continuing Education Unit

Title	Type	Status	Score	Start Date	Completion Date	Expiration Date	Credits
FEMA Human Trafficking Awareness	Online	Completed	80.00	4/16/2021	4/16/2021		0 03 Continuing Education Unit
FEMA Human Trafficking Awareness	Online	Completed	70.00	9/15/2020	9/15/2020		0 03 Continuing Education Unit
Final Exam IS-0293: Mission Assignment Overview	Test	Completed	80.00	3/8/2022	9/13/2022		
Final Exam: IS-0013: NDEMU Conduct and Behavior	Test	Completed	75.00	10/2/2024	10/2/2024		
Final Exam: IS-0019.23: FEMA EEO Supervisor Course 2023	Test	Completed	92.31	8/18/2023	8/18/2023		
Final Exam: IS-0019.24: FEMA EEO Supervisor Course 2024	Test	Completed	92.31	2/28/2024	2/28/2024		
Final Exam: IS-0020.23: Diversity Awareness Course 2023	Test	Completed	76.00	5/16/2023	5/16/2023		
Final Exam: IS-0021.21: Civil Rights and FEMA Disaster Assistance	Test	Completed	80.00	4/21/2021	4/21/2021		
Final Exam: IS-0021.23: Civil Rights and FEMA Disaster Assistance	Test	Completed	80.00	5/5/2023	5/5/2023		
Final Exam: IS-0038: Fraud Awareness and Prevention	Test	Completed	100.00	4/16/2021	4/16/2021		
Final Exam: IS-0038: Fraud Awareness and Prevention	Test	Completed	75.00	2/27/2024	2/27/2024		

Title	Type	Status	Score	Start Date	Completion Date	Expiration Date	Credits
Final Exam: IS-0038: Fraud Awareness and Prevention	Test	Completed	90.00	8/22/2022	8/22/2022		
Final Exam: IS-0038: Fraud Awareness and Prevention	Test	Failed	65.00	8/28/2023	8/28/2023		
Final Exam: IS-0230.e Fundamentals of Emergency Management	Test	Completed	85.00	9/18/2024	9/18/2024		
Final Exam: IS-0240.c: Leadership and Influence	Test	Completed	75.00	5/13/2024	5/13/2024		
Final Exam: IS-0822 Fundamentals of Management and Support Coordination of Federal Disaster Operations	Test	Completed	60.00	3/17/2016	3/17/2016		
Final Exam: IS-0822 Fundamentals of Management and Support Coordination of Federal Disaster Operations	Test	Completed	84.00	3/17/2016	3/17/2016		
Final Exam: IS-106.16: Workplace Violence Awareness Training 2016	Test	Completed	100.00	3/16/2016	3/16/2016		
Final Exam: IS-18.16: FEMA EEO Employee Course 2016	Test	Completed	80.77	3/15/2016	3/15/2016		
Final Exam: IS-18.20: FEMA EEO Employee Course 2020	Test	Completed	92.31	12/23/2020	12/23/2020		
Final Exam: IS-18.22: FEMA EEO Employee Course 2022	Test	Completed	84.62	9/13/2022	9/13/2022		
Final Exam: IS-19.20: FEMA EEO Supervisor Course 2020	Test	Failed	73.08	9/17/2020	9/17/2020		

Title	Type	Status	Score	Start Date	Completion Date	Expiration Date	Credits
Final Exam: IS-19.20: FEMA EEO Supervisor Course 2020	Test	Started		9/30/2020			
Final Exam: IS-19.21: FEMA EEO Supervisor Course 2021	Test	Completed	84.62	8/2/2021	8/2/2021		
Final Exam: IS-19.22: FEMA EEO Supervisor Course 2022	Test	Completed	84.62	9/13/2022	9/15/2022		
Final Exam: IS-20.16: Diversity Awareness Course 2016	Test	Completed	76.00	3/15/2016	3/15/2016		
Final Exam: IS-20.20: Diversity Awareness Course 2020	Test	Completed	76.00	11/27/2020	11/27/2020		
Final Exam: IS-20.21: Diversity Awareness Course 2021	Test	Completed	84.00	4/15/2021	4/15/2021		
Final Exam: IS-2002: Introduction to FEMA Operational Planning	Test	Started		9/20/2018			
Final Exam: IS-21.16: Civil Rights and FEMA Disaster Assistance	Test	Completed	90.00	3/16/2016	3/16/2016		
Final Exam: IS-21.20: Civil Rights and FEMA Disaster Assistance	Test	Completed	90.00	11/30/2020	11/30/2020		
Final Exam: IS-235.c Emergency Planning	Test	Completed	76.67	6/23/2023	6/23/2023		
Final Exam: IS-241.b Decision Making and Problem Solving	Test	Completed	91.67	6/8/2021	6/8/2021		
Final Exam: IS-242.C: Effective Communication	Test	Completed	75.00	5/5/2023	5/5/2023		

Title	Type	Status	Score	Start Date	Completion Date	Expiration Date	Credits
Final Exam: IS-35.16: FEMA Safety Orientation 2016	Test	Completed	72.22	3/16/2016	3/16/2016		
Final Exam: IS-35.20: FEMA Safety Orientation 2020	Test	Completed	88.89	11/27/2020	11/27/2020		
Final Exam: IS-35.21: FEMA Safety Orientation 2021	Test	Completed	100.00	4/14/2021	4/14/2021		
Final Exam: IS-37.23 Managerial Safety and Health	Test	Completed	90.00	5/16/2023	5/16/2023		
Final Exam: IS-38.16: Fraud Awareness and Prevention	Test	Completed	20.00	3/16/2016	3/16/2016		
Final Exam: IS-38.16: Fraud Awareness and Prevention	Test	Completed	90.00	3/16/2016	3/16/2016		
Final Exam: IS-38.18: Fraud Awareness and Prevention	Test	Completed	90.00	4/17/2019	4/17/2019		
Final Exam: IS-38.20: Fraud Awareness and Prevention	Test	Completed	90.00	9/16/2020	9/16/2020		
Final Exam: IS-554 Emergency Planning for Public Works	Test	Completed	94.74	3/14/2016	3/14/2016		
Final Exam: IS-632.a Introduction to Debris Operations	Test	Completed	87.50	3/17/2016	3/17/2016		
Final Exam: IS-650.a Building Partnerships with Tribal Governments	Test	Completed	100.00	4/5/2016	4/5/2016		
Final Exam: IS-700.b - An Introduction to the National Incident Management System	Test	Completed	78.57	9/19/2018	9/20/2018		

Title	Type	Status	Score	Start Date	Completion Date	Expiration Date	Credits
Final Exam: IS-907 - Active Shooter: What You Can Do	Test	Failed	66.67	8/28/2023	8/28/2023		
Final Exam: IS-907 - Active Shooter: What You Can Do	Test	Completed	83.33	11/30/2020	11/30/2020		
Final Exam: IS-907 - Active Shooter: What You Can Do	Test	Completed	91.67	8/25/2022	8/25/2022		
Final Exam: IS-907 - Active Shooter: What You Can Do	Test	Completed	83.33	4/16/2021	4/16/2021		
Final Exam: IS-907 - Active Shooter: What You Can Do	Test	Completed	83.33	2/27/2024	2/27/2024		
Foundations Program Core Development Experience Part 1	Online	Completed		5/13/2024	5/13/2024		
Foundations Program Core Development Experience Part 1	Online	Completed		5/13/2024	5/13/2024		
Foundations Program Core Development Experience Part 2	Online	Enrolled		5/13/2024			
Government Emergency Telecommunications Services (GETS) and Wireless Priority Service (WPS) Training (7)	Classroom	Completed		5/6/2020	5/6/2020		0 03 Continuing Education Unit
Government Travel Card Training	Online	Completed	83.33	2/22/2024	2/22/2024		
GovTA Supervisors (Virtual) (2)	Classroom	Started		1/29/2024			
Human Trafficking Awareness Training for DHS Personnel	Online	Started	100.00	3/26/2019			

Title	Type	Status	Score	Start Date	Completion Date	Expiration Date	Credits
Human Trafficking Awareness Training for DHS Personnel	Online	Completed	80.00	9/19/2018	9/19/2018		1 03 Continuing Education Unit
IS-0013: EMI Conduct and Behavior Course	Online	Completed		10/2/2024	10/2/2024		
IS-0018.20: FEMA EEO Employee Course 2020	Online	Completed		12/23/2020	12/23/2020		0.1 03 Continuing Education Unit
IS-0018.22: FEMA EEO Employee Course 2022	Online	Completed		9/13/2022	9/13/2022		0.1 03 Continuing Education Unit
IS-0019.20: FEMA EEO Supervisor Course 2020	Online	Started	0.00	9/17/2020			
IS-0019.21: FEMA EEO Supervisor Course 2021	Online	Completed		8/2/2021	8/2/2021		0.1 03 Continuing Education Unit
IS-0019.22: FEMA EEO Supervisor Course 2022	Online	Completed		9/13/2022	9/13/2022		0.3 03 Continuing Education Unit
IS-0019.23: FEMA EEO Supervisor Course 2023	Online	Completed		8/18/2023	8/18/2023		
IS-0019.24: FEMA EEO Supervisor Course 2024	Online	Completed		2/28/2024	2/28/2024		
IS-0020.20: Diversity Awareness Course 2020	Online	Completed		11/27/2020	11/27/2020		0 03 Continuing Education Unit

Title	Type	Status	Score	Start Date	Completion Date	Expiration Date	Credits
IS-0020.21: Diversity Awareness Course 2021	Online	Completed		4/15/2021	4/15/2021		0.1 03 Continuing Education Unit
IS-0020.23: Diversity Awareness Course 2023	Online	Completed		5/16/2023	5/16/2023		0.1 03 Continuing Education Unit
IS-0021.20 Civil Rights and FEMA Disaster Assistance 2020	Online	Completed		11/30/2020	11/30/2020		0.1 03 Continuing Education Unit
IS-0021.21 Civil Rights and FEMA Disaster Assistance 2021	Online	Completed		4/21/2021	4/21/2021		0.1 03 Continuing Education Unit
IS-0021.23 Civil Rights and FEMA Disaster Assistance 2023	Online	Completed		5/5/2023	5/5/2023		0.1 03 Continuing Education Unit
IS-0029.A Public Information Officer Awareness	Online	Completed		5/11/2023	5/11/2023		0.02 03 Continuing Education Unit
IS-0029.A: Public Information Officer Awareness	Test	Completed	88.00	5/11/2023	5/11/2023		
IS-0035.20 - FEMA Safety Orientation	Online	Completed		11/27/2020	11/27/2020		0.2 03 Continuing Education Unit
IS-0035.21 - FEMA Safety Orientation	Online	Completed		4/14/2021	4/14/2021		0.2 03 Continuing Education Unit

Title	Type	Status	Score	Start Date	Completion Date	Expiration Date	Credits
IS-0037.23: Managerial Safety and Health	Online	Completed		5/16/2023	5/16/2023		0.2 03 Continuing Education Unit
IS-0038.18: Fraud Awareness and Prevention	Online	Completed		4/17/2019	4/17/2019		0.1 03 Continuing Education Unit
IS-0038.20: Fraud Awareness and Prevention	Online	Completed	0.00	9/16/2020	9/16/2020		0.1 03 Continuing Education Unit
IS-0038: Fraud Awareness and Prevention	Online	Completed		8/28/2023	8/28/2023		0.1 03 Continuing Education Unit
IS-0038: Fraud Awareness and Prevention	Online	Completed		8/22/2022	8/22/2022		0.1 03 Continuing Education Unit
IS-0038: Fraud Awareness and Prevention	Online	Completed		2/27/2024	2/27/2024		
IS-0038: Fraud Awareness and Prevention	Online	Completed		4/16/2021	4/16/2021		0.1 03 Continuing Education Unit
IS-0075: Military Resources in Emergency Management	Online	Completed		9/13/2022	9/13/2022		0 03 Continuing Education Unit
IS-0120.c An Introduction to Exercises	Test	Completed	83.33	5/17/2023	5/17/2023		

Title	Type	Status	Score	Start Date	Completion Date	Expiration Date	Credits
IS-0120.c: An Introduction to Exercises	Online	Completed		5/17/2023	5/17/2023		0.3 03 Continuing Education Unit
IS-0230.d Fundamentals of Emergency Management	Online	Completed		10/2/2017	12/24/2017		6 03 Continuing Education Unit
IS-0230.e: Fundamentals of Emergency Management	Online	Completed		9/18/2024	9/18/2024		
IS-0235.c: Emergency Planning	Online	Completed		6/23/2023	6/23/2023		
IS-0240.c: Leadership and Influence	Online	Completed		5/10/2024	5/10/2024		
IS-0241.b: Decision-Making and Problem-Solving	Online	Completed		6/8/2021	6/8/2021		0.2 03 Continuing Education Unit
IS-0242.c: Effective Communication	Online	Completed		5/5/2023	5/5/2023		0.8 03 Continuing Education Unit
IS-0293: Mission Assignment Overview	Online	Completed		3/8/2022	9/13/2022		0.3 03 Continuing Education Unit
IS-0700.b An Introduction to the National Incident Management System	Online	Started	0.00	9/19/2018			
IS-0907 - Active Shooter: What You Can Do	Online	Completed		4/16/2021	4/16/2021		0.1 03 Continuing Education Unit

Title	Type	Status	Score	Start Date	Completion Date	Expiration Date	Credits
IS-0907 - Active Shooter: What You Can Do	Online	Completed		8/28/2023	8/28/2023		
IS-0907 - Active Shooter: What You Can Do	Online	Completed		8/25/2022	8/25/2022		0.1 03 Continuing Education Unit
IS-0907 - Active Shooter: What You Can Do	Online	Completed		2/27/2024	2/27/2024		
IS-0907 - Active Shooter: What You Can Do	Online	Completed		9/16/2020	9/16/2020		0.1 03 Continuing Education Unit
IS-0907 - Active Shooter: What You Can Do	Online	Completed		11/30/2020	11/30/2020		0.1 03 Continuing Education Unit
IS-0907 - Active Shooter: What You Can Do	Online	Started		8/25/2022			
IS-18.16 - FEMA EEO Employee Course 2016	Online	Completed		3/15/2016	3/15/2016		
IS-20.16 Diversity Awareness Course 2016	Online	Completed		3/15/2016	3/15/2016		
IS-2002: Introduction to FEMA Operational Planning	Online	Started		9/20/2018			
IS-21.16 Civil Rights and FEMA Disaster Assistance 2016	Online	Completed		3/16/2016	3/16/2016		
IS-25.a: Basic Property Management	Online	Completed		8/25/2022	9/12/2022		0.5 03 Continuing Education Unit
IS-554: Emergency Planning for Public Works	Online	Completed		3/14/2016	3/14/2016		0.3 03 Continuing Education Unit

Title	Type	Status	Score	Start Date	Completion Date	Expiration Date	Credits
IS-632.a Introduction to Debris Operations	Online	Completed		3/16/2016	3/17/2016		0.2 03 Continuing Education Unit
IS-650.a Building Partnerships with Tribal Governments	Online	Completed		4/5/2016	4/5/2016		0.4 03 Continuing Education Unit
IS-700.a - National Incident Management System (NIMS) - An Introduction	Online	Started		5/31/2018			
IS-800.c: National Response Framework, an Introduction	Online	Started		5/31/2018			
IS-822: Fundamentals of Management and Support Coordination of Federal Disaster Operations	Online	Started		9/20/2018			
Legal Responsibility – Office of Chief Counsel (OCC) Perspective Training, Spring 2021 (2)	Classroom	Completed		5/25/2021	5/25/2021		0 03 Continuing Education Unit
Management Development Program (or Equivalent) (1)	Classroom	Completed		12/13/2023	12/13/2023		
Managing Mobile Employees (5)	Classroom	Completed		3/30/2020	3/30/2020		1 04 Not Applicable
Mandatory Supervisory Training - Continual Learning (Self-Certification)	Online	Completed		4/14/2022	10/6/2022		0 03 Continuing Education Unit
Milestone Program Core Development Experience Part 1	Online	Started		5/16/2024			

Title	Type	Status	Score	Start Date	Completion Date	Expiration Date	Credits
OGE 450 Filers-Annual Ethics Training 2024	Online	Completed		1/16/2024	1/16/2024		
OneDrive for Business 2017: Signing in & Setting Up	Online	Completed		4/23/2020	4/23/2020		0 03 Continuing Education Unit
OneDrive for Business 2017: Using the Storage Tools	Online	Started		4/23/2020			
Operations Security (OPSEC) Fundamentals (2)	Classroom	Completed		6/16/2021	6/16/2021		0 03 Continuing Education Unit
OPSEC Basic Awareness	Online	Completed	70.00	1/11/2023	2/28/2024		
OPSEC Security (OPSEC) Fundamentals	Online	Completed		11/16/2017	4/17/2019		0 03 Continuing Education Unit
OPSEC Security (OPSEC) Fundamentals	Online	Started		9/18/2020			
OSC Supervisory Whistleblower Training (Prohibited Personnel Practices)	Online	Completed		4/13/2021	4/13/2021		0 03 Continuing Education Unit
OSC Supervisory Whistleblower Training (Prohibited Personnel Practices)	Online	Completed		9/15/2023	9/15/2023		
OSC Supervisory Whistleblower Training (Prohibited Personnel Practices)	Online	Completed		2/28/2024	2/28/2024		
OSC Supervisory Whistleblower Training (Prohibited Personnel Practices)	Online	Completed		8/29/2022	8/29/2022		0 03 Continuing Education Unit

Title	Type	Status	Score	Start Date	Completion Date	Expiration Date	Credits
P.A.S.S.-Professional Awareness Sensitivity Session (1)	Classroom	Completed		11/1/2018	11/1/2018		0 03 Continuing Education Unit
PA Group Supervisor Bi-MONthly Briefing (3)	Classroom	Completed		4/8/2019	4/8/2019		0 03 Continuing Education Unit
PA Group Supervisor Bi-MONthly Briefing (4)	Classroom	Completed		4/9/2019	4/9/2019		0 03 Continuing Education Unit
PA Group Supervisor Bi-Montly Briefing (1)	Classroom	Enrolled		8/28/2019			
Personnel Standards of Conduct FEMA Directive 123-0-2-1	Online	Completed		12/15/2020	12/15/2020		0 03 Continuing Education Unit
Preventing and Addressing Workplace Harassment	Online	Completed	96.00	5/3/2023	5/3/2023		0 03 Continuing Education Unit
Preventing and Addressing Workplace Harassment	Online	Completed	84.00	9/18/2020	9/18/2020		0 03 Continuing Education Unit
Preventing and Addressing Workplace Harassment	Online	Completed	38.00	4/15/2021	4/15/2021		0 03 Continuing Education Unit
Preventing and Addressing Workplace Harassment	Online	Completed	87.00	4/15/2021	4/15/2021		0 03 Continuing Education Unit

Title	Type	Status	Score	Start Date	Completion Date	Expiration Date	Credits
Preventing and Addressing Workplace Harassment	Online	Completed	87.00	5/22/2019	5/22/2019		0 03 Continuing Education Unit
Preventing and Addressing Workplace Harassment	Online	Completed	84.00	9/16/2020	9/18/2020		0 03 Continuing Education Unit
Preventing Workplace Harassment	Online	Completed		3/27/2019	3/27/2019		0 03 Continuing Education Unit
Preventing Workplace Harassment	Online	Completed		3/12/2018	3/12/2018		0 03 Continuing Education Unit
Preventing Workplace Harassment	Online	Completed	80.00	2/28/2024	2/28/2024		
Privacy at DHS: Protecting Personal Information	Online	Completed	100.00	9/9/2019	9/9/2019		0 03 Continuing Education Unit
Privacy at DHS: Protecting Personal Information	Online	Completed	100.00	9/21/2020	9/21/2020		0 03 Continuing Education Unit
Privacy at DHS: Protecting Personal Information	Online	Completed	77.78	4/13/2021	4/13/2021		0 03 Continuing Education Unit
Privacy at DHS: Protecting Personal Information	Online	Completed		8/11/2022	8/11/2022		0 03 Continuing Education Unit

Title	Type	Status	Score	Start Date	Completion Date	Expiration Date	Credits
Privacy at DHS: Protecting Personal Information	Online	Completed		9/15/2023	9/26/2023		
Privacy at DHS: Protecting Personal Information	Online	Completed		2/28/2024	4/3/2024		
Privacy at DHS: Protecting Personal Information (Reservists) (20)	Classroom	Completed		4/1/2016	4/1/2016		
Public Assistance - Preliminary Damage Assessments (11)	Classroom	Completed		9/24/2019	9/24/2019		0 03 Continuing Education Unit
Records Management for Everyone	Online	Completed	72.73	4/13/2021	4/13/2021		1 03 Continuing Education Unit
Records Management for Everyone	Online	Completed	90.91	4/25/2023	4/25/2023		1 03 Continuing Education Unit
Records Management for Everyone	Online	Completed	94.74	2/28/2024	2/28/2024		1 03 Continuing Education Unit
Records Management for Everyone	Online	Completed	81.82	8/11/2022	8/11/2022		1 03 Continuing Education Unit
Records Management for Everyone	Online	Completed	81.82	10/19/2020	10/19/2020		1 03 Continuing Education Unit

Title	Type	Status	Score	Start Date	Completion Date	Expiration Date	Credits
Reg06 - Media Interview & Presentation Skills w/Mock Interviews (4)	Classroom	Completed		9/18/2023	9/18/2023		
Reg06:RTD12020: Earthquake and Winter Weather Plans (16)	Classroom	Completed		1/9/2020	1/9/2020		0 03 Continuing Education Unit
Reg0612023: RTD - OPSEC Basic Awareness (1)	Classroom	Completed		1/12/2023	1/12/2023		0 03 Continuing Education Unit
Reg0642024: RTD - Fire Management Assistance Grant (FMAG) Program (1)	Classroom	Completed		4/11/2024	4/11/2024		
Reg0652020: Devolution Emergency Response Group (DERG) Orientation (1)	Classroom	Completed		5/14/2020	5/14/2020		0 03 Continuing Education Unit
Reg0652020: Grants Overview--Cost Principles (1)	Classroom	Completed		5/14/2020	5/14/2020		0 03 Continuing Education Unit
Reg0652022 - RTD: PA Reimbursement for Building Codes & Floodplain Management Administration and Enforcement (1)	Classroom	No Show		5/12/2022			
Reg0672020: Being a FEMA Advocate for Flood Insurance: Protecting People and Property from Flood Damage (2)	Classroom	Completed		7/22/2020	7/22/2020		0 03 Continuing Education Unit
Reg0672020: Non-congregate Sheltering in a COVID Environment (2)	Classroom	Completed		7/22/2020	7/22/2020		0 03 Continuing Education Unit

Title	Type	Status	Score	Start Date	Completion Date	Expiration Date	Credits
Reg06Feb2020: FEMA Authorities (9)	Classroom	Completed		2/13/2020	2/13/2020		0 04 Not Applicable
Reg06Mar2020: Overview of Severe Storms and Flooding (6)	Classroom	Class Cancelled		3/12/2020			
Reg06RiskThreat: Region 6 All Hazards Plan (5)	Classroom	Completed		11/21/2019	11/21/2019		0 04 Not Applicable
Reg06SD102019: Intro to Region 6 and Disaster History (3)	Classroom	Enrolled		10/7/2019			
Safety Training (39)	Classroom	Completed		9/27/2021	9/27/2021		1 03 Continuing Education Unit
Security Education, Training, and Awareness (SETA): Insider Threat (8)	Classroom	Completed		9/9/2022	9/9/2022		0 03 Continuing Education Unit
Security Education, Training, and Awareness (SETA): Operations Security (15)	Classroom	Completed		8/19/2022	8/19/2022		0 03 Continuing Education Unit
Security Education, Training, and Awareness (SETA): Operations Security (29)	Classroom	Completed		1/12/2023	1/12/2023		0 03 Continuing Education Unit
Security Education, Training, and Awareness (SETA): Operations Security (30)	Classroom	Completed		1/25/2023	1/25/2023		0 03 Continuing Education Unit
Skillsoft Books and Videos	Online	Started		2/2/2022			

Title	Type	Status	Score	Start Date	Completion Date	Expiration Date	Credits
Skype for Business 2016: Chatting and Calling	Online	Started		3/18/2020			
Supervisor 2.0 Contact Tracing (2)	Classroom	Completed		12/10/2020	12/10/2020		0 03 Continuing Education Unit
Supervisor Continual Learning and Give-Back Requirements (10)	Classroom	Completed		5/18/2022	5/18/2022		
Supervisor Continual Learning and Give-Back Requirements (16)	Classroom	Withdrawn		8/8/2022			
Supervisor Continual Learning and Give-Back Requirements (18)	Classroom	Completed		9/12/2022	9/12/2022		
Supervisor Continual Learning and Give-Back Requirements (22)	Classroom	Completed		11/30/2022	11/30/2022		
Supervisor Continual Learning and Give-Back Requirements (23)	Classroom	Completed		12/12/2022	12/12/2022		
Supervisor Continual Learning and Give-Back Requirements (24)	Classroom	Completed		12/21/2022	12/21/2022		
Supervisor Continual Learning and Give-Back Requirements (25)	Classroom	Completed		1/9/2023	1/9/2023		
Supervisor Continual Learning and Give-Back Requirements (29)	Classroom	Completed		3/13/2023	3/13/2023		
Supervisor Continual Learning and Give-Back Requirements (3)	Classroom	Completed		2/17/2022	2/17/2022		
Supervisor Continual Learning and Give-Back Requirements (4)	Classroom	Completed		3/14/2022	3/14/2022		

Title	Type	Status	Score	Start Date	Completion Date	Expiration Date	Credits
Supervisor Continual Learning and Give-Back Requirements (52)	Classroom	Completed		2/21/2024	2/21/2024		
Supervisor Continual Learning and Give-Back Requirements (53)	Classroom	Completed		3/11/2024	3/11/2024		
Supervisor Continual Learning and Give-Back Requirements (55)	Classroom	Completed		4/8/2024	4/8/2024		
Supervisor Continual Learning and Give-Back Requirements (7)	Classroom	Completed		4/11/2022	4/11/2022		
Supervisory Essentials (41)	Classroom	Completed		6/7/2021	6/11/2021		0 03 Continuing Education Unit
Telework for Government Employees	Online	Completed	83.00	3/16/2020	3/16/2020		
The Anti-Deficiency Act: How to Comply and Stop Violations	Online	Completed	73.33	2/22/2024	2/22/2024		
The Anti-Deficiency Act: How to Comply and Stop Violations	Online	Completed	0.00	3/30/2021	3/30/2021		0 03 Continuing Education Unit
Thrift Savings Plan from A to Z (1)	Classroom	Enrolled		3/10/2018			
Unauthorized Disclosures of Classified or Controlled Unclassified Information	Online	Completed		10/26/2017	10/26/2017		1 03 Continuing Education Unit
Understanding FEMA's Drug Free Workplace Policy	Online	Completed		9/15/2023	2/29/2024		

Title	Type	Status	Score	Start Date	Completion Date	Expiration Date	Credits
Understanding FEMA's Drug Free Workplace Policy	Online	Completed		8/25/2022	8/25/2022		0 03 Continuing Education Unit
Understanding FEMA's Drug Free Workplace Policy	Online	Completed		8/4/2021	8/4/2021		0 03 Continuing Education Unit
Uniformed Services Employment and Reemployment Rights Act (USERRA)	Online	Completed	0.00	8/4/2021	8/4/2021		0 03 Continuing Education Unit
Uniformed Services Employment and Reemployment Rights Act (USERRA)	Online	Completed	57.14	8/30/2022	8/30/2022		0 03 Continuing Education Unit
Uniformed Services Employment and Reemployment Rights Act (USERRA)	Online	Completed		9/30/2020	9/30/2020		0 03 Continuing Education Unit
Uniformed Services Employment and Reemployment Rights Act of 1994 (USERRA)	Online	Completed	92.86	2/29/2024	2/29/2024		
Veterans Employment Training	Online	Completed	100.00	4/13/2021	8/4/2021		0 03 Continuing Education Unit
Veterans Employment Training	Online	Completed	100.00	8/30/2022	8/30/2022		0 03 Continuing Education Unit
Veterans Employment Training	Online	Completed	100.00	2/29/2024	2/29/2024		

Title	Type	Status	Score	Start Date	Completion Date	Expiration Date	Credits
WebTA Certifier Training (10)	Classroom	Completed		4/4/2023	4/4/2023		0 03 Continuing Education Unit
WebTA Certifier Training (2)	Classroom	Completed		12/16/2020	12/16/2020		0 03 Continuing Education Unit
WebTA Certifier Training (8)	Classroom	Incomplete		9/20/2022			
Working on Virtual Teams (ManagementConcepts.com) (1)	Classroom	Completed		3/9/2022	3/9/2022		0 03 Continuing Education Unit
Workplace Harassment Prevention for Frontline Supervisors	Online	Started		3/12/2018			

TAB F-12a

Complainant Training Records, part 2

All Training

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Current Date: 2/12/2025 ANTHONY IN

Title	Type	Status	Score	Start Date	Completion Date	Expiration Date	Credits
DHS IED Awareness and Safety Procedures	Online	Completed	100.00	3/14/2016	3/14/2016		0 03 Continuing Education Unit
Active Shooter - Violence in the Workplace (179)	Classroom	Completed		9/26/2018	9/26/2018		1 03 Continuing Education Unit
Active Shooter - Violence in the Workplace (520)	Classroom	No Show		5/23/2019			
Annual Ethics Training for Confidential Financial Disclosure (OGE 450) Filers – 2022	Online	Completed		1/28/2022	1/28/2022		0 03 Continuing Education Unit
Annual Ethics Training for Confidential Financial Disclosure (OGE 450) Filers – 2023	Online	Completed		1/30/2023	1/30/2023		0 03 Continuing Education Unit
Annual Mandatory Independent Study Courses Bundle	Bundle	Satisfied		4/13/2020	12/23/2020		
Annual Mandatory Training Bundle	Bundle	Satisfied		7/6/2020	10/19/2020		
Briefing - Security (102)	Classroom	Completed		9/27/2021	9/27/2021		
Building a Leadership Development Plan	Online	Started		6/21/2019			

Title	Type	Status	Score	Start Date	Completion Date	Expiration Date	Credits
Civil Treatment for Leaders (CTLGov) (62)	Classroom	Completed		10/22/2020	10/22/2020		0 03

TAB F-13

Final Agency Denial Letter



Decision on Request for Reasonable Accommodation

Date: **November 26, 2024**

To: **Max Meindl**

From: **Anthony In**

Copy: Office of Civil Rights (OCR), Disability Support Branch

Re: Reasonable Accommodation (RA) Request – **RAR0046767**

Background

On January 2, 2024, you requested a reasonable accommodation of “remote/virtual/teleworking.” At that time and currently, your position was as a Direct Charge Core (DCC), Emergency Management Specialist (Recovery). After receiving your request for reasonable accommodation, an RA Specialist was assigned on or about June 12, 2024. We engaged with you in interactive discussions with the guidance of an RA Specialist on the following dates: July 10, 11, 12, 24, and 31; August 5.

Decision

From January 2024 until August 2024, before the denial of your accommodation request, I, Anthony In, as your First Line Supervisor of Record (SOR) worked to ensure your safety by providing 100% telework and marking you as unavailable for deployment in the DTS system, as necessary.

During your onboarding, I engaged in interactive discussions with you, asking for more detailed information about your limitations and reminding you of your responsibility to physically deploy, as it is a key essential function of the job.

In January 2024, I acknowledged your medical issues and reminded you of your obligations to be deployed but marked you unavailable in the DTS system while we continued to discuss your status and when you would be able to return to regular duties.

In May 2024, I continued having interactive discussions with you to remind you of your obligations to deploy. You advised that you had a pending accommodation, and I continued to

support by providing telework and alternative work assignments while a final determination had been reached.

On August 5, 2024, I, your First Line Supervisor of Record, denied your request for virtual/remote/telework as it would require the agency to remove the following essential functions of your position as a DCC, Emergency Management Specialist (Recovery):

- That you serve as a front-line employee and the primary point of contact and interface with the public for technical support, program delivery, and advise of grant opportunities.
- That you must be ready to deploy physically anywhere in the United States or its territories at any time on a 24-hour notice.
- That frequent Temporary Duty (TDY) travel is required.
- That you are assigned to an emergency team designed to perform essential functions during an actual or impending crisis or declared national emergency, subject to recall during non-duty hours in the event of emergencies.
- That you are required by emergency assignment to be available to report to an emergency duty station during duty and non-duty hours by the fastest means available and be prepared to operate at the emergency duty station for an indefinite period.
- That deployments include working more than eight (8) hours a day or more than forty (40) hours per week, including weekends and holidays.
- Specifically, your Position Description states as a Condition of Employment that “The work is normally performed in an office setting. However, this position requires that the incumbent train, maintain a state of readiness, and be deployed into the possible high-risk environment of a disaster site. Conditions in some disaster environments may include irregular diet or rations; limited rest; uncomfortable sleeping conditions; extensive overtime; an environment with unsanitary conditions; and related risks, such as reoccurrence of the disaster event (e.g., general hazards, or additional flooding). Travel may be required on short notice, during poor conditions. Extreme caution must be exercised to assure personal safety, as well as safety of co-workers and members of the public who look to the employee for guidance.”

Following this decision, you submitted a request for appeal to your Second Line Supervisor of Record, Jodi Hunter.

On August 15, 2024, your Second Line Supervisor of record denied your request for non-deployment citing the forgoing essential functions required for job performance. In addition, Ms. Hunter cited that Max’s “acknowledgment that he cannot leave his house to deploy under any circumstances contributes to my decision. Finally, his branch (Infrastructure Branch, Recovery Division) supports disaster deployments on an almost daily basis. His temporary accommodation cannot continue as assignments of duties are totally unrelated to his current position of record and cannot be continued.”

On August 26, 2024, you informed the Office of Civil Rights of your desire to enter the reassignment process as an accommodation of last resort to an equivalent, vacant, funded


position. On October 30, 2024, the Talent Recruitment & Acquisition Division informed you there are no vacant positions which could serve as an accommodation of last resort.

As is readily apparent from a review of the above-noted essential job functions, your position is not suitable for non-deployment and/or telework. That is because there are a substantial number of essential job tasks that require your ability to travel and to deploy to disaster events. We determined that, based on all the information known to us after conducting an individualized assessment of the relevant circumstances, including the essential functions of the specific job and the requested accommodation(s), that the accommodation requested would have required the agency to lower performance standards, production standards, or otherwise fundamentally change the nature of the position. The Rehabilitation Act does not require that FEMA modify or eliminate essential functions of a job to provide an accommodation. As such, FEMA has exhausted all efforts to accommodate you through the reasonable accommodation process and will proceed with a final denial.

Right to Equal Employment Opportunity

If you believe that this denial constitutes unlawful discrimination and wish to file an Equal Employment Opportunity Complaint pursuant to 29 C.F.R. 1614, contact an EEO Counselor in the Office of Civil Rights by emailing FEMA-OCR-EEO@fema.dhs.gov or calling 202-212-3535 within 45 days from the date of this denial of reasonable accommodation or 45 days from the date you became aware of the action.

Anthony In
Supervisory Emergency Management Specialist



Signature of Deciding Official

12/02/2024

Date

Acknowledgement of Receipt:

Please sign the acknowledgement of receipt below. Your signature does not indicate agreement with this decision, and by signing, you do not forfeit any of your rights cited above. Your signature only represents your receipt of this decision on the date signed.

Max Meindl

Date

TAB F-14

Meindl Max DPE 3.13.23 – 4.27.23

DEPLOYMENT EVALUATION FORM

PRIVACY ACT STATEMENT: Authority: 49 U.S.C. § 114(n). Principal Purpose(s): This information will be used to document your deployment evaluation and to certify that the rating official has discussed your deployment evaluation with you. Routine Use(s): This information may be shared in response to a request for discovery or for appearance of a witness, information that is relevant to the subject matter involved in a pending judicial or administrative proceeding, or for routine uses identified in the Office of Personnel Management's system of records, OPM/GOVT-2 Employee Performance File System Records. Disclosure: Voluntary.					
Responder Information					
Responder Full Name	DTS PID	EVAL ID	Employee Type	Event Number	Deployed On-Site to Departure Dates
MEINDL, MAX	1021834	237296	IC	4611DR-LA	09/13/2021 - 04/29/2023
Cadre	Deployed Position Title		Supervisory\Non-supervisory		Responder Title Status
PUBLIC ASSISTANCE	PA Program Delivery Task Force Leader		Supervisory		
Deployment Supervisory Name		Deployment Supervisor Title		Performance Period	
DICKERSON, DARLA D.		PA Group Supervisor		03/13/2023 - 04/27/2023	
Core Competencies					
Competency	Brief Description	Weight	Performance Evaluation		Points
1	Communication	14.29%	5 - Achieved Excellence		0.71
2	Customer Service	14.29%	5 - Achieved Excellence		0.71
3	Representing the Agency	14.29%	5 - Achieved Excellence		0.71
4	Teamwork and Cooperation	14.29%	5 - Achieved Excellence		0.71
5	Technical Proficiency	14.29%	5 - Achieved Excellence		0.71
6	Assigning, Monitoring, & Evaluating Work	14.29%	5 - Achieved Excellence		0.71
7	Leadership	14.29%	5 - Achieved Excellence		0.71
	Total	100%			5.00
Deployment Evaluation Calculation					
Point Scale		Levels		Deployment Evaluation	
4.5 or higher		Achieved Excellence		Achieved Excellence (5)	
3.5 - 4.49		Exceeded Expectations			
3.0 - 3.49		Achieved Expectations			
Less than 3.0		Unacceptable			
Evaluation Comments					
Max has been a pleasure to work with on DR 4611(LA) – Hurricane Ida. Max is very knowledgeable regarding the PA Program and shares his knowledge with all that he communicates with. While deployed to DR 4611(LA), Max has held the role of PDTFL as well as DPAGS. Max performed exceptionally well within these roles. Under Max's tutelage newly assigned PDMGs have been able to learn and better equipment themselves in the role of the PDMG. Max has worked within the Debris Task Force along with State Agencies and Non-State Agency applicants. Due to Max's experience, program knowledge, and understanding of the Grants Manager system, Max was extremely effective in his role.					
Deployment Supervisor Signature		Darla D. Dickerson		Date	04/27/2023 08:00 PM EDT
Responder Comments					
I'm humbled..					
Responder Signature		Max Meindl		Date	04/27/2023 08:00 PM EDT
Personnel Evaluation Status		Completed			

Deployment Evaluation Form

TAB F-15

Meindl Max DPE 5.18.23 – 8.30.23

DEPLOYMENT EVALUATION FORM

PRIVACY ACT STATEMENT: Authority: 49 U.S.C. § 114(n). Principal Purpose(s): This information will be used to document your deployment evaluation and to certify that the rating official has discussed your deployment evaluation with you. Routine Use(s): This information may be shared in response to a request for discovery or for appearance of a witness, information that is relevant to the subject matter involved in a pending judicial or administrative proceeding, or for routine uses identified in the Office of Personnel Management's system of records, OPM/GOVT-2 Employee Performance File System Records. Disclosure: Voluntary.					
Responder Information					
Responder Full Name	DTS PID	EVAL ID	Employee Type	Event Number	Deployed On-Site to Departure Dates
MEINDL, MAX	1021834	266875	IC	4705P-TX	08/17/2023 -
Cadre	Deployed Position Title		Supervisory\Non-supervisory		Responder Title Status
PUBLIC ASSISTANCE	PA Program Delivery Manager		Non-Supervisory		
Deployment Supervisory Name		Deployment Supervisor Title		Performance Period	
MARTIN, ALLEN C.		PA Program Delivery Task Force Leader		05/18/2023 - 08/30/2023	
Core Competencies					
Competency	Brief Description	Weight	Performance Evaluation		Points
1	Communication	20%	4 - Exceeded Expectations		0.80
2	Customer Service	20%	4 - Exceeded Expectations		0.80
3	Representing the Agency	20%	5 - Achieved Excellence		1.00
4	Teamwork and Cooperation	20%	4 - Exceeded Expectations		0.80
5	Technical Proficiency	20%	5 - Achieved Excellence		1.00
	Total	100%			4.40
Deployment Evaluation Calculation					
Point Scale	Levels		Deployment Evaluation		
4.5 or higher	Achieved Excellence		Exceeded Expectations (4)		
3.5 - 4.49	Exceeded Expectations				
3.0 - 3.49	Achieved Expectations				
Less than 3.0	Unacceptable				
Evaluation Comments					
During Quarter 3 Max was the Primary PDMG for 9 Applicants with projects from Category A, B, and F. Max has been able to advance his Applicants project efficiently and effectively to the CRC in an expedited fashion. Mr. Meindl has completed 4 Exploratory Calls, 4 Recovery Scoping Meetings, and has had 7 Damage Inventory List signed during this quarter. In addition, he has submitted 17 projects to the CRC. Max has diligently worked with all his Applicants to assist them with moving their projects to Obligation.					
Deployment Supervisor Signature		Allen C. Martin		Date	08/30/2023 08:00 PM EDT
Responder Comments					
Meh					
Responder Signature		Max Meindl		Date	08/30/2023 08:00 PM EDT
Personnel Evaluation Status		Completed			

Deployment Evaluation Form

TAB F-16

Meindl Max DPE 9.3.23 – 9.19.23

DEPLOYMENT EVALUATION FORM

PRIVACY ACT STATEMENT: Authority: 49 U.S.C. § 114(n). Principal Purpose(s): This information will be used to document your deployment evaluation and to certify that the rating official has discussed your deployment evaluation with you. Routine Use(s): This information may be shared in response to a request for discovery or for appearance of a witness, information that is relevant to the subject matter involved in a pending judicial or administrative proceeding, or for routine uses identified in the Office of Personnel Management's system of records, OPM/GOVT-2 Employee Performance File System Records. Disclosure: Voluntary.					
Responder Information					
Responder Full Name	DTS PID	EVAL ID	Employee Type	Event Number	Deployed On-Site to Departure Dates
MEINDL, MAX J.	1021834	288292	IC	4705P-TX	08/17/2023 - 11/13/2023
Cadre	Deployed Position Title		Supervisory\Non-supervisory		Responder Title Status
PUBLIC ASSISTANCE	PA Program Delivery Task Force Leader		Supervisory		
Deployment Supervisory Name		Deployment Supervisor Title		Performance Period	
ASENCIO LUCIANO, JAVIER O.				09/03/2023 - 09/19/2023	
Core Competencies					
Competency	Brief Description	Weight	Performance Evaluation		Points
1	Communication	14.29%	4 - Exceeded Expectations		0.57
2	Customer Service	14.29%	4 - Exceeded Expectations		0.57
3	Representing the Agency	14.29%	5 - Achieved Excellence		0.71
4	Teamwork and Cooperation	14.29%	4 - Exceeded Expectations		0.57
5	Technical Proficiency	14.29%	5 - Achieved Excellence		0.71
6	Assigning, Monitoring, & Evaluating Work	14.29%	4 - Exceeded Expectations		0.57
7	Leadership	14.29%	5 - Achieved Excellence		0.71
	Total	100%			4.40
Deployment Evaluation Calculation					
Point Scale		Levels		Deployment Evaluation	
4.5 or higher		Achieved Excellence		Exceeded Expectations (4)	
3.5 - 4.49		Exceeded Expectations			
3.0 - 3.49		Achieved Expectations			
Less than 3.0		Unacceptable			
Evaluation Comments					
Max is a great TFL and resource for the agency.					
Deployment Supervisor Signature		Javier O. Asencio Luciano		Date	11/26/2023 07:00 PM EST
Responder Comments					
Responder Signature		Max Meindl		Date	11/29/2023 07:00 PM EST
Personnel Evaluation Status		Completed			

Deployment Evaluation Form

TAB F-17

Meindl Max DPE 9.19.23 – 11.13.23

DEPLOYMENT EVALUATION FORM

PRIVACY ACT STATEMENT: Authority: 49 U.S.C. § 114(n). Principal Purpose(s): This information will be used to document your deployment evaluation and to certify that the rating official has discussed your deployment evaluation with you. Routine Use(s): This information may be shared in response to a request for discovery or for appearance of a witness, information that is relevant to the subject matter involved in a pending judicial or administrative proceeding, or for routine uses identified in the Office of Personnel Management's system of records, OPM/GOVT-2 Employee Performance File System Records. Disclosure: Voluntary.					
Responder Information					
Responder Full Name	DTS PID	EVAL ID	Employee Type	Event Number	Deployed On-Site to Departure Dates
MEINDL, MAX	1021834	277046	IC	4705P-TX	08/17/2023 - 11/13/2023
Cadre	Deployed Position Title		Supervisory\Non-supervisory		Responder Title Status
PUBLIC ASSISTANCE	PA Program Delivery Task Force Leader		Supervisory		
Deployment Supervisory Name		Deployment Supervisor Title		Performance Period	
ASENCIO LUCIANO, JAVIER O.		PA Group Supervisor		09/19/2023 - 11/13/2023	
Core Competencies					
Competency	Brief Description	Weight	Performance Evaluation		Points
1	Communication	14.29%	4 - Exceeded Expectations		0.57
2	Customer Service	14.29%	5 - Achieved Excellence		0.71
3	Representing the Agency	14.29%	5 - Achieved Excellence		0.71
4	Teamwork and Cooperation	14.29%	4 - Exceeded Expectations		0.57
5	Technical Proficiency	14.29%	5 - Achieved Excellence		0.71
6	Assigning, Monitoring, & Evaluating Work	14.29%	4 - Exceeded Expectations		0.57
7	Leadership	14.29%	4 - Exceeded Expectations		0.57
	Total	100%			4.40
Deployment Evaluation Calculation					
Point Scale		Levels		Deployment Evaluation	
4.5 or higher		Achieved Excellence		Exceeded Expectations (4)	
3.5 - 4.49		Exceeded Expectations			
3.0 - 3.49		Achieved Expectations			
Less than 3.0		Unacceptable			
Evaluation Comments					
Great Job!					
Deployment Supervisor Signature		Javier O. Asencio Luciano		Date	11/13/2023 07:00 PM EST
Responder Comments					
Responder Signature		Max Meindl		Date	11/13/2023 07:00 PM EST
Personnel Evaluation Status		Completed			

Deployment Evaluation Form

TAB F-18

Meindl Max DPE 12.31.23 – 3.2.24

DEPLOYMENT EVALUATION FORM

PRIVACY ACT STATEMENT: Authority: 49 U.S.C. § 114(n). Principal Purpose(s): This information will be used to document your deployment evaluation and to certify that the rating official has discussed your deployment evaluation with you. Routine Use(s): This information may be shared in response to a request for discovery or for appearance of a witness, information that is relevant to the subject matter involved in a pending judicial or administrative proceeding, or for routine uses identified in the Office of Personnel Management's system of records, OPM/GOVT-2 Employee Performance File System Records. Disclosure: Voluntary.					
Responder Information					
Responder Full Name	DTS PID	EVAL ID	Employee Type	Event Number	Deployed On-Site to Departure Dates
MEINDL, MAX	1021834	221383	IC	4611DR-LA	09/13/2021 -
Cadre	Deployed Position Title		Supervisory\Non-supervisory		Responder Title Status
PUBLIC ASSISTANCE	PA Program Delivery Task Force Leader		Supervisory		
Deployment Supervisory Name		Deployment Supervisor Title		Performance Period	
DICKERSON, DARLA D.		PA Group Supervisor		12/31/2022 - 03/02/2023	
Core Competencies					
Competency	Brief Description	Weight	Performance Evaluation		Points
1	Communication	14.29%	5 - Achieved Excellence		0.71
2	Customer Service	14.29%	5 - Achieved Excellence		0.71
3	Representing the Agency	14.29%	5 - Achieved Excellence		0.71
4	Teamwork and Cooperation	14.29%	5 - Achieved Excellence		0.71
5	Technical Proficiency	14.29%	5 - Achieved Excellence		0.71
6	Assigning, Monitoring, & Evaluating Work	14.29%	5 - Achieved Excellence		0.71
7	Leadership	14.29%	5 - Achieved Excellence		0.71
	Total	100%			5.00
Deployment Evaluation Calculation					
Point Scale		Levels		Deployment Evaluation	
4.5 or higher		Achieved Excellence		Achieved Excellence (5)	
3.5 - 4.49		Exceeded Expectations			
3.0 - 3.49		Achieved Expectations			
Less than 3.0		Unacceptable			
Evaluation Comments					
Max has performed exceptionally well as DPAGS/PDFTL while being deployed to DR 4611(LA) Debris/Technical Teams. Max has worked diligently to assist applicants with completing their debris removal projects as well as assist with the development of technical reports. Max communicates and works closely with applicants as well as with the PDMGs. Max has embraced the role of DPAGS and shares his knowledge and experience with his team. Max has been extremely effective in his role.					
Deployment Supervisor Signature		Darla D. Dickerson		Date	03/02/2023 07:00 PM EST
Responder Comments					
Responder Signature		Max Meindl		Date	03/02/2023 07:00 PM EST
Personnel Evaluation Status		Completed			

Deployment Evaluation Form

TAB F-19

Meindl Max Rating of Record 2023

Department of Homeland Security Performance Management Ratings Calculator

PRIVACY ACT STATEMENT: Authority: 49 U.S.C. § 114(n). Principal Purpose(s): This information will be used to document your performance appraisal and to certify that the rating official has discussed your performance appraisal with you. Routine Use(s): This information may be shared in response to a request for discovery or for appearance of a witness, information that is relevant to the subject matter involved in a pending judicial or administrative proceeding, or for routine uses identified in the Office of Personnel Management's system of records, OPM/GOVT-2 Employee Performance File System Records. Disclosure: Voluntary.

Performance Appraisal		
Performance Plan	Rating of Record (Annual Appraisal) or Interim	Performance Period (Start Date to End Date)
308 Plan - New Cycle 12/15/2022 04:40:57 AM	Rating of Record	From: 01-01-2023 To: 12-31-2023

Employee Information	
Employee Name	EIN
MEINDL, MAX	*****
Organization	Position
Public Assistance Branch (9106000302000000)	EMERGENCY MANAGEMENT SPECIALIST

Individual Performance Goals					
Goal #	Brief Description	Weight	Performance Rating (pick from list)	Points (auto populated)	Critical? (Yes, unless designated as team or development in the performance plan)
1	GOAL 1 (5%): Build and/or improve the region's delivery of programs and technical assistance to address the impacts of climate change.	10	Exceeded Expectations	0.4	Yes
2	Goal 2 (5%): Build and/or improve the region's readiness to respond to disasters with a focus on large scale events.	10	Exceeded Expectations	0.4	Yes
3	Goal 3 (15%): Provide program delivery, grant administration, technical assistance, and innovative services, which (1) reduces the complexity of FEMA processes, programs, and policies for survivors and communities before, during, and after an emergency/disaster; (2) delivers outcomes; and (3) adheres to established laws and regulations.	20	Exceeded Expectations	0.8	Yes
4	GOAL 5 (20%): ALL Project (Large & Small) Obligations or Applicant Signed/DM'd/Withdrawn	30	Exceeded Expectations	1.2	Yes
5	GOAL 7 (20%): Complex (428, A/I, CBCS) Project Obligations or Applicant Signed/DM'd/Withdrawn	30	Exceeded Expectations	1.2	Yes

Core Competencies				
Competency	Brief Description	Weight	Performance Rating (pick from list)	Points (auto populated)
1	COMMUNICATION	20.00	Exceeded Expectations	0.80
2	CUSTOMER SERVICE	20.00	Exceeded Expectations	0.80

Core Competencies				
Competency	Brief Description	Weight	Performance Rating (pick from list)	Points (auto populated)
3	REPRESENTING THE AGENCY	20.00	Exceeded Expectations	0.80
4	TEAMWORK AND COOPERATION	20.00	Achieved Excellence	1.00
5	TECHNICAL PROFICIENCY	20.00	Exceeded Expectations	0.80

Rating Calculation			
Category	Points Earned	% Rating	Points Towards Rating
Individual Performance Goals	4.00	60%	2.4
Core Competencies	4.20	40%	1.7
Total	4.1		

Rating of Record or Interim		
Point Scale	Summary Rating Descriptions	Interim Rating or Rating of Record
4.5 or more	Achieved Excellence	Exceeded Expectations (4)
3.5 - 4.4	Exceeded Expectations	
2.5 - 3.4	Achieved Expectations	
Less than 2.5	Unacceptable	

Rating Official Signature (1st Level): Alfred R. Malbrough
SUPERVISORY EMERGENCY MANAGEMENT SPECI

Date: 01/23/2024 12:17 PM EST

Rating Official Comments:

Reviewing Official Signature (2nd Level): Richard L. Cain
SUPV EMERGENCY MGMT SPEC(RECOVERY)

Date: 01/23/2024 12:16 PM EST

Reviewing Official Comments:

Employee Signature: Max Meindl
EMERGENCY MANAGEMENT SPECIALIST

Date: 01/23/2024 12:21 PM EST

Employee Comments:

Employee Refused to Sign:

TAB F-19a

Meindl Max Rating of Record 2024

Department of Homeland Security Performance Management Ratings Calculator

PRIVACY ACT STATEMENT: Authority: 49 U.S.C. § 114(n). Principal Purpose(s): This information will be used to document your performance appraisal and to certify that the rating official has discussed your performance appraisal with you. Routine Use(s): This information may be shared in response to a request for discovery or for appearance of a witness, information that is relevant to the subject matter involved in a pending judicial or administrative proceeding, or for routine uses identified in the Office of Personnel Management's system of records, OPM/GOVT-2 Employee Performance File System Records. Disclosure: Voluntary.

Performance Appraisal		
Performance Plan	Rating of Record (Annual Appraisal) or Interim	Performance Period (Start Date to End Date)
DHS-308 12/26/2023 06:21:02 PM	Rating of Record	From: 01-01-2024 To: 12-31-2024

Employee Information	
Employee Name	EIN
MEINDL, MAX	*****
Organization	Position
Public Assistance Branch (9106000302000000)	EMERGENCY MANAGEMENT SPECIALIST

Individual Performance Goals					
Goal #	Brief Description	Weight	Performance Rating (pick from list)	Points (auto populated)	Critical? (Yes, unless designated as team or development in the performance plan)

Core Competencies				
Competency	Brief Description	Weight	Performance Rating (pick from list)	Points (auto populated)

Rating Calculation			
Category	Points Earned	% Rating	Points Towards Rating
Individual Performance Goals	0.00	60%	0.0
Core Competencies	0.00	40%	0.0
Total	0.0		

Rating of Record or Interim		
Point Scale	Summary Rating Descriptions	Interim Rating or Rating of Record
4.5 or more	Achieved Excellence	Unacceptable due to an individual Goal or Competency being rated Unacceptable or unrated. (1)
3.5 - 4.4	Exceeded Expectations	
2.5 - 3.4	Achieved Expectations	
Less than 2.5	Unacceptable	

Rating Official Signature (1st Level):

Date:

Rating Official Comments:

Reviewing Official Signature (2nd Level):

Date:

Reviewing Official Comments:

Employee Signature:

Date:

Employee Comments:

Employee Refused to Sign:

TAB F-20

Meindl Max Performance Plan & Appraisal 2023

PRIVACY ACT STATEMENT: Authority: 49 U.S.C. § 114(n). Principal Purpose(s): This information will be used to document your performance appraisal and to certify that the rating official has discussed your performance appraisal with you. Routine Use(s): This information may be shared in response to a request for discovery or for appearance of a witness, information that is relevant to the subject matter involved in a pending judicial or administrative proceeding, or for routine uses identified in the Office of Personnel Management's system of records, OPM/GOVT-2 Employee Performance File System Records. Disclosure: Voluntary.

<u>Employee Information</u>			
01-01-2023 - 12-31-2023			
Start - End Employee Performance Appraisal Period			
MEINDL	MAX		
Last Name	FirstName	Middle Initial	
*****	IC	0089	11
Employee Identification Number	Pay Plan	Occupational Series	Grade
	EMERGENCY MANAGEMENT SPECIALIST (RECOV		
Organization	Position Title	Duty Location	
<u>Plan Information</u>			
Plan Issued For	Event Effective Date	Plan Issue Due Date	Plan Issued Date
Start of Performance Cycle	01-01-2023	01-30-2023	01-18-2023 07:35 PM EST
<u>Rating Official Information</u>			
UNDERHILL, DEMARQUE			
Last, First, MI:			
91-06-0001-04-00-00-00		SUPERVISORY EMERGENCY MANAGEMENT SPECI	
Organization		Position Title	
<u>Reviewing Official Information</u>			
MALBROUGH, ALFRED			
Last, First, MI:			
TX Hurr Harvey Recovery Office (91-06-0001-04-00-00-00)		SUPERVISORY EMERGENCY MANAGEMENT SPECI	
Organization		Position Title	

Performance Plan Acknowledgements & Comments

This acknowledges the start of the employee performance plan and the employee appraisal period.

I have discussed my performance plan with my Rating Official

Employee Signature:

Max Meindl

Date:

01/18/2023 04:11 PM EST

Employee Comment:

I certify that the performance goals have been reviewed and approved by the Reviewing Official.

Rating Official Signature:

Demarque B. Underhill

Date:

01/18/2023 07:35 PM EST

Rating Official Comment:

Employee Refused to Sign

CORE COMPETENCIES

This section allows you to view the pre-established, critical core competencies and associated performance standards. Each core competency is critical which means that an Unacceptable determination in any one competency results in an overall Unacceptable Rating. These behavioral competencies were validated by the DHS workforce population. You cannot update or modify any of the information in this section. Please refer to the Performance Appraisal Rating Summary and Calculation Sheet (i.e., the Ratings Calculator) to view the rating given to each critical core competency.

Each core competency is weighted equally and, together, make up 40% of the overall performance rating (The critical performance goals make up the other 60% of the overall performance rating of record, and appear under the Performance Goals section of this document).

- **Achieved Excellence (5)** - The employee performed as described by the "Achieved Excellence" standard.
- **Exceeded Expectations (4)** - The employee performed at a level between "Achieved Excellence" standard and the "Achieved Expectations" standard.
- **Achieved Expectations (3)** - The employee performed as described by the "Achieved Expectations" standard.
- **Unacceptable (1)** - The employee performed below the "Achieved Expectations" standard, action is required.

CORE COMPETENCY 1: COMMUNICATION

Actively listens and attends to nonverbal cues when responding to the questions, ideas, and concerns of others. Communicates in an influential or persuasive manner, as appropriate. Writes in a clear and concise manner. Orally communicates in a clear and concise manner. Tailors communication (e.g., language, tone, level of specificity) to the audience's level of understanding and to the communication medium.

Performance Standards

- **Achieved Expectations** Applies effective listening skills and appropriately responds when communicating with others. Solicits, shows respect for, and carefully considers others' ideas, comments, and questions within scope of work. Effectively explains or defends viewpoint when necessary. Independently prepares and delivers communications that are clear, concise, and timely. Writes communications that generally require few substantive or editorial revisions.
- **Achieved Excellence** Additions at the Achieved Excellence level: Accurately reads and assesses more ambiguous situations and responds effectively. Effectively explains or defends viewpoint to audiences who hold opposing views. Independently and effectively tailors communication style (e.g., language, tone, and level of specificity) and customizes communications to the audience.

CORE COMPETENCY 2: CUSTOMER SERVICE

Communicates with customers to understand their needs. Works with customers to set expectations and keeps them informed of issues or problems. Provides timely, flexible, and responsive services to customers.

Performance Standards

- **Achieved Expectations** Reaches out to customers to gather information about their requirements and needs; develops and delivers products or provides services to meet those needs in a timely manner. Discusses expectations with customers, keeps customers informed of problems that could impede progress, and suggests workable solutions. Responds to questions or requests from customers within reasonable time frames. Displays flexibility in responding to changing customer needs.
- **Achieved Excellence** Additions at the Achieved Excellence level: Independently develops creative and useful ideas that add significant value to products and services. Anticipates customer needs and resolves or avoids potential problems, maximizing customer satisfaction.

CORE COMPETENCY 3: REPRESENTING THE AGENCY

Represents the agency and its interests in interactions with external parties. Ensures that interactions with and information provided to outside parties reflect positively on the agency. Enhances trust and credibility in the agency and its mission through effective professional interactions with others outside the organization. Deals professionally and tactfully with external parties in difficult, tense, or emergency situations.

Performance Standards

- **Achieved Expectations** Presents a professional image of the agency when interacting with others, fostering trust and credibility. In unpredictable situations, stays calm and handles somewhat difficult, tense, or emergency situations with good judgment and professionalism. Takes effective steps to defuse or resolve confrontational situations in a manner that reflects positively on the agency.
- **Achieved Excellence** Additions at the Achieved Excellence level: Takes action to effectively manage difficult, tense, or emergency situations. Engages with others in a manner that earns their respect and helps to advance the Agency's goals and objectives.

CORE COMPETENCY 4: TEAMWORK AND COOPERATION

Makes positive contributions to achieving team goals. Develops and maintains collaborative working relationships with others. Builds effective partnerships that facilitate working across boundaries, groups, or organizations. Respects and values individual differences and diversity by treating everyone fairly and professionally. Works constructively with others to reach mutually acceptable agreements to resolve conflicts.

Performance Standards

- **Achieved Expectations** Contributes to achieving goals by working collaboratively with others and building effective partnerships across organizational boundaries. Independently offers assistance and provides support to advance goals. Deals with everyone fairly, equitably, and professionally, respecting and valuing individual differences and diversity. Effectively handles disagreements or conflicts, resolving them in a constructive manner. Consults with senior team members or supervisors when appropriate and makes viable recommendations for resolving differences.
- **Achieved Excellence** Additions at the Achieved Excellence level: Collaborates beyond what is expected resulting in high-impact contributions. Contributes to a climate of trust and skillfully develops productive relationships and networks that advance goals. Anticipates situations with potential for conflict and takes effective steps to minimize escalation. Considers all sides of issues and develops effective compromises or resolutions.

CORE COMPETENCY 5: TECHNICAL PROFICIENCY

Demonstrates and applies relevant knowledge and skills to perform work in accordance with applicable guidelines. Uses appropriate and available technology or tools to perform work activities. Acquires, develops, and maintains relevant and appropriate job skills through training or other opportunities for learning and development. Stays up-to-date on developments related to own work. Demonstrates an understanding of the organization's mission, functions, and systems. Collects relevant information that is needed to identify and address problems or issues. Analyzes and integrates information to identify issues and draw sound conclusions. Identifies and evaluates alternative solutions to problems. Makes sound, well-informed, and timely decisions or recommendations. Identifies and utilizes innovative or creative methods and solutions to accomplish work, as appropriate. Maintains an awareness of available resources and the process for acquiring resources. Identifies and advocates for resources required to accomplish work activities or projects. Makes effective and efficient use of available resources. Safeguards available resources to prevent fraud, waste, and abuse.

Performance Standards

- **Achieved Expectations** Successfully applies knowledge and skills (including use of technology and tools) to independently perform a full range of assignments; seeks guidance as appropriate. Uses formal or informal feedback on own performance to develop job skills that facilitate achieving results. Demonstrates an understanding of the applicable organizations mission, functions, and values, the interrelationships between various units and organizations, and relevant policies/procedures (to include, as appropriate, responsibilities toward the protection of classified national security information); uses this knowledge to carry out a full range of work assignments. Demonstrates working knowledge of the resources available to perform work; identifies and acquires needed resources and ensures that use of resources is efficient and consistent with the planned project or activity. Effectively gathers complete and relevant information from appropriate sources to address issues or problems. Effectively analyzes information to identify issues, weigh alternatives, and draw logical conclusions; anticipates and resolves a full range of problems or issues. Makes well-reasoned, timely decisions and recommendations affecting own work.
- **Achieved Excellence** Additions at the Achieved Excellence level: Successfully applies depth and breadth of knowledge to independently perform even highly complex or varied assignments at this level. Accomplishes tasks in a highly efficient and effective manner and makes high impact contributions. Continually broadens and enhances expertise, resulting in performing more complex work activities. Takes initiative to expand knowledge about resources available and makes useful suggestions that increase efficiency. Identifies and uses effective methods to gather information in a highly efficient manner. Regularly and correctly identifies key issues; anticipates and identifies alternative solutions for problems that have a variety of viable solutions. Seeks opportunities to participate in addressing more complex problems.

PERFORMANCE GOALS

This section allows entry for up to 10 critical Performance Goals. A minimum of one goal is required. To add additional goals, use the “Add Goal” button at the bottom of the page. Please refer to the Rating Calculator to view and/or complete an interim or final rating.

Each critical performance goal must be assigned a share to equal 100% and, together, makeup 60% of the overall performance rating. For example, if the employee has 3 critical goals, they might be weighted as follows: 25%, 25%, and 50%. The critical competencies makeup the other 40% of the overall performance rating and appear under the Core Competencies section of this document.

- **Achieved Excellence (5)** - The employee performed as described by the "Achieved Excellence" standards.
- **Exceeded Expectations (4)** - The employee performed at a level between "Achieved Excellence" standards and the "Achieved Expectations" standard.
- **Achieved Expectations (3)** - The employee performed at as described by the "Achieved Expectations" standards.
- **Unacceptable (1)** - The employee performed below the "Achieved Expectations" standards; corrective action is required.

For each critical goal performance standard, describe the level of performance at the Achieved Expectations and Achieved Excellence level by using such terms as quality, quantity, timeliness, and cost effectiveness.

Performance Goal 1

(Provide a brief statement of what is to be achieved - Outcome/Results):

GOAL 1 (5%): Build and/or improve the region’s delivery of programs and technical assistance to address the impacts of climate change.

Please insert the higher level Goal, Objective, or Mission of the organization and/or of the supervisor to which this goal aligns:

Strategic Documentation:

2022 - 2026 Strategic Plan Goals and Objectives

Goal 1 Instill equity as a foundation of emergency management

1.2 Remove barriers to FEMA programs through a people first approach

Other Alignment:

Achieved Expectations:

1. Annual mitigation or CBCS training provided by PA
2. 5-10% projects reworked for mitigation or CBCS

Achieved Excellence:

1. Quarterly mitigation or CBCS training provided
2. 1-2% projects reworked for mitigation or CBCS

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Weight:10

Comments (if appropriate):

Performance Goal 2

(Provide a brief statement of what is to be achieved - Outcome/Results):

Goal 2 (5%): Build and/or improve the region's readiness to respond to disasters with a focus on large scale events.

Please insert the higher level Goal, Objective, or Mission of the organization and/or of the supervisor to which this goal aligns:

Strategic Documentation:

2022 - 2026 Strategic Plan Goals and Objectives

Goal 1 Instill equity as a foundation of emergency management

1.2 Remove barriers to FEMA programs through a people first approach

Other Alignment:

Achieved Expectations:

1. 25% of 2022 mandatory training completed quarterly
2. Provided annual eligibility or project formulation training for staff
3. 5-10% staff participated in cross-training, mentoring or Train the Trainer programs to build future R6 capabilities

Achieved Excellence:

1. >50% of 2022 mandatory training completed quarterly
2. Provided monthly eligibility or project formulation training for staff

Weight:10

Comments (if appropriate):

Performance Goal 3

(Provide a brief statement of what is to be achieved - Outcome/Results):

Goal 3 (15%): Provide program delivery, grant administration, technical assistance, and innovative services, which (1) reduces the complexity of FEMA processes, programs, and policies for survivors and communities before, during, and after an emergency/disaster; (2) delivers outcomes; and (3) adheres to established laws and regulations.

Please insert the higher level Goal, Objective, or Mission of the organization and/or of the supervisor to which this goal aligns:

Strategic Documentation:

2022 - 2026 Strategic Plan Goals and Objectives

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Goal 1 Instill equity as a foundation of emergency management

1.2 Remove barriers to FEMA programs through a people first approach

Other Alignment:

Achieved Expectations:

1. 74-79% obligations within revised spend plan baseline forecast

Achieved Excellence:

1. >84% obligations within revised spend plan baseline forecast

Weight:20

Comments (if appropriate):

Performance Goal 4

(Provide a brief statement of what is to be achieved - Outcome/Results):

GOAL 5 (20%): ALL Project (Large & Small) Obligations or Applicant Signed/DM'd/Withdrawn

Please insert the higher level Goal, Objective, or Mission of the organization and/or of the supervisor to which this goal aligns:

Strategic Documentation:

2022 - 2026 Strategic Plan Goals and Objectives

Goal 1 Instill equity as a foundation of emergency management

1.2 Remove barriers to FEMA programs through a people first approach

Other Alignment:

Achieved Expectations:

Obligate, App Sign, DM or Withdraw 15-19% of ALL projects in Phases 3-5 in GM as of the start of the quarter

Achieved Excellence:

Obligate, App Sign, DM or Withdraw 25% of ALL projects in Phases 3-5 in GM as of the start of the quarter

Weight:30

Comments (if appropriate):

Performance Goal 5

(Provide a brief statement of what is to be achieved - Outcome/Results):

GOAL 7 (20%): Complex (428, A/I, CBCS) Project Obligations or Applicant Signed/DM'd/Withdrawn

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Please insert the higher level Goal, Objective, or Mission of the organization and/or of the supervisor to which this goal aligns:

Strategic Documentation:

2022 - 2026 Strategic Plan Goals and Objectives

Goal 1 Instill equity as a foundation of emergency management

1.2 Remove barriers to FEMA programs through a people first approach

Other Alignment:

Achieved Expectations:

Obligate, App Sign, DM or Withdraw 15-19% of Complex (428, A/I, CBCS) projects in Phases 3-5 in GM as of the start of the quarter

Achieved Excellence:

Obligate, App Sign, DM or Withdraw 25% of Complex (428, A/I, CBCS) projects in Phases 3-5 in GM as of the start of the quarter

Weight:30

Comments (if appropriate):

Acknowledgement & Reviews

Quarter 1 Review

I certify that the quarter 1 progress review and discussion occurred

Employee Signature:

Max Meindl

Date:

04/13/2023 10:21 AM EDT

Employee Comments:

During Q-1 Max continued supporting DR4611 for his Temporary Duty Supervisor to provide the following evaluation.

Communication - Achieved Excellence

Customer Service - Achieved Excellence

Representing the Agency - Achieved Excellence

Teamwork and Cooperation - Achieved Excellence

Technical Proficiency - Exceeded Expectations

Assigning, Monitoring, & Evaluating Work - Achieved Excellence

Leadership - Achieved Excellence

Max has done a very good job as his role as TFL on DR# 4611. This quarter Max is responsible for 4 different PDMGS and approx. 58 different applicants. Max's Team has been able to send approx. 19 projects to the CRC. Max has a very organized and strong work ethic that spreads to his team and those who work around him. His knowledge of Public Assistance Debris Removal coupled with his leadership skills makes him a very good Task Force Leader. Max is extremely reliable and completes the tasks that he is assigned. I can't say enough about how much I enjoy working with him.

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Rating Official Signature:

Demarque B. Underhill

Date:

04/12/2023 06:48 PM EDT

Rating Official Comment:

Max's Temporary Duty Supervisor Darla D. Dickerson, writes, "Max works on DR 4611(LA) as DPAGS/PDFTL where he actively engages with PDMGs and applicants where he has demonstrated an acute understanding of PA Program. Max is very passionate about his job and goes above and beyond the call of duty. Virtually, Max has been able to work hand in hand with submitting projects to the CRC as well as assisting with the Private Property Debris Removal program. Max is a hard worker and is dedicated in completing any assignment given."

Employee Refused to Sign

Quarter 2 Review (Mid-Cycle)

I certify that the quarter 2 progress review and discussion occurred

Employee Signature:

Max MeindlEmergency Management Specialist

Date:

07/18/2023 07:07 PM EDT

Employee Comments:

Completed 8 EC and 8 RSM, created and formulated 19 projects, Cat A, B and F, utilized Streamline Project and Simplified (422) project process. Mentored team members. Still waiting for appropriate compensation for my knowledge, experience and contribution to the mission. I shouldn't have to apply for a new position to receive appropriate compensation, promotions should be available within the current job title. At 4611 I had the opportunity to lead teams as TFL and DPAGS. I was responsible for a Debris Task Force Team and when that was wound down, I was TFL for the Technical Assistance team of engineers and architects. I can't claim to be able to fill Akin's shoes, but I gave it my best and recent evaluations reflect those efforts. Ladies and gentlemen, please provide a grade increase or an in-grade step increase of consequence.

Rating Official Signature:

Demarque B. Underhill

Date:

07/18/2023 05:29 PM EDT

Rating Official Comment:

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Max's Temporary Supervisor, Allen Martin writes, "Max was under my supervision for the last 48 days of the quarter. He was able to successfully arrive at the disaster and get set up with equipment and lodging. He has integrated with his new team very well and is actively working with his Applicants to advance projects towards Obligation. Max has been key to the success with the team as he provides constant guidance and assistance to his Applicants. He is willing to aid those who might need help and share what he has learned in the hope it may be useful to others. Max has completed 6 Exploratory Calls and 6 Recovery Scoping Meetings, created 19 projects, and submitted 2 projects to the CRC this quarter for DR-4705-TX."

Employee Refused to Sign

Quarter 3 Review

I certify that the quarter 3 progress review and discussion occurred

Employee Signature:

Max Meindl EMERGENCY MANAGEMENT SPECIALIST (RECOV

Date:

10/05/2023 10:29 AM EDT

Employee Comments:

Rating Official Signature:

Alfred R. Malbrough SUPERVISORY EMERGENCY MANAGEMENT SPECI

Date:

10/04/2023 03:50 PM EDT

Rating Official Comment:

Max's Temporary Supervisor, Asencio Luciano, Javier provides the following Q3 Review, Your performance during this Quarter was great! Your performance as a PDMG was awesome pushing to the CRC most of your projects and applicants. You even RTM a couple of Applicant. Finally, when asked to help us as a TFL, since the previous one left the disaster, you did not hesitate to help us and accepted the challenge. You are a great resource for the Agency, with a huge amount of knowledge and experience. You are always willing to share your experience with your team. Thank you for everything you have done.

Employee Refused to Sign

Quarter 4 Review

I certify that the quarter 4 progress review and discussion occurred

Employee Signature:

[DHS 308 Prof 11-13] 12 of 16

Max Meindl EMERGENCY MANAGEMENT SPECIALIST

Date:

01/18/2024 11:44 AM EST

Employee Comments:

Rating Official Signature:

Alfred R. Malbrough SUPERVISORY EMERGENCY MANAGEMENT SPECI

Date:

Rating Official Comment:

Max's Temporary Supervisor, Asencio Luciano, Javier provides the following Q4 Review

Max is awesome!!! He is a great asset for the agency. Max is very knowledgeable and has a lot of experience. He is a excellent human being and kind person, always willing to work and help the team regardless of title or work position. He is always the first to get to the office and give the extra mil every day. For me was a privilege working with him again in DR-4705. The agency is very lucky to have staff like Max.

Employee Refused to Sign

TAB F-20a

Meindl Max Performance Plan & Appraisal 2024

PRIVACY ACT STATEMENT: Authority: 49 U.S.C. § 114(n). Principal Purpose(s): This information will be used to document your performance appraisal and to certify that the rating official has discussed your performance appraisal with you. Routine Use(s): This information may be shared in response to a request for discovery or for appearance of a witness, information that is relevant to the subject matter involved in a pending judicial or administrative proceeding, or for routine uses identified in the Office of Personnel Management's system of records, OPM/GOVT-2 Employee Performance File System Records. Disclosure: Voluntary.

<u>Employee Information</u>			
01-01-2024 - 12-31-2024			
<p align="center">Start - End</p> <p align="center">Employee Performance Appraisal Period</p>			
MEINDL	MAX		
Last Name	FirstName	Middle Initial	
*****	IC	0089	12
Employee Identification Number	Pay Plan	Occupational Series	Grade
Public Assistance Branch (9106000302000000)	EMERGENCY MANAGEMENT SPECIALIST		
Organization	Position Title	Duty Location	
<u>Plan Information</u>			
Plan Issued For	Event Effective Date	Plan Issue Due Date	Plan Issued Date
Entrance on Duty	12-04-2023	01-02-2024	01-25-2024 03:57 PM EST
<u>Rating Official Information</u>			
IN, ANTHONY T			
Last, First, MI:			
91-06-0003-02-00-00-00		SUPERVISORY EMERGENCY MANAGEMENT SPEC.	
Organization		Position Title	
<u>Reviewing Official Information</u>			
HUNTER, JODI E			
Last, First, MI:			
91-06-0003-02-00-00-00		SUPERVISORY EMERGENCY MANAGEMENT SPECI	
Organization		Position Title	

Performance Plan Acknowledgements & Comments

This acknowledges the start of the employee performance plan and the employee appraisal period.

I have discussed my performance plan with my Rating Official

Employee Signature:

Date:

Employee Comment:

Field deployment will be/is an issue due to health, pending RA in system.

I certify that the performance goals have been reviewed and approved by the Reviewing Official.

Rating Official Signature:

Anthony T. InSUPERVISORY EMERGENCY MANAGEMENT SPEC.

Date:

01/25/2024 03:57 PM EST

Rating Official Comment:

Employee Refused to Sign

CORE COMPETENCIES

This section allows you to view the pre-established, critical core competencies and associated performance standards. Each core competency is critical which means that an Unacceptable determination in any one competency results in an overall Unacceptable Rating. These behavioral competencies were validated by the DHS workforce population. You cannot update or modify any of the information in this section. Please refer to the Performance Appraisal Rating Summary and Calculation Sheet (i.e., the Ratings Calculator) to view the rating given to each critical core competency.

Each core competency is weighted equally and, together, make up 40% of the overall performance rating (The critical performance goals make up the other 60% of the overall performance rating of record, and appear under the Performance Goals section of this document).

- **Achieved Excellence (5)** - The employee performed as described by the "Achieved Excellence" standard.
- **Exceeded Expectations (4)** - The employee performed at a level between "Achieved Excellence" standard and the "Achieved Expectations" standard.
- **Achieved Expectations (3)** - The employee performed as described by the "Achieved Expectations" standard.
- **Unacceptable (1)** - The employee performed below the "Achieved Expectations" standard, action is required.

CORE COMPETENCY 1: COMMUNICATION

Actively listens and attends to nonverbal cues when responding to the questions, ideas, and concerns of others. Communicates in an influential or persuasive manner, as appropriate. Writes in a clear and concise manner. Orally communicates in a clear and concise manner. Tailors communication (e.g., language, tone, level of specificity) to the audience's level of understanding and to the communication medium.

Performance Standards

- **Achieved Expectations** Applies effective listening skills and appropriately responds when communicating with others. Solicits, shows respect for, and carefully considers others' ideas, comments, and questions within scope of work. Effectively explains or defends viewpoint when necessary. Independently prepares and delivers communications that are clear, concise, and timely. Writes communications that generally require few substantive or editorial revisions.
- **Achieved Excellence** Additions at the Achieved Excellence level: Accurately reads and assesses more ambiguous situations and responds effectively. Effectively explains or defends viewpoint to audiences who hold opposing views. Independently and effectively tailors communication style (e.g., language, tone, and level of specificity) and customizes communications to the audience.

CORE COMPETENCY 2: CUSTOMER SERVICE

Communicates with customers to understand their needs. Works with customers to set expectations and keeps them informed of issues or problems. Provides timely, flexible, and responsive services to customers.

Performance Standards

- **Achieved Expectations** Reaches out to customers to gather information about their requirements and needs; develops and delivers products or provides services to meet those needs in a timely manner. Discusses expectations with customers, keeps customers informed of problems that could impede progress, and suggests workable solutions. Responds to questions or requests from customers within reasonable time frames. Displays flexibility in responding to changing customer needs.
- **Achieved Excellence** Additions at the Achieved Excellence level: Independently develops creative and useful ideas that add significant value to products and services. Anticipates customer needs and resolves or avoids potential problems, maximizing customer satisfaction.

CORE COMPETENCY 3: REPRESENTING THE AGENCY

Represents the agency and its interests in interactions with external parties. Ensures that interactions with and information provided to outside parties reflect positively on the agency. Enhances trust and credibility in the agency and its mission through effective professional interactions with others outside the organization. Deals professionally and tactfully with external parties in difficult, tense, or emergency situations.

Performance Standards

- **Achieved Expectations** Presents a professional image of the agency when interacting with others, fostering trust and credibility. In unpredictable situations, stays calm and handles somewhat difficult, tense, or emergency situations with good judgment and professionalism. Takes effective steps to defuse or resolve confrontational situations in a manner that reflects positively on the agency.
- **Achieved Excellence** Additions at the Achieved Excellence level: Takes action to effectively manage difficult, tense, or emergency situations. Engages with others in a manner that earns their respect and helps to advance the Agency's goals and objectives.

CORE COMPETENCY 4: TEAMWORK AND COOPERATION

Makes positive contributions to achieving team goals. Develops and maintains collaborative working relationships with others. Builds effective partnerships that facilitate working across boundaries, groups, or organizations. Respects and values individual differences and diversity by treating everyone fairly and professionally. Works constructively with others to reach mutually acceptable agreements to resolve conflicts.

Performance Standards

- **Achieved Expectations** Contributes to achieving goals by working collaboratively with others and building effective partnerships across organizational boundaries. Independently offers assistance and provides support to advance goals. Deals with everyone fairly, equitably, and professionally, respecting and valuing individual differences and diversity. Effectively handles disagreements or conflicts, resolving them in a constructive manner. Consults with senior team members or supervisors when appropriate and makes viable recommendations for resolving differences.
- **Achieved Excellence** Additions at the Achieved Excellence level: Collaborates beyond what is expected resulting in high-impact contributions. Contributes to a climate of trust and skillfully develops productive relationships and networks that advance goals. Anticipates situations with potential for conflict and takes effective steps to minimize escalation. Considers all sides of issues and develops effective compromises or resolutions.

CORE COMPETENCY 5: TECHNICAL PROFICIENCY

Demonstrates and applies relevant knowledge and skills to perform work in accordance with applicable guidelines. Uses appropriate and available technology or tools to perform work activities. Acquires, develops, and maintains relevant and appropriate job skills through training or other opportunities for learning and development. Stays up-to-date on developments related to own work. Demonstrates an understanding of the organization's mission, functions, and systems. Collects relevant information that is needed to identify and address problems or issues. Analyzes and integrates information to identify issues and draw sound conclusions. Identifies and evaluates alternative solutions to problems. Makes sound, well-informed, and timely decisions or recommendations. Identifies and utilizes innovative or creative methods and solutions to accomplish work, as appropriate. Maintains an awareness of available resources and the process for acquiring resources. Identifies and advocates for resources required to accomplish work activities or projects. Makes effective and efficient use of available resources. Safeguards available resources to prevent fraud, waste, and abuse.

Performance Standards

- **Achieved Expectations** Successfully applies knowledge and skills (including use of technology and tools) to independently perform a full range of assignments; seeks guidance as appropriate. Uses formal or informal feedback on own performance to develop job skills that facilitate achieving results. Demonstrates an understanding of the applicable organizations mission, functions, and values, the interrelationships between various units and organizations, and relevant policies/procedures (to include, as appropriate, responsibilities toward the protection of classified national security information); uses this knowledge to carry out a full range of work assignments. Demonstrates working knowledge of the resources available to perform work; identifies and acquires needed resources and ensures that use of resources is efficient and consistent with the planned project or activity. Effectively gathers complete and relevant information from appropriate sources to address issues or problems. Effectively analyzes information to identify issues, weigh alternatives, and draw logical conclusions; anticipates and resolves a full range of problems or issues. Makes well-reasoned, timely decisions and recommendations affecting own work.
- **Achieved Excellence** Additions at the Achieved Excellence level: Successfully applies depth and breadth of knowledge to independently perform even highly complex or varied assignments at this level. Accomplishes tasks in a highly efficient and effective manner and makes high impact contributions. Continually broadens and enhances expertise, resulting in performing more complex work activities. Takes initiative to expand knowledge about resources available and makes useful suggestions that increase efficiency. Identifies and uses effective methods to gather information in a highly efficient manner. Regularly and correctly identifies key issues; anticipates and identifies alternative solutions for problems that have a variety of viable solutions. Seeks opportunities to participate in addressing more complex problems.

PERFORMANCE GOALS

This section allows entry for up to 10 critical Performance Goals. A minimum of one goal is required. To add additional goals, use the “Add Goal” button at the bottom of the page. Please refer to the Rating Calculator to view and/or complete an interim or final rating.

Each critical performance goal must be assigned a share to equal 100% and, together, makeup 60% of the overall performance rating. For example, if the employee has 3 critical goals, they might be weighted as follows: 25%, 25%, and 50%. The critical competencies makeup the other 40% of the overall performance rating and appear under the Core Competencies section of this document.

- **Achieved Excellence (5)** - The employee performed as described by the "Achieved Excellence" standards.
- **Exceeded Expectations (4)** - The employee performed at a level between "Achieved Excellence" standards and the "Achieved Expectations" standard.
- **Achieved Expectations (3)** - The employee performed at as described by the "Achieved Expectations" standards.
- **Unacceptable (1)** - The employee performed below the "Achieved Expectations" standards; corrective action is required.

For each critical goal performance standard, describe the level of performance at the Achieved Expectations and Achieved Excellence level by using such terms as quality, quantity, timeliness, and cost effectiveness.

Performance Goal 1

(Provide a brief statement of what is to be achieved - Outcome/Results):

Complete Annual Training

Please insert the higher level Goal, Objective, or Mission of the organization and/or of the supervisor to which this goal aligns:

Strategic Documentation:

2022 - 2026 Strategic Plan Goals and Objectives

Goal 3 Promote and sustain a ready FEMA and prepared nation

3.1 Strengthen the emergency management workforce

Other Alignment:

na

Achieved Expectations:

Complete required Annual Training within allotted time frame.

Achieved Excellence:

1. Complete required Annual Training within allotted time frame. Complete 3 additional FEMA training courses (individual study or formal training)

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2. With SORs pre-approval spend at least 3 weeks cross training in another area of responsibility within PA to increase capacity within the Branch

Weight: 10 **Comments (if appropriate):**

Performance Goal 2

(Provide a brief statement of what is to be achieved - Outcome/Results):

Deploy in support of disaster declarations.

Please insert the higher level Goal, Objective, or Mission of the organization and/or of the supervisor to which this goal aligns:

Strategic Documentation:

2022 - 2026 Strategic Plan Goals and Objectives

Goal 3 Promote and sustain a ready FEMA and prepared nation

3.3 Unify coordination and delivery of federal assistance

Other Alignment:

Achieved Expectations:

Successfully participate in disaster assignment in your IM assigned role. Managing recovery programs and projects for FEMA; ensuring the efficient and effective execution of all phases of assigned workload, as outlined in the individual IM position assists. This includes but not limited to monitoring schedules, deadlines, preparing or reviewing assigned portions of damage, description and dimension, scopes of work, and assuring that work is completed on schedule.

Achieved Excellence:

Achieve expectations and lead or provide substantive input into the development and/or execution of at least two (2) recovery-related exercise, training, and/or recovery-focused activity, develop new product, or outreach. Examples – PA Presenter at a Recovery Meeting. Present a Recovery Micro- training

Weight:45

Comments (if appropriate):

Performance Goal 3

(Provide a brief statement of what is to be achieved - Outcome/Results):

Implement the PA Program

Please insert the higher level Goal, Objective, or Mission of the organization and/or of the supervisor to which this goal aligns:

Strategic Documentation:

2022 - 2026 Strategic Plan Goals and Objectives

Goal 3 Promote and sustain a ready FEMA and prepared nation

3.3 Unify coordination and delivery of federal assistance

Other Alignment:

Achieved Expectations:

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Successfully participate in disaster assignment in your IM assigned role. Ensure the efficient and effective execution of all phases of assigned workload, as outlined in the individual IM position assists, disaster operations, and other duties as assigned.

Provide accurate evaluations to deployed disaster staff via DTS evaluation. Coordinate with Site Inspectors and PDMGs onsite inspections. Ensuring quality and timely deliverables from staff. Ensuring work aligns with operational priorities. Assessing staff capabilities, assigning, tracking, and balancing workload accordingly. Ensuring the Spend Plan is updated accordingly within required timeframe.

Learn and apply the Statues, regulations, and policies to limit re-works and limit determination memos (DMs). Development and evaluation of staff using a skills matrix.

Complete WebTA and Travel Vouchers within accordance with the Travel Policy and Time and Attendance Manual.

Achieved Excellence:

Complete 90% of disaster baseline timelines for Phase Completion. Learn and apply the Statues, regulations, and policies to limit re-works and limit determination memos (DMs). Development and evaluation of staff using a skills matrix.

Weight:35

Comments (if appropriate):

Performance Goal 4

(Provide a brief statement of what is to be achieved - Outcome/Results):

Deployment Evaluation

Please insert the higher level Goal, Objective, or Mission of the organization and/or of the supervisor to which this goal aligns:

Strategic Documentation:

2022 - 2026 Strategic Plan Goals and Objectives

Goal 3 Promote and sustain a ready FEMA and prepared nation

3.1 Strengthen the emergency management workforce

Other Alignment:

Achieved Expectations:

While deployed achieve an average score of 3.0 – 3.49 on DPE's

Achieved Excellence:

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While deployed achieve an average score of 4.5 or higher on DPE's

Weight:5

Comments (if appropriate):

Performance Goal 5

(Provide a brief statement of what is to be achieved - Outcome/Results):

Mitigation Outreach

Please insert the higher level Goal, Objective, or Mission of the organization and/or of the supervisor to which this goal aligns:

Strategic Documentation:

2022 - 2026 Strategic Plan Goals and Objectives

Goal 2 Lead whole of community in climate resilience

2.2 Build a climate resilient nation

Other Alignment:

Achieved Expectations:

While deployed discuss Mitigation with 85% of assigned Applicants that have permanent work damages.

Achieved Excellence:

While deployed discuss Mitigation with 95% of assigned Applicants that have permanent work damages.

Weight:5

Comments (if appropriate):

Acknowledgement & Reviews

Quarter 1 Review

I certify that the quarter 1 progress review and discussion occurred

Employee Signature:

Max MeindlEMERGENCY MANAGEMENT SPECIALIST

Date:

04/08/2024 10:15 AM EDT

Employee Comments:

Rating Official Signature:

Anthony T. InSUPERVISORY EMERGENCY MANAGEMENT SPEC.

Date:

04/08/2024 10:04 AM EDT

Rating Official Comment:

Max is currently assisting with the Close Out Team. He is doing a good job in supporting the reviews. He has completed his annual training. Max keeps his supervisor informed.

Employee Refused to Sign

Quarter 2 Review (Mid-Cycle)

I certify that the quarter 2 progress review and discussion occurred

Employee Signature:

[DHS 308 Prof 11-13] 10 of 15

Date:

Employee Comments:

Rating Official Signature:

Anthony T. InSUPERVISORY EMERGENCY MANAGEMENT SPEC.

Date:

Rating Official Comment:

Max is not currently deployed. He is supporting with the close out team. Max continues to communicate with his SOR to provide status updates. See attached of Max work on the close out team.

Employee Refused to Sign

Quarter 3 Review

I certify that the quarter 3 progress review and discussion occurred

Employee Signature:

Date:

Employee Comments:

Rating Official Signature:

Date:

Rating Official Comment:

Employee Refused to Sign

Quarter 4 Review

I certify that the quarter 4 progress review and discussion occurred

[DHS 308 Prof 11-13] 11 of 15

Employee Signature:

Date:

Employee Comments:

Rating Official Signature:

Date:

Rating Official Comment:

Employee Refused to Sign

TAB F-21

Reservist Instruction 2025

Instruction 010-6-2: FEMA's Reservist Program

February 2025
Revision 4

Robert K. Sullivan
Acting Assistant Administrator for the Field
Operations Directorate



FEMA

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Overview

FEMA Instruction (FI) 010-6-2 is applicable to managing, deploying, and equipping Federal Emergency Management Agency (FEMA) reservists who make up the approved force structure within the incident management (IM) cadres. This Instruction supersedes FEMA Directive (FD) 010-6-2: FEMA Reservist Program, dated January 25, 2017. This Instruction supplements FD-010-9: FEMA Incident Workforce Cadre Management or equivalent current policy. This policy references several other authoritative policies. To the extent there is a conflict, referenced authoritative policies take precedence.

Purpose

Instruction 010-6-2 provides FEMA-wide policy for the administration, implementation, and oversight of FEMA's Reservist Program.

Overarching Approach

In a manner that promotes FEMA's core values of compassion, fairness, integrity, and respect, the Reservist Program provides and sustains a robust incident workforce of well-trained, intermittent employees who can readily deploy to support the needs of disaster survivors and their communities. FEMA will effectively perform emergency management functions in accordance with FEMA's legal authorities, policies, and procedures.

Reservist Protections

Reservists are covered by the Uniformed Services Employment and Reemployment Rights Act (USERRA). USERRA protects reservists who are also employed in civilian positions (non-federal or federal) when deployed for FEMA to disasters and emergencies or training for such on behalf of FEMA.

USERRA ensures that members of the uniformed services are entitled to return to their civilian employment upon completion of their service. The Civilian Reservist Emergency Workforce (CREW) Act extends USERRA protections to FEMA reservists, who should be reinstated with the seniority, status, and rate of pay they would have obtained had they remained continuously employed by their civilian employer. The employer may not require employees to use accrued vacation leave, annual leave, or similar leave during a deployment. USERRA also requires employers to continue to provide health and pension plan coverage for a specific period of time. The laws also protect individuals from discrimination in hiring, promotion, and retention based on present and future membership and/or performance of service in the armed services or as a FEMA reservist. These protections cover FEMA reservists employed by any employer, both public and private, regardless of size. This also includes foreign

employers doing business in the United States and American companies doing business in foreign countries.

The CREW Act does not give FEMA the ability to investigate or enforce any alleged violations of USERRA by outside employers. USERRA charges the Secretary of Labor (through the Department of Labor's Veterans' Employment and Training Service [DOL-VETS]) with providing assistance to any person with respect to the employment and reemployment rights and benefits to which such person is entitled under the CREW Act (20 Code of Federal Regulations [CFR] 1002.4). DOL-VETS is the designated federal agency for the investigation of USERRA violations. Reservists seeking to file a complaint can find more information at <https://www.dol.gov/agencies/vets/programs/userra>.

Reservist Advisory Board

1. The Reservist Advisory Board (RAB) comprises up to 11 current reservists and is chaired by the Associate Administrator of the Office of Response and Recovery (ORR).
2. The RAB serves as a conduit for consistent and proactive communication between the reservist workforce and senior leadership. It provides the reservist workforce a platform to discuss systemic challenges and to propose solutions, in partnership with FEMA leadership, that supports FEMA's mission to survivors of all-hazard incidents. The RAB aims to establish one mission, one team, one FEMA.
3. The RAB may amend and update the [RAB Charter](#), which outlines its central objectives, procedures, membership, and other related information in alignment with the RAB Charter's revision cycle and through its secretariat.

Section 1: Reservist Management

Outcome: FEMA defines the structure and duties of the Reservist Program Manager (RPM) and the Assistant Reservist Program Manager (ARPM) positions. These positions are allocated based on the cadre management framework, approved cadre management staffing ratios, and force strength requirements.

1. RPMs or ARPMs (when applicable) serve as the supervisor of record (SOR).¹
 - a. Depending on the cadre management team structure, the cadre management team lead, the deputy cadre coordinator, or the cadre coordinator (CC) may serve as the SOR for reservists.

¹ See Cadre Management Framework Staffing Guidance.

2. RPMs or ARPMs (when applicable in alignment with cadre coordination posture) are responsible for Deployment Tracking System (DTS) managing, hiring, titling, equipping, ensuring training requirements, and performing management of the reservist workforce. See the [FEMA Cadre Management Guide](#) for the composition, governance, and principles of the cadre management system.
3. Reservists' official duty stations are their residences of record (ROR).
 - a. As intermittent workers, reservists are ineligible for telework agreements; however, field leadership can request an alternative duty station or virtual deployment to a reservist's ROR for deployed reservists' requirements based on field operations.
4. Reservists must reside at and maintain a primary address to serve as their official duty station in a Stafford Act "state," as defined by Section 102(4) of the Stafford Act.
 - a. The Stafford Act states include 1 of the 50 states, the District of Columbia, Puerto Rico, the Virgin Islands, Guam, American Samoa, and the Commonwealth of the Northern Mariana Islands.
 - b. Reservists must maintain accurate personal information, including residential address and emergency contact information, including new tax withholding forms when changing their primary residence, in DTS in their My Employee Personal Page and with the cadre management team.
 - i. Reservists with multiple homes must designate one address as their primary address and may not change the primary address once notified of a deployment assignment unless good cause otherwise exists. This address should also be the address specified in FEMA's travel card management system (e.g., Citibank).
 - c. All applicable changes to a reservist's locality pay, based on a change to the reservist's ROR, will be processed in accordance with the [FEMA Incident Workforce Pay Setting Guide](#).
 - i. The SOR must complete an official request for duty station change in FEMA's human resource system (e.g., FedHR) to update the locality pay, as applicable.
5. Certain distinct, disaster-related tasks and activities may be suitable for completion from a reservist's ROR when deployed, if authorized by field leadership based on mission requirements. However, lodging, meals and incidental expenses (M&IE), and rental car will not be authorized.
 - a. For instances in which deployed reservists are required to work from an alternative location, including their ROR or any other location the employee has been directed to work from outside of their temporary duty (TDY) station, field leadership approval must follow [FD 123-27: Maintaining Agency Operations](#) or equivalent current policy.
6. Reservists must maintain active communication with their SOR and cadre management staff while in a deployed or available status.

- a. Active communication includes, but is not limited to, continuously monitoring FEMA emails, official letters, and general messages, as well as responding to them. For more information on compensation for these activities, see Section 3: Pay.
- 7. Reservists must perform disaster-related work that is payable out of the Disaster Relief Fund (DRF).²
 - a. The duties typically are directly related to the reservists' FEMA Qualification System (FQS) title(s); however, reservists may be assigned to perform any disaster-related duty, irrespective of their title, based on mission requirements. Reservists may receive just-in-time training to perform these roles.
 - b. The work must involve specific disasters, emergencies, or other activities of a non-continuous nature performed under the authority of the Stafford Act.³
- 8. Reservists must not be deployed to perform duties in a role established by a full-time equivalent (FTE) employee to circumvent a FEMA hiring freeze or to avoid the cost of salary and benefits associated with employing FTE employees.

Section 2: Appointment, Reappointment, and Outside

Employment

Outcome: FEMA appoints suitable candidates to meet FEMA's force structure while establishing requirements for their employment.

Appointment

- 1. Reservists are subject to federal ethics laws, rules, and regulations, including, but not limited to, 5 CFR Part 2635 and Department of Homeland Security (DHS) Management Directive 0480.1: Ethics/Standards of Conduct, or current equivalent policies.
- 2. Reservists must read, acknowledge, and agree to abide by the FEMA reservist conditions of employment.

² The DRF is an appropriation against which FEMA can direct, coordinate, manage, and fund eligible response and recovery efforts associated with domestic major disasters and emergencies that overwhelm state resources pursuant to the Stafford Act. The DRF has two project, program, and activities accounts; one of which includes funds available for disaster readiness support (DRS) activities that include training for Stafford Act employees.

³ In accordance with FM 252-O-1: *Detail Program*, upon a determination by the FEMA Administrator (delegated to the Chief Human Capital Officer) that urgent and compelling circumstances exist in order to carry out FEMA's mission or to support other federal agency incident operations, a Stafford Act employee may be deployed to perform non-Stafford Act activities under the specific conditions. See also Section 5: non-Stafford Act Deployments.

3. Reservists must comply with all FEMA policies, including, but not limited to, FD 123-0-2-1: Personnel Standards of Conduct, FI 256-11-1: Reservist Misconduct, or current equivalent policies, as well as the reservist conditions of employment. Failure to comply with any FEMA policy or conditions of employment may result in discipline, up to and including termination.
4. Reservists hold time-limited intermittent appointments in the excepted service.
5. Appointments must not exceed 24 months (absent re-appointment) and must expire biennially on the last day of the eighth pay period of each even-numbered year (the “not-to-exceed date”).
6. Appointment does not confer federal competitive status⁴ on the appointee and may be terminated at any time, with cause (e.g., violation of the FEMA reservist condition of employment) or without cause (e.g., downsizing of workforce, change in program direction, or operational needs).
7. Reservists will not be assigned to such duties at FEMA headquarters (HQ) or in the FEMA regions in lieu of FTE employees, such as permanent full-time (PFT) employees or cadre of on-call response/recovery employees (CORE).

Reappointment

1. Reservist SORs may, based upon operational needs and the current/future force structure, reappoint a reservist in their cadre at the conclusion of the appointment period.
 - a. Requests to renew the appointment of a current reservist must be submitted by the SOR to the Office of the Chief Human Capital Officer (OCHCO) using a Standard Form (SF)-52: Request for Personnel Action via FedHR.
 - b. Reappointed reservists are notified via FEMA official communication and are required to re-sign the FEMA reservist conditions of employment.⁵
 - c. Once this process is completed, an SF-50: Notification of Personnel Action is available in the electronic official personnel file.
2. Decisions to not renew a reservist’s appointment must be documented, coordinated with OCHCO, and maintained by the SOR in accordance with 29 CFR 1602.14.

⁴ Pursuant to Section 306(c) of the Stafford Act, after 3 years of continuous service, Stafford Act employees may earn eligibility to apply for permanent full-time positions at FEMA only; however, appointment to a Stafford Act position does not confer priority consideration for permanent appointment. For more information on appointment authorities, see FD 205-01: *Stafford Act-to-Title 5 Appointment Authority*, or current equivalent policy.

⁵ FEMA may utilize DTS messaging capability to notify reservists of their reappointment and communicate to them the FEMA reservist conditions of employment. Accordingly, reservists must certify electronically that they have read, acknowledge, and agree to abide by the FEMA Reservist Conditions of Employment. Failure to acknowledge electronically could result in a non-reappointment.

3. A reservist's appointment may be terminated by their SOR, in coordination with OCHCO, at any time prior to the not-to-exceed date.
 - a. Justification for the removal must be documented and maintained in accordance with 29 CFR 1602.14.
 - b. Termination of a reservist's appointment prior to the not-to-exceed date must be coordinated with OCHCO Labor and Employee Relations (LER) Branch.

Outside Employment

1. Reservists may be employed by any employer, both public and private, other than a current FEMA contractor. This also includes foreign employers doing business in the United States, as well as other federal agencies (OFA).
 - a. Per [DHS Directive 121-14: Reporting Requirements for Personnel with Access to Classified Information or Who Hold a Sensitive Position](#) or current equivalent policy, reservists occupying national security positions (Secret, Top Secret, and Top Secret/Sensitive Compartmented Information [SCI]) must self-report prior to or as soon as possible all planned or actual involvement or employment with a foreign employer to the Office of the Chief Security Officer through the [DHS Security Reporting Portal](#) or current reporting portal.
2. Per DHS regulations governing outside employment (5 CFR 4601), all FEMA employees, including reservists, are required to receive written approval by a FEMA ethics counselor before engaging in certain non-federal outside employment and certain outside activities in accordance with [FEMA Manual \(FM\) 306-23-001: Outside Employment/Activity Approval Process](#) or current equivalent policy.
 - a. A FEMA reservist who is also an employee of an OFA, both within DHS and outside of DHS, does not need ethics approval for such employment. However, in order to ensure they can be deployed, the reservist must notify their SOR of such employment and, in order to be paid for such deployment, must notify OCHCO at FEMA-HC-Servicedesk@fema.dhs.gov. The reservist must notify the SOR and OCHCO if such outside OFA employment is terminated.
 - b. Dual federal appointment: There are no restrictions on the number of appointments an employee may hold, as long as the employee does not receive basic pay for the same hours or for more than 40 hours for the same calendar week (see 5 United States Code [U.S.C.] 5533), unless the employee is using leave from their home department/agency during their deployment (see 5 CFR 353.208 and 5 CFR 550.503).
 - i. Reservists may not hold an additional appointment within FEMA.
 - c. Reservists should not be confused with [Surge Capacity Force](#) (SCF) members, which they are not eligible to serve as.

Section 3: Pay, Annuitant, and Benefits

Outcome: FEMA establishes clear guidance regarding reservist compensation and benefits.

Pay

1. Reservist pay setting, increases, and adjustments are managed in accordance with the [FEMA Incident Workforce Pay Setting Guide](#), or equivalent current policy.
2. Reservists are in pay status only when they are deployed in DTS, in alignment with [FD 010-8: Deployment of the FEMA Workforce](#) or equivalent current policy and when participating in cadre coordination activities and mandatory FQS training. At all other times, reservists remain in a non-pay status.
 - a. Reservists may be deployed and paid to participate in disaster readiness activities, such as training, exercises, or reservist working groups.⁶
 - b. Reservists are only paid for the hours they work, unless authorized by applicable FEMA policies.
 - c. Reservists demobilizing from a disaster or incident may stay in a deployed status to log up to 16 hours of work to complete demobilization activities. For the full list of demobilization activities that may be completed as part of the enhanced demobilization process, see [FEMA's Responder Demobilization Hub](#).
 - d. Reservists that charge unauthorized expenses, including hours worked, while in a non-pay status will be held accountable, including being subject to discipline. Reservists must repay such expenses, in accordance with [FD 127-1: Collection of Debts Owed by FEMA Employees](#).
3. When not deployed, reservists may be compensated up to 32 hours a year (8 hours per quarter) for coordination activities with their cadre, as well as 40 hours a year to complete mandatory training and cadre required training.⁷
4. When not deployed, reservists may also be asked to complete specific tasks (e.g., surveys and badge renewals) by FEMA. These tasks may entail a substantial amount of time and may be required as a condition of employment.
 - a. Tasks, whether required or voluntary, that require 15 minutes or more to complete are considered compensable within the 32 hours mentioned in Section 3: Pay.
 - b. The amount of pay authorized for the tasking is established by the Field Operations Directorate (FOD) in coordination with OCHCO and the office that issued the task.

⁶ The DRF's DRS funds are available for those activities that support general operational readiness, response, and recovery functions of the Stafford Act that are not directly attributable to the response and recovery efforts of any specific major disaster, emergency, fire, or pre-disaster surge activities. These activities include, but are not limited to, disaster training for Stafford Act employees that is not incident to a deployment. See [FD 125-7, Financial Management of the DRF](#).

⁷ FQS training required for an open Position Task Book (PTB) do not count toward the 40 hours.

- c. CCs are responsible for the management and validation of this time.
- 5. Reservists deployed to perform in a subordinate FQS title (located in the career progression path of their primary FQS title) are paid at the rate assigned for their hired FQS title in accordance with FEMA's [Incident Workforce Pay Setting Guide](#) or current equivalent policy.⁸
- 6. When a reservist is deployed for field operations, the servicing field unit is responsible for the current agency timekeeping system (e.g., WebTA or Government Time and Attendance [GovTA]), timekeeping, and travel authorizations.
 - a. Per [FD 253-4: Disaster Reservist Holiday Pay and Administrative Leave](#) and [FM 122-1-1: Travel Policy](#), or current equivalent policies, all travel must be performed in accordance with a travel authorization and meet the requirements of the federal travel regulation, associated travel chief financial officer bulletins, and supplemental authorities.

Annuitant

- 1. Retirees from the federal civilian service receiving a federal retirement annuity will have their salaries reduced by the amount of the annuity they are entitled to receive during the period of reemployment, pursuant to 5 U.S.C. 8344(a) and 5 U.S.C. 8468(a) and in alignment with the [FEMA Incident Workforce Pay Setting Guide](#), or current equivalent policy.
- 2. Annuitants and/or the SOR of annuitants who want a waiver of the annuity offset from their salary must contact FEMA-annuitantwaiverprocessing@fema.dhs.gov. For other annuitant questions, contact the FEMA-HC-ServiceDesk@fema.dhs.gov.

Benefits

- 1. Reservists may be eligible for Federal Employees Health Benefits (FEHB) and the Federal Employees Dental and Vision Insurance Program.
 - a. To be eligible, FEMA reservists must be deployed to a position that is expected to have at least 130 hours in a pay status, including overtime hours and qualifying leave without pay hours, in a calendar month for at least the next 90 days.⁹
 - b. Once enrolled in FEHB, reservists will maintain their eligibility until they receive a new appointment that is subject to different FEHB eligibility

⁸ Successful completion of PTB requirements does not guarantee that the proficiency of "qualified" will be awarded or that a new PTB will be open. For specific guidance, see the [FQS Guide](#).

⁹ Qualifying leave without pay hours includes leave without pay under the Family and Medical Leave Act (FMLA), for performance of duty in the uniformed services under the Uniformed Services Employment and Reemployment Rights Act of 1994, for receiving medical treatment under Executive Order 5396, *Special Leaves of Absence to be Given Disabled Veterans in Need of Medical Treatment*, and for periods during which workers compensation is received under the Federal Employees Compensation Act.

- requirements; they accrue over 365 days in a non-pay status, subject to 5 CFR 890.303(e); or they are separated from federal service.
- c. Except as otherwise provided by law, the FEHB enrollment of a reservist continues while they are in non-pay status for up to 365 days.¹⁰
 - d. If a reservist has at least 4 consecutive months in pay status after a period of non-pay status, the reservist is entitled to begin the 365 days continuation of enrollment anew.¹¹
 - e. FEMA will send a reservist enrolled in FEHB the options to continue or terminate coverage when entering a non-pay status. The reservist must elect in writing using FEMA's current human resources system (e.g., FedHR) one of the options and return the signed form to OCHCO within 31 days after receipt. Failure to return the signed form by the deadline will result in automatic termination of the coverage.
- 2. Reservists are not entitled to civil service retirement.
 - 3. Reservists who sustain injuries or illnesses while in the performance of duty may be eligible for benefits under the Federal Employees' Compensation Act.
 - 4. Reservists always have free access to work-life enhancement services through FEMA's Employee Assistance Program, whether deployed or not deployed.¹²
 - 5. Deployed reservists may be eligible to participate in employee physical fitness, as established in [FD 119-6: Employee Physical Fitness](#), upon employee request.
 - a. Physical fitness needs to be approved by the temporary duty supervisor (TDS) and may be modified or suspended at any time for operation or mission requirements.

Section 4: Availability, Scheduling of Work, Leave, and Rotational Travel

Outcome: FEMA establishes clear guidance regarding availability requirements and the use of each type of leave available to reservists to ensure a reliable and ready workforce.

Availability

- 1. Reservists must adhere to policies laid out in [FD 010-8 2: Deployment of the FEMA Workforce](#), or equivalent current policy.

¹⁰ The 365 days non-pay status may be continuous or broken by periods of less than 4 consecutive months in pay status.

¹¹ For the purposes of this paragraph, 4 consecutive months in pay status means any 4-month period during which the FEMA reservist is in pay status for at least part of each pay period.

¹² Employees may call toll-free at 1-800-222-0364, 24/7. Employees can also access services online at www.FOH4you.com.

2. Reservists are required to be available for a minimum of 120 days in a calendar year. However, availability for deployment does not guarantee that they will be deployed or limit deployment durations.
 - a. Reservists' availability refers to a period that they are available to receive and accept a deployment request or are actively deployed to a disaster or other duty travel deployment.
 - b. Reservists' availability must be scheduled in at least 40-day increments until they have entered 120 days of required availability in DTS; afterward, they may schedule additional periods of availability for any amount of time.
 - c. If a reservist accepts a deployment request that overlaps with a period of unavailability, the period of overlapping unavailability will be updated to availability and will count toward the 120-day threshold as deployed days.
 - d. Newly hired reservists are required to submit their availability in DTS not later than 4 weeks after onboarding. Reappointed reservists are required to submit their expected availability between the months of November to January for the subsequent calendar year.
 - e. Reservists onboarded or converted from other employee types after Jan. 1 and before Oct. 31 will have prorated availability requirements based on their onboarding or conversion date. Reservists onboarded or converted from other employee types between Nov. 1 and Dec. 31 will have availability requirements waived until the following calendar year.
 - f. A reservist may modify availability outside of the designated time period; however, if the change results in non-compliance of the 120 days of required availability, the change must be reviewed and approved by the SOR.
3. Requested responders will be notified of a deployment request or alert invitation and must acknowledge and accept or decline the request or invitation within 12 hours of receiving a notification from DTS.
4. Deployment duration may surpass a reservist's availability timeframe. For example, reservists may receive a 30-day deployment request on the last day of their availability period.
 - a. If a reservist accepts a deployment request that overlaps with a period of unavailability, they are responsible for immediately communicating any demobilization date to the deployment point of contact (or TDS if already deployed).
 - b. If a reservist declines a deployment request that overlaps with a period of unavailability, the declination is adjudicated, as appropriate (see Section 5: Declinations).
5. A reservist's availability must be accurately reflected in DTS.
 - a. Under significant circumstances, if a reservist has not completed 120 days of required availability, they may request to reduce their availability in DTS. Such requests must be reviewed and approved by the SOR and/or CC.
 - b. Significant circumstances include the following:
 - i. Birth of a child,

- ii. Placement of a son or daughter for adoption or foster care,
- iii. Serious health condition,
- iv. Care for the reservist's spouse or someone charged to the reservist's care for a serious health condition,
- v. Jury duty or court-ordered obligation,
- vi. Significant life event, (e.g., victim of a disaster, house fire, death of an immediate family member, significant unplanned circumstance), or
- vii. Other significant circumstances, as determined by the SOR and/or CC.

Scheduling of Work

1. Reservists must have a documented work schedule and accurate record and validate their time and attendance as established by [FI: 106-1-1: Scheduling of Work](#), or current equivalent policy.

Sick Leave

1. Reservists accrue 1 hour of sick leave for every 20 hours in pay status, not to exceed 4 hours per pay period. Reservists accrue sick leave only during non-overtime regularly scheduled working hours and cannot use sick leave concurrently with paid holiday or administrative leave.
2. To use sick leave, a reservist must be in or do the following:
 - a. Be in a deployed status, including on rotational travel (as defined in Section 4: Rotational Travel) from a deployment.
 - b. Apply sick leave only to an employee's applicable basic 40-hour workweek.
 - c. Request advance approval of sick leave.
 - i. Sick leave used during rotational travel must be requested and approved in advance of use by the TDS in the current FEMA timekeeping system (e.g., WebTA or GovTA), as specified in [FEMA Manual 123-10-1: Absence and Leave](#) or current equivalent policy.
 - d. Not be in-transit between the TDY assignment and the ROR in accordance with a travel authorization.
3. The TDS may approve use of accrued sick leave for a reservist when the employee:
 - a. Receives medical, dental, or optical examination or treatment at their TDY location or at their residence of record (ROR) while conducting rotational travel or when deployed virtually to their ROR.
 - i. Reservists will not be granted travel authorization or be reimbursed for travel to their residence of record or alternate location for the sole purpose of attending routine medical, dental, or optical examinations.
 - ii. A reservist's duty location will not be changed to ROR or to an alternate location solely to obtain approved travel authorization to return to the ROR to attend routine medical, dental, or optical examinations.
 - b. Is physically or mentally ill or otherwise incapacitated.

- c. Would, as determined by appropriate health authorities, jeopardize the health of others by their presence in the workplace because of exposure to a communicable disease.
 - d. Makes necessary arrangements in connection with the death of a family member (spouse, child, sibling, and/or parent).
- 4. Sick leave may be granted for short periods of time (less than 3 workdays) without medical documentation. TDS may, however, request medical documentation to support requests for sick leave regardless of the duration of the absence.
 - a. Reservists must not perform any work-related task or complete any training when on leave.
 - b. Reservists who cannot return to their deployment at the end of their previously approved rotational travel because of illness or incapacitation should be demobilized from the event in coordination with the SOR and FCO or designee. For more information on procedures, see [FI: 119-000-01: Procedures for Handling Death or Incapacitation of Deployed Incident Workforce Personnel in the Field](#), or current equivalent policy.
- 5. If a reservist is unable to perform assigned duties because of confirmed or suspected illness during a contagious phase, the TDS, in coordination with the SOR, must approve accrued sick leave or non-pay status (if sick leave is exhausted) for the reservist.
- 6. The TDS must coordinate with the SOR and Federal Coordinating Officer (FCO) or designee to determine if the employee should be demobilized in the event of illness or incapacitation in alignment with [FI: 119-000-01: Procedures for Handling Death or Incapacitation of Deployed Incident Workforce Personnel in the Field](#), or current equivalent policy.
 - a. If the reservist is still unable to perform assigned duties because of illness, upon return to the ROR the reservist must update availability/unavailability status for recuperative time in DTS following Section 4: Availability.
 - b. In these circumstances, the reservist will be placed in the normal rotation for redeployment once the DTS status is reflected as “available.”
- 7. Reservists' sick leave from prior federal service will be re-credited pursuant to 5 CFR 630.502. Reservists must communicate with OCHCO to ensure appropriate re-crediting of sick leave accrued during prior federal service.
- 8. In the event of an illness or incapacitating injury while a traveler is conducting official TDY travel, continuation of per diem and other travel expenses at the TDY location may be authorized in accordance with [FM: 122-1-1: FEMA Travel Policy](#), or current equivalent policy.
- 9. In certain circumstances, a reservist may be authorized and reimbursed for medical emergency travel in connection with their own incapacitating illness or

injury or in connection with the death or serious illness of a qualifying family member in accordance with [FM: 122-1-1: FEMA Travel Policy](#), or current equivalent policy.

Family and Medical Leave Act

1. Reservists may be eligible to receive unpaid unavailability pursuant to the FMLA.¹³ To be eligible for FMLA, a reservist must have been employed by FEMA or elsewhere in the U.S. Government for 12 months cumulatively and have worked at least 1,250 hours during the 12-month period immediately preceding the commencement of the leave.^{14,15} An eligible reservist's FMLA entitlement is limited to a total of 12 work weeks of leave during any calendar year (see 29 CFR 825.200[a]).
2. Eligible reservists who are the spouse, son, daughter, parent, or next of kin of a covered service member who suffers a serious injury or illness on active military duty are entitled to 26 weeks of leave during a single 12-month period to care for the service member (see 29 CFR 825.127).
3. Reservists must provide their SOR at least 30 days advance notice, including all relevant supporting or medical documentation, before FMLA leave is to begin if the need for the leave is foreseeable. Reservists will give notice to their SOR as soon as practicable if 30 days' notice is not practical (see 29 CFR 825.302).
4. The SOR may consult their certifying official (CO) and/or CC who has the final authority to approve or deny a reservist's request for FMLA and to determine the increments by which they grant FMLA.
5. Leave may be taken intermittently or on a reduced leave schedule, depending on the purpose for which the leave is requested. SORs should consult with OCHCO to determine whether intermittent leave or a reduced leave schedule is available for the requesting reservist pursuant to 29 U.S.C. 2612(b)(1) and 29 CFR 825.202.
6. Any eligible reservist who takes FMLA leave retains their previously held FQS position or to an FQS position title with equivalent benefits, pay, and other FEMA reservist conditions of employment upon return from their leave.

¹³ 29 U.S.C. 2612 and implementing regulations at 29 CFR 825.

¹⁴ Fifty-two weeks is deemed to be equal to 12 months for purposes of determining whether intermittent employment qualifies as 12 months. See 29 CFR 825.110(b). The week counts as a week of employment if an employee is maintained on the payroll for any part of a week, including any periods of paid or unpaid leave during which other benefits or compensation are provided by the employer.

¹⁵ See 29 CFR 825.109-110. The 12 months need not have been consecutive, except that employment prior to a continuous break in service of 7 years or more will not be counted toward the time-in-service requirement. See 29 CFR 825.110(b)(1). Exceptions exist if the break in service was because of military service obligations or if there is a written agreement regarding FEMA's intention to rehire the employee after the break in service. See 29 CFR 825.110(b)(2).

- a. If a reservist is on FMLA during the reappointment process, the SOR must coordinate with OCHCO to process the employee's reappointment.
- 7. Reservists must not accrue any sick leave or other employment benefits during their FMLA leave or receive any right, benefit, or position of employment upon their return other than any right, benefit, or position to which they would have been entitled to if they had not taken the leave.
 - a. Reservists must not perform any work-related task or complete any training when on leave.

Parental Bereavement Leave

- 1. The [NDAA for Fiscal Year 2022](#) established a new paid leave type for most federal employees. Under qualifying circumstances, this paid leave allows eligible employees up to 2 work weeks of parental bereavement leave within 12 months of the death of an employee's child.¹⁶
 - a. Reservists in deployed status at the time of the child's death are considered eligible employees.
- 2. An eligible employee is entitled to a total of 2 work weeks of bereavement leave following the death of a child under the following qualifying circumstances:
 - a. An employee must take the bereavement leave within 12 months of the death of a child.
 - b. The child must be under 18 years of age and be the employee's biological, adopted, step, or foster child or legal ward or a child where the employee standing in loco parentis.¹⁷
 - c. Additional eligibility is available for a child 18 years of age or older and incapable of self-care because of a mental or physical disability.
- 3. Limitations
 - a. Employees may not receive more than 2 weeks of bereavement leave in any 12-month period.
 - b. Parental bereavement leave is not available following fetal deaths resulting from a miscarriage or stillbirth; instead, employees may use FMLA or sick leave.
 - c. Once bereavement leave starts, it must be used continuously unless there is an agreement between the supervisor and the employee to allow intermittent use.

¹⁶ Even though the parental bereavement leave links to certain statutory terms in the FMLA, this leave is not authorized under the FMLA. Parental bereavement leave and FMLA are separate and distinct. Also, parental bereavement leave may not be substituted for unpaid FMLA leave. Agencies should accommodate employee requests to use FMLA leave, sick leave, and parental bereavement leave, as appropriate.

¹⁷ In the place of a parent.

Administrative Leave

1. Administrative leave is a paid, non-duty status that does not require the employee's consent or request and is not an entitlement. Only the DHS Secretary and the FEMA Administrator, or designated representative, have the authority to approve excused absences that affect entire groups of employees or facilities.
2. Reservists are encouraged to use administrative leave (e.g., volunteer work leave). For guidance on use of administrative leave for reservists, including use during rotational travel or at the end of the deployment, see the [OCHCO's Administrative Leave SharePoint](#) and accompanying fact sheet.
3. Federal travel regulations place significant restrictions on the reimbursement of TDY travel expenses while an employee is on leave status at their TDY location, including limits on reimbursement of per diem (lodging and M&IE) and rental car expenses.
4. FEMA will not authorize or reimburse TDY travel costs, including per diem (lodging and M&IE) for staff using any leave (other than sick leave) while on travel status.
 - a. Administrative leave must not be used as a substitute for sick leave. The adequate use of sick leave is detailed in Section 4: Sick Leave.
5. Per [FM 122-1-1: Travel Policy](#), or current equivalent policy, once an employee returns home (e.g., reservist on rotational travel or virtually deployed), they are no longer in TDY travel status (and, therefore, is not entitled to any travel expenses) and there are no travel expenses reimbursement implications if administrative leave is used.

Extended Reservist Leave

1. Reservists who require additional unpaid unavailability may request extended reservist leave (ERL) for a period of not greater than 84 days per calendar year. ERL may be requested for one or more of the following:
 - a. The birth of the reservist's son or daughter and to care for the newborn child;
 - b. The placement of a son or daughter with the reservist for adoption or foster care;
 - c. A serious health condition that makes the employee unable to perform one or more of the essential functions of their job;
 - d. The care for the reservist's spouse, son, daughter, or parent with a serious health condition;
 - e. Bereavement of a spouse or a son, daughter, or parent of the reservist;
 - f. Jury duty¹⁸; or

¹⁸ A reservist who has received a court-ordered summons to serve on a jury or as a witness in a non-FEMA court proceeding must be granted ERL for the entire period of such service. If the reservist receives the summons while deployed and wishes to delay jury service, the supervisor of record must provide the reservist all necessary documentation to request relief of duty from the court. The eligible

- g. Other extenuating circumstances.¹⁹
- 2. Reservists found eligible to receive unavailability pursuant to FMLA will not be eligible for ERL unless the reservist requests the ERL for a purpose not covered by FMLA.
- 3. CCs have the authority to determine the increments of time for which they grant ERL, taking into account the facts and circumstances of each request; supporting documentation, as specified in the [FM 123-10-1: Absence and Leave](#); or superseding policy, and the increments previously provided to other reservists in their cadre. The CC must convey their decision to the SOR, who must convey the CC's decision to the reservist. If the ERL was approved, the CC will inform the FOD Deployment Branch of the ERL unavailability to ensure that the reservist is made unavailable in the DTS for the appropriate amount of time.
- 4. At the conclusion of the reservist's ERL, the reservist will be expected to deploy upon request and, subject to the exceptions previously noted, a deployment declination will be considered without reasonable cause.
- 5. Prior to returning to availability for deployment from a serious medical condition, a reservist must provide documentation to their SOR from the reservist's attending health care provider that they are cleared to return to work and is able to perform the essential functions of their FQS title(s) or designated light duty assignment.

Rotational Travel

- 1. Per [FM 122-1-1: Travel Policy](#), or current equivalent policy, FEMA employees are generally eligible to request, but are not entitled to approval of, a rotation after 30 days of deployment within the continental United States or after 45 days outside the continental United States, including Alaska, Hawaii, and U.S. territories.
- 2. While on rotational travel, an employee remains in deployed status and accountable to their TDS, therefore they must complete their timecard in the agency's timekeeping system, in accordance with [FI: 106-1-1: Scheduling of Work](#), or current equivalent policy.
- 3. A minimum of 7 to 10 days at home is suggested to encourage maximum benefit to FEMA and the responder. Rotational travel is not intended to be for extended periods of time to ensure fair opportunities for all responders. Rotational travel

period of ERL runs from the date upon which the reservist is required to report to the court until the date they are discharged.

¹⁹ Reservists may apply for ERL to address unforeseen circumstances which are extreme, unusual, or of sufficient severity and magnitude to warrant an extended absence (e.g., when a reservist's home of record has been damaged, destroyed, or otherwise adversely affected by a natural or man-made disaster).

should not be more than 14 days, unless otherwise approved by field leadership and SORs.

Voluntary Weekend and Holiday Travel

1. Per [FM 122-1-1: Travel Policy](#), or current equivalent policy, FEMA employees may volunteer to return to their ROR from a TDY location over the weekend or on a holiday. Days away from the TDY location under the voluntary weekend and holiday travel policy are strictly limited to weekend non-duty days and holiday non-duty days.
 - a. Employees cannot combine leave days with voluntary weekend and holiday travel to extend their time away from the TDY location.
 - b. Employees who volunteer to return to their ROR over a weekend or holiday must obtain approval to depart from their TDY location and must comply with applicable FEMA travel policies.

Section 5: Activation, Declinations, and Non-Stafford Act Deployments

Outcome: FEMA activates and deploys reservists within their FQS titles to support Stafford Act-declared events and IM activities.

Activation

1. FOD must support deployment activities in response to Stafford Act events following the standard deployment method, as established in [FD 010-8: Deployment of the FEMA Workforce](#), or current equivalent policy.
2. The reservist, managed by an IM cadre, is a national asset in terms of deployment and cannot be restricted to a specific region.
3. Reservists are expected to accept deployment requests within their availability period for disaster response and recovery operations.
4. When requested by the regional administrator, FOD may also deploy reservists to the regions for incidents in anticipation²⁰ of a Stafford Act declaration and for long-term recovery close-out activities.

²⁰ The DRF appropriation is legally available for the necessary expenses of FEMA in carrying out the Stafford Act, including certain pre-declaration activities (e.g., preliminary damage assessment). The approved costs for the authorized pre-declaration activities include salary and overtime for Stafford Act employees. Funding for pre-declaration activities is recorded in DRF accounts identified as the surge account. The use of the surge account must be halted immediately upon receiving a notice of declaration, and all charges going forward must then be applied to the declaration. See [FD 125-7, Financial Management of the DRF](#), Chapter 3.

5. The FOD Assistant Administrator or their designee tracks and accounts for the workforce availability, readiness, deployment, FQS training, and FQS qualifications across FEMA.
6. Except as noted in [FD 010-8: Deployment of the FEMA Workforce](#), or equivalent current policy, FOD must deploy reservists for all IM assignments on a rotational basis by position and FQS qualification level.²¹
7. The CC or appropriate designee is responsible for the oversight of programmatic delivery and deployment of their cadre personnel, including reservists.
 - a. During instances of operational necessity, the CC can redirect a deployed person or asset in coordination with FOD.
8. Length of deployments depends on several factors, such as mission requirements, field delivery services, and FQS positions.
 - a. Individual deployments away from the ROR to a single TDY location cannot exceed 50 consecutive weeks (including time spent on rotational travel), as specified in [FI-122-1-1: Deployment of Employees to a Single Temporary Duty Location Without Exceeding 50 weeks to Maintain Their "Temporary Away" Status](#), or current equivalent policy.
9. When in an "available" status, reservists must respond to deployment notifications at the earliest possible time and in all cases within the timeline established in [FD 010-8: Deployment of the FEMA Workforce](#) or equivalent current policy. Failure to respond to a deployment request from DTS constitutes a declination to deploy.
 - a. When in an "unavailable" status, reservists are not placed in the deployment algorithm²² for deployment.
 - b. If a reservist receives a deployment request for a virtual deployment but is unable to deploy virtually because of a lack of internet capabilities, the reservist may decline the deployment request and their declination must be adjudicated, as appropriate.
 - c. FEMA requires employees to maintain a Federal Government-issued travel card in good standing at all times.²³ If a travel card is placed in suspension, the SOR must change the reservist's status to "globally unavailable" in DTS.
 - i. Reservists must not deploy or accept deployments if they do not hold a Federal Government-issued travel charge card in good standing.

²¹ When necessary and appropriate for effective mission accomplishment, FOD may elect to modify or deviate from the rotation list by deploying those reservists nearest to the location of disaster.

²² For more information on the deployment algorithm, see the [FEMA Deployment Guide](#) or current equivalent policy.

²³ A cardholder's failure to comply with FEMA's policies on the appropriate use of the travel charge card/individually billed account (IBA) may result in rendering the cardholder personally responsible for expenses incurred and deactivation, suspension, or cancellation of the card and may result in disciplinary or adverse action, up to and including termination. See FM 122-1-1, *Travel Policy, Chapter 8, Travel Charge Card*.

- ii. If a reservist must decline a deployment request because their Federal Government-issued travel charge card is lost or suspended, FOD must consider this a declination without reasonable cause. Reservists with a lost or stolen Federal Government-issued travel card should coordinate with their SOR and current FEMA card bank (e.g., Citibank) to report and replace the card.

10. FOD, in coordination with the CC, may deploy reservists in an “available” status to attend FQS classroom instruction (when required). Failure to accept this deployment request within 72 hours will constitute a declination to deploy.

Declinations

1. If a reservist listed as “available” in DTS fails to deploy upon activation, FOD must document such failure and maintain a record for the duration required by applicable records retention policies.
2. If a reservist declines three deployment requests within 1 calendar year (Jan. 1 to Dec. 31) while in an “available” status, without previously requested leave or a reasonable cause, the SOR, in coordination with their CC and OCHCO, must review and implement corresponding disciplinary actions up to and including termination.
3. Reasonable cause for declining a deployment request includes but is not limited to the following scenarios:
 - a. An annuitant who receives a deployment to a specific incident site whose salary offset will not be waived at the time of deployment.²⁴
 - b. A reservist who submitted a request for FMLA or ERL to their SOR prior to the deployment request and whose request, if approved, would have otherwise made them unavailable to deploy for any of the date(s) of the deployment request duration.
 - c. A reservist who has a spontaneous life event, as determined by the CC, that qualifies for FMLA or ERL or receives military activation orders but was reasonably not able to notify their CC of the life event or activation orders to update availability/unavailability in DTS.
 - d. A reservist who has requested or is otherwise engaged in the reasonable accommodation process pursuant to [FD 256-022-03: FEMA Reasonable Accommodation Program](#), or current equivalent policy, and cannot deploy without that accommodation or where the reservist’s previously agreed accommodation prevents them from accepting the deployment request.

²⁴ Annuitants under the Federal Employees Retirement System (FERS) or under the Civil Service Retirement System (CSRS) will have their salaries reduced (offset) by the amount of the annuity that they are entitled to receive during their period of employment unless FEMA is able to utilize an offset waiver authority. See 5 U.S.C. 8344(a) (covering CSRS) and 5 U.S.C. 8468(a) (covering FERS).

- e. A reservist who has already declined one deployment on the date of the deployment request.
- f. A reservist who has already received deployment orders for a separate deployment.
- g. A reservist who has received deployment orders for a deployment that overlaps with a period of unavailability.
- h. A reservist receives a standard or expedited (non-name) request for a non-Stafford Act event.
- i. A reservist deployment request occurred because of an administrative error not previously listed.

Unavailability for Military Service

- 1. Reservists who are members of the National Guard or Reserve component of the U.S. Armed Forces and present valid military activation orders to their SOR are eligible for unavailability for the duration of their military activation orders.
- 2. Reservists must not receive compensation or be in a pay status during this period of unavailability.
- 3. Upon notification of deactivation of military orders, reservists are encouraged to contact their SOR as soon as possible to coordinate their availability.

Non-Stafford Act Deployments

- 1. Upon a determination by the Administrator that urgent and compelling circumstances exist in order to carry out FEMA's mission or to support other Federal agency incident operations, a Stafford Act may be deployed to perform non-Stafford Act activities under the conditions listed in the [FM 252-0-1: Detail Program](#), or current equivalent policy.
- 2. Non-Stafford Act deployments must be approved pursuant to the approval of the reservist's SOR.
- 3. Non-Stafford Act Activities: To preserve the integrity of FEMA's hiring authority under section 306(b) of the Stafford Act²⁵, FEMA restricts the amount of time and the circumstances for which these personnel may be used to perform non-Stafford Act work. Stafford Act Employees – to include reservists – may be deployed for mission and operational needs or for training to perform non-Stafford Act activities under the criteria described in the [FM 252-0-1: Detail Program](#), or current equivalent policy.

²⁵ FEMA's hiring authority under section 306(b) of the Stafford Act allows the agency to hire temporary personnel necessary to carry out the Stafford Act. See 42 U.S.C. § 5149(b).

4. Reservists will not be assigned to or detailed to such duties at FEMA Headquarters or in the FEMA regions in lieu of FTE employees, such as permanent full-time (PFT) employees or cadre of on-call response/recovery employees (CORE).

Section 6: Training

Outcome: FEMA establishes training requirements for all reservists and for specific FQS positions.

Mandatory Training

1. Reservists must complete all mandatory training identified by FEMA, including initial ethics orientation provided by the Office of the Chief Counsel. Initial ethics orientation must be completed within 90 days of the reservist's date of entry (in accordance with 5 CFR 2638.703). Confidential financial disclosure filers must complete 1 hour of annual ethics training per calendar year required by 5 CFR 2638.705.
 - a. Mandatory training must be completed during the fiscal year (Oct. 1 through Sep. 30). The mandatory training list is provided by OCHCO at the beginning of the fiscal year.
 - b. At least once a year, the SOR is responsible for informing mandatory training requirements.
2. Reservists will be compensated for completing mandatory training requirements while in a non-deployed status within the limits established in Section 3: Pay.
 - a. Non-deployed reservists must submit to their SOR a
 - b. certificate of completion or corresponding documentation to confirm that they have completed the mandatory training for compensation.
 - c. Mandatory online training completion must be validated by the SOR before compensation is authorized to reservists in non-deployed status.
3. Reservists are encouraged—although not required—to complete mandatory training requirements while in a deployed status when operationally feasible.
 - a. Deployed reservists should charge all time used for mandatory training to the event to which they are deployed.

FEMA Qualification System Requirements

1. Reservists' qualifications, certification, and training delivery are subject to policies and procedures contained in the most up-to-date [FQS Guide](#), or current equivalent doctrine.
2. Reservists should attempt to complete all possible FQS-related qualification and sustainment training while in a deployed status, whenever operationally feasible.

- a. Reservists deployed to a disaster should charge all time used for FQS training to the event to which they are deployed. If a reservist is not a 24/7 laptop holder, they are encouraged to complete all mandatory training while on deployment, with the approval from TDS.
 - b. When not deployed, reservists may be compensated for virtual FQS trainings (e.g., independent study courses) required in their PTBs. Reservists must submit to their SOR a certificate of completion or corresponding documentation to confirm that they have completed the mandatory training for compensation.
3. Reservists receive either a qualification for the position in which they were hired or a PTB for that position upon onboarding. This FQS title will be their primary title. For more information on assignment of FQS titles, see the [FQS Guide](#), or current equivalent doctrine.
4. Cadre leadership is responsible for the establishment of program-specific and FQS position-specific requirements for qualification, training, and certification, including course development.
5. The SOR, in coordination with CC, is responsible for tracking the overall qualification of the reservist within the cadre.
6. The SOR, in coordination with the cadre training manager or cadre training specialist, is responsible for the administration of training and qualification, such as course registration and progress in their PTB.
 - a. If a reservist is deployed, the SOR and the cadre training manager or cadre training specialist must collaborate with the TDS to ensure that trainees/candidates are being trained, as well as coached and evaluated in their FQS position.

Section 7: Government Equipment

Outcome: Reservists are equipped with appropriate equipment to meet mission requirements.

Equipment

1. Equipping the reservist workforce must comply with [FD 119-7: Personal Property Asset Management Program](#) and [FI 119-7-1: Personal Property Asset Management Program](#) or equivalent current policies.
2. FEMA will furnish every reservist with appropriate mobile communication equipment (i.e., cell phone), as approved by the Office of the Chief Information Officer. Laptops and other required equipment assignments will be determined by the IM title of the reservist.

- a. Reservists with specific IM titles, as approved by the certifying authority (CA) and FOD, receive equipment when deployed and may also keep their equipment once demobilized. Reservists with 24/7 equipment must maintain the condition, control, and compliance with applicable policies for all FEMA-issued equipment.
 - b. Reservists in other IM titles not included on the 24/7 laptop list must receive equipment upon arrival at a personnel mobilization center or their deployed location or when deployed to support virtually from their ROR via the Virtual Personnel Mobilization Center. The type and nature of equipment provided will be dependent on the FQS position in which the responder is deployed under in DTS.
3. CCs are responsible for identifying the equipment necessary for their cadre to complete the mission and are to communicate these requirements to the Logistics Management Directorate (LMD).
4. Cadre custodial officers are responsible for providing day-to-day support to their assigned cadres in coordination with the cadre accountable property officer (APO).
5. All FEMA-distinctive clothing must be worn in accordance with [FD 123-18: Standard FEMA-Distinctive Clothing](#), or current equivalent policy.
6. Reservists must use, display, and present their FEMA-issued Federal Government identification card only when activated and for lawful purposes. See [FD 121-1: Personal Identification Standard](#), or current equivalent policy, for the rules and conduct for the use of the FEMA Personal Identification Verification (PIV) card.
7. Per DHS and FEMA policy, FEMA employees and contractors are not authorized to take their Federal Government-issued equipment, including FEMA travel cards, purchasing cards, cell phones, computers, or tablets, such as iPads, outside of the United States or its territories, except when approved by the FEMA Administrator or designee in alignment with the processes and approvals outlined in [FD 122-1, Official International Travel and Foreign Mission Visits](#), or current equivalent policy.

Accountability

1. Reservists must accept receipt and sign a revocable license agreement acknowledging acceptance and responsibility of and custody of all Federal Government property issued to them.

2. Reservists are responsible for the proper use, care, update, and physical protection of all such property while in their custody.²⁶
 - a. Regardless of deployment status, reservists must ensure all equipment is secured and/or within their physical control at all times, as well as comply with policies and directives to maintain a secure information technology (IT) environment. This includes, but is not limited to, connecting laptops to the FEMA network at least once every 2 weeks for a minimum of 4 continuous hours to ensure they receive the latest security patches and are scanned regularly for potential security risks and ensuring FEMA-issued cell phone updates remain current.
 - b. Reservists who fail to follow FEMA policy and/or maintain issued devices may be subject to disciplinary action up to and including termination and may be made “globally unavailable” for deployment. For more details, see Section, 9: Misconduct and Unacceptable Performance.
3. CCs are responsible for holding reservists accountable for compliance with all applicable policies, directives, and instructions for maintaining and securing FEMA-issued equipment.
4. FOD, in coordination with the LMD or the CC, may recall Federal Government equipment at any time and for any reason.²⁷
5. Reservists must immediately, and within no more than 24 hours, notify their SOR if any Federal Government-issued equipment is lost, stolen, damaged, unserviceable, or destroyed because of negligence, misconduct, or unauthorized use.
 - a. Reservists must complete and submit [FEMA Form 119-7-1-1: Report of Survey](#) to their cadre APO to document the circumstances of any loss, theft, damage, unserviceability, or destruction to Federal Government-issued equipment.
 - b. Reservists must file a police report for stolen equipment.
6. In coordination with their SOR and cadre APO, reservists must return all FEMA-issued equipment to the Disaster Information System Clearinghouse or an APO at a FEMA facility at the earliest opportunity upon the conclusion of their deployment (if they are not 24/7 laptop holders) or term of employment (if they are 24/7 laptop holders).
 - a. Reservists may be charged the market value for any equipment not returned within 14 days via a payroll deduction or collections.

²⁶ Continued employment is contingent on adhering to property policies and cooperating with FEMA property officers, including but not limited to ensuring equipment maintenance and software updates in accordance with DHS guidance, FEMA policy, and FEMA Form 119-7-1-3, *Custody Receipt for Government Property on Personal Charge*.

²⁷ See [FD 119-7: Personal Property Asset Management Program](#) and [FI 119-7-1: Personal Property Asset Management Program](#).

7. If a reservist dies while deployed to a disaster site, the SOR for the deceased must coordinate with the FCO or designee and the Joint Field Office Logistics Section Chief to ascertain the status and retrieve all Federal Government-issued property in alignment with [FI 119-00-01: Procedures for handling death or incapacitation of deployed incident workforce personnel in the field](#), or equivalent current policy.

Section 8: Personnel Management

Outcome: FEMA has clear guidance for reservist awards, recognitions, and performance-based pay adjustment, as well as policies surrounding misconduct and unacceptable performance.

Awards and Recognition

1. Reservist performance management must comply with [FD 255-7: Reservist Performance Management](#) and [FD 255-6: Deployment Performance Evaluation](#) (DPE) or equivalent current policies.
2. Ratings of record may be used as a basis for determining whether to grant an award under 5 U.S.C. Chapter 45, 5 CFR Part 451, and other department and FEMA directives.
3. Reservists are eligible to receive recognition awards for performance, achievements, innovations, and contributions toward meeting FEMA strategic and performance goals and improving efficiency, effectiveness, and economy of the Federal Government.²⁸
4. Award types vary and, subject to the availability of appropriations, may be as follows:
 - a. Non-monetary – awards that do not convey money. Recipients generally receive certificates.
 - b. Monetary – when funded for reservists. Recipients may receive a performance-based (cash) award. The SOR may also nominate a reservist for a special act award for exceptional contributions, services, achievements, or quality work for an appropriate amount in accordance with FEMA policy and OCHCO guidance.
5. Reservists are ineligible for time-off awards.
6. Eligibility for award nomination will be dictated by OCHCO.

²⁸ FD 255-7: *Reservist Performance Management*, establishes reservists' eligibility for monetary and non-monetary awards. Accordingly, not all awards described in FI 255-4-1: *Employee Awards and Recognition*, apply to reservists.

7. As per [FD 255-7: Reservist Performance Management](#), or current equivalent policy, reservists who do not receive a rating of record (annual appraisal) are ineligible to receive a performance-based cash award.

Reservist Honorary Awards Program

1. The Reservist Honorary Awards Program is a non-monetary annual awards program that celebrates the long-term commitment of reservists by recognizing those who have been with the FEMA Reservist Program for at least 5 years.
2. FOD awards certificates and lapel pins to reservists who have been with FEMA as they reach the pre-identified service commitment milestones.
3. Reservists will receive recognition for each 5-year service milestone (5, 10, 15, 20 years, etc.) beginning with their 5-year FEMA employment anniversary year.
 - a. Eligible reservists will receive a certificate signed by the RAB Chair (Associate Administrator of ORR), along with a lapel pin acknowledging their commitment to disaster survivors on the year of their milestone (5, 10, 15, 20 years, etc.).
 - i. Reservists who are eligible for recognition of their commitment of 5, 10, or 15 years will receive a corresponding certificate and a bronze lapel pin.
 - ii. Reservists who are eligible for recognition of their commitment of 20 or 25 years will receive a corresponding certificate and a silver lapel pin.
 - iii. Reservists who are eligible for recognition of their commitment of 30, 35, or 40 years will receive a corresponding certificate and a gold lapel pin.
 - b. When operationally feasible, awards will be distributed in the second quarter of each calendar year on an annual basis to all reservists who are eligible based on the previous criteria. Awards will be mailed to the reservist's ROR through the U.S. Postal Service.

Merit-Based Pay Increase

1. Reservists' pay settings, increases, and adjustments, including merit-based pay increases, must comply with FEMA's [Incident Workforce Pay Setting Guide](#), or current equivalent policy.
2. Reservists are eligible for merit-based pay increases. Merit-based pay increases are not automatic and are subject to available funding.
 - a. On an annual basis, reservists will be eligible for a merit-based pay increase of 1% to 3% to the employee's rate of basic pay.
 - b. Reservists must attain and sustain an "Achieved Expectations (3)" rating of record or higher.

3. As per [FD 255-7: Reservist Performance Management](#), or current equivalent policy, reservists who do not receive a rating of record (annual appraisal) are ineligible to receive a merit-based increase.

Misconduct and Unacceptable Performance

1. Allegations of reservist misconduct must be reported in accordance with [FD 112-13: Office of Professional Responsibility](#) and [FD 123-0-2-1: Personnel Standard of Conduct](#), or current equivalent policies.
2. Reservists' disciplinary process must comply with the processes detailed in [FI 256-11-1: Reservist Misconduct](#), or equivalent current policies.
3. Issues of unacceptable performance must comply with the processes detailed in [FD 255-7: Reservist Performance Management](#) and [FD 255-6: Deployment Performance Evaluation](#), or equivalent current policies.

Additional Information

Review Cycle

FI 010-6-2: *FEMA's Reservist Program* will be reviewed, reissued, revised, or rescinded within 4 years of the issue date.

Authorities

- A. Stafford Act (Public Law 93-288, as amended, 42 U.S.C. 5121 et seq.).
- B. Homeland Security Act (Public Law 107-296, as amended, 6 U.S.C. 101 et seq.).
- C. Homeland Security Presidential Directive 5 (HSPD-5), Directive on Management of Domestic Incidents, February 28, 2003.
- D. Presidential Policy Directive 9 (PPD-8), National Preparedness, March 30, 2011.
- E. 38 U.S.C. 4301-4305.
- F. 20 CFR Part 1002.
- G. 5 CFR 300.301(c).

References

- A. DHS Management Directive 0480.1: Ethics/Standards of Conduct
- B. DHS Directive 121-14: Reporting Requirements for Personnel with Access to Classified Information or Who Hold a Sensitive Position
- C. FD 112-13: Office of Professional Responsibility
- D. FD119-6: Employee Physical Fitness
- E. FD 119-7: Personal Property Asset Management Program

- F. FD 121-1: Personal Identification Standard
- G. FD 122-1: Official International Travel and Foreign Mission Visits
- H. FD 123-0-2-1: Personnel Standards of Conduct
- I. FD 123-18: Standard FEMA-Distinctive Clothing
- J. FD 125-7: Financial Management of the DRF
- K. FD 127-1: Collection of Debts Owed by FEMA Employees
- L. FD 205-01: Stafford Act-to-Title 5 Appointment Authority.
- M. FD 253-4: Disaster Reservist Holiday Pay and Administrative Leave
- N. FD 255-6: Deployment Performance Evaluation
- O. FD 255-7: Reservist Performance Management
- P. FD 256-022-03: FEMA Reasonable Accommodation Program
- Q. FI: 106-1-1: Scheduling of Work
- R. FI 119-7-1: Personal Property Asset Management Program
- S. FI 122-1-1: Deployment of Employees to a Single Temporary Duty Location Without Exceeding 50 weeks to Maintain Their "Temporary Away" Status
- T. FI 256-11-1: Reservist Misconduct
- U. FM 122-1-1: Travel Policy
- V. FM 306-23-001: Outside Employment/Activity Approval Process

Definitions

Accountable property officer (APO): An APO is individual designated in writing to maintain the accountability for FEMA property (in use or storage) in accordance with a prescribed system which shows the authorized debits, credits, and available balances on hand or obligated for use in such an activity. An APO must be a FEMA employee. Contractors may not be used to fulfill APO roles and responsibilities.

Activation: Activation is the call-up, deployment, or mobilization process that places a reservist in a pay status for work at a specific disaster site, training facility, or at home for training. Only the FOD may activate a reservist.

Appointment: Appointment is the act of placing a reservist in FEMA employment under the authority provided within the Stafford Act.

Available: Available is the status of a responder in FEMA's DTS indicating that a responder is ready, willing, and able to deploy in support of an incident.

Cadre: A cadre is a group of FEMA FTE employees and intermittent employees organized by operational or programmatic areas and FQS positions who perform disaster-related duties during FEMA incident operations.

Cadre coordinator (CC): The CC is the cadre management team member with delegated authority from the CA to oversee all aspects of day-to-day cadre management, including staffing, equipping, training, qualifying, maintaining the performance of the cadre and its members, and developing policies and procedures specific to the cadre. For most cadres, the CC supervises a cadre management team of varying makeup based on the size and nature of the cadre.

Candidate: A candidate is an individual who is qualified in at least one FQS position and is selected by a CO to open a new PTB for a higher FQS title. The individual remains a candidate until the employee completes the entire qualification process.

Certifying authority (CA): The CA is the highest-ranking FEMA official for the cadre, ultimately responsible for effective management and performance of the cadre. The CA may delegate FQS authority and cadre management authorities to the CO and/or CC. Only the CA can award or remove the proficiency of “qualified” for FQS positions. The CA must be an assistant administrator equivalent or higher.

Certifying official: The certifying official is the individual responsible for management of FQS for a specific cadre, including the authority to issue FQS titles for the cadre with the proficiencies of trainee or candidate.

Demobilization: Demobilization is an action required by a responder upon arrival to their permanent duty station, pre-approved alternative location, or ROR to complete their deployment in FEMA's DTS.

Deployment: Deployment is the process through which FEMA mobilizes responders to designated duty stations via deployment requests from FEMA's DTS.

Deployment Tracking System (DTS): DTS is a central database used to ensure the accuracy of employee information and deployment records, determine workforce readiness, track personnel, and generate accurate reports of FEMA deployment activity for use by the DHS/FEMA management.

FEMA Qualification System (FQS): FQS is a fair and equitable performance-based system established to develop and manage the qualification of the incident workforce through experience, training, and demonstrated performance.

FEMA Reservist Conditions of Employment: The FEMA Reservist Conditions of Employment are terms under which all reservists must comply to maintain an appointment.

Force strength: Force strength is the actual number of members in FEMA's incident workforce cadres with a primary title who are qualified or are trainees and who are equipped for deployment.

Force structure: FEMA's force structure identifies the total number of primary-titled personnel required in the IM workforce to meet FEMA's expected demand.

Full-Time Equivalent (FTE) employees: FTE employees are permanent full time (PFT), cadre of on-call response/recovery employees (CORE), senior executive service (SES), schedule C appointee, political appointee, and temporary full time FEMA employees.

Incident management positions: Incident management positions are filled by personnel who lead, manage, and deliver response and recovery operations through a cadre deployed to open and active disasters.

Leave without pay: Leave without pay is a temporary non-pay status and absence from duty that, in most cases, is granted at the employee's request and, in most instances, is approved at supervisory discretion.

Official duty station: The official duty station is the city/town, county, and state in which the employee works. For FEMA reservists, the official duty station is their primary residence.

Paid leave: Paid leave is holiday, administrative, or accrued sick leave accounting for basic work hours while in an active status.

Position Task Book (PTB): A PTB is a document that lists the task and training requirements for a specific FQS position that usually must be satisfied by a trainee or candidate to be considered for qualification.

Primary title: A primary title is an emergency management job function assigned to all FEMA employees that designates the main expected disaster-based role for each employee and determines cadre membership.

Readiness: Readiness is the condition of being prepared and capable to act or respond, as required.

Reservists: FEMA reservists are geographically dispersed, intermittent employees who are solely dedicated to directly supporting Stafford Act activities.

Supervisor of record (SOR): The SOR is the supervisor with the responsibility to exercise independent judgment to direct an employee on all matters relating to, but not limited to, assignment and evaluation of work, administration, training, and property accountability and to discipline or terminate an employee under their supervision.

Temporary duty supervisor (TDS): The TDS is the manager under whose supervision a deployed employee works.

Monitoring and Evaluation

FOD will monitor and review the implementation of this Instruction and future revisions.

Questions

Please direct questions or comments regarding this Instruction to FOD at FEMA-ActionOffice-ORR-FOD@fema.dhs.gov.

TAB F-21a

Reservist Program Directive

FEMA RESERVIST PROGRAM

Federal Emergency Management Agency (FEMA)

Directives System Directive Number:

FD 010-6 Revision Number: 02

Issue Date: January 25, 2017

BACKGROUND

This Directive is applicable to all FEMA Reservists and organizational elements. This Directive supersedes FEMA Instruction 8600.1: *Disaster Assistance Employee Program*, dated June 21, 1991 and FEMA Directive (FD) 010-6: *FEMA Reservist Program*, dated June 14, 2012.

FEMA Reservists are geographically dispersed, intermittently employed professionals with common objectives that support the Agency's mission. This Directive describes a collaborative, multidisciplinary approach to support all FEMA Reservists.

PURPOSE

This Directive provides agency-wide policy for the administration, implementation, and oversight of FEMA's Reservist Program.

PRINCIPLES

The Reservist Program builds and sustains a robust incident workforce of well-trained, intermittent employees who can readily deploy to support the needs of disaster survivors and their communities. The Agency will effectively perform emergency management functions in accordance with FEMA's legal authorities, policies, and procedures.

The Reservist Program operates under the following guiding principles:

- A. FEMA is an expeditionary agency with a fundamental goal to serve the Nation by supporting citizens and first responders, especially when they are most in need. To meet this goal, FEMA employs Reservists and other personnel to deliver FEMA programs consistently and effectively to disaster survivors.
- B. FEMA Reservists will be qualified, well-trained, well-equipped, and reliably available to effectively and consistently deliver programs and accomplish the Agency's mission.
- C. FEMA will develop and implement fair, equitable, and transparent policies and procedures to recruit, select, certify, and retain highly qualified U.S. citizens to serve as emergency managers in the Reservist Program.
- D. Reservists will be considered national assets subject to activation and deployment nationwide at any time. Reservists will be certified for specific

- Incident Management positions through experience, training, and demonstrated performance in accordance with FEMA's Qualifications System (FQS).¹
- E. Reservists, individually and collectively, must be prepared to activate and deploy quickly, effectively, and consistently to respond to and recover from Stafford Act emergencies and disaster declarations.
 - F. FEMA leaders will communicate with Reservists, regardless of activation status, regarding all FEMA-wide activities and events to the fullest extent permitted by law.
 - G. Reservists can communicate systemic problems and issues affecting the Reservist Program with their respective Cadre Coordinator, the Reservist Ombuds, within the Office of Chief Counsel or the Reservist Advisory Board, which is comprised of up to 10 current Reservists and chaired by the Deputy Administrator.

REQUIREMENTS

Reservists shall only perform disaster-related work that is payable out of the Disaster Relief Fund. The work must involve specific disasters, emergencies, projects, or other activities of a non-continuous nature performed under the authority of the Stafford Act. The duties typically are directly related to their FQS position job title(s); however, Reservists may be assigned to perform any disaster-related duty, irrespective of their position title, based on the needs of the Agency. Certain discrete, disaster-related tasks and activities may be suitable for completion from a Reservist's official duty station when not deployed, if authorized by the Supervisor of Record. When deployed, Reservists may be approved to work from an alternate location with approval from their Temporary Duty Supervisor. Approval of work from a Reservist's official duty station or an alternate location must be approved in accordance with Appendix A of the Cadre Management Guide. Reservists will not be assigned to such duties at FEMA Headquarters or in the FEMA Regions in lieu of Permanent Full-Time Employees (PFT) or Cadre of On-call Response/Recovery Employees (CORE). Reservists shall not be activated to circumvent an Agency hiring freeze or to avoid the cost of salary and benefits associated with employing full-time equivalents.

A. Hiring and Pay

Outcome: FEMA recruits candidates to meet FEMA's Force Structure while establishing requirements for their employment.

1. Recruitment

¹ The Director of Workforce Management Division, in coordination with the Reservist Program Managers, will determine the number of Reservist personnel in each FQS position based on force structure as necessary to meet FEMA mission requirements articulated by the Regional Administrator, Federal Coordinating Officer and Federal Disaster Recovery Coordinator.

- a. FEMA will recruit and hire the required number and distribution of positions identified by the FEMA Force Structure.² Consistent with policies established by the Office of the Chief Component Human Capital Officer (OCCHCO), FEMA shall consider:
 - (1) The most efficient means to recruit the best-qualified candidates for specific positions;
 - (2) The FQS qualifications required to perform the duties; and
 - (3) Non-discrimination, diversity and inclusion goals.
 - b. Reservists must be U.S. citizens and pursuant to Federal law, the Agency may ascertain the fitness of applicants, including health, character, knowledge, and ability before appointing them to the Reservist Program. FEMA will comply with FEMA Directive 112-14: *Equal Opportunity and Affirmative Employment* when hiring Reservists. Reasonable accommodations will be provided consistent with the Rehabilitation Act of 1973.
 - c. All Reservists are subject to federal ethics laws, rules, and regulations, to include DHS Management Directive 0480.1: *Ethics/Standards of Conduct* and DHS's regulation requiring pre-approval of outside employment and activities.
2. Appointments
- a. Reservists hold time-limited intermittent appointments in the excepted service.³ Appointments shall not exceed 24 months (absent re-appointment) and shall expire biennially on the last day of the sixth pay period of each even-numbered year (the "not to exceed date").
 - b. A Reservist is required to have a Residence of Record in a Stafford Act "State," as defined by Section 102(4) of the Stafford Act.
 - c. FEMA will announce Reservist job openings through USAJOBS.gov, or other alternative means of recruitment.
 - d. Cadre Coordinators may execute name requests without publishing a job announcement to meet a hiring need.
 - (1) Name requests must be justified in writing by the Cadre Coordinator and approved by the Certifying Official;
 - (2) OCCHCO must approve that the individual is minimally qualified for the position; and
 - (3) The justification must be preserved for one year from the effective date of the hiring, in accordance with 29 C.F.R. § 1602.14.
3. Re-appointments and Resignations

² The Assistant Administrator for the Field Operations Directorate will ensure FEMA establishes and maintains a sufficient and capable force structure and disaster workforce to respond to Stafford Act major disasters and emergencies.

³ The appointment does not confer Federal competitive status on the appointee. See Stafford Act Section 306.

- a. Cadre Coordinators may, based upon operational needs and the current/future Force Structure, reappoint a Reservist in their cadre at the conclusion of the appointment period.
 - b. Decisions to non-renew a Reservist's appointment will be documented, coordinated with OCCHCO, and maintained by the Cadre Coordinator in accordance with 29 C.F.R. § 1602.14.
 - c. A Reservist's appointment may be terminated by the Cadre Coordinator, in coordination with OCCHCO, at any time prior to the not-to-exceed date. Justification for the removal will be documented and maintained in accordance with 29 C.F.R. § 1602.14.
 - d. Termination of a Reservist's appointment prior to the not to exceed date must be coordinated with OCCHCO/Employee Relations prior to initiating the action.
 - e. Reservists may resign, in writing to their cadre coordinator, at any time prior to termination or expiration of their appointment.⁴
4. Annuitants
- a. FEMA's OCCHCO can waive the salary offset for the first 120 days of a Presidentially Declared Disaster.^{5,6} 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), 8468(f).
 - b. The program Cadre Coordinator determines whether an Annuitant's declination of an activation qualifies as a declination under "reasonable cause" rationale. (see Declinations)
5. Pay
- a. Unless specified, FEMA pays Reservists only for those periods when they are activated by the Field Operations Directorate (FOD). At all other times, Reservists remain FEMA employees in a non-pay status.
 - (1) When not deployed, Reservists may be compensated up to 32 hours a year for coordination activities with their cadre, as well as 40 hours a year to complete mandatory training.
 - (2) FEMA will pay Reservists to complete tasks directed by FEMA that require the individual to dedicate a substantial measure of time and must be completed as a condition of continued employment. The amount of pay authorized for the tasking will be established by FOD in coordination with OCCHCO and the office that issued the task.
 - (3) Tasks, whether required or voluntary, that require 15 minutes or more to complete will be considered compensable.

⁴ The Reservist must provide an effective date of the resignation and provide a forwarding address.

⁵ FEMA has not received the authority to apply this waiver to emergencies or for Other Duty Travel (e.g. training, exercises, meetings, course development).

⁶ OPM has authority to waive annuity-offset requirements on a case-by-case basis for positions for which there is exceptional difficulty in recruiting or retaining a qualified employee. 5 U.S.C. §§ 8344(i)(1)(A), 8468(f)(1)(A).

- (4) Reservists may be deployed and paid to participate in disaster readiness activities such as exercises or Reservist working groups.
- b. Reservists are paid only for those hours they work, unless authorized by applicable Agency Directives.⁷
 - c. FEMA may hire Reservists into positions, other than entry-level specialist positions, based on their knowledge, skills, and abilities (including special qualifications). The following general pay alignment provides the baseline guidance used to implement this policy:
 - (1) Pay Band IM-1 – Specialist;
 - (2) Pay Band IM-2 – Manager/Crew Leader;
 - (3) Pay Band IM-3 – Unit Leader/Group Supervisors
 - (4) Pay Band IM-4 – Branch Director, Division Supervisor, Advisor, Section Chief III; and
 - (5) Pay Band IM-5 – Section Chief II and I, Command Staff Officer, Lead Advisor, Lead Legal Advisor.
 - d. The Assistant Administrator of the Field Operations Directorate (FOD), in coordination with OCCHCO and the leadership of the affected program office may approve variations to the pay scale. FOD will maintain a current list of approved pay variations to account for unique requirements of specific positions (e.g., licensure, mandatory compliance with codes of professional responsibility).
 - e. Reservists holding active appointments who transitioned directly from the Disaster Assistance Employee Program into the Reservist Program (before the end of calendar year 2012), without a break in service of more than three days, shall be paid at the Disaster Assistance Employee Program rate to which they were last entitled, or the Reservist Program rate for their FQS position, whichever is higher.
 - f. If an individual applies for a position that has a lower rate than his/her qualified FQS position, they will receive the commensurate pay rate of the lower position consistent with this Directive.
 - g. Reservist's deployed to perform a subordinate FQS job title (located in the career progression path of their primary FQS job title) will be paid at the rate assigned for their primary FQS job title.
 - h. When a Reservist is deployed for field operations, the servicing field unit is responsible for WebTA, timekeeping, and travel authorizations. Per FD 253-4-1 "Disaster Reservist Holiday Pay and Administrative Leave Policy⁸" and FEMA Manual 122-1-1, "Travel Policy Manual," all travel must be performed in accordance with a travel authorization and meet the requirements of the Federal Travel Regulation and supplemental authorities.

6. Benefits

⁷ FEMA Manual 253-2-1: Premium Pay Manual; FEMA Manual 253-4-1: Disaster Reservist Holiday Pay and Administrative Leave; and FEMA Manual 122-1-1, Travel Policy Manual.

⁸ This Directive supersedes other pertinent Reservist Travel and Leave Directives.

- a. Reservists are eligible for Federal Employees Health Benefits (FEHB) if FEMA expects the Reservist's total hours in a pay status (including overtime hours), plus qualifying leave without pay hours, to be at least 130 hours in a calendar month.⁹
 - (1) Once enrolled in FEHB, FEMA Reservists will maintain their eligibility until they receive a new appointment that is subject to different FEHB eligibility requirements; they accrue over 365 days in a non-pay status, subject to 5 C.F.R. § 890.303(e); or they are separated from the Federal service.
 - (2) Except as otherwise provided by law, the FEHB enrollment of a FEMA Reservist continues while he/she is in nonpay status for up to 365 days.¹⁰
 - (3) If a FEMA Reservist has at least four (4) consecutive months in pay status after a period of nonpay status he/she is entitled to begin the 365 days' continuation of enrollment anew.¹¹
- b. FEMA will send a Reservist enrolled in FEHB options to continue or terminate coverage when entering a non-pay status. The Reservist must elect, in writing, one of the options and return the signed form to OCCHCO within 31 days after receipt. Failure to return the signed form by the deadline will result in automatic termination of the coverage.
- c. Reservists are not entitled to civil service retirement.
- d. Reservists who sustain injuries or illnesses while in the performance of duty may be eligible for benefits under the Federal Employees' Compensation Act.
- e. Reservists have free access to work life enhancement services through FEMA's Employee Assistance Program at all times (activated or not).¹²

B. Leave/Unavailability

Outcome: FEMA establishes clear guidance regarding the use of each type of leave available to Reservists.

1. Pre-Approved Non-Availability

- a. Reservists may take up to 90 days per year of PANA when not deployed.¹³ Unexpended PANA will not be carried over from one calendar year to a subsequent calendar year.

⁹ "Qualifying leave without pay hours" includes leave without pay under the Family Medical Leave Act, for performance of duty in the uniformed services under the Uniformed Services Employment and Reemployment Rights Act of 1994, for receiving medical treatment under Executive Order 5396, and for periods during which workers compensation is received under the Federal Employees Compensation Act.

¹⁰ The 365 days' nonpay status may be continuous or broken by periods of less than four (4) consecutive months in pay status.

¹¹ For the purposes of this paragraph, four (4) consecutive months in pay status means any four (4) month period during which the FEMA Reservist is in pay status for at least part of each pay period.

¹² Employees may call toll-free at 1-800-222-0364, 24 hours a day, seven (7) days a week. Employees can also access services online at www.FOH4you.com.

¹³ While Reservists will not receive a deployment request while on PANA, Reservists with approved PANA may receive a deployment request for a period that would encompass their approved PANA; the Reservist will have the right to decline the deployment request without receiving a declination penalty or cancel their approved PANA, without those days counting against their allotted PANA.

- b. Reservists may request the use of PANA from their Supervisor of Record for any purpose. The Supervisor of Record will adjudicate each PANA request. During times of operational necessity, PANA requests may be denied. If the PANA request is received after being notified of a deployment, a deployment declination will be recorded.
 - c. PANA requests that are for five days or more must be submitted to their Supervisors of Record 30 days in advance. PANA requests that are equal to four or less days may not be requested more than two weeks in advance of the last day of the request.
2. Sick Leave
- a. Reservists will accrue one hour of sick leave for every 20 hours in pay status, not to exceed four hours per pay period. Reservists accrue sick leave only during non-overtime regularly scheduled working hours.
 - b. FEMA Temporary Duty Supervisors may approve use of accrued sick leave to a Reservist when the employee:
 - (1) Receives medical, dental, or optical examination or treatment;
 - (2) Is physically or mentally ill or otherwise incapacitated;
 - (3) Would, as determined by appropriate health authorities, jeopardize the health of others by his or her presence in the workplace because of exposure to a communicable disease; or
 - (4) Makes necessary arrangements in connection with the death of a family member (spouse, child, sibling, and/or parent).
 - c. To use sick leave, a Reservist must:
 - (1) Be in a pay status;
 - (2) Be scheduled to work during the period sick leave is requested;
 - (3) Apply sick leave only to an employee's applicable basic 40 hour work week;
 - (4) Not be on any rotation as provided under FEMA Manual 122-1-1, "Travel Policy Manual," travel during extended TDY assignment or in an administratively directed non-pay status;
 - (5) Not be in-transit between the TDY assignment and the home of record in accordance with a travel authorization; and
 - (6) Not be using concurrently with Holiday or Administrative Leave Pay. If claimed on the same day as Administrative Leave Pay, it must involve a period of reporting for duty prior to the granting of Administrative Leave Pay.
 - d. Sick leave may be granted for short periods of time (less than three work days) without medical documentation. Temporary Duty Supervisors may, however, request medical evidence to support requests for sick leave regardless of the duration of the absence.
 - e. FEMA will reimburse the Reservist for lodging, meals & incidental expenses, and rental car (if applicable), during the period of sick leave up until he or she returns to work or demobilizes.
 - f. A Reservist's Supervisor of Record or appropriate Regional Administrator (RA), Federal Coordinating Officer (FCO) or Federal Disaster Recovery Coordinator

(FDRC) shall take appropriate steps to demobilize a Reservist if the supervisor has reason to believe the Reservist will be unable to perform his or her duties, due to illness, for more than seven days.

- (1) If the Reservist is still unable to perform his or her duties, due to illness, upon return to his/her home duty station, the Reservist must request pre-approved non-availability (PANA) for recuperative time from his or her Cadre Coordinator.
 - (2) In these circumstances, the Reservist will be placed into the normal rotation for redeployment after the PANA has expired, unless the Reservist requests and is approved for an additional period of unavailability.
- g. In situations where a Reservist is unable to perform his or her duties due to confirmed or suspected illness during a contagious phase, the Reservist's supervisor will approve accrued sick leave or non-pay status (if sick leave is exhausted) for the Reservist. At the discretion of the FCO, employees who are suspected or confirmed to have contracted a highly contagious disease may return to work following the contagion period with a medical note that they are no longer symptomatic.
- h. A Reservist's sick leave from prior federal service will be re-credited pursuant to 5 C.F.R. § 630.502. Reservists must communicate with OCCHCO to ensure appropriate re-crediting of sick leave accrued during prior federal service.
3. Family and Medical Leave Act (FMLA)
 - a. Reservists may be eligible to receive unpaid unavailability pursuant to FMLA.¹⁴ To be eligible for FMLA, a Reservist must have been employed by FEMA or elsewhere in the U.S. Government for 12 months cumulatively and have worked at least 1,250 hours during the 12-month period immediately preceding the commencement of the leave.^{15,16} An eligible Reservist's FMLA unavailability entitlement is limited to a total of 12 work weeks of leave during any calendar (see 29 C.F.R. § 825.200(a))
 - b. An eligible Reservist who is the spouse, son, daughter, parent, or next of kin of a Covered Service member who suffers a serious injury or illness on active military duty is entitled to 26 weeks of leave during a single 12-month period to care for the service member (see 29 C.F.R. § 825.127).
 - c. A Reservist must provide their Supervisor of Record at least 30 days advance notice, including all relevant supporting or medical documentation, before FMLA leave is to begin if the need for the leave is foreseeable. A Reservist will give

¹⁴ 29 U.S.C. § 2612 and implementing regulations at 29 C.F.R. part 825.

¹⁵ 52 weeks is deemed to be equal to 12 months for purposes of determining whether intermittent employment qualifies as 12 months. See 29 C.F.R. § 825.110(b). The week counts as a week of employment if an employee is maintained on the payroll for any part of a week, including any periods of paid or unpaid leave during which other benefits or compensation are provided by the employer. *Id.*

¹⁶ See 29 C.F.R. § 825.109-110. The 12 months need not have been consecutive, except that employment prior to a continuous break in service of seven years or more will not be counted toward the time-in-service requirement. See 29 C.F.R. § 825.110(b)(1). Exceptions exist if the break in service was due to military service obligations or if there is a written agreement regarding the agency's intention to rehire the employee after the break in service. See 29 C.F.R. § 825.110(b)(2).

notice to their Supervisor of Record as soon as practicable if 30 days' notice is not practicable (see 29 C.F.R. § 825.302).

- d. The Supervisor of Record may consult their Certifying Official who has the final authority to approve or deny a Reservist's request for FMLA and to determine the increments by which they grant FMLA.
 - e. Unavailability may be taken intermittently or on a reduced leave schedule, depending upon the purpose for which the unavailability is requested. Cadre Coordinators should consult with OCCHCO to determine whether intermittent unavailability or a reduced leave schedule is available for the requesting Reservist pursuant to 29 U.S.C. § 2612(b)(1); 29 C.F.R. § 825.202.
 - f. Any eligible Reservist who takes FMLA leave shall, on return from their leave, be restored to their previously-held FQS position or to an FQS position title with equivalent benefits, pay, and other terms and conditions of employment.
 - g. Reservists shall not accrue any sick leave or other employment benefits during their FMLA leave or receive any right, benefit, or position of employment upon their return other than any right, benefit, or position to which they would have been entitled if they had not taken the leave.
4. Extended Reservist Leave (ERL)
- a. Reservists that require additional unpaid unavailability may request ERL for a period of not greater than 84 days per calendar year. ERL may be requested for one or more of the following:
 - (1) The birth of the Reservist's son or daughter, and to care for the newborn child;
 - (2) The placement of a son or daughter with the Reservist for adoption or foster care;
 - (3) A serious health condition that makes the employee unable to perform one or more of the essential functions of his/her job;
 - (4) The care for the Reservist's spouse, son, daughter, or parent with a serious health condition;
 - (5) Bereavement of a spouse, or a son, daughter, or parent of the Reservist;
 - (6) Jury duty;¹⁷ or
 - (7) Other extenuating circumstances.¹⁸
 - b. Reservists found eligible to receive unavailability pursuant to FMLA will not be eligible for ERL, unless the Reservist requests the ERL for a purpose not covered by FMLA.

¹⁷ A Reservist, who has received a court-ordered summons to serve on a jury, or as a witness in a non-FEMA court proceeding, shall be granted ERL for the entire period of such service. If the Reservist receives the summons while deployed and wishes to delay their jury service, the Supervisor of Record shall provide to the Reservist all necessary documentation to request relief of duty from the court. The eligible period of ERL runs from the date upon which the Reservist is required to report to the court until the date he/she is discharged.

¹⁸ Reservists may apply for ERL to address unforeseen circumstances which are extreme, unusual, or of sufficient severity and magnitude to warrant an extended absence. For example, when a Reservist's home of record has been damaged, destroyed, or otherwise adversely affected by a natural or man-made disaster.

- c. Certifying Coordinators have the authority to determine the increments of time for which they grant ERL, taking into account the facts and circumstances of each request, supporting documentation, and the increments previously provided to other Reservists in their cadre. The Certifying Coordinator shall convey their decision to the Supervisor of Record who must convey the Certifying Coordinator's decision to the Reservist. If the ERL was approved, the Certifying Coordinator will inform the FOD Deployment Branch of the ERL unavailability to ensure that the Reservist is made unavailable in the Deployment Tracking System for the appropriate amount of time.
- d. At the conclusion of their ERL, the Reservist will be expected to deploy upon request and, subject to the exceptions previously noted, a deployment declination will be considered to be without reasonable cause.
- e. Prior to returning to availability for deployment from a serious medical condition, a Reservist must provide documentation to their Supervisor of Record from their attending health care provider that he/she is cleared to return to work and is able to perform the essential functions of their FQS position title(s) or designated light duty assignment.

C. Activation and Deployment

Outcome: FEMA activates and deploys Reservists to support Stafford Act declared events.

1. Activation

- a. FOD shall activate and deploy Reservists in response to Stafford Act event-specific requirements established by RAs, FCOs, and/or FDRCs.
 - (1) FOD will not activate or employ Reservists to perform functions that full-time staff (permanent full-time or CORE) should appropriately perform.
 - (2) When requested by the RA, FOD may also activate and deploy Reservists for incidents in anticipation of a Stafford Act declaration.
 - (3) The Director of the Workforce Management Division (WMD) will track and account for all Reservists' availability, readiness, deployment, training and FQS qualifications.
 - (4) Except as noted in FD 010-8: FEMA Incident Workforce Deployment, FOD shall activate and deploy Reservists for all Incident Management assignments on a rotational basis by position and FQS qualification level.¹⁹
 - (5) Reservists will not be assigned to Incident Support job titles.
 - (6) Individual deployments away from a Reservist's residence of record to a single temporary work location will have a maximum duration of 50 consecutive weeks (including time spent on rotational travel). In extraordinary circumstances when FEMA requires a Reservist to deploy away from home to a single temporary work location for not less than six months, but no more than 30 months, the Associate Administrator for

¹⁹ When necessary and appropriate for effective mission accomplishment, FOD may elect to modify or deviate from the rotation list by deploying those Reservists nearest to the location of disaster.

Response and Recovery may authorize a Temporary Change of Station in accordance with Federal Travel Regulation.

- (7) FEMA requires Reservists to update their contact information and availability through the Deployment Tracking System and to be available to deploy on 24 hours' notice at all times during the term of their appointment unless approved for:
 - i. PANA;
 - ii. Reservist military leave;
 - iii. FMLA
 - iv. ERL.
- (8) When on PANA, Reservist Military Leave, FMLA or ERL, Reservists are not available to deploy on demand and FOD will not place them in rotation for deployment.
- (9) FEMA also requires Reservists to maintain a government issued travel card in good standing at all times. If travel card is placed in suspension, Supervisor of Record will change the Reservist status to "unavailable" in the Deployment Tracking System.
- (10) When not activated, Reservists shall respond to deployment notifications at the earliest possible time, and in all cases, within 24 hours of the transmission of the call or email. Failure to return a deployment request call/email from FOD within 24 hours of FOD placing the call or the time/date stamp on the email constitutes a declination to deploy.
- (11) The Director, Workforce Development Division, in coordination with the respective Cadre Coordinator shall deploy Reservists who require classroom instruction per an open Qualification Sheet when the Reservists is not in a deployed status and is listed as "available" in FEMA's Deployment Tracking System to scheduled courses. Failure to accept this deployment will constitute a declination to deploy.

2. Declinations

- a. If a Reservist listed as "available" in FEMA's Deployment System fails to deploy upon activation, FOD shall document each such failure and maintain a record of it for three years or longer if required by applicable records retention policies.
- b. If a Reservist declines three deployments within one calendar year while in "available" status, and without reasonable cause for doing so, the Cadre Coordinator in coordination with FOD shall direct OCCHCO to terminate the Reservist's appointment.
- c. Reasonable cause for declining a deployment request includes, but is not limited to the following scenarios:

- (1) An annuitant who receives a deployment to a specific incident site whose salary offset will not be waived at the time of deployment;²⁰
 - (2) A Reservist who submitted a timely request for PANA, ERL, FMLA, or Reservist Military Leave to their Supervisor of Record prior to the deployment request and whose request would have otherwise made them unavailable to deploy on the date of the deployment request
 - (3) A Reservist who has 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
 - (4) 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;
 - (5) A Reservist who has already declined one deployment on the date of the deployment request;
 - (6) A Reservist who has already received activation orders for a separate deployment;
 - (7) 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
 - (8) A Reservist deployment request occurred on the basis of an administrative error not already listed above.
- d. Reservists may not deploy or accept deployment if they do not hold a government-issued travel charge card in good standing. In the event that a Reservist must decline a deployment request because their government-issued travel charge card is lost or suspended, FOD shall normally consider this a declination without reasonable cause.
3. Unavailability for Military Service
- a. Reservists who are members of the National Guard or Reserve component of the U.S. Armed Forces and present valid military activation orders to their Supervisors of Record are eligible for unavailability for the duration of their military activation orders.
 - b. Reservists shall not receive compensation or be in a pay status during this period of unavailability.

²⁰ Annuitants under the Federal Employees' Retirement System (FERS) and under the Civil Service Retirement System will have their salaries reduced (offset) by the amount of the annuity that are entitled to receive during their period of employment unless FEMA is able to utilize an offset waiver authority. See 5 U.S.C. § 8344(a) (covering CSRS); 5 U.S.C. § 8468(a) (covering FERS).

- c. Upon notification of deactivation of military orders, Reservists are encouraged to contact their Supervisor of Record as soon as possible to coordinate their availability.

D. Training

Outcome: FEMA establishes training requirements for all Reservists and for specific FQS positions.

1. Mandatory Training

- a. Reservists shall complete all mandatory training identified by FEMA, including initial ethics orientation provided by the Office of the Chief Counsel (OCC). Initial ethics orientation will be completed within 90 days of the Reservists date of entry (in accordance with 5 C.F.R. § 2638.703). Confidential financial disclosure filers must complete one hour of annual ethics training per calendar year required by 5 C.F.R. § 2638.705.
- b. The cadre coordinator must activate the Reservist for the applicable pay period to be compensated for verified training. Mandatory online training completion will be tracked by the cadre coordinator and compensation will be authorized to Reservists in non-pay status.

2. FEMA Qualification System

- a. FEMA shall train and certify all Reservists in accordance with FQS. All personnel shall carry out FQS operations 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.
- b. Reservists will remain in entry-level "Trainee" positions until they have completed the requisite training and position task-book (PTB), at which point they will be certified by the proper Certifying Authority as "Qualified" for that FQS Position.
- c. An FQS-qualified Reservist may pursue a higher FQS title as a "Candidate" when selected by a Certifying Official to open a new PTB.
- d. If a deployed Reservist has an open PTB in the FQS position to which they are a candidate, that Reservist must receive a PTB evaluation from an FQS coach evaluator (if assigned) prior to demobilization.
- e. It is the responsibility of the respective Cadre Coordinator, in coordination with the Director, WDD to ensure a qualified coach evaluator is assigned to all Reservists who are deployed in a "Trainee" or "Candidate" status.

E. Government Equipment

Outcome: Reservists are equipped with the requisite equipment to efficiently meet mission requirements.

1. Equipment

- a. As soon as practicable after appointment, FEMA shall furnish every Reservist with appropriate, OCIO approved mobile communication equipment.

- b. Reservists in specific FQS positions, as identified by, Certifying Authorities, and approved by the Assistant Administrator, FOD, may also receive computing equipment.
- c. Reservists in non-identified positions will receive equipment as soon as possible upon arrival at their deployed location. Type and nature of equipment provided will be dependent on the FQS position held.
- d. All FEMA-distinctive clothing issued to Reservists shall be ordered, issued, and worn in accordance with FD 123-18: *Standard FEMA-Distinctive Clothing*, or its successor.
- e. Reservists shall use, display, and present their FEMA-issued Government identification card only when activated and for lawful purposes.

2. Accountability

- a. Each Reservist must accept receipt and sign a Revocable License Agreement acknowledging acceptance and responsibility of, and custody of all government property, issued to them.
- b. Each Reservist is responsible for the proper use, care, and physical protection of all such property while in their custody. For Reservists who are issued laptops during non-activation, proper care includes connecting to a FEMA network at least once every two weeks.
- c. FOD, in coordination with the Logistics Management Directorate, or the Cadre Coordinator may recall government equipment at any time and for any reason.²¹
- d. Each Reservist will immediately, and within no more than 24 hours, notify their Supervisor of Record in the event that any government issued equipment is lost, stolen, damaged, unserviceable or destroyed due to negligence, misconduct, or unauthorized use.
 - (1) Reservists must complete and submit FEMA Form 119-7-1-1: Report of Survey, to their Accountable Property Officer to document the circumstances of any loss, theft, damage, unserviceability or destruction to government-issued equipment; and
 - (2) Reservists must file a police report for stolen equipment.
- e. In coordination with their Supervisor of Record and Accountable Property Officer, Reservists must return all FEMA-issued equipment to either the Disaster Information System Clearinghouse (DISC), or an Accountable Property Officer at a FEMA facility, at the earliest opportunity upon the conclusion of their term of employment and/or activation. A Reservist may be charged the Market Value for any equipment not returned within 14 days via a payroll deduction or collections.
- f. In the event that a Reservist dies while deployed to a disaster site, the Supervisor of Record for the deceased shall coordinate with the FCO -

²¹ See FD 119-7: *Federal Personal Property Management Directive* and FEMA Manual 119-7-1: *Personal Property* for custodian responsibilities.

designated Federal Official and the Joint Field Office Logistics Section Chief to ascertain the status and retrieve all Government issued property.

F. Performance Management and Disciplinary Process

Outcome: FEMA has clear expectations for performance management, feedback and has a process to address disciplinary actions.

1. Performance Management

- a. Performance management is dictated by the OCCHCO, who will develop and maintain an agency approved Deployment Performance Appraisal to evaluate all Reservists in a deployed status.
- b. Temporary Duty Supervisors will complete a Deployment Performance Appraisal on each Reservist and provide Cadre Coordinators with feedback on the performance of Reservists during deployments. Temporary Duty Supervisors must report and document instances of poor performance or misconduct to the Cadre Coordinator or the Supervisor of Record. The Cadre Coordinator or the Supervisor of Record must consult with the OCCHCO Employee Relations Branch prior to initiating any disciplinary action.
- c. Temporary Duty Supervisors will provide day-to-day supervision of the deployed Reservists and assign work that corresponds to their FQS qualifications.
- d. Each Reservists will be provided with a Deployment Performance Appraisal by their Temporary Duty Supervisor prior to their demobilization. The performance evaluation will identify if the Reservist deployed the requisite amount of days, and ensure documentation is recorded in the approved system of record.

2. Disciplinary Process

- a. In coordination with OCCHCO, Cadre Coordinators are responsible for acting on all allegations of misconduct. Allegations of misconduct shall be referred to the Office of the Chief Security Officer and OCCHCO Employee Relations Branch.
- b. Cadre Coordinators will follow FEMA Directive 123-19: *FEMA Administrative Investigations Policy*, to report misconduct to the DHS Office of Inspector General.
- c. In all cases where misconduct is alleged, the OCCHCO Employee Relations Branch shall advise the FCO and Cadre Coordinator as to demobilization or continued activation of the Reservist. If the Cadre Coordinator and FCO disagree concerning whether to demobilize the Reservist, the issue will be presented to the Associate Administrator of Response and Recovery for resolution.
- d. If FEMA receives information that a Reservist has been arrested or indicted for a crime, the Reservist's Supervisor of Record and the FCO shall contact both Office of the Chief Security Officer and the OCCHCO Employee Relations Branch for guidance. The FCO, after consulting with the Supervisor of Record and OCCHCO, will issue a final decision concerning

whether the Reservist will be allowed to continue working or will be demobilized. The Reservist may be placed temporarily in a non-duty, non-pay status until a decision is made by the Agency.²²

- e. Temporary Duty Supervisors, in consultation with Employee Relations, who have reason to believe that a Reservist has misused sick leave privileges may place the Reservist on sick leave restriction. When placed on sick leave restrictions, the Reservist is required to provide medical documentation from a health care provider to support all requests for sick leave.
- f. If a Reservist who has been placed on a sick leave restriction fails to comply with the terms of the sick leave restriction notice, he or she may be demobilized and may be subject to disciplinary action, up to and including removal.
- g. Violation of the Reservist's Revocable License Agreement (see Government Equipment, Accountability) may result in disciplinary action, including termination of employment.

3. Awards and Recognition

- a. Reservists are eligible to receive recognition awards for performance, achievements, innovations, and contributions toward meeting Agency strategic and performance goals and improving efficiency, effectiveness, and economy of the government.²³ Temporary Duty Supervisors and Cadre Coordinators may make award nomination recommendation with the approval of the FCO.
- b. Award types vary and, subject to the availability of appropriations, may be:
 - (1) Non-Monetary – awards that do not convey money. Recipients generally receive certificates.
 - (2) Monetary – when funded for Reservists, Cadre Coordinators or Temporary Duty Supervisors may nominate a Reservist for a special act award for exceptional contributions, services, achievements, or quality work for an appropriate amount in accordance with FEMA policy and OCCHCO guidance.
- c. Reservists are ineligible for time-off awards.
- d. Eligibility for award nomination will be dictated by OCCHCO.

G. Deviating From Existing Doctrine, Policy, Directive, or Instructions to Address the Unique Needs of an Ongoing Disaster or Emergency

Consistent with FEMA Directive 112-12 and its supporting Instructions 112-12-1, the Field Operations Directorate will consult with the Office of Policy and Program Analysis and OCC to consider issuing a disaster-specific waiver of this directive. Doctrine,

²² Items of consideration include, but are not limited to: the nature of the offense; whether the Reservist is incarcerated; the existing evidence concerning the offense; whether the Reservist is a security risk; whether there is a reasonable belief that the employee committed an offense for which a prison sentence may be imposed; and the notoriety of the offense, that is, the impact of the offense on the field office's ability to conduct business due to the Reservist's continued presence.

²³ FM 255-4-1: Employee Awards and Recognition, does not apply to Reservists.

policies, directives, and instructions that apply to only one disaster or emergency situation are not allowed. Following the disaster or emergency, the Field Operations Directorate will assess whether changes are required to the waived doctrine, policy, directive, or instructions.

A handwritten signature in black ink, appearing to read 'Corey D. Gruber', with a long horizontal flourish extending to the right.

Corey D. Gruber
Acting Associate Administrator
Office of Response and Recovery

January 26, 2017

Date

ADDITIONAL INFORMATION

REVIEW CYCLE

FEMA Directive 010-06 will be reviewed, reissued, revised, or rescinded within four years of the issue date.

AUTHORITIES

- A. Homeland Security Act of 2002, Pub. L. No. 107-296.
- B. Post-Katrina Emergency Management Reform Act (PKEMRA), Pub. L. No. 109-295 (Oct. 4, 2006).
- C. Robert T. Stafford Disaster Relief and Emergency Assistance Act, Pub. L. No. 93-288, as amended (Stafford Act), 42 U.S.C. § 5149.

REFERENCES

- A. FEMA Qualification System Guide.
- B. Cadre Management Guide, October 2014.
- C. FD 010-8, FEMA Incident Workforce Deployment, Revised, October 16, 2014.
- D. FD 010-9, Cadre Management Directive, June 9, 2014.
- E. FD 119-7: Federal Personal Property Management Directive, April 13, 2011
- F. FD 123-18-REV, Standard FEMA-Distinctive Clothing, July 25, 2011.
- G. FD 123-19, Administrative Investigations Directive, April 3, 2012.
- H. FEMA Manual 123-9-1, Telework, January 9, 2013.
- I. FEMA Manual 253-4-1, Disaster Reservist Holiday Pay and Administrative Leave Policy, May 7, 2010.
- J. FEMA Manual 253-2-1, Premium Pay, February 11, 2014

FORMS PRESCRIBED

- A. Custody Receipt For Government Property Issued for FEMA Reservist Workforce Retention, FEMA Form 119-7-1-3A.
- B. Health Benefits Election Form, SF-2809.
- C. Report of Survey, FEMA Form 119-7-1.
- D. Request for Personnel Action, Standard Form 52.

DEFINITIONS

Accountable Property Officer: An individual designated in writing to maintain the accountability for FEMA property (in use or storage) in accordance with a prescribed system which shows the authorized debits, credits, and available balances on hand or obligated for use in such an activity. An Accountable Property Officer must be a FEMA employee. Contractors may not be used to fulfill the Accountable Property Officer roles and responsibilities.

Activation: The call-up, deployment, or mobilization process that places a Reservist in a pay status for work at a specific disaster site, training facility, or at home for training. Only the FOD may activate a Reservist.

Annuitant: A current or former civilian employee who is receiving, or meets the legal requirements and is applying or has announced intention to apply for, an annuity under subchapter III of chapter 83 or chapter 84 of Title 5, United States Code, based on his or her service.

Appointment: The act of placing a Reservist in FEMA employment under the authority provided within the Stafford Act

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.

Break in Service: The period at which a Reservist no longer works in the Federal Government. A break of three calendar days or less between appointments to federal service is not considered to be a break in service.

Cadre: A group of FEMA full-time equivalent and intermittent employees organized by operational or programmatic and FEMA Qualification System (FQS) positions that perform disaster-related duties during FEMA incident operations.

Cadre Coordinator: A FEMA employee with delegated authority from the Certifying Authority to oversee all aspects of day-to-day cadre management, including staffing, equipping, training, qualifying, and performance of the cadre and its members.

Candidate: An individual who is qualified in at least one FQS position and selected by a Certifying Official to open a new position task book for a higher FQS job title. The individual remains a candidate until he or she completes the entire qualification process and receives a new FQS qualification letter.

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

Certifying Authority: The highest-ranking FEMA official – Assistant Administrator equivalent or higher – for an incident workforce 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 is responsible for assigning, certification, recertification and decertification of the cadre members and bears the responsibility for the effective management and performance of the cadre.

Certifying Official: A person designated by the CA to manage FQS for a specific incident workforce cadre, with the authority to issue position task books and certify individuals for specific FQS positions. The CO cannot delegate this authority.

Conditions of Employment: The terms under which all Reservists must comply to maintain an Appointment.

Confidential Financial Disclosure (Office of Government Ethics (OGE) Form 450)

Filer: A Reservist who, due to their assigned FQS title, must file confidential financial disclosure reports (OGE Form 450s) as directed by the OGE and FEMA OCC per 5

C.F.R. § 2634 Subpart I. Reservists in these titles are assigned FEMA duties that involve the exercise of significant discretion in certain sensitive areas. The OGE Form 450 reports serve to ensure confidence in the integrity of FEMA operations by preventing conflicts of interest and to identify potential conflicts of interest. If required by their position title, timely filing of OGE Form 450 reports is a condition of employment for filers.

Covered Servicemember: A covered member of the armed forces, including a member of the National Guard or Reserves, who is undergoing medical treatment, recuperation, or therapy for a serious injury or illness; or a covered veteran who is undergoing medical treatment, recuperation, or therapy for a serious injury or illness. 29 U.S.C. § 2611(15).

Demobilize: The release of a deployed individual from an incident for return to his or her official duty station.

Deployment: The movement of personnel based on official orders to a Temporary Duty (TDY) station to fulfill incident management or support requirements, including training related to those activities.

Duty Station of Record (or Official Duty Station): The Reservist's address of primary residence.

Deployment Tracking System: A central database used to ensure the accuracy of employee information and deployment records, determine workforce readiness, track personnel, and generate accurate reports of FEMA deployment activity for use by the Department of Homeland Security (DHS)/FEMA management.

Extended Reservist Leave (ERL): A special form of unpaid leave available only to Reservists not activated for deployment. ERL will not be provided to Reservists found eligible for unpaid leave under Family and Medical Leave Act (FMLA), unless the Reservist requests the ERL for a purpose not covered by FMLA. When on approved ERL, a Reservist is not available to deploy on demand and FOD will not place them in rotation for deployment. Reservists may take up to 84 calendar days per year of ERL when necessary. Unexpended ERL may not be carried over from one calendar year to a subsequent calendar year.

FEMA Qualification System (FQS): A performance-based system for certifying FEMA employees as "Qualified" or "Trainees" in Incident Management and Incident Support positions. Certification is based on successful completion of required experience, required training, and demonstrated performance.

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

Paid Leave: Holiday, administrative or accrued sick leave accounting for basic work hours while in an active status.

Pay Status: Any period of time during which an employee receives pay for time worked.

Pre-Approved Non-Availability (PANA):²⁴ A special form of unpaid time during which a Reservist is unavailable. This designation is only available to Reservists when they are not activated for deployment.

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.

Qualifying Exigency: for purposes of FMLA, see 29 C.F.R. § 825.126.

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

Reservist: Employees hired under FEMA's Stafford Act authority who works intermittently as required in support of disaster operations.

Reservist Military Leave: Leave for members of the National Guard or Reserve components of the U.S. Armed forces while called to active duty, and in accordance with 5 U.S.C. § 6323, except that FEMA Reservists shall not receive compensation or be in a Pay Status for any period of Reservist Military Leave. A Reservist who presents valid military activation orders shall be entitled to military leave for the entirety of any periods covered by the military orders. Reservist Military Leave is provided in addition to PANA, ERL, and FMLA.

Serious Health Condition: An illness, injury, impairment, or physical or mental condition that involves inpatient care or continuing treatment by a health care provider. See 29 U.S.C. § 2611(11).

Special Qualifications: Unique skills or abilities not required for core FQS certification, but valuable to Agency operations, including, but not limited to, professional certifications (such as a warranted contracting officers), professional skills (such as a language), or unusual certifications required for particular assignments (e.g. Hazardous Materials qualification).

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

Supervisor of Record: The supervisor with the responsibility to exercise independent judgment to direct an 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.

QUESTIONS

Please direct questions or comments regarding this Directive to the Field Operations Directorate at FEMA-WMD Cadre Support@fema.dhs.gov.

²⁴ This term was formerly known as Reservist Leave in the original version of this Directive. These terms are one in the same and can be used interchangeably.

TAB F-21b

Instruction 010-6-3 FEMA Reservist Program

Instruction 010-6-3: FEMA's Reservist Program

May 2024
Revision 3

Signatory's Name Title

Date



FEMA

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Overview

FEMA Instruction (FI) 010-6-3 is applicable to managing, deploying, and equipping Federal Emergency Management Agency (FEMA) reservists who make up the approved force structure within the incident management (IM) cadres. This Instruction supersedes FEMA Directive (FD) 010-6-2: *FEMA Reservist Program*, dated January 25, 2017. This Instruction supplements FD 010-9: *FEMA Incident Workforce Cadre Management* or equivalent current policy. This policy references several other authoritative policies. To the extent there is a conflict, referenced authoritative policies take precedence.

Purpose

FI 010-6-3 provides FEMA-wide policy for the administration, implementation, and oversight of FEMA's Reservist Program.

Overarching Approach

In a manner that promotes FEMA's core values of compassion, fairness, integrity, and respect, the Reservist Program provides and sustains a robust incident workforce of well-trained, intermittent employees who can readily deploy to support the needs of disaster survivors and their communities. FEMA will effectively perform emergency management functions in accordance with FEMA's legal authorities, policies, and procedures.

Reservist Protections

Reservists are covered by the Uniformed Services Employment and Reemployment Rights Act (USERRA). USERRA protects reservists who are also employed in civilian positions (non-federal or federal) when deployed for FEMA to disasters and emergencies or training for such on behalf of FEMA.

USERRA ensures that members of the uniformed services are entitled to return to their civilian employment upon completion of their service. The Civilian Reservist Emergency Workforce (CREW) Act extended USERRA protections to FEMA reservists, who should be reinstated with the seniority, status, and rate of pay they would have obtained had they remained continuously employed by their civilian employer. The employer may not require employees to use accrued vacation leave, annual leave, or similar leave during a deployment. USERRA also requires employers to continue to provide health and pension plan coverage for a specific period of time. The laws also protect individuals from discrimination in hiring, promotion, and retention based on present and future membership and/or performance of service in the armed services or as a FEMA reservist. These protections cover FEMA reservists employed by any employer, both public and private, regardless of size. This also includes foreign

employers doing business in the United States and American companies doing business in foreign countries.

FEMA does not have the ability to investigate or enforce any alleged violations of USERRA by outside employers. USERRA charges the Secretary of Labor (through the Department of Labor's Veterans' Employment and Training Service [DOL-VETS]) with providing assistance to any person with respect to the employment and reemployment rights and benefits to which such person is entitled under the CREW Act (20 Code of Federal Regulations [CFR] 1002.4). DOL-VETS is the designated federal agency for the investigation of USERRA violations. Reservists seeking to file a complaint can find more information at <https://www.dol.gov/agencies/vets/programs/userra>.

Reservist Advisory Board

1. The Reservist Advisory Board (RAB) comprises up to 11 current reservists and is chaired by the Associate Administrator of the Office of Response and Recovery (ORR).
2. The RAB serves as a conduit for consistent and proactive communication between the reservist workforce and senior leadership. It provides the reservist workforce a platform to discuss systemic challenges and to propose solutions, in partnership with FEMA leadership, that supports FEMA's mission to survivors of all-hazard incidents. The RAB aims to establish one mission, one team, one FEMA.
3. The RAB may amend and update the [RAB Charter](#), which outlines its central objectives, procedures, membership, and other related information in alignment with the RAB Charter's revision cycle and through its secretariat.

Section 1: Reservist Management

Outcome: FEMA defines the structure and duties of the Reservist Program Manager (RPM) and the Assistant Reservist Program Manager (ARPM) positions. These positions are allocated based on the cadre management framework, approved cadre management staffing ratios, and force strength requirements.

1. RPMs or ARPMs (when applicable) serve as the supervisor of record (SOR).¹
 - a. Depending on the cadre management team structure, the cadre management team lead, the deputy cadre coordinator, or the cadre coordinator (CC) may serve as the SOR for reservists.

¹ See *Cadre Management Framework Staffing Guidance*.

2. RPMs or ARPMs (when applicable in alignment with cadre coordination posture) are responsible for FEMA's deployment tracking system (DTS) managing, hiring, titling, equipping, ensuring training requirements, and performing management of the reservist workforce. See the [FEMA Cadre Management Guide](#) for the composition, governance, and principles of the cadre management system.
3. Reservists' official duty stations are their residences of record (ROR).
 - a. As intermittent workers, reservists are ineligible for telework agreements; however, field leadership can request an alternative duty station or virtual deployment to a reservist's ROR for deployed reservists' requirements based on field operations.
4. Reservists must reside at and maintain a primary address to serve as their official duty station in a Stafford Act "state," as defined by Section 102(4) of the Stafford Act.
 - a. The Stafford Act states include 1 of the 50 states, the District of Columbia, Puerto Rico, the Virgin Islands, Guam, American Samoa, and the Commonwealth of the Northern Mariana Islands.
 - b. Reservists must maintain accurate personal information, including residential address and emergency contact information, as well as new tax withholding forms when changing their primary residence, in DTS in their My Employee Personal Page and with the cadre management team.
 - c. Reservists with multiple homes must designate one address as their primary address and may not change the primary address once notified of a deployment assignment unless good cause otherwise exists. This address should also be the address specified in FEMA's travel card management system (e.g., Citibank).
 - d. All applicable changes to a reservist's locality pay, based on a change to the reservist's ROR, will be processed in accordance with the [FEMA Incident Workforce Pay Setting Guide](#).
 - e. The SOR must complete an official request for duty station change in FEMA's human resource system (e.g., FedHR) to update the locality pay, as applicable.
5. Certain distinct, disaster-related tasks and activities may be suitable for completion from a reservist's ROR when deployed, if authorized by field leadership based on mission requirements. However, lodging, meals and incidental expenses (M&IE), and rental cars will not be authorized.
 - a. For instances in which deployed reservists are required to work from an alternative location, including their ROR or any other location the employee has been directed to work from outside of their temporary duty (TDY) station, field leadership approval must follow [FD 123-27: Maintaining Agency Operations](#) or equivalent current policy.
6. Reservists must maintain active communication with their SOR and cadre management staff while in a deployed or available status.

- a. Active communication includes, but is not limited to, continuously monitoring FEMA emails, official letters, and general messages, as well as responding to them. For more information on compensation for these activities, see [Section 3: Pay](#).
7. Reservists must perform disaster-related work that is payable out of the Disaster Relief Fund (DRF).²
 - a. The duties typically are directly related to the reservists' FEMA Qualification System (FQS) title(s); however, reservists may be assigned to perform any disaster-related duty, irrespective of their title, based on mission requirements. Reservists may receive just-in-time training to perform these roles.
 - b. The work must involve specific disasters, emergencies, or other activities of a non-continuous nature performed under the authority of the Stafford Act.
 - c. A Stafford Act employee may be deployed to perform non-Stafford Act activities under specific conditions. See [Section 5: Non-Stafford Act Deployments](#) for more information.
8. Reservists must not be deployed to perform duties in a role established by a full-time equivalent (FTE) employee to circumvent a FEMA hiring freeze or to avoid the cost of salary and benefits associated with employing FTE employees.

Section 2: Appointment, Reappointment, and Outside Employment

Outcome: FEMA appoints suitable candidates to meet FEMA's force structure while establishing requirements for their employment.

Appointment

1. Reservists are subject to federal ethics laws, rules, and regulations, including, but not limited to, 5 CFR Part 2635 and Department of Homeland Security (DHS) Management Directive 0480.1: *Ethics/Standards of Conduct*, or current equivalent policies.
2. Reservists must read, acknowledge, and agree to abide by the FEMA reservist conditions of employment (COE).

² The DRF is an appropriation against which FEMA can direct, coordinate, manage, and fund eligible response and recovery efforts associated with domestic major disasters and emergencies that overwhelm state resources pursuant to the Stafford Act. The DRF has two project, program, and activities accounts; one of which includes funds available for disaster readiness support (DRS) activities that include training for Stafford Act employees.

3. Reservists must comply with all FEMA policies, including, but not limited to, FD 123-0-2-1: *Personnel Standards of Conduct*, [FI 256-11-1: Reservist Misconduct](#), or current equivalent policies, as well as the reservist COE. Failure to comply with any FEMA policy or COE may result in discipline, up to and including termination.
4. Reservists hold time-limited intermittent appointments in the excepted service.
5. Appointments must not exceed 24 months (absent re-appointment) and must expire biennially on the last day of the eighth pay period of each even-numbered year (the “not-to-exceed date”).
6. Appointment does not confer federal competitive status³ on the appointee and may be terminated at any time, with cause (e.g., violation of the FEMA reservist condition of employment) or without cause (e.g., downsizing of workforce, change in program direction, or operational needs).
7. Reservists will not be assigned to such duties at FEMA headquarters (HQ) or in the FEMA regions in lieu of FTE employees, such as permanent full-time (PFT) employees or cadre of on-call response/recovery employees (CORE).

Reappointment

1. Reservist SORs may, based upon operational needs and the current/future force structure, reappoint a reservist in their cadre at the conclusion of the appointment period.
 - a. Requests to renew the appointment of a current reservist must be submitted by the SOR to the Office of the Chief Human Capital Officer (OCHCO) using a Standard Form (SF)-52: *Request for Personnel Action* via FedHR.
 - b. Reappointed reservists are notified via FEMA official communication and are required to re-sign the FEMA reservist COE.⁴
 - c. Once this process is completed, an SF-50: *Notification of Personnel Action* is available in the electronic official personnel file.
2. Decisions to not renew a reservist's appointment must be documented, coordinated with OCHCO, and maintained by the SOR in accordance with 29 CFR 1602.14.

³ Pursuant to Section 306(c) of the Stafford Act, after three years of continuous service, Stafford Act employees may earn eligibility to apply for permanent full-time positions at FEMA only; however, appointment to a Stafford Act position does not confer priority consideration for permanent appointment. For more information on appointment authorities, see FD 205-01: *Stafford Act-to-Title 5 Appointment Authority*, or current equivalent policy.

⁴ FEMA may utilize DTS messaging capability to notify reservists of their reappointment and communicate to them the FEMA Reservist COE. Accordingly, reservists must certify electronically that they have read, acknowledge, and agree to abide by the FEMA reservist COE. Failure to acknowledge electronically could result in a non-reappointment.

3. A reservist's appointment may be terminated by their SOR, in coordination with OCHCO, at any time prior to the not-to-exceed date.
 - a. Justification for the removal must be documented and maintained in accordance with 29 CFR 1602.14.
 - b. Termination of a reservist's appointment prior to the not-to-exceed date must be coordinated with OCHCO Labor and Employee Relations (LER) Branch.

Outside Employment

1. Reservists may be employed by any employer, both public and private, other than a current FEMA contractor. This also includes foreign employers doing business in the United States, as well as other federal agencies (OFA).
 - a. Per [DHS Directive 121-14: Reporting Requirements for Personnel with Access to Classified Information or Who Hold a Sensitive Position](#) or current equivalent policy, reservists occupying national security positions (Secret, Top Secret, and Top Secret/Sensitive Compartmented Information [SCI]) must self-report prior to or as soon as possible all planned or actual involvement or employment with a foreign employer to the Office of the Chief Security Officer through the [DHS Security Reporting Portal](#) or current reporting portal.
2. Per DHS regulations governing outside employment (5 CFR 4601), all FEMA employees, including reservists, are required to receive written approval by a FEMA ethics counselor before engaging in certain non-federal outside employment and certain outside activities in accordance with [FEMA Manual \(FM\) 306-23-001: Outside Employment/Activity Approval Process](#), or current equivalent policy.
 - a. A FEMA reservist who is also an employee of an OFA, both within DHS and outside of DHS, does not need ethics approval for such employment. However, in order to ensure they can be deployed, the reservist must notify their SOR of such employment and, in order to be paid for such deployment, must notify OCHCO at FEMA-HC-Servicedesk@fema.dhs.gov. The reservist must notify the SOR and OCHCO if such outside OFA employment is terminated.
 - b. Dual federal appointment: There are no restrictions on the number of appointments an employee may hold, as long as the employee does not receive basic pay for the same hours or for more than 40 hours for the same calendar week (see 5 United States Code [U.S.C.] 5533), unless the employee is using leave from their home department/agency during their deployment (see 5 CFR 353.208 and 5 CFR 550.503).
 - c. Reservists may not hold an additional appointment within FEMA.
 - d. Reservists should not be confused with [Surge Capacity Force](#) (SCF) members, which they are not eligible to serve as.

Section 3: Pay, Annuitant, and Benefits

Outcome: FEMA establishes clear guidance regarding reservist compensation and benefits.

Pay

1. Reservist pay setting, increases, and adjustments are managed in accordance with the [FEMA Incident Workforce Pay Setting Guide](#).
2. Reservists are in pay status only when they are deployed in DTS, in alignment with [FD 010-8: Deployment of the FEMA Workforce](#), or equivalent current policy, and when participating in cadre coordination activities and mandatory FQS training. At all other times, reservists remain in a non-pay status.
 - a. Reservists may be deployed and paid to participate in disaster readiness activities, such as training, exercises, or reservist working groups.⁵
 - b. Reservists are only paid for the hours they work, unless authorized by applicable FEMA policies.
 - c. Reservists demobilizing from a disaster or incident may stay in a deployed status to log up to 16 hours of work to complete demobilization activities. For the full list of demobilization activities that may be completed as part of the enhanced demobilization process, see [FEMA's Responder Demobilization Hub](#).
 - d. Reservists that charge unauthorized expenses, including hours worked, while in a non-pay status will be held accountable, including being subject to discipline. Reservists must repay such expenses, in accordance with [FD 127-1: Collection of Debts Owed by FEMA Employees](#).
3. When not deployed, reservists may be compensated up to 32 hours a year (8 hours per quarter) for coordination activities with their cadre, as well as 40 hours a year to complete mandatory training and cadre required training.⁶
4. When not deployed, reservists may also be asked to complete specific tasks (e.g., surveys and badge renewals) by FEMA. These tasks may entail a substantial amount of time and may be required as a condition of employment.
 - a. Tasks, whether required or voluntary, that require 15 minutes or more to complete are considered compensable within the 32 hours mentioned in [Section 3: Pay](#).
 - b. The amount of pay authorized for the tasking is established by the Field Operations Directorate (FOD) in coordination with OCHCO and the office that issued the task.

⁵ The DRF's DRS funds are available for those activities that support general operational readiness, response, and recovery functions of the Stafford Act that are not directly attributable to the response and recovery efforts of any specific major disaster, emergency, fire, or pre-disaster surge activities. These activities include, but are not limited to, disaster training for Stafford Act employees that is not incident to a deployment. See [FD 125-7: Financial Management of the DRF](#).

⁶ FQS training required for an open Position Task Book (PTB) do not count toward the 40 hours.

- c. CCs are responsible for the management and validation of this time.
- 5. Reservists deployed to perform in a subordinate FQS title (located in the career progression path of their primary FQS title) are paid at the rate assigned for their hired FQS title in accordance with FEMA's [Incident Workforce Pay Setting Guide](#) or current equivalent policy.⁷
- 6. When a Reservist is deployed for field operations, the servicing field unit is responsible for the current agency timekeeping system (e.g., WebTA or Government Time and Attendance [GovTA]), timekeeping, and travel authorizations.
 - a. Per [FD 253-4: Disaster Reservist Holiday Pay and Administrative Leave](#) and [FM 122-1-1: Travel Policy](#), all travel must be performed in accordance with a travel authorization and meet the requirements of the federal travel regulation, associated travel chief financial officer bulletins, and supplemental authorities.

Annuitant

- 1. Retirees from the federal civilian service receiving a federal retirement annuity will have their salaries reduced by the amount of the annuity they are entitled to receive during the period of reemployment, pursuant to 5 U.S.C. 8344(a) and 5 U.S.C. 8468(a) and in alignment with the [FEMA Incident Workforce Pay Setting Guide](#).
- 2. Annuitants and/or the SOR of annuitants who want a waiver of the annuity offset from their salary must contact FEMA-annuitantwaiverprocessing@fema.dhs.gov. For other annuitant questions, contact FEMA-HC-ServiceDesk@fema.dhs.gov.

Benefits

- 1. Reservists may be eligible for Federal Employees Health Benefits (FEHB) and the Federal Employees Dental and Vision Insurance Program.
 - a. To be eligible, FEMA reservists must be deployed to a position that is expected to have at least 130 hours in a pay status, including overtime hours and qualifying leave without pay hours, in a calendar month for at least the next 90 days.⁸
 - b. Once enrolled in FEHB, reservists will maintain their eligibility until they receive a new appointment that is subject to different FEHB eligibility

⁷ Successful completion of PTB requirements does not guarantee that the proficiency of "qualified" will be awarded or that a new PTB will be open. For specific guidance, see the [FQS Guide](#).

⁸ Qualifying leave without pay hours includes leave without pay under the Family and Medical Leave Act (FMLA), for performance of duty in the uniformed services under the Uniformed Services Employment and Reemployment Rights Act of 1994, for receiving medical treatment under Executive Order 5396: *Special Leaves of Absence to be Given Disabled Veterans in Need of Medical Treatment*, and for periods during which workers compensation is received under the Federal Employees Compensation Act.

- requirements; they accrue over 365 days in a non-pay status, subject to 5 CFR 890.303(e); or they are separated from federal service.
- c. Except as otherwise provided by law, the FEHB enrollment of a reservist continues while they are in non-pay status for up to 365 days.⁹
 - d. If a reservist has at least 4 consecutive months in pay status after a period of non-pay status, the reservist is entitled to begin the 365 days continuation of enrollment anew.¹⁰
 - e. FEMA will send a reservist enrolled in FEHB the options to continue or terminate coverage when entering a non-pay status. The reservist must elect in writing using FEMA's current human resources system (e.g., FedHR) one of the options and return the signed form to OCHCO within 31 days after receipt. Failure to return the signed form by the deadline will result in automatic termination of the coverage.
2. Reservists are not entitled to civil service retirement.
 3. Reservists who sustain injuries or illnesses while in the performance of duty may be eligible for benefits under the Federal Employees' Compensation Act.
 4. Reservists always have free access to work-life enhancement services through FEMA's Employee Assistance Program, whether deployed or not deployed.¹¹
 5. Deployed reservists may be eligible to participate in employee physical fitness, as established in [FD 119-6: Employee Physical Fitness](#), upon employee request.
 - a. Physical fitness needs to be approved by the temporary duty supervisor (TDS) and may be modified or suspended at any time for operation or mission requirements.

Section 4: Availability, Scheduling of Work, Leave, and Rotational Travel

Outcome: FEMA establishes clear guidance regarding availability requirements and the use of each type of leave available to reservists to ensure a reliable and ready workforce.

Availability

1. Reservists must adhere to policies laid out in [FD 010-8 2: Deployment of the FEMA Workforce](#) or equivalent current policy.

⁹ The 365 days non-pay status may be continuous or broken by periods of less than 4 consecutive months in pay status.

¹⁰ For the purposes of this paragraph, 4 consecutive months in pay status means any 4-month period during which the FEMA reservist is in pay status for at least part of each pay period.

¹¹ Employees may call toll-free at 1-800-222-0364, 24/7. Employees can also access services online at www.FOH4you.com.

2. Reservists are required to be available for a minimum of 120 days in a calendar year. However, availability for deployment does not guarantee that they will be deployed or limit deployment durations.
 - a. Reservists' availability refers to a period that they are available to receive and accept a deployment request or are actively deployed to a disaster or other duty travel deployment.
 - b. Reservists' availability must be scheduled in at least 40-day increments until they have entered 120 days of required availability in DTS; afterward, they may schedule additional periods of availability for any amount of time.
 - c. If a reservist accepts a deployment request that overlaps with a period of unavailability, the period of overlapping unavailability will be updated to availability and will count toward the 120-day threshold as deployed days.
 - d. Newly hired reservists are required to submit their availability in DTS not later than four weeks after onboarding. Reappointed reservists are required to submit their expected availability between the months of November to January for the subsequent calendar year.
 - e. Reservists onboarded or converted from other employee types after Jan. 1 and before Oct. 31 will have prorated availability requirements based on their onboarding or conversion date. Reservists onboarded or converted from other employee types between Nov. 1 and Dec. 31 will have availability requirements waived until the following calendar year.
 - f. A reservist may modify availability outside of the designated time period; however, if the change results in non-compliance of the 120 days of required availability, the change must be reviewed and approved by the SOR.
3. Requested responders will be notified of a deployment request or alert invitation and must acknowledge and accept or decline the request or invitation within 12 hours of receiving a notification from DTS.
4. Deployment duration may surpass a reservist's availability timeframe. For example, reservists may receive a 30-day deployment request on the last day of their availability period.
 - a. If a reservist accepts a deployment request that overlaps with a period of unavailability, they are responsible for immediately communicating any demobilization date to the deployment point of contact (or TDS if already deployed).
 - b. If a reservist declines a deployment request that overlaps with a period of unavailability, the declination is adjudicated, as appropriate (see [Section 5: Declinations](#)).
5. A reservist's availability must be accurately reflected in DTS.
 - a. Under significant circumstances, if a reservist has not completed 120 days of required availability, they may request to reduce their availability in DTS. Such requests must be reviewed and approved by the SOR and/or CC.

- b. Significant circumstances include the following:
- c. Birth of a child,
- d. Placement of a son or daughter for adoption or foster care,
- e. Serious health condition,
- f. Care for the reservist's spouse or someone charged to the reservist's care for a serious health condition,
- g. Jury duty or court-ordered obligation,
- h. Significant life event, (e.g., victim of a disaster, house fire, death of an immediate family member, significant unplanned circumstance), or
- i. Other significant circumstances, as determined by the SOR and/or CC.

Scheduling of Work

1. Reservists must have a documented work schedule and accurate record and validate their time and attendance as established by [FI 106-1-1: Scheduling of Work](#).

Sick Leave

1. Reservists accrue one hour of sick leave for every 20 hours in pay status, not to exceed four hours per pay period. Reservists accrue sick leave only during non-overtime regularly scheduled working hours and cannot use sick leave concurrently with paid holiday or administrative leave.
2. To use sick leave, a reservist must be in or do the following:
 - a. Be in a pay status.
 - b. Be scheduled to work during the period sick leave is requested.
 - c. Apply sick leave only to an employee's applicable basic 40-hour workweek.
 - d. Not be on any rotation as provided under [FM 122-1-1: FEMA Travel Policy](#), or current equivalent policy, travel during extended TDY assignment or in an administratively directed non-pay status.
 - e. Not be in-transit between the TDY assignment and the ROR in accordance with a travel authorization.
 - f. Not be using concurrently with Holiday or Administrative Leave Pay. If claimed on the same day as Administrative Leave Pay, it must involve a period of reporting for duty prior to the granting of Administrative Leave Pay
3. The TDS may approve use of accrued sick leave for a reservist when the employee:
 - a. Receives medical, dental, or optical examination or treatment at their TDY location or at their residence of record (ROR) while conducting rotational travel or when deployed virtually to their ROR.
 - i. Reservists will not be granted travel authorization or be reimbursed for travel to their residence of record or alternate location for the

- sole purpose of attending routine medical, dental, or optical examinations.
 - ii. A reservist's duty location will not be changed to ROR or to an alternate location solely to obtain approved travel authorization to return to the ROR to attend routine medical, dental, or optical examinations.
 - b. Is physically or mentally ill or otherwise incapacitated.
 - c. Would, as determined by appropriate health authorities, jeopardize the health of others by their presence in the workplace because of exposure to a communicable disease.
 - d. Makes necessary arrangements in connection with the death of a family member (spouse, child, sibling, and/or parent).
4. Sick leave may be granted for short periods of time (less than three workdays) without medical documentation. TDS may, however, request medical documentation to support requests for sick leave regardless of the duration of the absence.
- a. Reservists must not perform any work-related task or complete any training when on leave.
 - b. Reservists who cannot return to their deployment at the end of their previously approved rotational travel because of illness or incapacitation should be demobilized from the event in coordination with the SOR and FCO or designee. For more information on procedures, see [FI 119-000-01: Procedures for Handling Death or Incapacitation of Deployed Incident Workforce Personnel in the Field.](#)
5. If a reservist is unable to perform assigned duties because of confirmed or suspected illness during a contagious phase, the TDS, in coordination with the SOR, must approve accrued sick leave or non-pay status (if sick leave is exhausted) for the reservist.
6. The TDS must coordinate with the SOR and Federal Coordinating Officer (FCO) or designee to determine if the employee should be demobilized in the event of illness or incapacitation in alignment with [FI 119-000-01: Procedures for Handling Death or Incapacitation of Deployed Incident Workforce Personnel in the Field.](#)
- a. If the reservist is still unable to perform assigned duties because of illness, upon return to the ROR, the reservist must update the availability/unavailability status for recuperative time in DTS following [Section 4: Availability.](#)
 - b. In these circumstances, the reservist will be placed in the normal order for redeployment once the DTS status is reflected as "available."
7. Reservists' sick leave from prior federal service will be re-credited pursuant to 5 CFR 630.502. Reservists must communicate with OCHCO to ensure appropriate re-crediting of sick leave accrued during prior federal service.

8. In the event of an illness or incapacitating injury while a traveler is conducting official TDY travel, continuation of per diem and other travel expenses at the TDY location may be authorized in accordance with [FM 122-1-1: FEMA Travel Policy](#), or current equivalent policy.
9. In certain circumstances, a reservist may be authorized and reimbursed for medical emergency travel in connection with their own incapacitating illness or injury or in connection with the death or serious illness of a qualifying family member in accordance with [FM 122-1-1: FEMA Travel Policy](#) or current equivalent policy.

Family and Medical Leave Act

1. Reservists may be eligible to receive unpaid unavailability pursuant to the FMLA.¹² To be eligible for FMLA, a reservist must have been employed by FEMA or elsewhere in the U.S. Government for 12 months cumulatively and have worked at least 1,250 hours during the 12-month period immediately preceding the commencement of the leave.^{13,14} An eligible reservist's FMLA entitlement is limited to a total of 12 work weeks of leave during any calendar year (see 29 CFR 825.200[a]).
2. Eligible reservists who are the spouse, son, daughter, parent, or next of kin of a covered service member who suffers a serious injury or illness on active military duty are entitled to 26 weeks of leave during a single 12-month period to care for the service member (see 29 CFR 825.127).
3. Reservists must provide their SOR at least 30 days advance notice, including all relevant supporting or medical documentation, before FMLA leave is to begin if the need for the leave is foreseeable. Reservists will give notice to their SOR as soon as practicable if 30 days' notice is not practical (see 29 CFR 825.302).
4. The SOR may consult their certifying official (CO) and/or CC who has the final authority to approve or deny a reservist's request for FMLA and to determine the increments by which they grant FMLA.

¹² 29 U.S.C. 2612 and implementing regulations at 29 CFR 825.

¹³ Fifty-two weeks is deemed to be equal to 12 months for purposes of determining whether intermittent employment qualifies as 12 months. See 29 CFR 825.110(b). The week counts as a week of employment if an employee is maintained on the payroll for any part of a week, including any periods of paid or unpaid leave during which other benefits or compensation are provided by the employer.

¹⁴ See 29 CFR 825.109-110. The 12 months need not have been consecutive, except that employment prior to a continuous break in service of 7 years or more will not be counted toward the time-in-service requirement. See 29 CFR 825.110(b)(1). Exceptions exist if the break in service was because of military service obligations or if there is a written agreement regarding FEMA's intention to rehire the employee after the break in service. See 29 CFR 825.110(b)(2).

5. Leave may be taken intermittently or on a reduced leave schedule, depending on the purpose for which the leave is requested. SORs should consult with OCHCO to determine whether intermittent leave or a reduced leave schedule is available for the requesting reservist pursuant to 29 U.S.C. 2612(b)(1) and 29 CFR 825.202.
6. Any eligible reservist who takes FMLA leave retains their previously held FQS position or to an FQS position title with equivalent benefits, pay, and other FEMA reservist COE upon return from their leave.
 - a. If a reservist is on FMLA during the reappointment process, the SOR must coordinate with OCHCO to process the employee's reappointment.
7. Reservists must not accrue any sick leave or other employment benefits during their FMLA leave or receive any right, benefit, or position of employment upon their return other than any right, benefit, or position to which they would have been entitled to if they had not taken the leave.
 - a. Reservists must not perform any work-related task or complete any training when on leave.

Parental Bereavement Leave

1. The [National Defense Authorization Act for Fiscal Year 2022](#) established a new paid leave type for most federal employees. Under qualifying circumstances, this paid leave allows eligible employees up to two work weeks of parental bereavement leave within 12 months of the death of an employee's child.¹⁵
 - a. Reservists in deployed status at the time of the child's death are considered eligible employees.
2. An eligible employee is entitled to a total of two work weeks of bereavement leave following the death of a child under the following qualifying circumstances:
 - a. An employee must take the bereavement leave within 12 months of the death of a child.
 - b. The child must be under 18 years of age and be the employee's biological, adopted, step, or foster child or legal ward or a child where the employee standing in loco parentis.¹⁶
 - c. Additional eligibility is available for a child 18 years of age or older and incapable of self-care because of a mental or physical disability.
3. Limitations
 - a. Employees may not receive more than two weeks of bereavement leave in any 12-month period.

¹⁵ Even though the parental bereavement leave links to certain statutory terms in the FMLA, this leave is not authorized under the FMLA. Parental bereavement leave and FMLA are separate and distinct. Also, parental bereavement leave may not be substituted for unpaid FMLA leave. Agencies should accommodate employee requests to use FMLA leave, sick leave, and parental bereavement leave, as appropriate.

¹⁶ In the place of a parent.

- b. Parental bereavement leave is not available following fetal deaths resulting from a miscarriage or stillbirth; instead, employees may use FMLA or sick leave.
- c. Once bereavement leave starts, it must be used continuously unless there is an agreement between the supervisor and the employee to allow intermittent use.

Administrative Leave

1. Administrative leave is a paid, non-duty status that does not require the employee's consent or request and is not an entitlement. Only the DHS Secretary and the FEMA Administrator, or designated representative, have the authority to approve excused absences that affect entire groups of employees or facilities.
2. Reservists are encouraged to use administrative leave (e.g., volunteer work leave). For guidance on use of administrative leave for reservists, including use during rotation or at the end of the deployment, see the [OCHCO's Administrative Leave SharePoint](#) and accompanying fact sheet.
3. Federal travel regulations place significant restrictions on the reimbursement of TDY travel expenses while an employee is on leave status at their TDY location, including limits on reimbursement of per diem (lodging and M&IE) and rental car expenses.
4. FEMA will not authorize or reimburse TDY travel costs, including per diem (lodging and M&IE) for staff using any leave (other than sick leave) while on travel status.
 - a. Administrative leave must not be used as a substitute for sick leave. The adequate use of sick leave is detailed in [Section 4: Sick Leave](#).
5. Per [FM 122-1-1: Travel Policy](#), once an employee returns home (e.g., reservist on rotation or virtually deployed), they are no longer in TDY travel status (and, therefore, are not entitled to any travel expense reimbursement).

Extended Reservist Leave

1. Reservists who require additional unpaid unavailability may request extended reservist leave (ERL) for a period of not greater than 84 days per calendar year. ERL may be requested for one or more of the following:
 - a. The birth of the reservist's son or daughter and to care for the newborn child;
 - b. The placement of a son or daughter with the reservist for adoption or foster care;
 - c. A serious health condition that makes the employee unable to perform one or more of the essential functions of their job;
 - d. The care for the reservist's spouse, son, daughter, or parent with a serious health condition;

- e. Bereavement of a spouse or a son, daughter, or parent of the reservist;
 - f. Jury duty¹⁷; or
 - g. Other extenuating circumstances.¹⁸
2. Reservists found eligible to receive unavailability pursuant to FMLA will not be eligible for ERL unless the reservist requests the ERL for a purpose not covered by FMLA.
 3. CCs have the authority to determine the increments of time for which they grant ERL, taking into account the facts and circumstances of each request; supporting documentation, as specified in the [FM 123-10-1: Absence and Leave](#); or superseding policy and the increments previously provided to other reservists in their cadre. The CC must convey their decision to the SOR, who must convey the CC's decision to the reservist. If the ERL was approved, the CC will inform the FOD Deployment Branch of the ERL unavailability to ensure that the reservist is made unavailable in the DTS for the appropriate amount of time.
 4. At the conclusion of the reservist's ERL, the reservist will be expected to deploy upon request and, subject to the exceptions previously noted, a deployment declination will be considered without reasonable cause.
 5. Prior to returning to availability for deployment from a serious medical condition, a reservist must provide documentation to their SOR from the reservist's attending health care provider that they are cleared to return to work and is able to perform the essential functions of their FQS title(s) or designated light duty assignment.

Rotations

1. Per [FM 122-1-1: Travel Policy](#), or current equivalent policy, FEMA employees are eligible for (but not entitled to) authorization and reimbursement of rotational travel after 30 days of deployment within the contiguous United States or after 45 days outside the contiguous United States, including Alaska, Hawaii, and U.S. territories.
2. While on rotation, an employee remains in deployed status and accountable to their TDS; therefore they must complete their timecard in the agency's

¹⁷ A reservist who has received a court-ordered summons to serve on a jury or as a witness in a non-FEMA court proceeding must be granted ERL for the entire period of such service. If the reservist receives the summons while deployed and wishes to delay jury service, the supervisor of record must provide the reservist all necessary documentation to request relief of duty from the court. The eligible period of ERL runs from the date upon which the reservist is required to report to the court until the date they are discharged.

¹⁸ Reservists may apply for ERL to address unforeseen circumstances which are extreme, unusual, or of sufficient severity and magnitude to warrant an extended absence (e.g., when a reservist's home of record has been damaged, destroyed, or otherwise adversely affected by a natural or man-made disaster).

timekeeping system with either paid or unpaid leave, in accordance with [FI: 106-1-1: Scheduling of Work](#).

3. A minimum of 7 to 10 days at home is suggested to encourage maximum benefit to FEMA and the responder. Rotations are not intended to be for extended periods of time. To ensure fair and equitable opportunities for all responders, rotations should not exceed 14 days, unless otherwise approved by field leadership and SORs.

Voluntary Weekend and Holiday Travel

1. Per [FM 122-1-1: Travel Policy](#), or current equivalent policy, FEMA employees may volunteer to return to their ROR from a TDY location over the weekend or on a holiday. Days away from the TDY location under the voluntary weekend and holiday travel policy are strictly limited to weekend non-duty days and holiday non-duty days.
 - a. Employees cannot combine leave days with voluntary weekend and holiday travel to extend their time away from the TDY location.
 - b. Employees who volunteer to return to their ROR over a weekend or holiday must obtain approval to depart from their TDY location and must comply with applicable FEMA travel policies.

Section 5: Activation, Declinations, and Non-Stafford Act

Deployments

Outcome: FEMA activates and deploys reservists within their FQS titles to support Stafford Act-declared events and IM activities.

Activation

1. FOD must support deployment activities in response to Stafford Act events following the standard deployment method, as established in [FD 010-8: Deployment of the FEMA Workforce](#) or current equivalent policy.
2. The reservist, managed by an IM cadre, is a national asset in terms of deployment and cannot be restricted to a specific region.
3. Reservists are expected to accept deployment requests within their availability period for disaster response and recovery operations.

4. When requested by the regional administrator, FOD may also deploy reservists to the regions for incidents in anticipation¹⁹ of a Stafford Act declaration and for long-term recovery close-out activities.
5. The FOD Assistant Administrator or their designee tracks and accounts for the workforce availability, readiness, deployment, FQS training, and FQS qualifications across FEMA.
6. Except as noted in [FD 010-8: Deployment of the FEMA Workforce](#) or equivalent current policy, FOD must deploy reservists for all IM assignments on a rotational basis by position and FQS qualification level.²⁰
7. The CC or appropriate designee is responsible for the oversight of programmatic delivery and deployment of their cadre personnel, including reservists.
 - a. During instances of operational necessity, the CC can redirect a deployed person or asset in coordination with FOD.
8. Length of deployments depends on several factors, such as mission requirements, field delivery services, and FQS positions.
 - a. Individual deployments away from the ROR to a single TDY location cannot exceed 50 consecutive weeks (including time spent on rotational travel), as specified in [FI-122-1-1: Deployment of Employees to a Single Temporary Duty Location Without Exceeding 50 weeks to Maintain Their "Temporary Away" Status](#), or current equivalent policy.
9. When in an "available" status, reservists must respond to deployment notifications at the earliest possible time and in all cases within the timeline established in [FD 010-8: Deployment of the FEMA Workforce](#) or equivalent current policy. Failure to respond to a deployment request from DTS constitutes a declination to deploy.
 - a. When in an "unavailable" status, reservists are not placed in the deployment algorithm²¹ for deployment.
 - b. If a reservist receives a deployment request for a virtual deployment but is unable to deploy virtually because of a lack of internet capabilities, the reservist may decline the deployment request and their declination must be adjudicated, as appropriate.

¹⁹ The DRF appropriation is legally available for the necessary expenses of FEMA in carrying out the Stafford Act, including certain pre-declaration activities (e.g., preliminary damage assessment). The approved costs for the authorized pre-declaration activities include salary and overtime for Stafford Act employees. Funding for pre-declaration activities is recorded in DRF accounts identified as the surge account. The use of the surge account must be halted immediately upon receiving a notice of declaration, and all charges going forward must then be applied to the declaration. See [FD 125-7, Financial Management of the DRF](#), Chapter 3.

²⁰ When necessary and appropriate for effective mission accomplishment, FOD may elect to modify or deviate from the rotation list by deploying those reservists nearest to the location of disaster.

²¹ For more information on the deployment algorithm, see the [FEMA Deployment Guide](#) or current equivalent policy.

- c. FEMA requires employees to maintain a Federal Government-issued travel card in good standing at all times.²² If a travel card is placed in suspension, the SOR must change the reservist's status to "globally unavailable" in DTS.
 - d. Reservists must not deploy or accept deployments if they do not hold a Federal Government-issued travel charge card in good standing.
 - e. If a reservist must decline a deployment request because their Federal Government-issued travel charge card is lost or suspended, FOD must consider this a declination without reasonable cause. Reservists with a lost or stolen Federal Government-issued travel card should coordinate with their SOR and current FEMA card bank (e.g., Citibank) to report and replace the card.
10. FOD, in coordination with the CC, may deploy reservists in an "available" status to attend FQS classroom instruction (when required). Failure to accept this deployment request within 72 hours will constitute a declination to deploy.

Declinations

1. If a reservist listed as "available" in DTS fails to deploy upon activation, FOD must document such failure and maintain a record for the duration required by applicable records retention policies.
2. If a reservist declines three deployment requests within 1 calendar year (Jan. 1 to Dec. 31) while in an "available" status, without previously requested leave or a reasonable cause, the SOR, in coordination with their CC and OCHCO, must review and implement corresponding disciplinary actions up to and including termination.
3. Reasonable cause for declining a deployment request includes but is not limited to the following scenarios:
 - a. An annuitant who receives a deployment to a specific incident site whose salary offset will not be waived at the time of deployment.²³
 - b. A reservist who submitted a request for FMLA or ERL to their SOR prior to the deployment request and whose request, if approved, would have otherwise made them unavailable to deploy for any of the date(s) of the deployment request duration.

²² A cardholder's failure to comply with FEMA's policies on the appropriate use of the travel charge card/individually billed account (IBA) may result in rendering the cardholder personally responsible for expenses incurred and deactivation, suspension, or cancellation of the card and may result in disciplinary or adverse action, up to and including termination. See FM 122-1-1: *Travel Policy, Chapter 8, Travel Charge Card*.

²³ Annuitants under the Federal Employees Retirement System (FERS) or under the Civil Service Retirement System (CSRS) will have their salaries reduced (offset) by the amount of the annuity that they are entitled to receive during their period of employment unless FEMA is able to utilize an offset waiver authority. See 5 U.S.C. 8344(a) (covering CSRS) and 5 U.S.C. 8468(a) (covering FERS).

- c. A reservist who has a spontaneous life event, as determined by the CC, that qualifies for FMLA or ERL or receives military activation orders but was reasonably not able to notify their CC of the life event or activation orders to update availability/unavailability in DTS.
- d. A reservist who has requested or is otherwise engaged in the reasonable accommodation process pursuant to [FD 256-022-03: FEMA Reasonable Accommodation Program](#) or current equivalent policy and cannot deploy without that accommodation or where the reservist's previously agreed accommodation prevents them from accepting the deployment request.
- e. A reservist who has already declined one deployment on the date of the deployment request.
- f. A reservist who has already received deployment orders for a separate deployment.
- g. A reservist who has received deployment orders for a deployment that overlaps with a period of unavailability.
- h. A reservist receives a standard or expedited (non-name) request for a non-Stafford Act event.
- i. A reservist deployment request occurred because of an administrative error not previously listed.

Unavailability for Military Service

- 1. Reservists who are members of the National Guard or Reserve component of the U.S. Armed Forces and present valid military activation orders to their SOR are eligible for unavailability for the duration of their military activation orders.
- 2. Reservists must not receive compensation or be in a pay status during this period of unavailability.
- 3. Upon notification of deactivation of military orders, reservists are encouraged to contact their SOR as soon as possible to coordinate their availability.

Non-Stafford Act Deployments

- 1. Upon a determination by the Administrator that urgent and compelling circumstances exist in order to carry out FEMA's mission or to support other Federal agency incident operations, a Stafford Act may be deployed to perform non-Stafford Act activities under the conditions listed in the [FM 252-0-1: Detail Program](#), or current equivalent policy.
- 2. Non-Stafford Act deployments must be approved pursuant to the approval of the reservist's SOR.
- 3. Non-Stafford Act Activities: FEMA restricts the amount of time and the circumstances for which non-Stafford Act personnel may be used to perform non-Stafford Act work. Stafford Act Employees – to include reservists – may be

deployed for mission and operational needs or for training to perform non-Stafford Act activities under the criteria described in the [FM 252-0-1: Detail Program](#), chapter 4-2, or current equivalent policy.

4. Reservists will not be assigned to or detailed to such duties at FEMA HQ or in the FEMA regions in lieu of FTE employees, such as PFT employees or CORE employees.

Section 6: Training

Outcome: FEMA establishes training requirements for all reservists and for specific FQS positions.

Mandatory Training

1. Reservists must complete all mandatory training identified by FEMA, including initial ethics orientation provided by the Office of the Chief Counsel. Initial ethics orientation must be completed within 90 days of the reservist's date of entry (in accordance with 5 CFR 2638.703). Confidential financial disclosure filers must complete one hour of annual ethics training per calendar year required by 5 CFR 2638.705.
 - a. Mandatory training must be completed during the fiscal year (Oct. 1 through Sept. 30). The mandatory training list is provided by OCHCO at the beginning of the fiscal year.
 - b. At least once a year, the SOR is responsible for informing mandatory training requirements.
2. Reservists will be compensated for completing mandatory training requirements while in a non-deployed status within the limits established in [Section 3: Pay](#).
 - a. Non-deployed reservists must submit to their SOR a certificate of completion or corresponding documentation to confirm that they have completed the mandatory training for compensation.
 - b. Mandatory online training completion must be validated by the SOR before compensation is authorized to reservists in non-deployed status.
3. Reservists are encouraged—although not required—to complete mandatory training requirements while in a deployed status when operationally feasible.
 - a. Deployed reservists should charge all time used for mandatory training to the event to which they are deployed.

FEMA Qualification System Requirements

1. Reservists' qualifications, certification, and training delivery are subject to policies and procedures contained in the most up-to-date [FQS Guide](#).

2. Reservists should attempt to complete all possible FQS-related qualification and sustainment training while in a deployed status, whenever operationally feasible.
 - a. Reservists deployed to a disaster should charge all time used for FQS training to the event to which they are deployed. If a reservist is not a 24/7 laptop holder, they are encouraged to complete all mandatory training while on deployment, with the approval from TDS.
 - b. When not deployed, reservists may be compensated for virtual FQS trainings (e.g., independent study courses) required in their position task books (PTB). Reservists must submit to their SOR a certificate of completion or corresponding documentation to confirm that they have completed the mandatory training for compensation.
3. Reservists receive either a qualification for the position in which they were hired or a PTB for that position upon onboarding. This FQS title will be their primary title. For more information on assignment of FQS titles, see the [FQS Guide](#).
4. Cadre leadership is responsible for the establishment of program-specific and FQS position-specific requirements for qualification, training, and certification, including course development.
5. The SOR, in coordination with CC, is responsible for tracking the overall qualification of the reservist within the cadre.
6. The SOR, in coordination with the cadre training manager or cadre training specialist, is responsible for the administration of training and qualification, such as course registration and progress in their PTB.
 - a. If a reservist is deployed, the SOR and the cadre training manager or cadre training specialist must collaborate with the TDS to ensure that trainees/candidates are being trained, as well as coached and evaluated in their FQS position.

Section 7: Government Equipment

Outcome: Reservists are equipped with appropriate equipment to meet mission requirements.

Equipment

1. Equipping the reservist workforce must comply with [FD 119-7: Personal Property Asset Management Program](#) and [FI 119-7-1: Personal Property Asset Management Program](#) or equivalent current policies.
2. FEMA will furnish every reservist with appropriate mobile communication equipment (i.e., cell phone), as approved by the Office of the Chief Information

Officer. Laptops and other required equipment assignments will be determined by the IM title of the reservist.

- a. Reservists with specific IM titles, as approved by the certifying authority (CA) and FOD, receive equipment when deployed and may also keep their equipment once demobilized. Reservists with 24/7 equipment must maintain the condition, control, and compliance with applicable policies for all FEMA-issued equipment.
 - b. Reservists in other IM titles not included on the 24/7 laptop list must receive equipment upon arrival at a personnel mobilization center or their deployed location or when deployed to support virtually from their ROR via the Virtual Personnel Mobilization Center. The type and nature of equipment provided will be dependent on the FQS position in which the responder is deployed under in DTS.
3. CCs are responsible for identifying the equipment necessary for their cadre to complete the mission and are to communicate these requirements to the Logistics Management Directorate (LMD).
4. Cadre custodial officers are responsible for providing day-to-day support to their assigned cadres in coordination with the cadre Accountable Property Officer (APO).
5. All FEMA-distinctive clothing must be worn in accordance with [FD 123-18: Standard FEMA-Distinctive Clothing](#) or current equivalent policy.
6. Reservists must use, display, and present their FEMA-issued Federal Government identification card only when activated and for lawful purposes. See [FD 121-1: Personal Identification Standard](#) for the rules and conduct for the use of the FEMA Personal Identification Verification card.
7. Per DHS and FEMA policy, FEMA employees and contractors are not authorized to take their Federal Government-issued equipment, including FEMA travel cards, purchasing cards, cell phones, computers, or tablets, such as iPads, outside of the United States or its territories, except when approved by the FEMA Administrator or designee in alignment with the processes and approvals outlined in [FD 122-1: Official International Travel and Foreign Mission Visits](#).

Accountability

1. Reservists must accept receipt and sign a revocable license agreement acknowledging acceptance and responsibility of and custody of all Federal Government property issued to them.

2. Reservists are responsible for the proper use, care, update, and physical protection of all such property while in their custody.²⁴
 - a. Regardless of deployment status, reservists must ensure all equipment is secured and/or within their physical control at all times, as well as comply with policies and directives to maintain a secure information technology (IT) environment. This includes, but is not limited to, connecting laptops to the FEMA network at least once every two weeks for a minimum of four continuous hours to ensure they receive the latest security patches and are scanned regularly for potential security risks and ensuring FEMA-issued cell phone updates remain current.
 - b. Reservists who fail to follow FEMA policy and/or maintain issued devices may be subject to disciplinary action up to and including termination and may be made “globally unavailable” for deployment. For more details, see [Section 8: Misconduct and Unacceptable Performance](#).
3. CCs are responsible for holding reservists accountable for compliance with all applicable policies, directives, and instructions for maintaining and securing FEMA-issued equipment.
4. FOD, in coordination with the LMD or the CC, may recall Federal Government equipment at any time and for any reason.²⁵
5. Reservists must immediately, and within no more than 24 hours, notify their SOR if any Federal Government-issued equipment is lost, stolen, damaged, unserviceable, or destroyed because of negligence, misconduct, or unauthorized use.
 - a. Reservists must complete and submit [FEMA Form 119-7-1-1: Report of Survey](#) to their cadre APO to document the circumstances of any loss, theft, damage, unserviceability, or destruction to Federal Government-issued equipment.
 - b. Reservists must file a police report for stolen equipment.
6. In coordination with their SOR and cadre APO, reservists must return all FEMA-issued equipment to the Disaster Information System Clearinghouse or an APO at a FEMA facility at the earliest opportunity upon the conclusion of their deployment (if they are not 24/7 laptop holders) or term of employment (if they are 24/7 laptop holders).
 - a. Reservists may be charged the market value for any equipment not returned within 14 days via a payroll deduction or collections.

²⁴ Continued employment is contingent on adhering to property policies and cooperating with FEMA property officers, including but not limited to ensuring equipment maintenance and software updates in accordance with DHS guidance, FEMA policy, and FEMA Form 119-7-1-3: *Custody Receipt for Government Property on Personal Charge*.

²⁵ See [FD 119-7: Personal Property Asset Management Program](#) and [FI 119-7-1: Personal Property Asset Management Program](#).

7. If a reservist dies while deployed to a disaster site, the SOR for the deceased must coordinate with the FCO or designee and the Joint Field Office Logistics Section Chief to ascertain the status and retrieve all Federal Government-issued property in alignment with [FI 119-00-01: Procedures for Handling Death or Incapacitation of Deployed Incident Workforce Personnel in the Field](#) or equivalent current policy.

Section 8: Personnel Management

Outcome: FEMA has clear guidance for reservist awards, recognitions, and performance-based pay adjustment, as well as policies surrounding misconduct and unacceptable performance.

Awards and Recognition

1. Reservist performance management must comply with [FD 255-7: Reservist Performance Management](#) and [FD 255-6: Deployment Performance Evaluation](#) or equivalent current policies.
2. Ratings of record may be used as a basis for determining whether to grant an award under 5 U.S.C. Chapter 45, 5 CFR Part 451, and other department and FEMA directives.
3. Reservists are eligible to receive recognition awards for performance, achievements, innovations, and contributions toward meeting FEMA strategic and performance goals and improving efficiency, effectiveness, and economy of the Federal Government.²⁶
4. Award types vary and, subject to the availability of appropriations, may be as follows:
 - a. Non-monetary – awards that do not convey money. Recipients generally receive certificates.
 - b. Monetary – when funded for reservists. Recipients may receive a performance-based (cash) award. The SOR may also nominate a reservist for a special act award for exceptional contributions, services, achievements, or quality work for an appropriate amount in accordance with FEMA policy and OCHCO guidance.
5. Reservists are ineligible for time-off awards.
6. Eligibility for award nomination will be dictated by OCHCO.

²⁶ FD 255-7: *Reservist Performance Management* establishes reservists' eligibility for monetary and non-monetary awards. Accordingly, not all awards described in FI 255-4-1: *Employee Awards and Recognition* apply to reservists.

7. As per [FD 255-7: Reservist Performance Management](#), reservists who do not receive a rating of record (annual appraisal) are ineligible to receive a performance-based cash award.

Reservist Honorary Awards Program

1. The Reservist Honorary Awards Program is a non-monetary annual awards program that celebrates the long-term commitment of reservists by recognizing those who have been with the FEMA Reservist Program for at least five years.
2. FOD awards certificates and lapel pins to reservists who have been with FEMA as they reach the pre-identified service commitment milestones.
3. Reservists will receive recognition for each five year service milestone (5, 10, 15, 20 years, etc.) beginning with their five year FEMA employment anniversary year.
 - a. Eligible reservists will receive a certificate signed by the RAB Chair (Associate Administrator of ORR), along with a lapel pin acknowledging their commitment to disaster survivors on the year of their milestone (5, 10, 15, 20 years, etc.).
 - b. Reservists who are eligible for recognition of their commitment of 5, 10, or 15 years will receive a corresponding certificate and a bronze lapel pin.
 - c. Reservists who are eligible for recognition of their commitment of 20 or 25 years will receive a corresponding certificate and a silver lapel pin.
 - d. Reservists who are eligible for recognition of their commitment of 30, 35, or 40 years will receive a corresponding certificate and a gold lapel pin.
 - e. When operationally feasible, awards will be distributed in the second quarter of each calendar year on an annual basis to all reservists who are eligible based on the previous criteria. Awards will be mailed to the reservist's ROR through the U.S. Postal Service.

Merit-Based Pay Increase

1. Reservists' pay settings, increases, and adjustments, including merit-based pay increases, must comply with FEMA's [Incident Workforce Pay Setting Guide](#).
2. Reservists are eligible for merit-based pay increases. Merit-based pay increases are not automatic and are subject to available funding.
 - a. On an annual basis, reservists will be eligible for a merit-based pay increase of one to three percent to the employee's rate of basic pay.
 - b. Reservists must attain and sustain an "Achieved Expectations (3)" rating of record or higher.
3. As per [FD 255-7: Reservist Performance Management](#), reservists who do not receive a rating of record (annual appraisal) are ineligible to receive a merit-based increase.

Misconduct and Unacceptable Performance

1. Allegations of reservist misconduct must be reported in accordance with [FD 112-13: Office of Professional Responsibility](#) and [FD 123-0-2-1: Personnel Standard of Conduct](#), or current equivalent policies.
2. Reservists' disciplinary process must comply with the processes detailed in [FI 256-11-1: Reservist Misconduct](#), or equivalent current policies.
3. Issues of unacceptable performance must comply with the processes detailed in [FD 255-7: Reservist Performance Management](#) and [FD 255-6: Deployment Performance Evaluation](#), or equivalent current policies.

Additional Information

Review Cycle

FI 010-6-3: *FEMA's Reservist Program* will be reviewed, reissued, revised, or rescinded within four years of the issue date.

Authorities

- A. Stafford Act (Public Law 93-288, as amended, 42 U.S.C. 5121 et seq.).
- B. Homeland Security Act (Public Law 107-296, as amended, 6 U.S.C. 101 et seq.).
- C. Homeland Security Presidential Directive 5 (HSPD-5), Directive on Management of Domestic Incidents, February 28, 2003.
- D. Presidential Policy Directive 9 (PPD-8), National Preparedness, March 30, 2011.
- E. 38 U.S.C. 4301-4305.
- F. 20 CFR Part 1002.
- G. 5 CFR 300.301(c).

References

- A. DHS Management Directive 0480.1: *Ethics/Standards of Conduct*
- B. DHS Directive 121-14: *Reporting Requirements for Personnel with Access to Classified Information or Who Hold a Sensitive Position*
- C. FD 112-13: *Office of Professional Responsibility*
- D. FD119-6: *Employee Physical Fitness*
- E. FD 119-7: *Personal Property Asset Management Program*
- F. FD 121-1: *Personal Identification Standard*
- G. FD 122-1: *Official International Travel and Foreign Mission Visits*
- H. FD 123-0-2-1: *Personnel Standards of Conduct*
- I. FD 123-18: *Standard FEMA-Distinctive Clothing*
- J. FD 125-7: *Financial Management of the DRF*

- K. FD 127-1: *Collection of Debts Owed by FEMA Employees*
- L. FD 205-01: *Stafford Act-to-Title 5 Appointment Authority*
- M. FD 253-4: *Disaster Reservist Holiday Pay and Administrative Leave*
- N. FD 255-6: *Deployment Performance Evaluation*
- O. FD 255-7: *Reservist Performance Management*
- P. FD 256-022-03: *FEMA Reasonable Accommodation Program*
- Q. FI: 106-1-1: *Scheduling of Work*
- R. FI 119-7-1: *Personal Property Asset Management Program*
- S. FI 122-1-1: *Deployment of Employees to a Single Temporary Duty Location Without Exceeding 50 weeks to Maintain Their "Temporary Away" Status*
- T. FI 256-11-1: *Reservist Misconduct*
- U. FM 122-1-1: *Travel Policy*
- V. FM 306-23-001: *Outside Employment/Activity Approval Process*

Definitions

APO: An APO is individual designated in writing to maintain the accountability for FEMA property (in use or storage) in accordance with a prescribed system which shows the authorized debits, credits, and available balances on hand or obligated for use in such an activity. An APO must be a FEMA employee. Contractors may not be used to fulfill APO roles and responsibilities.

Activation: Activation is the call-up, deployment, or mobilization process that places a Reservist in a pay status for work at a specific disaster site, training facility, or at home for training. Only the FOD may activate a Reservist.

Appointment: Appointment is the act of placing a Reservist in FEMA employment under the authority provided within the Stafford Act.

Available: Available is the status of a responder in FEMA's DTS indicating that a responder is ready, willing, and able to deploy in support of an incident.

CA: The CA is the highest-ranking FEMA official for the cadre, ultimately responsible for effective management and performance of the cadre. The CA may delegate FQS authority and cadre management authorities to the CO and/or CC. Only the CA can award or remove the proficiency of "qualified" for FQS positions. The CA must be an assistant administrator equivalent or higher.

Cadre: A cadre is a group of FEMA FTE employees and intermittent employees organized by operational or programmatic areas and FQS positions who perform disaster-related duties during FEMA incident operations.

Candidate: A candidate is an individual who is qualified in at least one FQS position and is selected by a CO to open a new PTB for a higher FQS title. The individual remains a candidate until the employee completes the entire qualification process.

CC: The CC is the cadre management team member with delegated authority from the CA to oversee all aspects of day-to-day cadre management, including staffing, equipping, training, qualifying, maintaining the performance of the cadre and its members, and developing policies and procedures specific to the cadre. For most

cadres, the CC supervises a cadre management team of varying makeup based on the size and nature of the cadre.

CO: The CO is the individual responsible for management of FQS for a specific cadre, including the authority to issue FQS titles for the cadre with the proficiencies of trainee or candidate.

Demobilization: Demobilization is an action required by a responder upon arrival to their permanent duty station, pre-approved alternative location, or ROR to complete their deployment in FEMA's DTS.

Deployment: Deployment is the process through which FEMA mobilizes responders to designated duty stations via deployment requests from FEMA's DTS.

FEMA's DTS: DTS is a central database used to ensure the accuracy of employee information and deployment records, determine workforce readiness, track personnel, and generate accurate reports of FEMA deployment activity for use by the DHS/FEMA management.

FQS: FQS is a fair and equitable performance-based system established to develop and manage the qualification of the incident workforce through experience, training, and demonstrated performance.

FEMA Reservist Conditions of Employment: The FEMA Reservist Conditions of Employment are terms under which all Reservists must comply to maintain an appointment.

Force Strength: Force strength is the actual number of members in FEMA's incident workforce cadres with a primary title who are qualified or are trainees and who are equipped for deployment.

Force Structure: FEMA's force structure identifies the total number of primary-titled personnel required in the IM workforce to meet FEMA's expected demand.

FTE Employees: FTE employees are PFT, CORE, senior executive service, scheduled appointee, political appointee, and temporary full time FEMA employees.

Incident Management Positions: Incident management positions are filled by personnel who lead, manage, and deliver response and recovery operations through a cadre deployed to open and active disasters.

Leave Without Pay: Leave without pay is a temporary non-pay status and absence from duty that, in most cases, is granted at the employee's request and, in most instances, is approved at supervisory discretion.

Official Duty Station: The official duty station is the city/town, county, and state in which the employee works. For FEMA Reservists, the official duty station is their primary residence.

Paid Leave: Paid leave is holiday, administrative, or accrued sick leave accounting for basic work hours while in an active status.

PTB: A PTB is a document that lists the task and training requirements for a specific FQS position that usually must be satisfied by a trainee or candidate to be considered for qualification.

Primary Title: A primary title is an emergency management job function assigned to all FEMA employees that designates the main expected disaster-based role for each employee and determines cadre membership.

Readiness: Readiness is the condition of being prepared and capable to act or respond, as required.

Reservists: FEMA Reservists are geographically dispersed, intermittent employees who are solely dedicated to directly supporting Stafford Act activities.

Rotation: A rotation is the status of a responder who is deployed and returns to their residence of record or permanent duty station for a period of time in accordance with travel policy with the intention of returning to the incident.

Rotational Travel: Rotational travel is travel to the traveler's official duty station or residence of record, which may be authorized during extended TDY assignments after 30 days of directed, continuous travel for contiguous US assignments, or after 45 days of directed, continuous travel for off-contiguous US assignments.

SOR: The SOR is the supervisor with the responsibility to exercise independent judgment to direct an employee on all matters relating to, but not limited to, assignment and evaluation of work, administration, training, and property accountability and to discipline or terminate an employee under their supervision.

TDS: The TDS is the manager under whose supervision a deployed employee works.

Monitoring and Evaluation

FOD will monitor and review the implementation of this Instruction and future revisions.

Questions

Please direct questions or comments regarding this Instruction to FOD at FEMA-ActionOffice-ORR-FOD@fema.dhs.gov.

TAB F-22

OCHCO Supervisor Essentials Fact Sheet

Firstline Supervisor Program



Fact Sheet

Overview

The FEMA Firstline Supervisor Program is required for new FEMA supervisors. It provides newly hired and promoted supervisors the opportunity to learn the skills, processes, and resources associated with supervisory roles within FEMA. The program supports participants in managing the professional and individual growth of their staff and encourages continual learning for ultimate career and organizational success. There are three key program components: S90X Orientation, Supervisory Essentials (SE) Course, and Continual Learning & Give Back requirements.

Program Description

The program design, curriculum, assignments, and host of learning opportunities ensures participants are well-equipped to successfully conquer daily leadership challenges and achieve organizational goals. The overall intent is to make sure new FEMA managers and supervisors are provided the necessary tools needed within their first year to create and sustain a solid foundation for effective and efficient leadership.

S90X Orientation

During the *S90X Orientation*, participants begin the process of assessing their current effective leadership style, knowledge, and proficiency levels. The S90X is an 8 hours-long webinar conducted the week before each Supervisory Essentials session. In preparation for this webinar supervisors must complete a Leadership Skills Profile® (LSP). The LSP is a tool that will be used to match participant's strengths against FEMA mission-essential leader competencies.

Supervisory Essentials Course (SE)

Following S90X, supervisors attend the 5-day SE course where they are provided education on significant federal and FEMA policies and procedures, and essential leader competencies. Throughout this week-long training supervisors will be tasked with independent and team exercises. They will also have the opportunity to interface with multiple subject matter experts that will support them in their supervisory role.

Firstline Supervisor Program

Fact Sheet

Continual Development

Continual learning and development is required for all supervisors and managers that have completed their 1-year probationary period. Agency supervisors must complete a 12-hour *Continual Learning* (CL) and 12-hour *Give Back* (GB) requirement per fiscal year.

These opportunities could include book reading, training and development, teaching, or mentoring. The Office of the Chief Human Capital Officer (OCHCO) has created the CL & GB Mandatory Training Fact Sheet for the CL & GB hours requirement and posted it in the Workforce Development Branch intranet site. For more information on CL and GB or to receive a copy of the document please send an email to supervisoryessentials@fema.dhs.gov.

Enrollment

To request enrollment in the S90X Orientation and the Supervisory Essentials Course, send an email to supervisoryessentials@fema.dhs.gov. The automated response will include available session dates, eligibility requirements and enrollment instructions.

TAB F-23

Underhill SF-50

NOTIFICATION OF PERSONNEL ACTION

1. Name (Last, First, Middle) UNDERHILL, DEMARQUE B						2. Social Security Number [REDACTED]		3. Date of Birth [REDACTED]		4. Effective Date 08/31/2023	
FIRST ACTION						SECOND ACTION					
5-A. Code 302		5-B. Nature of Action RETIREMENT VOLUNTARY				6-A. Code		6-B. Nature of Action			
5-C. Code USM		5-D. Legal Authority 5 U S C CHAPTER 84				6-C. Code		6-D. Legal Authority			
5-E. Code		5-F. Legal Authority				6-E. Code		6-F. Legal Authority			
7. FROM: Position Title and Number SUPERVISORY EMERGENCY MANAGEMENT SPECI 90882539 R18009						15. TO: Position Title and Number					
8. Pay Plan IC		9. Occ. Code 0089		10. Grade or Level 12		11. Step or Rate 05		12. Total Salary 108,355.00		13. Pay Basis PA	
16. Pay Plan		17. Occ. Code		18. Grade or Level		19. Step or Rate		20. Total Salary/Award		21. Pay Basis	
12A. Basic Pay 80,550.00		12B. Locality Adj. [REDACTED]		12C. Adj. Basic Pay [REDACTED]		12D. Other Pay .00		20A. Basic Pay .00		20D. Other Pay .00	
14. Name and Location of Position's Organization FEDERAL EMERGENCY MGMT AGENCY Regional Offices Region Six Regional Administrator TX Hurr Harvey Recovery Office						22. Name and Location of Position's Organization 5A HS CB9106000104000000 PP 18 2023					
EMPLOYEE DATA											
23. Veterans Preference 2 1 - None 2 - 5-Point 3 - 10-Point/Disability 4 - 10-Point/Compensable 5 - 10-Point/Other 6 - 10-Point/Compensable/30%						24. Tenure 3 0 - None 1 - Permanent 2 - Conditional 3 - Indefinite		25. Agency Use		26. Veterans Preference for RIF <input type="checkbox"/> YES <input checked="" type="checkbox"/> X NO	
27. FEGLI C0 BASIC						28. Annuitant Indicator 9 NOT APPLICABLE		29. Pay Rate Determinant 0 NOT APPLICABLE			
30. Retirement Plan KF FERS (FRAE)				31. Service Comp. Date (Leave) 08/19/2018		32. Work Schedule F FULL TIME		33. Part-Time Hours Per Biweekly Pay Period			
POSITION DATA											
34. Position Occupied 2 1 - Competitive Service 2 - Excepted Service 3 - SES General 4 - SES Career Reserved				35. FLSA Category E E - Exempt N - Nonexempt		36. Appropriation Code		37. Bargaining Unit Status 8888			
38. Duty Station Code 48-3280-201				39. Duty Station (City - County - State or Overseas Location) HOUSTON HARRIS TX							
40. Agency Data		41.		42.		43.		44.			
45. Remarks TERMINATE FEHB ENROLLMENT. TERMINATE FEHB - NOT ENROLLED FIVE YEARS. BASIC LIFE INSURANCE: ELECTED 75% REDUCTION. FORWARDING ADDRESS= [REDACTED] LUMP-SUM PAYMENT TO BE MADE FOR ANY UNUSED ANNUAL LEAVE. REASON FOR RETIREMENT: TO OBTAIN RETIREMENT BENEFITS											
46. Employing Department or Agency HOMELAND SECURITY						50. Signature/Authentication and Title of Approving Official ELECTRONICALLY SIGNED BY:					
47. Agency Code HSCB		48. Personnel Office ID 4249		49. Approval Date 08/29/2023		ELIZABETH HOUGH DIRECTOR, HUMAN RESOURCES OPERATIONS					

TAB F-24

PFT v TFT Fact Sheet

Permanent Full-Time versus Temporary Full-Time Employee Types

FEMA hires [Competitive Service](#) and [Excepted Service](#) employees under the authorities of [Title V](#) of the United States Code, which are the standard hiring laws and regulations for most Federal agencies. Most of the employees FEMA hires under Title V are full-time employees on permanent appointments (i.e. not a time-limited appointment). For short, we refer to these employee types as Permanent Full-Time employees (PFTs). FEMA also hires full-time employees on time-limited appointments. We refer to these employees as Temporary Full-time Employees (TFTs). This fact sheet outlines the basic differences between PFTs and TFTs.

Permanent Full-Time Employees

For Competitive Service appointments, a PFT employee must serve a one-year probationary period upon initial appointment into a Competitive Service position and is considered to be Career-Conditional for the first three years of service. Upon completion of those three years, employees are converted from a Career-Conditional to a Career appointment. PFT employees who obtain Career status gain life-time reinstatement rights, which means that they may apply to Merit Promotion vacancies across the federal government (i.e., vacancies open to the federal Competitive Service) instead of competing against all United States citizens and being subject to Veterans' Preference selection rules (i.e., Delegated Examining vacancies).

The Excepted Service is a broad Federal employment category that encompasses any Federal or civil service positions that can be appointed using separate laws and regulations from the usual Competitive Service laws and regulations that are found in Title V. Under Title V, there are many government-wide Excepted Service (non-competitive) hiring authorities that fall outside of the Competitive Service laws, such as Schedule A for Persons with Disabilities and the 30% Disabled Veteran hiring authority. Some Excepted Service appointing authorities may, under certain conditions, allow for conversion to the Competitive Service. There are also Excepted Service categories that do not allow for conversion to the Competitive Service, such as attorney positions. Therefore, FEMA may have PFT employees in the Competitive or Excepted Service, depending on how they were appointed. Excepted Service appointments do not confer competitive status like Competitive Service appointments.



FEMA

Temporary Full-Time Employees

For assignments that are not permanent in nature, the hiring manager may choose to fill a vacancy with a TFT employee. There are two types of TFT appointments:

- **Temporary:** Temporary appointments are non-permanent appointments for a specified period not to exceed one year. The appointment may be extended up to a maximum of 1 additional year (24 months of total service). OPM dictates that agencies may not fill a position by temporary appointment if that position has previously been filled by temporary appointment(s) for an aggregate of 2 years, or 24 months, within the preceding 3-year period.
- **Term:** Term appointments are non-permanent appointments for a specified period that is at least 1 year but not to exceed 4 years. FEMA may extend a term appointment made for less than 4 years up to the 4-year limit. Extensions beyond 4 years may only be made with OPM approval. The first year of service of a term employee is a trial period.

The decision of whether to choose a Temporary or Term appointment is made by the hiring manager based on the nature of the work of the position and its expected duration or for factors such as an anticipated reduction in funding. Neither type of TFT appointment is permanent, therefore, neither confers competitive status. TFT positions do not convert to permanent positions. TFT positions end upon the not to exceed date of the appointment.

TAB F-25

Investigator's Note

Investigator's note

1. Several attempts were made to RMO, Anthony In to obtain the official's wet or digital signature. (Tab F-3)
2. Per our team, FEMA-actionoffice-ms-ochco, "We are unable to locate an employee named Mark Underhill in the NFC. Attached is D. Underhill SF-50."

LaKisha Wilson
EEOC Investigator
Lakisha.wison@associates.fema.dhs.gov

TAB F-26

Personnel Standards of Conduct Revision 1



FEMA Directive: Personnel Standards of Conduct

FEMA Directive 123-0-2-1, Revision 1

BACKGROUND

This Directive applies to all Federal Emergency Management Agency (FEMA) employees (referred to as "FEMA employees"), those detailed or otherwise assigned to FEMA from other Components within the Department of Homeland Security (DHS), other federal agencies, or under the Intergovernmental Personnel Act (IPA), collectively referred to herein as "personnel." This Directive does not supersede any directives or instructions but is a revision to FEMA Directive 123-0-2-1, Personnel Standards of Conduct dated October 14, 2020.

PURPOSE

This Directive sets forth FEMA policy for the general standards of conduct and ensures all personnel covered by this Directive are guided by the principles established in [FEMA Policy 112-01, Publication 1, \(We are FEMA\)](#). This Directive promotes professionalism and conforms to established ethical principles. Absence of a specific standard of conduct herein does not mean that unspecified behavior is permissible or that no corrective action will be taken from unspecified conduct. All personnel should review the authorities and references listed in the Additional Information section of this Directive and refer to the FEMA Active Policy Inventory for other policies, directives, and instructions that may directly or indirectly relate to federal employee conduct and ethics.

PRINCIPLES

- A. The FEMA core values of compassion, fairness, integrity, and respect guide the actions and behavior of its employees.
- B. Public service is a public trust. Maintaining strong standards of behavior and ethical conduct also maintains public trust and confidence in FEMA and its workforce.

REQUIREMENTS

A. GENERAL CONDUCT

Outcome: All personnel will carry out their duties in a professional, respectful, and ethical manner, and will abide by this Directive and all FEMA and DHS policies and procedures, as well as all applicable laws and regulations pertaining to federal employee conduct. All FEMA employees are subject to appropriate disciplinary action for misconduct when it is determined



the employee violated any law, regulation, or policy of DHS or FEMA for such cause as will promote the efficiency of the service (GS-15 or equivalent and below). For FEMA career appointees of the Senior Executive Service covered by 5 C.F.R. Subpart F, FEMA may issue a disciplinary action under that subpart only for reasons of misconduct, neglect of duty, malfeasance, or failure to accept a directed reassignment or to accompany a position in a transfer of function. Non-FEMA employees may be disciplined subject to the policies set forth by their employing organization. Non-FEMA employees under an IPA must comply with the IPA agreement to the extent it is applicable regarding the obligations and responsibilities of FEMA, the participating organization, and the employee during the assignment period.

1. Communication. All personnel will be professional in their communications (verbal, non-verbal, and written), contact with supervisors, subordinates, co-workers, other FEMA employees, affiliates, and members of the public. "Professional" for the purposes of this directive means being polite, respectful, helpful, considerate, and patient.
2. Job Performance. All personnel must meet all performance obligations in the performance of their duties to the government and the public while following FEMA policies and procedures.
3. Dress and Attire. All personnel must be dressed appropriately while on duty to present a professional and positive image that incorporates regional and cultural tolerance to the public and/or colleagues. This requirement is not limited to the traditional workplace and extends to on-camera telework, remote, and virtual environments. Supervisors have the authority to decide if a person's attire is inappropriate. After consulting with the FEMA Office of Chief Component Human Capital Officer (OCCHCO) Employee Relations (ER) Branch, the supervisor may send FEMA employees home and require that they take leave, pursuant to the [FEMA Manual 123-10-1, Absence and Leave](#), until they comply. For all other personnel, they may be sent home as well, and their sponsoring agency notified.
 - a. Examples of inappropriate dress include, but are not limited to:
 - i. shorts;
 - ii. flip flops;
 - iii. clothing that shows offensive images or text;
 - iv. clothing that exposes one's midsection; and
 - v. clothing that is ripped.
 - b. For classroom activities, appropriate casual business attire may be worn. Examples of appropriate business attire include, but are not limited to:
 - i. slacks;



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- ii. khakis;
 - iii. suits;
 - iv. sport coats;
 - v. blazers;
 - vi. skirts/dresses;
 - vii. shirts with collars;
 - viii. capri pants;
 - ix. sweaters; and
 - x. dress or casual shoes.
- c. Additional guidance regarding the use of FEMA distinctive clothing is addressed in [FEMA Directive 123-18, Standard FEMA-Distinctive Clothing](#).
- 4. Badge, Credentials, and Official Identification. Personnel will not use any FEMA identification, or other form of identification associated with their employment, in a manner which may reasonably give the perception that they are using the identification for personal benefit, attempting to exert undue influence, or to obtain, directly or indirectly, a favor, reward, or preferential treatment for themselves or others, or to improperly enhance their own image. All personnel are prohibited from cloning, scanning, photocopying, or modifying their FEMA badge, credential, or official identification. See [FEMA Directive 121-1, Personal Identification Standard](#) and [FEMA Instruction 121-3-1, Credential and Access Reference Instruction](#).
- 5. False Statements. All personnel must be truthful and fully forthcoming in all official matters and duties, and must not knowingly make false, misleading, incomplete, or ambiguous statements, whether written, verbal, or non-verbal.
- 6. Workplace Environment. FEMA requires a safe, inclusive, productive, professional, and respectful workplace that is free of harassment (sexual or non-sexual), discrimination, retaliation, and violence. See [DHS MD 256-01, Rev. 2, Anti-Harassment Program](#).
 - a. Workplace. Workplace is defined as the location where the employee regularly performs their duties. This includes the traditional worksite and all alternative worksites.
 - b. Harassment. Harassment is prohibited and includes any unwelcome conduct that interferes with an individual's work performance or creates an intimidating, offensive, or hostile environment on the basis of an individual's race, color, religion, sex (including pregnancy, sexual orientation, gender expression, and gender identity), national origin, age, disability (including an individual's need for workplace reasonable accommodations), protected genetic information, marital status, parental



status, political affiliation, prior protected EEO activity, or any other basis as provided by law ("protected basis").

FEMA takes every allegation of harassment seriously, strongly encourages the reporting of suspected harassment, investigates every allegation of harassment promptly and fairly, and will impose appropriate discipline on any FEMA employees found to have engaged in harassment, regardless of rank or position, up to and including termination from employment.

- i. In accordance with the [DHS MD 256-01, Rev. 2, Anti-Harassment Program](#), FEMA prohibits harassing conduct having a direct nexus to the individual's position or responsibilities which occurs on duty, off duty, face-to-face, or remotely via electronic/digital means, including, but not limited to telephone, email, social media, websites, and chat applications. Such conduct is prohibited regardless of whether or not it occurs during working hours or on DHS property.
 - c. Violence. FEMA does not tolerate workplace violence including physical assaults, physical contact, intimidation, threats (verbal, written, or visual) or other disruptive behavior or language or work-place related incidents of domestic violence, sexual assault, or stalking. See [DHS MD 256-03, Workplace Violence](#).
 - d. Discrimination. FEMA does not tolerate discrimination by anyone based on an individual's race, color, sex (including pregnancy, gender identity, sexual orientation), religion, national origin, age, disability, genetic information, or previous EEO activity. See [FEMA Directive 112-14, Equal Opportunity and Affirmative Employment](#). Furthermore, it is FEMA policy to ensure the civil rights of all persons receiving services or benefits from Agency programs and activities are protected. All personnel working to support disaster or emergency assistance functions must perform their work in an equitable and impartial manner without discrimination. See [FEMA Directive 112-11, Title VI Civil Rights Program](#). Personnel must not discriminate against other employees based on union membership or union activities.
7. Fraternization. It is prohibited for any person to form, maintain, solicit, or attempt to form an intimate relationship with a covered individual (see A.7.a.ii) if the person works on matters in their official capacity that affect or involve the covered individual, or if the person represents to the covered individual that they have the ability to influence such a matter in their official capacity that affects or involves the covered individual.
- a. Definitions. In this paragraph—



- i. An "intimate relationship" includes marriage; engagement; dating; engaging in acts, communications, or relationships of a romantic or sexual nature; and the sharing of living or sleeping accommodations other than for authorized temporary duty lodging, regardless of who initiates the intimate relationship.
 - ii. A "covered individual" includes a supervisor, a subordinate, a FEMA Corps member, an applicant for or recipient of FEMA individual or public assistance, a person who is seeking employment with FEMA, a current or prospective FEMA contractor or grantee, or any other person with whom an intimate relationship would give an appearance of impropriety.
 - iii. A "supervisor" is a person who has the authority to approve or disapprove, or make a recommendation concerning another subordinate person's performance evaluations, awards, assignments of work, discipline, term renewal, promotion, deployment, mobilization, demobilization, or other conditions of employment. The supervisor-subordinate relationship remains notwithstanding how many other personnel are between the two personnel in the chain of supervision; whether the supervisor provides direct, day-to-day supervision over the subordinate's work; or whether the relationship is temporary or permanent.
 - b. Applicability. This prohibition applies equally to all personnel covered by this Directive, regardless of position, grade, or status, whether at headquarters, a regional office, fixed facility, virtual work location, or a deployed location.
 - c. Variances. The FEMA Office of Chief Counsel (OCC) Ethics Counselor, in coordination with the employee's supervisor, may provide written guidance authorizing variances to the standards in this paragraph, consistent with the Standards of Ethical Conduct for Employees of the Executive Branch, or measures (such as a transfer to new duties or a screening agreement) to safeguard against potential conflicts of interest.
8. Safety. All personnel must observe and employ safe practices in accordance with all applicable regulations and guidance, including those developed in response to unforeseen developments such as pandemic responses, in the performance of their duties. Employees will promptly report to their supervisors any injury, accident, or illness that occurs in connection with the performance of their official duties by the most expeditious means available.
9. Nepotism. Personnel will not appoint, employ, promote, advance, or advocate for appointment, employment, promotion, or advancement, in or to a civilian position in the



Agency in which they are serving or over which they exercise jurisdiction or control, an individual who is a relative, as prohibited by 5 U.S.C. § 3110 and under "prohibited personnel practices" in 5 U.S.C. § 2302(b)(7).

10. Prohibition on supervising family members. To avoid any conflicts of interest, an employee must not be the supervisor of or complete performance evaluations for his or her family members. "Family member" includes any relative as defined in 5 U.S.C. 3110, but also includes any member of the employee's household, or any other familial relation not included in 5 U.S.C. 3110 with whom the employee has a close personal relationship.
11. Preferential Treatment. FEMA employees must act impartially and not give preferential treatment to any private organization or individual, per 5 C.F.R. § 2635.101. For the intent of this Directive, preferential treatment is defined as giving an unfair advantage, that is not based on merit, to one person or group at the expense of another, also known as favoritism or cronyism. FEMA prohibits providing any unfair advantage to friends, relatives, or persons with whom the employee is affiliated in a nongovernmental capacity. Preferential treatment can occur in a variety of contexts. Examples of improper preferential treatment in the hiring process include but are not limited to the following:
 - a. FEMA employees must not disclose non-public information or otherwise use their public office for private gain or to provide an unfair advantage to an applicant for FEMA employment. See 5 C.F.R. §§ 2635.702 and 2635.703.
 - b. FEMA employees must avoid the appearance of loss of impartiality when they participate as the selection official (including serving as a panel member) for a vacancy or for the award of grants or contracts. Employees must not direct or attempt to influence a selection process, selection official, or panel member. Any employee whose duties require them to participate in any selection for a job, grant, or contract will immediately notify their supervisor if the applicant is a relative with whom they have a close personal relationship or friend with whom they have a close personal relationship. In such cases, the supervisor must consult with an Ethics Counselor to determine whether the employee must recuse themselves from participation and must provide written documentation to OCCHCO for inclusion in the hiring file. There are other relationships the employee may have with an applicant that may require consultation with an Ethics Counselor. See 5 C.F.R. § 2635.502.



B. OTHER ACTIVITIES AND CONDUCT

Outcome: All personnel will observe rules and guidelines regarding specially-identified activities and conduct.

1. Conduct: Personnel must not engage in criminal, infamous, dishonest, immoral, or notoriously disgraceful conduct, or other conduct prejudicial to the government. Notoriously disgraceful conduct is any conduct that would embarrass or discredit the employee, FEMA, or the Federal Government. All personnel must conduct themselves in a professional manner on and off duty.
2. Substance Abuse:
 - a. Personnel will not report for duty or remain on duty under the influence of alcohol, prescription (including medication) or illegal drugs (including cannabis and cannabidiol (CBD)) that impair or impede with the employee's ability to fulfill their performance of duties. See [FEMA Manual 123-20-1, Drug-Free Workplace Program](#).
 - b. Personnel may not purchase, possess, sell, or distribute illegal drugs (including cannabis and CBD) in violation of federal and/or state law while on official duty. Any off-duty use of a controlled substance, or other substance in violation of federal law or regulation (including cannabis) is prohibited.
 - i. Cannabis is a controlled substance under [federal law](#), notwithstanding its legalization for medical or recreational use in some U.S. states or territories. As such, any use of cannabis or any other controlled substance, whether on-duty or off-duty, may result in the suspension or revocation of an employee's security clearance, and/or disciplinary action.
 - c. Personnel may not consume alcohol or any intoxicating drug during official duty hours or while otherwise participating in official duty activities. Official duty activities are those activities performed by an employee as part of, or an extension of, regular official responsibilities. This includes approved off-site activities conducted on duty time without charge to leave or loss of pay. An exemption for the appropriate official use of alcoholic beverages in or on Federal property may be obtained in accordance with 41 C.F.R. § 102- 74.405.
 - d. Under no circumstances will personnel operate government-furnished vehicles (GOVs) as defined in 41 C.F.R. § 300-3.1 or machinery while under the influence of alcohol or drugs, including cannabis and CBD. This prohibition includes government owned, furnished, or rented vehicles, including vehicles rented by individual employees on official travel.



- e. Government-owned and rented vehicles (GOVs) are for official use only—when public transportation is unavailable or would be impractical. They may be used for transport between places of official business, and when the employee is in temporary duty (TDY) official travel status GOVs may be used between the employee's place of duty and lodging, and between the place of lodging and restaurants, barber shops, drug stores, dry cleaners, places of worship, and other places necessary for the sustenance, comfort, or health of the employee to foster the continued efficient performance of Government business. GOVs are provided to employees by FEMA and may be tagged or marked as such (such as a vehicle with Government tags or a DHS/FEMA logo on it, or it may not otherwise be obvious). In either case, employees may not transport alcoholic beverages in GOVs. This prohibition does not apply to rental cars rented by employees when deployed for which they are reimbursed by FEMA; employees may only transport alcoholic beverages in such rental cars if the beverages are sealed and carried in the trunk or other cargo space, out of the reach of occupants, and out of the sight of other drivers.
 - f. Employees are encouraged to self-refer to Employee Assistance Program (EAP) for assistance with matters of substance abuse. The EAP plays an important role in FEMA's Drug Free Workplace and is a confidential assistance program offering assessment, short-term counseling, and referral services to prevent and resolve employee substance abuse.
- 3. Gambling. Personnel will not engage in any gambling activity while on duty, or while off duty at any government-owned or leased premises, including gambling on the internet, conducting an office pool or fantasy sports league, or any game with financial stakes. Further, at no time will employees use any government-furnished, owned, or leased equipment for any such activity. This includes, but is not limited to, the use of internet browsers on FEMA-issued mobile devices to access such gambling sites.
 - 4. Smoking, Vaping, and Smokeless Tobacco. Smoking, vaping, and smokeless tobacco are only permitted in the designated areas. Smoking and vaping are prohibited in courtyards and within twenty-five (25) feet of doorways and air intake ducts on outdoor space under the jurisdiction, custody, or control of the Federal Government. Candles and incense are not permitted to be used in any FEMA buildings, facilities, or government-owned, government-furnished, or government-leased vehicles.
 - 5. Firearms and Weaponry. Unless firearms and other FEMA-issued weaponry are authorized and required in the performance of duty, personnel will not carry firearms or other weaponry, either openly or concealed, while on official duty or on government-owned or government-leased property. Personnel will not transport firearms and weaponry in GOVs,



unless authorized to do so. For all items prohibited on federal property, see [Interagency Security Committee \(ISC\) Standard Items Prohibited from Federal Facilities](#).

6. Off Duty Conduct. When off duty, personnel must not engage in criminal misconduct, harassment, or other personal behavior that adversely affects FEMA performance of its functions. This includes any misconduct that reflects negatively on FEMA or could cause the loss of public trust and confidence in FEMA.
7. Social Media Use.
 - a. FEMA personnel may not state or imply that they are communicating on behalf of FEMA, DHS, or the Federal Government while using social media for personal purposes, including:
 - i. Referring to FEMA, DHS, or the Federal Government in a social media account handle, name, or URL;
 - ii. Using FEMA or DHS logos in a profile photo, banner image, header image, or website background image;
 - iii. Establishing a public or private discussion board/group that appears to represent the views of FEMA, DHS, or the Federal Government.
 - b. Employees are prohibited from using social media in a manner that:
 - i. Is reasonably likely to disrupt the FEMA mission;
 - ii. Violates any law, rule, or regulation, including the Hatch Act and DHS or FEMA policies;
 - iii. Involves the release of nonpublic information or government-protected information.
 - c. Except under limited use, in accordance with [FEMA Directive 263-2, Information Transmitted Via E-mail](#), employees are prohibited from using their government email account for their own personal use in violation of OGE and Departmental Ethics Regulations or to establish or operate social media accounts for personal use.
 - d. In addition, see [U.S. Office of Government Ethics \(OGE\) legal advisory LA-15-03](#),



2015, "Standards of Conduct as Applied to Personal Social Media Use.

8. Unlawful Activities and Arrests. FEMA regards any violation of law as being inconsistent with and contrary to the Agency's core values. Therefore, personnel will not engage in any activities which violate local, state, and/or federal laws, which may result in their arrest or their receipt of a summons to appear in court on criminal charges. A custodial arrest, the payment of a bail or bond, a sentence to any term of confinement, or receipt of a summons to appear in court on criminal charges must be reported to the Office of Professional Responsibility (OPR) in accordance with [FEMA Directive 112-13, Office of Professional Responsibility](#), and their immediate supervisor or other management official within their chain of command as soon as reasonably possible.
9. Cooperation with Office of Professional Responsibility (OPR) investigations. Employees are obligated to cooperate with OPR investigations. Cooperation means employees must provide truthful and complete responses to investigators' questions, timely responses to requests for information, and complete written statements. Failing to cooperate may itself constitute misconduct, and OPR will document failures to cooperate or failures to provide honest and complete information.
10. Prohibition on Recording. Except as described below, FEMA prohibits recording FEMA employees', contractors', or any other person's conversations that concern the DHS/FEMA workplace or business, using cameras, camera phones/devices, recording devices (audio or video), or any other similar recording methods currently in existence or that may come into existence. This prohibition exists whether the personnel are in person, on the telephone, or through using any device or technology. This prohibition exists regardless of whether the employee is on- or off-duty or whether FEMA-issued equipment is used or not.
 - a. Recording is permissible in the following limited circumstances:
 - i. When performed for purposes of recording a meeting or DHS/FEMA-originated training session, which is then provided to employees for playback. The organizer must provide advance notice to participants that the meeting or training session will be recorded or transcribed. At the beginning of the meeting or training session, the organizer will announce that the meeting or training session will be recorded or transcribed and provide any associated details of such recording or transcribing, including the name of the individual responsible for managing and conducting the recording or transcribing, the purpose for the recording or transcribing, and information on when and where the recording or transcript will be available and posted after the meeting.



- ii. When performed for purposes of providing language translation services such as sign language or English translation.
- iii. When performed by individuals with a disability as a currently approved reasonable accommodation in accordance with FEMA Manual 123-6-1 Reasonable Accommodation Program. The recording must be made using a government-furnished recording device. The recording must be for the exclusive use and benefit of the identified individual with a disability. If a conversation is to be recorded under this provision, all parties to the conversation must be notified in advance of the start of the recording. Conversations recorded or relayed under this paragraph must be held in confidence and not shared unless there is a need to know.
- iv. When performed by authorized employees (such as the Federal Protective Service, Office of Inspector General, Office of Professional Responsibility, Office of the Chief Security Officer, or Office of Equal Rights) as part of an approved, authorized activity and/or investigation, for authorized law enforcement, intelligence and counterintelligence, or for an administrative investigation conducted in accordance with law, applicable policies, and directives, and in consultation with legal counsel as prescribed or otherwise appropriate.
- v. When performed as part of information system security (including information technology network- and communications security-related) assessments and insider threat monitoring as prescribed by the Office of the Chief Information Officer or the Office of the Chief Security Officer.
- vi. When performed in legal or administrative hearings and/or depositions, or the like, which are authorized by law, DHS policy, and/or FEMA policy.
- vii. When performed for the purposes of recording a vendor's oral presentation to government evaluators, where the government's solicitation permits a vendor to provide an oral presentation. At the beginning of the oral presentation, the contracting officer or government representative must announce that the oral presentation will be recorded and that the government may use the recording to evaluate the vendor's proposal for contract award.
- viii. When performed pursuant to a government contract that explicitly requires the creation of a recording, which is authorized by law, DHS policy, and/or FEMA policy, after consultation with the cognizant contracting officer.



- ix. When performed by the FEMA Office of External Affairs for creating promotional materials or similar media products, provided the Office of External Affairs has the consent of those they are recording.
 - b. FEMA may grant additional exceptions with written permission from the Office of Chief Counsel. If granted, the person(s) conducting the meeting must clearly notify all participants verbally at the start of the meeting that they are recording the meeting.
 - c. Employees must also be compliant with the Electronic Communications Privacy Act of 1986 (18 U.S.C. §§ 2510-2523) and any other applicable laws, regulations, or policies.
- 11. Foreign Travel Restrictions In accordance with the Office of the Director of National Intelligence Security Executive Agent Directive 3, "[Reporting Requirements for Personnel with Access to Classified Information or Who Hold a Sensitive Position](#)" (June 12, 2017) and Department Memorandum, "[Foreign Intelligence Threat to DHS](#)" (August 4, 2008), employees with security clearances and those who hold sensitive positions must report any planned foreign travel for personal or official government reasons to the FEMA Office of the Chief Security Officer (OCSO) prior to departure. Employees with security clearances and those who hold sensitive positions must request approval for official international travel prior to making any commitments or travel arrangements. For the purposes of this policy, a sensitive position is any position within or in support of an agency in which the occupant could bring about, by virtue of the nature of the position, a material adverse effect on national security regardless of whether the occupant has access to classified information and regardless of whether the occupant is an employee, military service member, or contractor.
 - a. If employees with security clearances and those who hold sensitive positions plan any foreign travel, including personal travel, they must complete and submit [DHS Notification of Foreign Travel Form \(DHS Form 11043-1\)](#) at least 30 days prior to traveling. If an employee is not able to complete this form 30 days in advance of foreign travel for any reason, they must contact OCSO to discuss their unique circumstances and OCSO may grant foreign travel approval on a case-by-case basis.
 - b. Employees with security clearances and those who hold sensitive positions must coordinate foreign travel for official government business through the FEMA Office of Policy and Program Analysis, [International Affairs Division](#). [FEMA Directive 122-1](#).



[Official International Travel](#), outlines requirements for official international travel, including official passports.

- c. In addition, employees with security clearances and those who hold sensitive positions must complete the [DHS Post-Travel Questionnaire](#) within five business days of returning to duty in the United States. Travelers must report to the FEMA Office of the Chief Security Officer any actual or possible contact with foreign intelligence services or any attempt by any individual to obtain classified information or sensitive data.
- d. Please see [FEMA Directive 139-1, Mobility-1-1](#) regarding transporting or using FEMA-issued electronic devices abroad.

C. GOVERNMENT PROPERTY AND INFORMATION

Outcome: All personnel are good stewards of government property and information.

- 1. Government Property. All personnel must conserve, protect, and dispose of government property in accordance with [FEMA Manual 119-7-1, Personal Property Asset Management Program](#).
- 2. In addition to disciplinary or adverse action, personnel may be responsible for paying for damage to, or loss of, government property in their care.
 - a. Use of government property and/or connection to FEMA network. All personnel must use government computers, mobile phones, tablets, and office equipment for authorized purposes only. See [DHS MD 4900, Individual Use and Operation of DHS Information Systems/Computers](#). For example, FEMA prohibits the use of the following mobile applications including (but not limited to): non-official email accounts or personal email; gaming; gambling; pornography; illegal weapons; terrorist activities; for-profit activities; file sharing; outside employment (usajobs.gov is permitted); hacking/jailbreak/malicious software; streaming video services; inappropriate communications; romantic connection or dating apps; (non-official) social media; (non-official) streaming multimedia files, music, movies, images, etc.
 - b. Sexual, hateful, or offensive material. The use of government computers, mobile phones, tablets, and office equipment to access, view, store, copy, purchase, or transmit nudity, sexually explicit, offensive, or hateful material is strictly prohibited.
 - c. Authorized Software. All personnel must only use FEMA authorized software, programs, and applications on their government computers, mobile phones, and tablets. Employees must adhere to security policies and procedures regarding the



use and protection of their user identification and passwords.

- d. Authorized Equipment. Equipment that is not owned or leased by the Federal Government or operated by a contractor on behalf of the Federal Government, must not be connected to FEMA equipment or networks without the written prior approval of the DHS Chief Information Security Officer. Personally owned equipment, devices, and software are not to be used to process, access, or store sensitive information without the written prior approval of the FEMA Chief Information Security Officer.
- e. Monitoring. All use of FEMA information systems by anyone (including FEMA personnel, contractors, and others working on behalf of FEMA) is subject to monitoring or search at any time. Once a user's identity is verified through the system login process (authentication), the user acknowledges their consent to monitoring and acknowledges that they have no expectation of privacy for their use of or for information stored in such systems.

3. Government Travel

- a. Fraudulent Claims. All personnel who travel on official business at government expense are prohibited from knowingly submitting fraudulent travel claims for reimbursement. For all official travel policies and travel guidance, see [FEMA 122-1-1, Travel Policy Manual](#). All personnel must obtain approval from their supervisor or other appropriate official prior to using a government-owned, government-furnished, or government-leased vehicle.
- b. A supervisor or manager may not direct or arrange for a subordinate or other covered person (see A.7.a.ii) to travel at government expense for any improper purpose, whether in whole or in part, or without a legitimate need that is in the best interest of the government. In determining whether the travel was for an improper purpose or without a legitimate need, the agency will consider the conduct of the supervisor or manager during the travel, the number of hours of work performed by the covered person during the travel, and the need for the covered person to travel to perform the duties.
- c. All personnel must adhere to motor vehicle management principles, laws, regulations, directives, and ensure compliance concerning the use of vehicles. See [Instruction 119-24-1, FEMA Fleet Management Program](#).

4. Government-Sponsored Charge Cards.

- a. Pursuant to [FEMA Manual 122-1-1, Travel Policy Manual](#), and federal travel regulations under 41 C.F.R. §301, government-sponsored travel charge cards must



only be used for payment of authorized official travel expenses. The FEMA travel charge card cannot be used for personal purposes. Only the person whose name appears on the charge card may use the charge card for their own official travel expenses. Anyone who holds a travel card must pay all valid charges appearing on the charge card statement in full when due. FEMA personnel must pay all undisputed travel charge card charges appearing on the charge card statement in full and on time. The failure of an employee to pay their travel charge card account in full and on time may result in disciplinary action.

- b. All personnel will safeguard government-issued charge cards under their care, including travel cards, fleet cards, and purchase cards, and will promptly report the loss of any government-issued cards to their supervisor, card program point of contact, and the card-issuing bank. Cardholders are responsible for using the charge card strictly in accordance with the General Services Administration, DHS, and FEMA requirements and those of the financial institution issuing the card.
- c. FEMA personnel will only use government-issued fleet cards to pay for the expenses of government-furnished or -leased vehicles pursuant to [Instruction 119-24-1, FEMA Fleet Management Program](#).

5. Safeguarding and Disclosure of Official Information.

- a. Personnel must not disclose, use, or store official information or nonpublic information without proper authority. Examples of official information include information that is protected from disclosure by statute, Executive Order, or regulation; proprietary business information; and information retrieved from FEMA automated systems. Official information also includes any information acquired in connection with FEMA employment that the person knows, or reasonably should know, has not been made available to the general public.
- b. Personnel must not access, conceal, alter, remove, mutilate, or destroy documents or data in the custody of FEMA or the Federal Government without proper authority. See [Directive 141-1, FEMA, Records Management Program](#).
- c. All personnel must safeguard all official information against unauthorized access, disclosure, alteration, or loss.

D. ETHICAL CONDUCT

Outcome: All FEMA and other federal employees, including personnel covered by this Directive, must maintain especially high standards of honesty, impartiality, character, and



conduct to ensure the proper performance of government business and the continual trust and confidence of the nation.

1. All personnel should be familiar with and comply with the Standards of Ethical Conduct for Employees of the Executive Branch contained in 5 C.F.R. Part 2635, the DHS Supplemental Ethics Regulation found at 5 C.F.R. Part 4601, and [DHS MD 0480.1, Ethics/Standards of Conduct](#), and are encouraged to refer to the Office of Government Ethics' website: <https://www.oge.gov>, for access to ethics statutes, regulations, forms, and helpful informational materials.
2. To ensure that every citizen can have complete confidence in the integrity of the Federal Government, personnel must respect and adhere to the principles of ethical conduct set forth below.
 - a. Place loyalty to the Constitution, the laws, and ethical principles above private gain as public service is a public trust.
 - b. Not hold financial interests that conflict with the conscientious performance of duty.
 - c. Not engage in financial transactions using nonpublic government information or allow the improper use of such information to further any private interests.
 - d. Not solicit or accept any gift or other item of monetary value from any person or entity seeking official action from, doing business with, or conducting activities regulated by FEMA, or whose interests may be substantially affected by the performance or nonperformance of the employee's duties.
 - e. Put forth an honest effort in performing their duties.
 - f. Not knowingly make unauthorized commitments or promises of any kind purporting to bind the government.
 - g. Not use public office for private gain.
 - h. Must act impartially and not give preferential treatment to any private organization or individual.
 - i. Protect and conserve federal property and not use it for unauthorized activities.
 - j. Not engage in unauthorized outside employment or activities, including seeking or negotiating for employment, that conflict with official government duties and responsibilities.
 - k. Disclose waste, fraud, abuse, and corruption to appropriate authorities.
 - l. Satisfy in good faith, obligations as citizens, including all just financial obligations,



especially those such as federal, state, or local taxes that are imposed by law.

- m. Adhere to all laws and regulations that provide equal opportunity for all citizens regardless of race, color, religion, sex, national origin, age, or disability.
 - n. Endeavor to avoid any actions creating the appearance that they are violating the law, or the ethical standards set forth in this Directive. Whether circumstances create an appearance that the law or these standards have been violated will be determined from the perspective of a reasonable person with knowledge of the relevant facts.
- 3. Per the DHS Supplemental Ethics Regulation at 5 C.F.R. part 4601, DHS employees are required to obtain written approval before engaging in outside employment and certain outside activities. All personnel covered by this Directive must contact an OCC Ethics Counselor and receive authorization before commencing such activities.
 - 4. Per the DHS Supplemental Ethics Regulation 5 C.F.R. part 4601.105, no intermittent or non-intermittent FEMA employee will be employed by a current FEMA contractor unless granted a waiver in accordance with 5 C.F.R. part 4601.105.
 - 5. Personnel should consult with their supervisor and an OCC Ethics Counselor on general questions regarding the applicability of the standards of conduct regulations. On specific matters, and for guidance on questions of conflict of interest, employees are strongly encouraged to seek the advice and guidance of an OCC Ethics Counselor.

E. POLITICAL ACTIVITY

Outcome: Personnel must abide by the Hatch Act regarding political activities.

- 1. Political Activity. The Hatch Act generally prohibits the political activity of federal employees while on duty, in a federal workplace, in a government vehicle, or while conducting official business. For purposes of the Hatch Act, political activity is defined as activity directed at success or failure of a political party, partisan political group, or candidate for partisan political office.
- 2. All personnel are encouraged to refer to an OCC Ethics Counselor for a complete listing of Hatch Act prohibitions.

F. REPORTING

Outcome: All personnel report alleged violations of the Standards of Conduct or alleged violations of ethical conduct.



1. All personnel have the responsibility to report allegations of employee misconduct, including any violations of law, rule or regulation, of which they are aware. Violations of these Standards of Conduct (including those further listed in facility-specific guidance) must be reported immediately. Minor infractions that do not rise to the level of "reportable misconduct" must be reported to the violator's supervisor at FEMA. Violations that rise to the level of "reportable misconduct" under [FEMA Directive 112-13, Office of Professional Responsibility](#) must be reported to OPR.
2. Any alleged violation of federal, state, or local criminal laws by person(s) subject to this Directive must be reported to OPR and/or the DHS Office of Inspector General (OIG) in accordance with FEMA Directive 112-13, Office of Professional Responsibility and to the appropriate law enforcement authorities using one of the following methods:
 - a. FEMA Office of Professional Responsibility (OPR)
 - i. Via email: FEMA-Misconduct@fema.dhs.gov
 - ii. By telephone: 833-TELL-OPR (833-835-5677)
 - iii. By U.S. Mail: Office of Professional Responsibility, FEMA Headquarters, 400 C Street SW, 7th Floor (7SW-1609), Washington, DC, 20472-3155
 - b. DHS OIG
 - i. By telephone: 800-323-8603; TTY 844-889-4357; Fax 202-254-4297
 - ii. By U.S. Mail: DHS Office of Inspector General/MAIL STOP 0305, Attn: Office of Investigations – Hotline, 245 Murray Lane SW, Washington, DC 20528-0305
3. All personnel must report to their supervisor (or a supervisor within their chain of command) and OPR any personal adverse involvement with law enforcement as a result of criminal conduct (e.g., arrest, criminal citations, temporary restraining orders, etc.). (See F.2.a for OPR reporting methods.)
4. All personnel may report to the Office of Special Counsel allegations that constitute Whistleblower Protection Enhancement Act disclosures or other Prohibited Personnel Practices pursuant to 5 U.S.C. § 2302.



G. EMPLOYEE ACCOUNTABILITY

Outcome: All personnel must be responsible for their own actions and are subject to being held accountable for any substantiated allegations of misconduct.

1. All FEMA employees must know and follow these Personnel Standards of Conduct. FEMA employees are accountable for their actions and are subject to appropriate disciplinary action for misconduct when an investigation has determined that the employee is in violation of any laws, rules, or regulations. Discipline can range from an official written reprimand to termination.
2. All other personnel performing duties in FEMA facilities or using FEMA information technology network or equipment, must know and follow this directive. Violations of this directive may be reported to the sponsoring/sending agency.

H. TRAINING

Outcome: All FEMA employees complete training classes (online or classroom) as determined by DHS, FEMA, and federal mandate where required.

1. All FEMA employees must participate and complete all requisite training as determined by FEMA, DHS, federal laws, regulations, and policies. Ethics Training will require new FEMA employees to review the Principles of Ethical Conduct set forth in Executive Orders 12674 and 12731, as well as the Standards of Ethical Conduct for Employees of the Executive Branch (as codified in 5 C.F.R. Part 2635). Ethics training must be completed within three (3) months of the new hire's entrance on duty date and be instructed by an Agency official designated by OCC.
2. All personnel who attend training at any FEMA training and educational facility, to include but not limited to the National Emergency Training Center, Center for Domestic Preparedness, and Mount Weather Emergency Operations Center, must comply with [FEMA Policy 123-0-2, FEMA Educational and Training Participants Standards of Conduct](#), and any additional facility-specific guidance. FEMA employees will be subject to appropriate disciplinary action for any academic or other misconduct as described in [FEMA Policy 123-0-2, FEMA Educational and Training Participants Standards of Conduct](#). To the extent that this Directive conflicts with [FEMA Policy 123-0-2, FEMA Educational and Training Participants Standards of Conduct](#), this Directive will control, and discipline will be governed by [FEMA Manual 255-3-1, Employee Discipline Manual](#).



FEMA

Deanne Criswell
FEMA Administrator

Date



ADDITIONAL INFORMATION

REVIEW CYCLE

FEMA Directive 123-0-2-1, Personnel Standards of Conduct will be reviewed, reissued, revised, or rescinded within four (4) years of the issue date.

AUTHORITIES

- A. 5 C.F.R. § 2635, Standards of Ethical Conduct for Employees of the Executive Branch
- B. 5 C.F.R. Part 735, Employee Responsibilities and Conduct
- C. 5 U.S.C. §§ 7321-7326 (Hatch Act) and implementing regulations at 5 C.F.R. Part 11734
- D. 5 U.S.C. § 2302, Prohibited Personnel Practices
- E. 5 U.S.C. § 3110, Employment of Relatives; restrictions
- F. Executive Orders (EO) 12674 and 12731, Principles of Ethical Conduct for Government Officers and Employees
- G. 5 C.F.R. Part 4601, DHS Supplemental Standards of Ethical Conduct for Employees of the Department of Homeland Security
- H. 5 CFR § 4601.105, Additional rules for Federal Emergency Management Agency (FEMA) employees
- I. 41 C.F.R. § 102-74.405, What is the Policy Concerning the Use of Alcoholic Beverages?
- J. 41 C.F.R. § 300-3.1, What do the following terms mean?

REFERENCES

- A. FEMA Policy 112-01, Publication 1 (We are FEMA)
- B. DHS MD 11042.1, Safeguarding Sensitive but Unclassified (For Official Use Only) Information
- C. DHS Directive 256-01, Rev. 2, Anti-Harassment Directive
- D. DHS Instruction 256-01-001, Anti-Harassment Program
- E. DHS Directive 256-03, Workplace Violence
- F. DHS Policy Statement 256-06, Anti-Harassment Policy Statement, April 1, 2019
- G. DHS MD 0480.1, Ethics/Standards of Conduct
- H. DHS MD 4900, Individual Use and Operation of DHS Information Systems/Computers
- I. DHS MD 4600.1, Personal Use of Government Office Equipment, April 14, 2003
- J. Legal Advisory Memo (LA-15-03), The Standards of Conduct as Applied to Personal Social Media Use, David Apol (General Counsel), April 9, 2015
- K. OPM Memorandum from Katherine Archuleta, Director, "Federal Laws and Policies Prohibiting Marijuana Use" dated May 26, 2015
- L. FEMA Directive 103-1, Data Management



- M. FEMA Directive 121-6, Rev. 1, Fraud Prevention and Investigation in FEMA Programs
- N. FEMA Directive 123-18, Standard FEMA Distinctive Clothing
- O. FEMA Directive 139-1, Mobility-1-1
- P. FEMA Directive 141-1, FEMA Records Management Program
- Q. FEMA Directive 146-1, Suspension and Debarment of Individuals and Non-federal Entities
- R. FEMA Directive 112-5, Rev. 1, Obtaining Legal Review and Assistance
- S. FEMA Directive 119-7, Rev. 3, Federal Personal Property Asset Management Program
- T. FEMA Manual 119-7-1, Personal Property
- U. FEMA Directive 140-1, FEMA IT Management
- V. FEMA Directive 112-14, Equal Opportunity and Affirmative Employment
- W. FEMA Directive 112-11, Title VI Civil Rights Program
- X. FEMA Directive 112-13, Office of Professional Responsibility
- Y. FEMA Directive 121-1, Personal Identification Standard
- Z. FEMA Directive 252-7, Rev. 1, Intergovernmental Personnel Act (IPA)
- AA. FEMA Manual 123-10-1, Absence and Leave
- BB. FEMA Manual 123-20-1, Drug-Free Workplace Program
- CC. FEMA Instruction 119-24-1, FEMA Fleet Management Program
- DD. FEMA Manual 255-3-1, Employee Discipline Manual
- EE. FEMA Manual 256-3-1, Administrative Grievance System
- FF. FEMA Manual 122-1-1, Travel Policy Manual
- GG. FEMA Instruction 121-3-1, Credential and Access Reference Instruction
- HH. Items Prohibited from Federal Facilities: An Interagency Security Committee Standard (February 2013)
- II. FEMA Policy 123-0-2, FEMA Educational and Training Participants Standards of Conduct
- JJ. FEMA Instruction 300-21-0001, Anti-Harassment Program

FORMS

- A. FEMA Form 256-6-1-1, FEMA Outside Employment Request
- B. FEMA Form 122-1-1-1, International Travel Approval
- C. FEMA Form 30-14, Receipt of FEMA Standards of Conduct

MONITORING AND EVALUATION

OCCHCO will ensure the Personnel Standards of Conduct Directive is communicated agency-wide and periodically evaluate its effectiveness during the document's review cycle.

QUESTIONS

Questions concerning FEMA Directive 123-0-2-1, Personnel Standards of Conduct, should be



FEMA

addressed to the Office of the Chief Component Human Capital Officer at (866) 896-8003 or FEMA-HC-ServiceDesk@fema.dhs.gov.



APPENDIX A

A. ROLES AND RESPONSIBILITIES

1. Office of the Chief Component Human Capital Officer is responsible for:
 - a. Developing, approving, and maintaining Human Resources policies and procedures for FEMA;
 - b. Providing guidance and advice to supervisors and managers on the application of the Standards of Conduct;
 - c. Providing the Standards of Conduct Directive and FEMA Form 30-14, Receipt of FEMA Standards of Conduct, to new employees as part of their orientation package; and
 - d. Assisting supervisors in determining and/or administering discipline as required.
2. Office of the Chief Financial Officer is responsible for:
 - a. Establishing internal controls designed to prevent and detect non-compliance with applicable financial laws, standards, and accounting principles; and
 - b. Managing use and oversight of the Government Travel Card Program.
3. Office of the Chief Security Officer is responsible for:
 - a. Developing, approving, and maintaining security policies and procedures for FEMA and all personnel on FEMA property; and
 - b. Adjudicating an employee's suitability, fitness, and eligibility to occupy a national security position and access to classified information after receipt and review of a substantiated allegation of misconduct.
4. Office of Chief Counsel is responsible for:
 - a. Developing, reviewing, approving, and maintaining legal policies and regulations for FEMA;
 - b. Providing guidance and advice to supervisors and managers on the application of the Standards of Conduct;
 - c. Designating an agency official to conduct ethics training to new hires within three (3) months of the new hire's entrance on duty;



- d. Responding to and advising employees on ethical obligations and approving or disapproving outside employment or activities when requested through their ethics office and program; and
 - e. Forwarding appropriate complaints and situations to the Office of Professional Responsibility for appropriate referral to the DHS Office of Inspector General.
5. Office of Professional Responsibility is responsible for:
- a. Developing, reviewing, approving, and maintaining employee misconduct policies for FEMA employees; and
 - b. Receiving, documenting, reviewing, routing, and investigating all allegations of misconduct involving FEMA employees.
6. Office of Equal Rights is responsible for:
- a. Developing, reviewing, approving, maintaining, and enforcing equal opportunity, affirmative employment, and anti-discrimination laws, regulations, and policies;
 - b. Providing guidance and advice to FEMA employees on equal opportunity, affirmative employment, and anti-discriminatory practices or questions; and
 - c. Addressing and investigating alleged acts cognizable within the Equal Employment Opportunity complaint process under 29 C.F.R. Part 1614.
7. Office of Chief Information Officer is responsible for:
- a. Developing, reviewing, approving, and maintaining information technology security policies and requirements for FEMA.
8. Supervisors are responsible for:
- a. Ensuring employees know and adhere to this Directive;
 - b. Serving as role models by providing positive leadership through positive actions and respectful communications;
 - c. Treating fellow employees and subordinates with dignity, respect, and professionalism;
 - d. Taking prompt action to notify the proper offices and persons to address any alleged misconduct;
 - e. Addressing allegations of misconduct per FEMA and DHS policies and



FEMA

regulations;

- f. Reporting any potential conflict of interest situations to a FEMA Office of Chief Counsel ethics counselor;
- g. Preserving confidentiality of employee complaints by sharing information only with those who have a need to know to carry out official duties and government business; and
- h. Communicating and refusing to tolerate harmful, threatening, intimidating, harassing, disruptive, or any other inappropriate workplace behavior.

TAB F-27

FEMA Directive Anti Harassment Retaliation Policy



ANTI-HARASSMENT AND RETALIATION

I. Purpose

Harassment and retaliation are unacceptable and illegal and will not be tolerated. This Directive is intended to prohibit and prevent harassment and retaliation in the workplace at the Federal Emergency Management Agency (FEMA) and to promptly correct harassment and retaliation when it occurs.

II. Scope

This Directive applies to all FEMA employees, contractors, students, visitors, and guests engaging in business at all FEMA facilities.

III. Policy and Procedures

- A. Public Law 107-174, Notification and Federal Employee Anti-Discrimination and Retaliation (NO FEAR) Act of 2002, also prohibits retaliation in discrimination and requires agencies to be accountable for anti-discrimination and whistleblower laws and to ensure adequate posting regarding rights and responsibilities.
- B. It is unlawful to retaliate in any way against individuals who have articulated concerns regarding unlawful harassment. Such prohibited conduct exposes both FEMA and individuals involved in retaliatory conduct to significant liability under the law.
- C. The FEMA Office of Equal Rights will assist by investigating and eradicating any form of harassment or retaliation. In addition, complaints of harassment based on sexual orientation and parental status will be eligible for counseling and investigation; however, they are not statutorily covered under Title VII of the Equal Employment Opportunity (EEO) regulations. Any decisions rendered in conjunction with the additional bases will be made by the Department of Homeland Security, Office of Civil Rights and Civil Liberties.
- D. Employees who wish to pursue the EEO process are entitled to seek EEO counseling and should contact the FEMA Office of Equal Rights within 45 days of the most recent incident of alleged harassment or retaliation, as required by Title 29, Code of Federal Regulations (CFR), Section 1614.105(a)(1).

IV. Responsibilities

- A. Managers and supervisors shall:
 - 1. Create and promote a work environment free from harassment.
 - 2. Ensure that employees who report harassment are protected against retaliation.
 - 3. Assure employees that the confidentiality of harassment reports will be protected to the extent possible.

4. Support an appropriate, prompt, thorough, and impartial inquiry or investigation.
5. Take prompt corrective action when allegations of harassment or retaliation have been verified.
6. When notified regarding alleged harassment, promptly notify the FEMA Office of Equal Rights.

B. Employees shall:

1. Create a work environment that is free from harassment and retaliation.
2. Promptly report allegation(s) of harassment or retaliation based on any prohibited basis to a management official and/or the FEMA Office of Equal Rights.

V. Definitions

A. **Harassment** - any unwelcome verbal or physical conduct based on one of the Equal Employment Opportunity (EEO) protected bases (race, color, religion, sex, national origin, age (over 40), disability, genetic information, and reprisal) that is so objectively offensive as to alter the conditions of one's employment where the conduct culminates in a tangible employment action or is sufficiently severe and/or pervasive so as to create a hostile work environment. Examples of prohibited harassment include, but are not limited to:

1. Making inappropriate comments or remarks regarding an individual because of his or her religion or national origin.
2. Continually scrutinizing, criticizing, or requiring tasks of an individual because of a protected basis while not treating a similarly situated employee in the same manner.
3. Making derogatory or intimidating references to an individual's mental or physical impairment.
4. Using racially derogatory words, phrases, or epithets or making gestures or demonstrations using pictures or drawings that would offend a particular racial or ethnic group.

VI. Authorities

- A. Title 29, Code of Federal Regulations (CFR), Part 1614.
- B. Equal Employment Opportunity Commission (EEOC) Management Directive (MD) 110, "Federal sector complaint processing manual."
- C. Title 5, United States Code (U.S.C.), Section 2302, "Prohibited personnel practices."
- D. EEOC MD 715, "Federal responsibilities under Section 717 of Title VII and Section 501 of the Rehabilitation Act," dated October 1, 2003.
- E. Title 44, CFR, Part 7, Subpart A, "Nondiscrimination in FEMA Programs – General"; Section 206.11, "Nondiscrimination in Disaster Assistance"; Part 16, "Enforcement of Nondiscrimination on the Basis of Handicap in Programs or Activities Conducted by the Federal Emergency Management Agency"; and Part 19, "Nondiscrimination on the Basis of Sex in Education Programs Receiving Federal Financial Assistance."
- F. EEOC Enforcement Guidance, No. 915.002, "Vicarious Employer Liability for Unlawful Harassment by Supervisors," dated June 18, 1999.

VII. Responsible Office

Office of Equal Rights

VIII. Supersession

This Directive supersedes Administrator's Policy Statement No. 2009-2, "Anti-Harassment and Retaliation," dated October 20, 2009.

IX. References

- A. Title VII of the Civil Rights Act of 1964, as amended.
- B. Age Discrimination in Employment Act (ADEA) of 1967.
- C. Rehabilitation Act of 1973.
- D. Americans with Disabilities Act (ADA) Amendments Act of 2008.
- E. Genetic Information Nondiscrimination Act (GINA) of 2008.
- F. Civil Rights Act of 1991.
- G. Public Law 107-174, Notification and Federal Employee Anti-Discrimination and Retaliation (NO FEAR) Act of 2002.

X. Questions

Questions pertaining to this Directive should be addressed to the FEMA Office of Equal Rights (OER) at (202) 646-3535.



Pauline Campbell
Director
Office of Equal Rights

Date: June 30, 2010



W. Craig Fugate
Administrator
FEMA

Date: June 30, 2010

TAB F-28

FD 112-14 - Equal Opportunity and Affirmative
Employment

EQUAL OPPORTUNITY AND AFFIRMATIVE EMPLOYMENT

I. Purpose

This Directive provides policy guidance and standards for establishing and maintaining effective affirmative programs of equal employment opportunity under Section 717 of Title VII of the Civil Rights Act of 1964 (Part A) and effective affirmative action programs under Section 501 of the Rehabilitation Act of 1973 (Part B). This Directive also sets forth general reporting requirements (Part C). Additional guidance and instructions for implementing the policies set forth herein will be issued separately.

II. Scope

Full managerial and supervisory support is expected in meeting the objectives of this program.

III. Supersession

This Directive supersedes Under Secretary's Policy No. 7-03 and all previous guidance on this subject.

IV. Authority

- A. Title VII of the Civil Rights Act of 1964, as amended.
- B. Section 717 of Title VII of 1964, as amended, 42 U.S.C. § 2000e-16
- C. Section 715 of Title VII, EEOC Management Directive 715 (MD-715)
- D. Section 703(k) of Title VII. EEOC Management Directive 715 (MD-715)
- E. 29 C.F.R §1604; 29 C.F.R. §1606; 29 C.F.R §1607; 29 C.F.R. §1608.4; 29 C.F.R. Part 1614; 29 C.F.R. §1614.601; 29 C.F.R. §1614.602; 29 C.F.R. §1690.
- F. Executive Order 11478, as amended; Executive Order 12106; Executive Order 12067; Executive Order 13145; Executive Order 13163; Executive Order 13164.
- G. Age Discrimination in Employment Act of 1967.
- H. Equal Pay Act of 1963, as amended.

- I. Section 501 of the Rehabilitation Act of 1973, as amended; Section 508 of the Rehabilitation Act, and Section 504 of the Rehabilitation Act of 1973
- J. The Architectural Barriers Act, 42 U.S.C. §4151
- K. Executive Order 11478 (Equal Employment Opportunity in the Federal Government, as amended).
- L. Title II of the Genetic Information Nondiscrimination Act of 2008.

V. Definitions

- A. Applicant: a person who applies for employment
- B. Barrier: An agency policy, principle, or practice or condition that limits or tends to limit employment opportunities for members of a particular gender, race, or ethnic background or for an individual (or individuals) based on disability status.
- C. Disability: for the purposes of statistics, recruitment, and targeted goals, the number of employees in the workforce who have indicated having a disability on an Office of Personnel Management Standard Form (SF) 256. For all other purposes, the definition contained in 29 CFR §1630.2 applies.
- D. Employees: Members of the agency's permanent or temporary work force, whether full or part-time and whether in competitive or excepted service positions.
- E. Employment Decision: Any decision affecting terms and conditions of an individual's employment, including but not limited to hiring, promotion, demotion, disciplinary action and termination.
- F. Reasonable Accommodation: Any modification or adjustment to the work environment, or to the manner or circumstances under which work is customarily performed, that enables an individual with a disability to perform the essential functions of a position or enjoy equal benefits and privileges of employment as are enjoyed by similarly situated individuals without a disability.
- G. Section 501 Program: The affirmative program plan that each agency is required to maintain under Section 501 of the Rehabilitation Act to provide individuals with disabilities adequate hiring, placement, and advancement opportunities.
- H. Section 717 Program: The affirmative program of equal employment opportunity that each agency is required to maintain for all employees and applicants for employment under Section 717 of Title VII of the Civil Rights Act of 1964.

VI. Responsibilities

A. Agency Administrator is responsible for the following:

1. Provide leadership and personal commitment to promote FEMA's organizational values and an open, collaborative, and discrimination-free work environment.
2. Ensure that the Agency maintains an effective Affirmative Employment and Diversity Management Program to continue its progress in reaching EEO, affirmative employment, and diversity management goals.

B. Office of the Chief Counsel (OCC):

1. Provides legal advice, guidance, and assistance in the areas of civil rights and affirmative employment and diversity management.
2. Ensures that the final disposition of discrimination complaints meet legal sufficiency standards and can withstand scrutiny on review by the EEOC, the Merit Systems Protection Board (MSPB), or Federal district courts.
3. Represents the agency in administrative hearings and appeals before the EEOC and MSPB and civil actions in Federal district court involving discrimination complaints filed by employees, former employees, and applicants for employment.
4. Represents the agency in the alternative dispute resolution (ADR) process or other stages of the discrimination complaint process when the complainant is represented by an attorney.

C. Office Chief Component Human Capital Officer (OCCHCO):

1. Promotes diversity management strategies and principles to increase organizational capacity in achieving the agency's mission and guides decisions and practices that impact equal opportunity.
2. Ensures EEO and affirmative employment and diversity management principles are an integral part of all personnel policies and practices and key planning systems governing the agency's operations and treatment of employees and applicants for employment.
3. Ensures, proactive recruitment and advancement of minorities, women, and individuals with disabilities to meet diversity management objectives and address identified barriers.
4. Develops and implements policies, procedures, and standards for the Federal Equal Opportunity Recruitment Program (FEORP) Plan, in accordance with the provisions of 5 U.S.C. 7201, and also with the provisions of the Disabled Veterans Affirmative Action Program (DVAAP).

D. Director, Office of Equal Right Rights:

1. Provides leadership and personal commitment to promote FEMA's organizational values and an open, collaborative, and discrimination-free work environment.
2. Recommends to the Administrator, Office Directors, and Regional Administrators, modification to or elimination of policies, procedures, or practices that give rise to valid complaints or that create or have the potential of creating a discriminatory work environment.
3. Provides overall guidance and direction for the development, implementation, and management of Affirmative Employment Programs to ensure compliance with applicable laws, rules, regulations, and guidance.
4. Makes recommendations to the Administrator and OCC, regarding the disposition of complaints, including settlements and final agency decisions, involving issues that may set precedent, impact policy, procedures, practices, and/or the manner in which the agency conducts business.
5. Provides guidance and direction on the conduct of programmatic assessments of the Agency to ensure compliance with EEOC's MD 715, FEORP Plan, and other applicable Federal affirmative employment and diversity management laws, rules, regulations, and guidance.
6. Ensures compliance with requests for standard and ad hoc reports or statistical data required by Congress, EEOC, MSPB, Office of Personnel Management (OPM), DOJ, or any other oversight agency.
7. Provides guidance and direction for the development, implementation, maintenance, and evaluation of the agency's administrative Employment Discrimination Complaint Process to ensure compliance with EEOC regulations at Title 29 of the Code of Federal Regulations, Part 1614 (29 CFR Part 1614), and EEOC's MD 110, "Federal Sector Complaints Processing Manual," and other applicable Federal personnel and EEO laws, rules, regulations, and guidance.

E. Office Directors and Regional Administrators:

1. Ensure that EEO and diversity management principles are an integral part of all personnel policies and practices governing the agency's operations and treatment of all employees and applicants for employment.
2. Promote FEMA's organizational values of integrity, service, openness, commitment, cooperation, excellence, respect, and expectations for an open, collaborative work environment as the guiding forces in reaching its EEO and affirmative employment and diversity management goals and promoting a discrimination-free work environment.
3. Ensure the proactive recruitment of minorities, women, and individuals with disabilities in coordination with the Office the Chief Component Human Capital Officer (OCCHCO).

4. Ensure that employees, supervisors, and managers receive required No FEAR Act training on their rights, protections, and remedies under anti-discrimination and whistleblower protection laws, rules and regulations, and the agency's Policy for Preventing and Eliminating Harassing Conduct in the Workplace.
5. Nominates EEO counselors and appoints advisory committee members and ensure that staff performing collateral duties as EEO counselors and advisory committee members receive guidance and training in coordination with the Office of Equal Rights.
6. Support the agency's efforts to provide for prompt, fair, and impartial processing of employment discrimination complaints filed under applicable civil rights statutes and to eliminate or modify policies, procedures, and practices that give rise to valid discrimination complaints filed under these statutes.

VII. Procedures

- A. Program accomplishments will be measured by periodic evaluations and corrective actions will be taken when warranted.

VIII. References

- A. Title VII of the Civil Rights Act of 1964, as amended.
- B. Age Discrimination in Employment Act (ADEA) of 1967.
- C. Rehabilitation Act of 1973.
- D. EEOC Management Directive 715 (MD-715)
- E. Americans with Disabilities Act (ADA) Amendments Act of 2008.
- F. Genetic Information Nondiscrimination Act (GINA) of 2008.
- G. Civil Rights Act of 1991.
- H. Public Law 107-174, Notification and Federal Employee Anti-Discrimination and Retaliation (NO FEAR) Act of 2002.

IX. Questions

Questions pertaining to this Directive should be addressed to the FEMA Office of Equal Rights (OER) at (202) 646-3535.

X. Responsible Office

The Office of Equal Rights is the responsible program office for overseeing and administration of the equal opportunity and affirmative employment policy for FEMA. Office of Equal Rights representatives can be reached at (202) 646-3535 or faxed to number (202) 646-4320.

XI. Forms Prescribed

None



Pauline C. Campbell

Director

Office of Equal Rights

TAB F-29

FEMA Anti-Harassment Program

FEMA Instruction 300-21-0001: *Anti-Harassment Program*

May 2021
Version 1.0



Lauren M. Kaufer
Director, Office of Professional Responsibility

May 26, 2021



FEMA

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Overview

This Instruction implements the Department of Homeland Security (DHS) Directive 256-01: *Anti-Harassment Program* and DHS Instruction 256-01-001: *Anti-Harassment Program* as required by DHS Policy Statement 256-06: *Anti-Harassment Policy Statement*.

This Instruction establishes the requirements for addressing and resolving allegations of prohibited harassment by a FEMA employee, or harassment of any FEMA employee by any employee, contractor, vendor, applicant, or other individual with whom FEMA employees come into contact by virtue of their work for DHS.

Purpose

Harassment is prohibited at the Federal Emergency Management Agency (FEMA), and the Agency is committed to providing a work environment free of discrimination and harassment. Consequently, FEMA prohibits harassment even if it does not rise to the level of harassment that violates the law. Although a single harassing utterance or act may not rise to a level that may be actionable under the law, it still has no place at FEMA.

Scope

1. This Instruction applies to all allegations or reports of harassment of or by civilian employees throughout FEMA pursuant to DHS Policy Statement 256-06, DHS Directive 256-01, and DHS Instruction 256-01-001.
2. Neither this Instruction nor any FEMA Anti-Harassment Program reporting procedure(s) affects an employee's right to file an Equal Employment Opportunity (EEO) complaint of harassment or discrimination. Reporting an allegation of harassment to FEMA's Anti-Harassment Program does not take the place of filing an EEO complaint with FEMA's Office of Equal Rights (OER) nor does it toll, or affect in any way, the deadlines or time limits associated with the EEO complaint process.
3. This Instruction is separate and apart from any collective bargaining agreement or statutory complaint process covering harassment.

Overarching Approach

This Instruction defines the roles and responsibilities of FEMA offices and personnel in delivering the Agency's Anti-Harassment Program. It further establishes the process for the receipt, investigation, and disposition of allegations and reports of harassment of or by civilian employees throughout FEMA pursuant to DHS Policy Statement 256-06, DHS Directive 256-01, and DHS Instruction 256-01-001.

Roles and Responsibilities

Outcome: *FEMA personnel understand the assigned roles and responsibilities of FEMA offices and managers in implementation of FEMA's Anti-Harassment Program.*

FEMA Administrator

The FEMA Administrator or their designee coordinates with the DHS Civil Rights and Civil Liberties (DHS CRCL) Officer or their designee to develop component-specific procedures for reporting harassment, responding to reports of harassment, and training all component employees (including specific training for supervisors, investigators, and specialists), in accordance with the DHS Anti-Harassment Policy Statement, DHS Directive 256-01, and DHS Instruction 256-01-001. The FEMA Administrator also identifies a Component Anti-Harassment Program Manager or Coordinator.

Director, Office of Professional Responsibility (OPR)

As the designated management official responsible for addressing employee misconduct and harassment, the OPR Director advises the FEMA Administrator, supervisors, and managers with respect to their responsibilities in: 1) responding to reports of harassment; and 2) working to prevent harassment in the workplace.

FEMA Anti-Harassment Program Manager or Coordinator

The FEMA Anti-Harassment Program Manager or Coordinator is a member of OPR, reporting to the OPR Deputy Director who ensures compliance with FEMA's Anti-Harassment Program and Reporting Procedures, consistent with the requirements of the DHS Anti-Harassment Policy Statement, DHS Directive 256-01, and DHS Instruction 256-01-001 by: 1) ensuring timely fact-findings; 2) ensuring allegations and instances of harassment are entered into the prescribed DHS reporting mechanism(s); 3) ensuring distribution of the DHS Anti-Harassment Policy Statement and FEMA Reporting Procedures; 4) ensuring appropriate FEMA anti-harassment training; and 5) annually reporting to DHS CRCL the overall number of harassment complaints received, and, separately, the number of sexual harassment complaints received as well as completion rate of mandatory anti-harassment training.

Chief Component Human Capital Officer (CCHCO)

The FEMA Chief Component Human Capital Officer works with the FEMA Anti-Harassment Program Manager or Coordinator to: 1) develop, disseminate and track completion of mandatory anti-harassment training; 2) develop and oversee post-inquiry procedures for decision makers and, when appropriate, advise on disciplinary action in instances where allegations of harassment are substantiated; and 3) work with managers and/or decision makers to identify and implement interim remedial measures when appropriate to ensure potentially harassing or retaliatory conduct does not occur while an investigation into alleged harassment is conducted.

FEMA Chief Counsel

The FEMA Chief Counsel advises OPR on legal standards regarding harassment, misconduct, and the investigative process. The Chief Counsel provides legal review, consultation, and guidance to the Office of the Chief Component Human Capital Officer (OCCHCO) regarding disciplinary actions and other employment actions which may be necessitated by harassment allegations.

FEMA Managers and Supervisors

FEMA managers and supervisors shall forward any reports of harassment they receive to OPR. Additionally, FEMA Managers and Supervisors are responsible for serving as decision makers if designated by senior management. Decision makers are a supervisor or other management official senior to the individual(s) accused of harassment, designated by senior management to address a particular allegation of harassment who, 1) implement appropriate interim measures if warranted, 2) make a determination as to whether prohibited harassment occurred based on the facts reported in an OPR Report of Investigation (ROI), and 3) after a determination that harassment has occurred, take corrective action as appropriate.

FEMA Personnel

FEMA personnel who are subjected to or witness harassment, even if it does not rise to the level of harassment prohibited by law, shall report the incident to FEMA OPR utilizing the process established in *Phase 1: Reporting of Harassment Allegations*. FEMA personnel shall make themselves available for interviews and information collection, shall provide signed statements upon request, and shall cooperate with OPR investigators conducting an authorized Anti-Harassment Program investigation.

What is Harassment?

Outcome: *FEMA personnel understand the definition of harassment, sexual harassment, and harassing behavior.*

Harassment

Harassment includes any unwelcome conduct that interferes with an individual's work performance or creates an intimidating, offensive, or hostile environment on the basis of an individual's race, color, religion, sex (including pregnancy, sexual orientation, gender expression, and gender identity), national origin, age, disability (including an individual's need for workplace reasonable accommodations), protected genetic information, marital status, parental status, political affiliation, prior protected EEO activity, or any other basis as provided by law ("protected basis").

Examples of Harassment

Examples of the types of unwelcome conduct on a protected basis prohibited by this Instruction include, but are not limited to epithets, slurs, stereotyping, ridicule, mockery or put downs, intimidating acts, bullying, acts of violence, actual or implied threats of violence, and the circulation or posting of written or graphic materials that show hostility toward individuals because of a protected basis. Unwelcome or harassing conduct also includes any intentional acts of intolerance committed against a person, a group of individuals, or property; motivated, in whole or in part, by an individual's bias against characteristics that are considered a protected basis as defined in DHS Directive 256-01, and which are intended to, or are more likely than not to, have the effect of intimidating others or inciting others to similar conduct. Further examples of prohibited conduct include the display, presentation, creation or depiction irrespective of size, type, or manner of display -- of symbols, photographs, images, or other printed or electronic material that would reasonably be construed to encourage oppression or hatred (e.g., a noose, swastika, or any other symbol widely identified with oppression or hatred).

Sexual Harassment

Sexual harassment is a form of harassment prohibited by the DHS Anti-Harassment Policy Statement and DHS Directive 256-01. Sexual harassment involves unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when:

1. Submission to or rejection of such conduct is made explicitly or implicitly a term or condition of one's employment or is used as a basis for career or employment decisions affecting that person; or
2. Such conduct interferes with an individual's work performance or creates an intimidating, hostile, or offensive work environment.

Other Forms of Prohibited Conduct

Although a single harassing utterance or act ("conduct") may not rise to a level of unlawful harassment, it still has no place at FEMA. Accordingly, the scope of conduct prohibited under the DHS Anti-Harassment Policy Statement, including such single acts, is broader than the scope of conduct made illegal under anti-discrimination statutes identified in DHS Directive 256-01.

Phase 1: Reporting of Harassment Allegations

Outcome: *FEMA personnel understand where to report harassment of or by FEMA employees.*

Procedures for Reporting

FEMA personnel who believe they have been subjected to, or have witnessed harassing conduct, are obligated to immediately report the matter through one or more of the following avenues:

1. Personnel may bring the concern to any supervisor or management official. Supervisors and management officials who receive reports of harassment must immediately forward those allegations to OPR; failure to do so is in violation of the DHS Anti-Harassment Policy Statement and is subject to discipline.
2. Personnel may report allegations to OPR. OPR will acknowledge receipt of the complaint to the complainant when sufficient contact information is provided.
 - Via email: FEMA-Misconduct@fema.dhs.gov
 - Via telephone: 833-TELL-OPR (833-835-5677)
 - Via mail: FEMA Headquarters, 400 C Street, SW, 7th Floor (7SW), Washington DC, 20472-3155
3. Personnel may report allegations to the [DHS Office of Inspector General](#) (OIG) via their [online hotline form](#).
4. Personnel may report allegations to the U.S. Office of Special Counsel at info@osc.gov or by phone at (202) 804-7000 and 1-800-872-9855

It is important to note that filing a harassment allegation with OPR does not preclude an employee from filing an EEO complaint with the FEMA OER. Filing an EEO complaint with OER is a separate process. An employee may report harassment to OPR and file an EEO complaint simultaneously.

Federal employees and applicants for employment should be aware that they must seek EEO counseling from OER within 45 calendar days of the alleged act of discrimination or harassment. Employees can contact OER via email or phone or visit [EEO Complaint Process | FEMA.gov](#) for more information.

- Via telephone: 202-212-3535
- Via email: FEMA-EqualRights@fema.dhs.gov

Avoiding Conflicts of Interest

1. Because the Anti-Harassment Program Manager or Coordinator and the officials responsible for supporting and supervising the functioning of the Anti-Harassment Program Manager or Coordinator are responsible for the management functions of publishing Anti-Harassment Procedures and conducting investigations regarding harassment reports, they are precluded from managing, advising, or overseeing the EEO-process.

2. FEMA's Anti-Harassment Program must avoid conflicts of interest in arranging for and/or conducting inquiries into reports of harassment. A conflict of interest exists where the individual alleged to have engaged in the harassing conduct oversees the FEMA Anti-Harassment Program or is a senior management official with indirect oversight of the FEMA Anti-Harassment Program. The FEMA Anti-Harassment Program Manager or Coordinator considers, in other situations, whether a conflict of interest exists, such that the FEMA Anti-Harassment Program could not reasonably be expected to conduct an impartial inquiry.
3. FEMA shall refer allegations that pose a conflict of interest to DHS CRCL for assignment to another DHS component anti-harassment program for purposes of conducting the fact-finding inquiry. After the inquiry is conducted, the fact-finding report is returned to FEMA OCCHCO for action pursuant to the provisions outlined above, unless the individual alleged to have engaged in the harassing conduct is the FEMA Administrator. In such cases, DHS CRCL consults with the Office of the General Counsel to identify an appropriate decision-maker.

Phase 2: Harassment Investigations

Outcome: FEMA personnel understand the process for investigating allegations or reports of harassment of or by FEMA employees.

Interim Remedial Measures

Upon receipt of an allegation or report of harassment, there may arise situations requiring interim remedial measures to prevent future incidents of the alleged harassment.

1. Upon receipt of an allegation or report of possible harassment, the FEMA Anti-Harassment Program Manager or Coordinator informs the appropriate management official(s) or supervisor(s) senior to the individual(s) accused of harassment and FEMA OCCHCO Labor Employee Relations (LER) Branch so that, where appropriate, managers may swiftly implement interim remedial measures to ensure potentially harassing or retaliatory conduct does not occur while the investigation into the allegations is conducted.
2. Before taking interim remedial measures or making a decision not to take interim remedial measures, managers or supervisors shall consult with OCCHCO LER and the Office of Chief Counsel (OCC). Action that is adverse or burdensome to the complainant is not an appropriate interim remedial measure.

OPR Investigations Division

FEMA's Anti-Harassment Program Manager or Coordinator refers allegations of harassment to the OPR Investigations Division to conduct a prompt, thorough,

and impartial investigation conducted by investigators who receive DHS CRCL-approved training.

1. Investigation is conducted as expeditiously as possible, normally within five (5) business days of receiving the case assignment, such that a determination as to whether any corrective action is needed can be made and such action effectuated as quickly as possible.
2. At a minimum, the investigator shall interview the individual who is alleged to have been harassed, the individual who is alleged to have engaged in the harassing conduct, and any witnesses with relevant information about the allegation. In addition, the OPR investigator shall collect any relevant documentary or physical evidence. After gathering all relevant evidence, the investigator shall prepare an OPR ROI.
3. OPR investigators develop a thorough, impartial OPR ROI containing sufficient information upon which the decision maker can reasonably determine whether harassment occurred, and a manager or supervisor can initiate corrective action when appropriate.

Phase 3: Post Inquiry Determination by the Decision Maker and Corrective Action

Outcome: FEMA personnel understand the role of managers and supervisors designated as the decision maker in making a determination of harassment based on the facts reported in an OPR ROI; the role of managers and supervisors in deciding what action(s) to take based on that determination; and the roles of the OCCHCO LER and OCC in supporting managers through the disciplinary process in instances where a harassment allegation or report is substantiated.

Post-Inquiry Determination

The supervisor or manager designated as the decision maker, in consultation with OCCHCO LER, promptly reviews the OPR ROI to determine whether conduct in violation of the DHS Anti-Harassment Policy Statement, DHS Directive 256-01, and/or DHS Instruction 256-01-001 occurred and transmits that determination to OCCHCO LER. OCCHCO LER coordinates with the appropriate manager(s) or supervisor(s) to decide whether corrective action is appropriate.

1. In cases where the decision maker concludes a violation of the DHS Anti-Harassment Policy Statement has occurred, the manager or supervisor consults with OCCHCO LER and OCC Personnel Law Branch (PLB) to determine if corrective action is necessary and to undertake appropriate corrective action.

2. In cases where the decision maker concludes that there was not a violation of the DHS Anti-Harassment Policy Statement, but investigation revealed misconduct or disruptive behavior, the decision maker reports that conclusion to the Anti-Harassment Program Manager or Coordinator. The manager or supervisor should then consult with OCCHCO LER to determine whether disciplinary action is warranted.

Decision on Corrective Action

Appropriate corrective action is proportionate to the severity of the harassment that occurred and is designed to ensure the harassment does not reoccur.

1. In instances where an OPR ROI reveals a violation of the Anti-Harassment Policy Statement, the decision maker consults with OCCHCO LER and OCC PLB to determine if corrective action is necessary and if so, to determine the appropriate level of corrective action.
2. Action that is adverse or burdensome to a victim of harassment is not appropriate corrective action.
3. OPR ROIs may reveal misconduct, including rude or disruptive behavior that does not constitute harassment in violation of the DHS Anti-Harassment Policy Statement. If decision makers determine such misconduct occurred, they should consult OCCHCO LER and OCC PLB to determine whether disciplinary action is appropriate.

Notifications

Once the decision maker has made a determination as to whether or not harassment has occurred, and the manager or supervisor has made a decision as to whether corrective action is necessary, the decision maker is required to make the following notifications:

1. Within 10 business days of making a decision as to whether corrective action is necessary, the decision maker notifies the individual who made the allegation of harassment whether corrective action was, will be, or will not be taken.
 - a. Decision makers **do not** inform the individual as to the specific nature of the adverse employment action taken (e.g., reprimand, suspension, removal, etc.).
2. For tracking purposes, decision makers inform the Anti-Harassment Program Manager or Coordinator of all corrective actions taken via OCCHCO LER. In instances in which no corrective action was taken, decision makers should provide a brief explanation of any decision not to take corrective action.

Post Decision Follow Up

In cases where the decision maker concludes a violation of the DHS Anti-Harassment Policy Statement occurred, the Anti-Harassment Program Manager or Coordinator shall follow-up with the individual who was harassed.

1. The Anti-Harassment Program Manager or Coordinator shall follow-up with the individual who was harassed within 90 days of that decision, absent extenuating circumstances.
2. At a minimum, the follow-up shall consist of ensuring harassing conduct has not recurred.
3. If the individual who was harassed raises new allegations of harassment or retaliation, the Anti-Harassment Program Manager or Coordinator shall process the new allegation(s) as set forth in the provisions above.

Additional Information

Review Cycle

FEMA Instruction 300-21-0001, *Anti-Harassment Program*, will be reviewed, reissued, revised, or rescinded within four years of the issue date.

Authorities

- A. Title 5, United States Code (U.S.C.) Section 2302, "Prohibited Personnel Practices"
- B. Title 42, U.S.C., Section 2000e et seq.
- C. Title 5, U.S.C., Chapter 75
- D. Title 29, U.S.C., Section 791 et seq.
- E. Title 29, U.S.C., Section 621 et seq.
- F. Title 42, U.S.C., Section 2000ff et seq.

References

- A. Equal Employment Opportunity Commission Management Directive 715, "Federal responsibilities under Section 717 of Title VII and Section 501 of the Rehabilitation Act" (October 1, 2003)
- B. Equal Employment Opportunity Commission, "Enforcement Guidance: Vicarious Employer Liability for Unlawful Harassment by Supervisors," No. 915.002 (June 18, 1999)
- C. DHS Delegation 19003, "Delegation to the Officer for CRCL for Matters Involving CRCL, Including Equal Employment Opportunity (EEO) and Workplace Diversity"
- D. DHS Policy Statement 256-06, "Anti-Harassment Policy Statement"
- E. DHS Directive 256-01, "Anti-Harassment Program"
- F. DHS Instruction 256-01-001, "Anti-Harassment Program"

- G. FEMA Delegation of Authority 106-13, “Delegation of Authority to the Office of Professional Responsibility”
- H. FEMA Directive 112-13, “Office of Professional Responsibility (OPR)”

Monitoring and Evaluation

FEMA OPR will maintain a record of questions and concerns raised by FEMA components related to the implementation of this directive to inform future revisions. Similarly, FEMA OPR will monitor and review any future revisions to DHS Policy Statement 256-06, *Anti-Harassment Policy Statement*, DHS Directive 256-01, *Anti-Harassment Program*, and DHS Instruction 256-01-001, *Anti-Harassment Program*, to determine if future revisions to this Instruction are required.

Questions

Direct questions to FEMA-OPR-ActionOffice@fema.dhs.gov.

TAB G:

Miscellaneous Material

TAB G-1

Letter of Authorization



FEMA

LETTER OF AUTHORIZATION OF EEO INVESTIGATOR

Date: February 7, 2025

EEO Investigator: LaKisha Wilson

Complainant: Max Meindl

Agency Case No.: HS-FEMA-02430-2024

Effective: This authorization is limited to 180 days from the date of this letter.

This authorization is issued by FEMA's Office of Civil Rights (OCR) pursuant to 29 CFR § 1614.108. It authorizes the aforementioned EEO Investigator to investigate the complaint of discrimination identified above. In accordance with 29 CFR § 1614.108, the EEO Investigator is authorized to:

- investigate all aspects of the complaint of discrimination, as defined in and limited to those issues identified in the Letter of Acceptance, to include a request to produce all records deemed by the EEO Investigator to be pertinent to the investigation.
Documents should be produced within 5 calendar days from the date of the request;
- require all agency personnel having relevant knowledge of the allegations to cooperate with the investigation and to furnish testimony. Cooperation includes timely response to request for interviews; timely production of documents; and timely return of signed affidavits. **EEO Investigators will promptly notify the agency of any instances of non-compliance;**
- administer oaths and require that the statements of witnesses be executed under oath or affirmation, without a pledge of confidentiality;
- ensure that third-party information, not relevant to the accepted claims, is sanitized prior to its inclusion into the Report of Investigation; and
- recommend to the Agency that an adverse inference may be drawn when the Complainant or Agency employees fail, without a showing of good cause, to respond fully and timely to a request for evidence, testimony, or to participate in the investigation.

The EEO Investigator is required to send electronic communications containing personal identifiable information (PII) or sensitive information to you in a password-protected document. PII is any information that permits the identity of an individual to be directly or indirectly inferred, including any information which is linked or linkable to an individual. This includes Sensitive PII, which is PII that if lost, compromised, or disclosed without authorization, could result in substantial harm, embarrassment, inconvenience, or unfairness to an individual. Likewise, you are required to securely transmit PII and sensitive information to the assigned investigator.

Examples of EEO-related documents which must be password-protected are affidavits and interrogatories (blank or completed), information regarding the allegations raised in the complaint, identity of parties to the complaint including witnesses, and other documents you receive from the EEO Investigator regarding the complaint. You must save PII and other sensitive information in a separate document and encrypt or password-protect it before transmitting via email. Send the password-protected document as an email attachment and provide the password to the EEO Investigator via separate transmission (e.g., via separate email).

If an EEO Investigator sends you documents containing PII or sensitive information via email without password protection, you must immediately report it to the assigned Case Manager or OCR's EEO Internal Civil Rights Director, Andrew Peck, as appropriate, who in turn will report it to the FEMA Privacy Office.

Should you have any questions regarding this authorization letter, please contact Alice R. Sumpter, Case Manager, at alice.sumpter@fema.dhs.gov.

Authorization provided by:

ALICE R
SUMPTER

Digitally signed by ALICE
R SUMPTER
Date: 2025.02.07
08:56:57 -05'00'

for/Leslie Saucedo
Director, Office of Civil Rights

TAB G-2

Document Request

REQUESTED DOCUMENTS

LaKisha Wilson
Business Decisions Information, Inc.



FEMA Complainant No: HS-FEMA-02430-2024

1. Workforce Profile for the Complainant's work unit identifying employees by name, job title, series, age and physical disability.
2. Complainant's position description
3. Training records for Complainant, Max Meindl for the past two years
4. Training records for RMO Anthony In, for the past two years.
5. Performance Evaluations for Complainant, Max Meindl for the past two years.
6. Organizational Chart
7. EEO Policy and Anti-Harassment
8. EEO Discrimination Policy
9. FEMA Manual regarding Overtime
10. FEMA Policy regarding employees being demobilized.
11. Employee Discipline Manual
12. Employee Relations – Addressing Performance
13. Any other documentation related to the early dismissal on time sheets, denial of RA request.
14. Complainants RA request
15. Complainant's termination letter
16. Policies: RA, telework, termination.
17. Training Records for Jodi Hunhter

REQUESTED DOCUMENTS

LaKisha Wilson
Business Decisions Information, Inc.
(704) 307-7399
lakisha.wilson@associates.fema.dhs.gov

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17. Training Records for Jodi Hunhter

18. Organizational Chart
19. Standard Conduct
20. Reservist Fact Sheet
21. Reservist Performance Management Directive
22. Reservist Program Directive
23. OCHO Fact Sheet PFT v TFT

All PII must be redacted from personnel documentation, to include Social Security Numbers, prior to the release to the Investigator. Please submit ONLY legible documentation; no illegible documentation will be accepted.

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TAB G-3

Investigative Plan of Max Meindl
(HS-FEMA-02430-2024)

INVESTIGATIVE PLAN

AGENCY CASE NO: HS-FEMA-02430-2024

1. COMPLAINANT INFORMATION:

Name:	Max Meindl
Address:	5 E. Austin St. Belville, TX 77418
Work Email:	max.meindl@fema.dhs.gov
Personal Phone:	832-293-3671 (cell) 202-374-9426
Job/series/grade:	Emergency Management Specialist Series 089, GS-12
Complainant's agency of employment:	Federal Emergency Management Agency TARA-Office of Civil Rights Washington, DC 20024
Representative:	Brent Smith 16516 El Camino Real #406 Houston, TX 77062 832-548-0350 brent@bwsmithlaw.com

2. DESCRIPTION OF COMPLAINT:

Complaint number:	HS-FEMA-02430-2024
Relevant dates:	
Dates of Alleged Discrimination:	January 2, 2024, July 10, 2024, and August 12, 2024
Date Formal Complaint Filed:	December 20, 2024
Places of Investigation:	Federal Emergency Management Agency Recovery/Public Assistance Remote, 500 C St. SW

Washington, DC 20024

Acknowledgement Letter:	December 23, 2024
Counselor's Report:	September 18, 2024
Letter of Acceptance:	January 8, 2025
Notice or Right to File	December 5, 2024
Date Investigation Requested by Agency:	January 16, 2024
Date Final ROI Submitted to Agency:	46 days from assurance of accepted IP
Investigative Method Used:	Telephonic interviews and written affidavits

Documents Received with Case:
Formal Complaint, Acknowledgement Letter, Acceptance Letter, Notice of Right to File, and EEO Counselor's Report

Accepted Issue and Basis: Whether Complainant, Emergency Management Specialist, (Applicant), of Bellville, TX was discriminated against based on disability (physical) and age (1951) by management when the following incidents occurred:

1. On August 16, 2024, Complainant's Reasonable Accommodation request was denied.
2. On January 6, 2025, Complainant was terminated.

3. **BURDEN OF PROOF:**

Disparate Treatment – Age

Prima Facie Case:

In order to establish a *prima facie* case for discrimination based on age (1951), and physical disability the Complainant must show:

1. Whether Complainant is 40 years of age or older at the time in question.
2. Whether Complainant was subjected to an adverse employment action;
3. Whether Complainant was treated less favorably than other younger, similarly situated employees, i.e., was accorded treatment different from that given to persons who are significantly younger.

Management's Response:

Whether management provides a legitimate, non-discriminatory reason for taking the action in question.

Pretext:

Whether there is direct or circumstantial evidence that management's reason for its treatment of Complainant is pretext for discrimination.

Disparate Treatment/Disability

Prima Facie Case:

1. Whether Complainant is a qualified individual with a disability.(regarded as or record of) If complainant alleges, he has an actual disability:
 - a. Whether Complainant has a physical or mental impairment.
 - b. Whether this impairment substantially limits Complainant's ability to perform a major life activity.
 - c. Whether Complainant is otherwise qualified. (i.e., whether Complainant meets the education, skills and experience requirements of the job.)
 - d. Whether Complainant can perform the essential functions of the position either with or without an accommodation.
2. Whether management was aware of Complainant's disability.
3. Whether Complainant was treated differently from similarly situated employees who were not disabled or who had different disabilities with regard to an employment action.
 - a. Whether compared employees were in the same chain of command.
 - b. Whether compared employees were in the same work unit.
4. Or whether there is direct evidence that shows discriminatory intent?

Management's Response:

Whether management articulated a legitimate, non-discriminatory reason for treating Complainant differently than other similarly-situated employees who were not disabled or who had different disabilities.

Pretext:

Whether there is direct evidence or circumstantial evidence that management's reasons are pretext for discrimination.

Model for Analysis Discharge/Disciplinary Action

Prima Facie Case

- 1) Complainant is a member of a protected group.
- 2) Was complainant qualified for the position s/he was performing?
- 3) Was the complainant satisfying the normal requirements of the position?
- 4) Was the complainant discharged or otherwise disciplined?
- 5) Was the complainant replaced by an employee outside the protected group or was s/he singled out for discharge or discipline while similarly situated employees were retained or not comparably disciplined

Is there direct evidence that shows discriminatory intent?

3) **REBUTTAL**

What did the agency say was the reason for disciplining complainant?

4) **PRETEXT**

Is there direct or circumstantial evidence that the agency's reason for discipline or discharge of complainant is pretextual? For example, did the agency treat other individuals with similar performance problems more favorably than complainant

Harassment

Prima Facie

Case: In order to establish a prima facie case for harassment, Complainant must show:

1. Complainant is member of protected group.
2. Complainant was subjected to harassment in the form of unwelcome verbal or physical conduct involving the protected class.
3. The harassment complained of was based on the statutorily protected class; and
4. The harassment affected a term or condition of employment and/or had the purpose or effect of unreasonable interfering with the work environment and/or creating an intimidating, hostile, or offensive work environment.
5. That management knew, or should have known of the harassment and failed to take immediate and appropriate corrective action within its control.

Affirmative Action Rebuttal for Harassment

Complainant unreasonably failed to take advantage of preventative or corrective opportunities provided by the Agency to avoid harm.

Disparate Treatment/Disciplinary Action/Removal

Prima Facie Case:

1. Whether Complainant is a member of a protected group.
2. Whether Complainant was qualified for the position she/he was performing.
3. Whether Complainant was satisfying the normal requirements of the position
4. Whether Complainant was discharged or otherwise disciplined.
5. Whether Complainant was replaced by an employee outside their protected group, or he/she was singled out for discharge or discipline while similarly situated employees were retained or not comparably disciplined. Or
6. Whether there is direct evidence that shows discriminatory intent.

Management's Response:

Whether management provides a legitimate, non-discriminatory reason for taking the action.

Pretext:

Whether there is direct or circumstantial evidence that management's reason for its treatment of Complainant is pretext for discrimination

4. RELIEF REQUESTED:

1. Virtual Deployment
2. A position that correlates to Complainant's knowledge and experience.

DESCRIPTION OF INVESTIGATION:

Investigator's Name:	LaKisha Wilson
Investigator's Telephone	704-307-7399
Number/Email	LaKisha.Wilson@associates.fema.dhs.gov
Company:	Business Decisions Information, Inc. 1500 Cherokee Trail SW Atlanta, Georgia 30331
Place of Investigation:	Federal Emergency Management Agency 400 C Street, SW Washington, DC 20024
Interview Technique:	Telephonic Interviews and Written Affidavits
Investigative Methods:	Affidavit with questions/answers after consulting with, and receiving approval from, the EID liaison
List of Witnesses:	Anthony In, Supervisory Emergency, (R-RC-PA), and any others found through the duration of the investigation.
Date Investigation Assigned:	April 12, 2024
Dates Investigation Conducted:	46 days after IP has been approved.

5. PRELIMINARY QUESTIONS:

Questions for Complainant:

1. What is your name, position, title, series, and grade?
2. Are you currently employed by FEMA?

3. How long have you been or were you employed with FEMA?
4. Please state your home address.
5. Who is your first line and second line supervisor? Please provide title and contact information.
6. How long have you been under their supervision?
7. Are you aware of the Agency's policy on discrimination and harassment?
8. When did you most complete No Fear Act Training
9. What is your age?
10. Was management aware of your age?
11. How was management aware of your age?
12. Was management aware of your physical disability?
13. How was management aware of physical disability?
14. Was the person responsible for the discriminatory issue under investigation aware of your race? If so, how and when did he/she become aware of your race?
15. Do you believe that you were treated differently than similarly situated individuals? If so, please explain? List their (basis)
16. State exactly, how you were discriminated based on age (1951), and physical disability.
17. Why do you contend that you were treated differently because of your age (1951) and physical disability?
18. Do you have any witnesses to support your contentions in this matter? Identify by name, title, email, and nature of information to be provided.
19. Did you notify that discrimination was unwelcome when you were subjected to discrimination based on age (1951), and physical disability? If so, who?
20. What actions were taken?
21. Did you inform management that you were being harassed?
22. If yes, when and who did you inform?
23. If yes, what actions were taken?
24. What are the essential functions of your position?
25. What are you seeking in resolution to this EEO complaint?

Whether Complainant, Emergency Management Specialist, (Applicant), of Bellville, TX was discriminated against based on disability (physical) and age (1951) by management when the following incidents occurred:

- 1. On August 16, 2024, Complainant's Reasonable Accommodation request was denied.**

26. Specifically, who denied your RA request? What reason was given for the denial? What did you request? Please explain.
27. Did you inform anyone in management that you were offended by this? If so, what response did you receive.
28. How were you harmed?
29. How did this affect your work environment?
30. Were you aware of similarly situated employees who were not denied their RA request. Please explain. Name employee and annotate by age and physical disability.
31. Why do you contend that you were treated differently because of age?
32. Why do you contend that you were treated differently because of physical disability?
33. Do you have any witnesses to support your contentions in this matter? Identify by name, title, email and nature of information to be provided.
34. Is there anyone else that you think we should speak with that may have direct knowledge of this issue?
35. If so, who and what information might they have? Please provide contact information.
36. Is there anything else that you care to add?

Whether Complainant, Emergency Management Specialist, (Applicant), of Bellville, TX was discriminated against based on disability (physical) and age (1951) by management when the following incidents occurred:

2. On January 6, 2025, Complainant was terminated

37. Specifically, who terminated you? Please name all of those involved in the termination.
38. Why were you issued a Notice of Termination of Appointment?
39. Do you agree with the reasons given for terminating your employment? Please explain
40. Who notified you of your termination?
41. Was this notification done verbally or in writing?
42. Had you been given prior notice to being terminated?
43. If so, when were you initial notified?
44. What were the requirements of your position?
45. Were you fully meeting these requirements?
46. If not, please discuss, including action you took to improve your performance.
47. Had you been counseled for performance issues during your Appointment?
48. If so, what were you counseled for?
49. Did your performance improve?
50. Were you ever placed on a performance improvement plan (PIP)?
51. If so, when and how long?

52. Are you aware of any other similar situated employees who were not terminated during this time?
53. Please identify by name, race, and prior EEO if known.
54. Why do you contend that you were treated differently because of your race?
55. Why do you contend that you were treated differently because reprisal?
56. Do you have any witnesses to support your contentions in this matter? Identify by name, title, email, and nature of information to be provided
57. 9. Do you have anything else to add?

Questions for Responsible Management Officials (RMO)

1. What is your name, position, title, series, and grade?
2. Are you employed by FEMA?
3. How long have you been employed with FEMA?
4. How long have you held your current position?
5. Who is your first line and second line supervisor? Please provide title and contact information.
6. Are you aware of the agency's policy on discrimination?
7. Are you aware of the agency's policy on anti-harassment? When was the last time you took harassment training?
8. When did you most recently complete No Fear Act training?
9. For the record, what is your age and do you have a disability?
10. How do you know Complainant?
11. How would you describe your working relationship with Complainant?
12. What are the essential functions of Complainant's position?
13. Were you aware of Complainant's age?
14. If so, how'd you become aware?
15. Did you subject the Complainant to discrimination based on age and physical disability?
16. What actions, if any were taken by management, including an investigation in Complainant's harassment was conducted?

Whether Complainant, Emergency Management Specialist, (Applicant), of Bellville, TX was discriminated against based on disability (physical) and age (1951) by management when the following incidents occurred:

- 1. On August 16, 2024, Complainant's Reasonable Accommodation request was denied.**

17. Are you the management official that denied the Complainant's Reasonable Accommodation request on August 16, 2024?
18. If so, please explain your reason for doing so.
19. If not, are you aware of who may have done so?
20. Are you aware what prompted the Complainant's request to be denied on

August 16, 2024?

21. Who was responsible for processing the Complainant's reasonable accommodation request?
22. What was the reasonable accommodation request that was made by the Complainant?
23. How and to whom did the Complainant make the request for a reasonable accommodation?
24. Did the Complainant properly submit the reasonable accommodation request?
25. When did the Complainant submit the request for a reasonable accommodation?
26. What is the agency's policy regarding being responsive and processing a reasonable accommodation request in a timely matter? Was the policy followed?
27. How long should it take to process a request for a reasonable accommodation?
28. Have any of the Complainant's requests for a reasonable accommodation been granted? If yes, what were the circumstances?
29. Did you consult with anyone else in management, human resources or employee relations concerning this issue?
30. If so, whom did you consult?
31. If so, when and what was discussed?
32. If so, what response did you receive?
33. Was the Complainant's Disability a factor in management denying him his reasonable accommodation?
34. Was the Complainant treated fairly and consistent with the Agency's policy and procedures?
35. Is there anyone else you would like us to speak with that might have direct knowledge of this incident?
36. If yes, please provide names and contact information as well as the direct knowledge they might provide.
37. Is there anything else you would care to add?

Whether Complainant, Emergency Management Specialist, (Applicant), of Bellville, TX was discriminated against based on disability (physical) and age (1951) by management when the following incidents occurred:

2. On January 6, 2025, Complainant was terminated

38. Why was Complainant terminated on January 6, 2025?
39. What was your role in this action?
40. Who else was involved in Complainant's termination?
41. Was Complainant fully qualified for his position?
42. What were the requirements of Complainant's position?
43. Was Complainant fully meeting these requirements?
44. If not, please discuss, including actions took to improve his performance.
45. Had Complainant been counseled for performance issues during his appointment?

46. If so, what was he counseled for?
47. Were others treated differently who were not members in the Complainant's protected class? If so, please name and explain why.
48. Did Complainant's age and/or physical disability have anything to do with your actions in this matter?
49. In the past two years, who else have you terminated annotated by name, age and physical disability.
50. Do you have any witnesses to support your contentions in this matter?
51. Identify by name, title, email, and nature of information to be provided.

Questions for Witnesses

1. What is your name, position, title, series, and grade?
2. Are you employed by FEMA?
3. How long have you been employed with FEMA?
4. How long have you held your current position?
5. Who is your first line and second line supervisor? Please provide title and contact information.
6. How long have you been under their supervision?
7. Are you aware of the agency's policy on discrimination?
8. Are you aware of the agency's policy on anti-harassment?
9. When did you most recently complete No Fear Act training?
10. How do you know Complainant?
11. How would you describe your working relationship with him?
12. For the record, what is your age?
13. Have you been involved in any EEO activity? If so, in what capacity?
14. Were you aware of Complainant's race?
15. If so, how'd you become aware?
16. Were you aware of Complainant's EEO activity?
17. If so, how did you become aware?
18. Did the Complainant inform you that he believe he was being harassed?
19. If yes, when?
20. If yes, what did he say?
21. Did you ever witness Complainant being harassed?
22. If yes, when and by whom was he harassed?
23. If yes, describe what occurred?

Whether Complainant, Emergency Management Specialist, (Applicant), of Bellville, TX was discriminated against based on disability (physical) and age (1951) by management when the following incidents occurred:

- 1. On August 16, 2024, Complainant's Reasonable Accommodation request was denied.**

24. What direct knowledge do you have regarding management denying the Complainant's Reasonable Accommodation request on August 16, 2024?

25. Did Complainant speak with you about this matter?
26. If so, when and what was discussed?
27. Do you believe that Complainant's age and physical disability were factors in the Complainant being denied their Reasonable Accommodation request on August 16, 2024?
28. Is there anyone else that you think we should speak with that may have direct knowledge of this matter?
29. If so, who and what information might they have? Please provide contact information.
30. Is there anything else that you care to add?

Whether Complainant, Emergency Management Specialist, (Applicant), of Bellville, TX was discriminated against based on disability (physical) and age (1951) by management when the following incidents occurred:

2. On January 6, 2025, Complainant was terminated

31. What direct knowledge do you have regarding management terminating the Complainant based on age and physical disability?
36. Did Complainant speak with you about this matter?
37. If so, when and what was discussed?
38. Do you believe that age and physical disability were factors in management requesting the Complainant be terminated on January 6, 2025?
39. Is there anyone else that you think we should speak with that may have direct knowledge of this matter?
40. If so, who and what information might they have? Please provide contact information.
41. Is there anything else that you care to add?

1. REQUESTED DOCUMENTS:

1. Workforce Profile for the Complainant's work unit identifying employees by name, job title, series, age and physical disability.
2. Complainant's position description
3. Training records for Complainant, Max Meindl for the past two years
4. Training records for RMO Anthony In, for the past two years.
5. Performance Evaluations for Complainant, Max Meindl for the past two years.
6. Organizational Chart
7. EEO Policy and Anti-Harassment

8. EEO Discrimination Policy
9. FEMA Manual regarding Overtime
10. FEMA Policy regarding employees being demobilized.
11. Employee Discipline Manual
12. Employee Relations – Addressing Performance
13. Any other documentation related to the early dismissal on time sheets, denial of RA request.
14. Complainants RA request
15. Complainant's termination letter
16. Policies: RA, telework, termination.

All PII must be redacted from personnel documentation, to include Social Security Numbers, prior to the release to the Investigator. Please submit ONLY legible documentation; no illegible documentation will be accepted.

TAB G-4

Hiring Basics FAQ

FEMA Hiring Basics: Frequently Asked Questions

The Federal government's hiring practices differ from the private sector's due to legal and regulatory requirements. FEMA's hiring practices and authorities also vary from many Federal agencies due to the uniqueness of our mission. This FAQ will help to answer common questions regarding our employee types and hiring practices.

What's the difference between a Stafford Act employee and a Title V employee? How about a CORE and a PFT? What other types of employees does FEMA hire?

Stafford Act Employees

FEMA's Cadre of On-Call Response and Recovery Employees (COREs) are hired under the authority of the Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act). COREs are term employees, meaning they are appointed to time-limited appointments of two to four years. CORE appointments may be extended for additional two to four-year terms if the following conditions are met: 1) the need for the position continues, 2) funding for the position continues, and 3) the individual serving on the appointment is performing their duties satisfactorily.

FEMA has other types of employees hired under the authority of the Stafford Act, that include Reservists, Local Hires, Incident Management COREs (IMCOREs), and Incident Management Assistance Teams (IMATs). The details of these employee types are described below:

- **Reservists** – Reservists are temporary employees hired on intermittent work schedules. They work, and are paid, only when deployed to a disaster.
- **Local Hires** – Local Hires are temporary employees hired on intermittent work schedules. They are hired to work a specific disaster for up to 120 days with the possibility of extensions.
- **IMCOREs** – IMCOREs are full-time employees appointed to two-year terms. They typically have a duty station of their Residence of Record (their home) and are expected to deploy to disasters most of the year.
- **IMATs** – IMATs are full-time employees appointed to four-year terms. They have unique deployment requirements as they are typically some of the first employees deployed to a disaster.



FEMA

The [Stafford Act](#) allows FEMA to hire its COREs, IMCOREs, IMATs, Reservists, and Local Hires (collectively referred to as Stafford Act Employees) as Excepted Service employees, outside of the usual Federal hiring laws of Title V of the United States Code. Both Title V and the Excepted Service are described in more detail below. FEMA primarily hires employees into Stafford Act positions because, as Excepted Service employees, they can be selected using an expedited hiring process. Since FEMA's mission during disasters is time sensitive, expedited hiring using Stafford Act positions allow us to meet our mission more efficiently. Veterans' Preference selection rules do not apply when hiring Stafford Act Employees. Stafford Act Employees' salaries are paid out of the Disaster Relief Fund.

Title V Employees

FEMA also hires Competitive and Excepted Service employees under the authorities of Title V of the United States Code, which are the standard hiring laws and regulations for most Federal agencies. Most of the employees FEMA hires under Title V are full-time employees on permanent appointments (i.e. not a time-limited appointment). For short, we refer to these employee types as Permanent Full-Time employees (PFTs). PFT employees' salaries are paid out of annual Federal appropriations as opposed to the Disaster Relief Fund. PFTs hired under Title V may be in the Competitive Service or the Excepted Service depending on the way they were appointed. Both the Competitive Service and the Excepted Service is explained in greater depth below.

What is the difference between the Competitive Service and the Excepted Service?

Competitive Service

The Competitive Service is the collective name for civil service positions in the Federal government that are subject to the civil service laws and regulations set by the President or by the Office of Personnel Management (OPM). Title V of the United States Code governs Competitive Service employment across the Federal government. Competitive Service positions require applicants to compete through a structured and competitive process and are subject to Veterans' Preference selection rules. At FEMA, only PFT positions are eligible to be in the Competitive Service. An employee must serve a one-year probationary period upon initial appointment into a Competitive Service position and are considered to be Career-Conditional for the first three years of service. Upon completion of those three years, employees are converted from a Career-Conditional to a Career appointment. Employees who obtain Career status gain life-time reinstatement rights, which means that they may apply to Merit Promotion vacancies (i.e. vacancies open to the Federal Competitive Service) instead of competing against all United States citizens and being subject to Veterans' Preference selection rules (i.e. Delegated Examining vacancies). Merit Promotion vacancies and Delegated Examining vacancies are discussed further below.

Excepted Service

The Excepted Service is a broad Federal employment category that encompasses any Federal or civil service positions that can be appointed using separate laws and regulations from the usual Competitive Service laws and regulations that are found in Title V. The Stafford Act is a law, separate from Title V, that grants special hiring authority to FEMA. All of FEMA's Stafford Act positions are hired into the Excepted Service. Under Title V, there are also many government-wide Excepted Service (non-competitive) hiring authorities that fall outside of the Competitive

Service laws, such as Schedule A for Persons with Disabilities and the 30% Disabled Veteran hiring authority. Some Excepted Service appointing authorities may, under certain conditions, allow for conversion to the Competitive Service. There are also Excepted Service categories that do not allow for conversion to the Competitive Service, such as attorney positions. Therefore, FEMA may have PFT employees in the Competitive or Excepted Service, depending on how they were appointed.

What method does FEMA use to identify and hire Stafford Act Employee candidates?

Stafford Act Employees may be hired by two methods: 1) a Name Request, or 2) a Job Opportunity Announcement (JOA). The method for filling a vacant Stafford Act position is determined by the hiring manager.

Name Requests for Stafford Act Positions

If the hiring manager has a qualified candidate in mind for a vacant Stafford Act position, the JOA recruitment process can be bypassed, and the candidate may be selected via a Name Request. For a Name Request, the Office of the Chief Component Human Capital Officer (OCCHCO) must also verify that the candidate is qualified for the position. Once the hiring manager identifies a candidate, then the hiring process described below is followed.

Recruitment from a JOA for Stafford Act Positions

If the hiring manager does not have a qualified candidate in mind, then the position will be advertised using a JOA. The use of a JOA allows for a process whereby all applicants can apply to a vacancy posted on USAJobs.gov. Stafford Act JOAs generally do not require applicants to meet defined eligibility requirements, except that applicants are required to be United States citizens. Veterans' Preference laws do not apply to Stafford Act JOAs. Hiring managers may limit the Area of Consideration (meaning "who may apply") to only current FEMA employees or only current employees of their organization depending on the nature of a position. OCCHCO reviews all applicants who apply to a JOA and refers qualified candidates to the hiring managers on a Certificate of Eligibles (cert). Once the hiring manager makes a selection from a cert, then the hiring process described below is followed.

What method does FEMA use to identify and hire PFT/Title V employee candidates?

PFT positions may be selected using two methods: 1) a non-competitive appointment, or 2) a JOA. The hiring manager determines the method to fill a vacant PFT position.

Non-Competitive Appointment for PFT/Title V Positions

The rules surrounding a PFT non-competitive (Excepted Service) appointment are more stringent than the rules for a Stafford Act Name Request. To use a non-competitive appointing authority the candidate, or selectee, must meet the eligibility criteria under the laws and regulations of the non-competitive appointing authority (e.g. Schedule A for Persons with Disabilities or the 30% Disabled Veteran hiring authority), as well as the qualification requirements for

the position. Once a hiring manager identifies a candidate that is both eligible under a non-competitive appointing authority and qualified, then the hiring manager can move forward with the usual hiring process, described below.

Recruitment from a JOA for PFT/Title V Positions

If the hiring manager does not have a non-competitive eligible candidate in mind, then they will recruit using a JOA. On the PFT/Title V side, hiring managers generally have two options for JOAs: Delegated Examining JOAs or Merit Promotion JOAs:

- **Delegated Examining** – Delegated Examining (DE) JOAs are open to all United States citizens and are subject to Veterans' Preference selection laws. DE vacancies are typically chosen for entry-level positions, or for positions requiring highly specialized skills that can be obtained outside of the Federal government. Specialized experience requirements for a DE JOA must be skills and abilities applicants can obtain outside of the Federal government.
- **Merit Promotion** – Merit Promotion (MP) JOAs are open to current or former employees of the Competitive Service of the Federal government. When choosing to announce a MP vacancy, hiring managers may choose a narrow or broad Area of Consideration, depending on the requirements of the vacancy. Examples of a narrow Area of Consideration include JOAs open only to current FEMA Competitive Service employees or current DHS Competitive Service employees. A broad Area of Consideration would be open to all Competitive Service employees in the Federal government. When an MP JOA is open to all Competitive Service employees of the Federal government, FEMA typically also allows candidates with non-competitive eligibility (such as Schedule A or 30% Disabled Veterans) to also apply. Applicants should carefully read the "Who May Apply" section of a MP JOA to determine if they are eligible to apply for the posted vacancy.
 - **Disaster Recovery Reform Act** - The Disaster Recovery Relief Act (DRRA) allows Stafford Act Employees who have worked 78 or more consecutive pay periods with 64 or more hours of paid time in each pay period, with no breaks in service since August 1, 2014, to compete in MP JOAs.

What are the steps of the hiring process?

For Title V and Stafford Act JOAs - OCCHCO confirms candidates' qualifications and eligibility (if required) prior to referring candidates to hiring managers on a cert. Once the hiring managers identify their selection from the cert and return it to OCCHCO, the tentative offer phase, described below, will begin.

Stafford Act Name Request Actions - The hiring manager must submit a Name Request Memorandum including a narrative to support the selection of the chosen candidate. Upon receipt of the selection package OCCHCO will review the candidate's resume to ensure the candidate is qualified.

Title V Non-Competitive Actions – The hiring manager will submit the selection package to OCCHCO, including all documentation supporting the selectee's eligibility under a non-competitive hiring authority. OCCHCO will review the candidate's resume and eligibility documentation to ensure the candidate is both eligible and qualified.

Next, OCCHCO will issue a Tentative Job Offer (TJO) to the selectee. The TJO is contingent on a favorable background and security check. All positions at FEMA are subject to at least a public trust background check, and some

positions may warrant Secret, Top Secret, or Top Secret/SCI clearance. OCCHCO will submit the selectee's package to Personnel Security, who will conduct the background check. After OCCHCO receives approval from Personnel Security on the background check, OCCHCO issues the Final Job Offer and sets the selectee's Entrance on Duty (EOD) date or start date.

How long does the recruitment process take?

The Federal hiring process can be quite lengthy due to of the levels of review required. Stafford Act Name Request actions and Title V non-competitive appointment actions expedite the process because they remove the necessity and time involved with posting a JOA. Generally, Name Requests and non-competitive appointment actions take approximately one to two months from the time the hiring manager submits the selection package to OCCHCO to the selectee's EOD. The JOA process is longer and could take from one month to several months from the date candidates submit their resumes to the selectee's EOD. If a position requires Secret, Top Secret, or Top Secret/SCI security clearance, the recruitment process will likely take even longer due to the time it takes to obtain the security clearance.

Will OCCHCO communicate with candidates throughout the process?

OCCHCO notifies applicants at various touchpoints when the JOA process is used. Applicants to a JOA will receive email notifications 1) when their applications are received; 2) when they are deemed either qualified, not qualified, ineligible, or if they have an incomplete application package; 3) if they are referred to the hiring managers; and 4) if they are selected or not selected. If selected, OCCHCO then presents a temporary job offer (TJO) to the chosen candidate and continuously communicates with the candidate while they navigate through the final stages of the process, including completing required paperwork, salary setting, and the security process. A final job offer (FJO) and proposed start date is also communicated to the selectee once all the required paperwork is received and in good order, and after security clearance is successfully obtained (if required).

In the Name Request process, OCCHCO communicates with the employee primary from the TJO to FJO phases described above.

Who can a candidate contact to get feedback on an application upon receipt of a "Not Qualified" or "Not Selected" email?

Every JOA on USAJobs.gov lists the HR Specialist who can be contacted for additional information. If you would like feedback on why you were not deemed not qualified, you may reach out to the HR Specialist indicated on the JOA. Typically, candidates are deemed not qualified because their resumes did not clearly demonstrate the specialized experience requirements listed in the JOA.

Unfortunately, OCCHCO cannot provide information on why candidates were not selected after being referred. Hiring managers decide who they want to interview from the list of referred candidates and decide who they want to select. Hiring managers do not share with OCCHCO who they interview or why they select one candidate over the others.

What can candidates do to make their resume stand out?

First, candidates should ensure their resume clearly reflects one full year of the specialized experience indicated in the JOA. HR Specialists are not permitted to “read between the lines” or assume a candidate has certain experience based solely upon use of a job title in a resume or application. Candidates are recommended to tailor their resume to the position they are applying to.

Candidates should ensure the dates in their employment history are clearly indicated. Ideally, a resume should list dates of employment in a MM/DD/YYYY to MM/DD/YYYY format, but if the day is not available, the MM/YYYY to MM/YYYY format is acceptable. If an HR Specialist cannot clearly determine whether a candidate’s experience meets the length of service required, the candidate will be disqualified even if their experience is otherwise qualifying.

If a candidate has Federal experience, the resume should clearly indicate the grade for each position and the dates of employment for each grade. The resume builder on USAJobs.gov ensures resumes include all necessary information; if candidates are unsure of how to draft a resume, use the resume builder.

Some JOAs require additional documentation at the time of submission, such as transcripts or eligibility documentation. Candidates should ensure all required documents are uploaded and submitted within the specified deadlines. If a candidate is a current or former Federal employee, the most recent Standard Form-50 (SF-50), that is not an award SF-50, that accurately reflects grade and salary should be included. Read each JOA carefully to determine the required documentation.

Additional Information

For additional information on drafting a resume for a Federal vacancy, please visit the [USAJobs](#) or [DHS](#) resume writing centers.

For additional information about applying to jobs at FEMA, please visit [FEMA Careers](#).

TAB G-5

Workforce Profile

Name_Employee_Full	EMPLOYEE-TYPE	POSITION_OFFICIAL_TITLE
[REDACTED]	IC CORE	ARCHITECT
[REDACTED]	DC CORE	EMERGENCY MANAGEMENT SPECIALIST
[REDACTED]	DC CORE	EMERGENCY MANAGEMENT SPECIALIST
[REDACTED]	DC CORE	EMERGENCY MANAGEMENT SPECIALIST (RECOV
[REDACTED]	IC CORE	EMERGENCY MANAGEMENT SPECIALIST
[REDACTED]	DC CORE	EMERGENCY MANAGEMENT SPECIALIST
[REDACTED]	IC CORE	CORE PROGRAM SUPPORT ASSISTANT
[REDACTED]	IC CORE	SUPV EMERGENCY MGMT SPEC(RECOVERY)
[REDACTED]	DC CORE	EMERGENCY MANAGEMENT SPECIALIST
[REDACTED]	DC CORE	EMERGENCY MANAGEMENT SPECIALIST
[REDACTED]	DC CORE	SUPERVISORY EMERGENCY MANAGEMENT SPEC.
[REDACTED]	IC CORE	EMERGENCY MGMT SPEC (RECOVERY)
[REDACTED]	IC CORE	EMERGENCY MANAGEMENT SPECIALIST
[REDACTED]	DC CORE	EMERGENCY MANAGEMENT SPECIALIST
[REDACTED]	IC CORE	EMERGENCY MANAGEMENT SPECIALIST
[REDACTED]	IC CORE	SUPV EMERGENCY MGMT SPEC(RECOVERY)
[REDACTED]	DC CORE	EMERGENCY MANAGEMENT SPECIALIST
[REDACTED]	DC CORE	EMERGENCY MANAGEMENT SPECIALIST (RECOV
[REDACTED]	IC CORE	SUPV EMERGENCY MGMT SPEC(RECOVERY)
[REDACTED]	DC CORE	EMERGENCY MANAGEMENT SPECIALIST
[REDACTED]	DC CORE	EMERGENCY MANAGEMENT SPECIALIST
[REDACTED]	IC CORE	CORE PUBLIC ASSISTANCE SPECIALIST
[REDACTED]	DC CORE	EMERGENCY MANAGEMENT SPECIALIST
[REDACTED]	IC CORE	EMERGENCY MANAGEMENT SPECIALIST
[REDACTED]	DC CORE	EMERGENCY MANAGEMENT SPECIALIST
[REDACTED]	Perm FT	EMERGENCY MGMT SPEC LST (RECOVERY)
[REDACTED]	DC CORE	EMERGENCY MANAGEMENT SPECIALIST
[REDACTED]	IC CORE	SUPV EMERGENCY MGMT SPEC(RECOVERY)
[REDACTED]	IC CORE	CORE-ADMIN SUPPORT ASST
[REDACTED]	IC CORE	EMERGENCY MANAGEMENT SPECIALIST
[REDACTED]	IC CORE	EMERGENCY MGMT SPECIALIST (RECOVERY)
[REDACTED]	IC CORE	EMERGENCY MANAGEMENT SPECIALIST

	IC CORE	EMERGENCY MGMT SPECIALIST (RECOVERY)
	IC CORE	EMERGENCY MANAGEMENT SPECIALIST
	IC CORE	EMERGENCY MGMT SPECIALIST (RECOVERY)
	IC CORE	CORE-EMERGENCY MANAGEMENT SPECIALIST (
	IC CORE	CORE-EMERGENCY MANAGEMENT SPECIALIST (
	IC CORE	EMERGENCY MANAGEMENT SPECIALIST
	IC CORE	EMERGENCY MGMT SPECIALIST (RECOVERY)
	DC CORE	EMERGENCY MANAGEMENT SPECIALIST
	Perm FT	EMERGENCY MGMT SPECLST (RECOVERY)
	Perm FT	EMERGENCY MGMT SPECLST (RECOVERY)
	IC CORE	EMERGENCY MANAGEMENT SPECIALIST
	IC CORE	EMERGENCY MGMT SPECIALIST (RECOVERY)
	DC CORE	EMERGENCY MANAGEMENT SPECIALIST
	DC CORE	EMERGENCY MANAGEMENT SPECIALIST
	IC CORE	EMERGENCY MGMT SPEC (RECOVERY)
	DC CORE	EMERGENCY MANAGEMENT SPECIALIST
	IC CORE	EMERGENCY MANAGEMENT SPECIALIST
	DC CORE	EMERGENCY MANAGEMENT SPECIALIST
	IC CORE	EMERGENCY MANAGEMENT SPECIALIST
	IC CORE	EMERGENCY MANAGEMENT SPECIALIST
	IC CORE	CORE-ADMIN SUPPORT ASST
	IC CORE	EMERGENCY MANAGEMENT SPECIALIST
	IC CORE	SUPERVISORY EMERGENCY MANAGEMENT SPECI
	IC CORE	EMERGENCY MANAGEMENT SPECIALIST
	IC CORE	EMERGENCY MANAGEMENT SPECIALIST
	Perm FT	CIVIL ENGINEER
	Perm FT	CIVIL ENGR
	IC CORE	ARCHITECT
	DC CORE	EMERGENCY MANAGEMENT SPECIALIST (RECOV
	DC CORE	EMERGENCY MANAGEMENT SPECIALIST
	IC CORE	CORE-EMERGENCY MANAGEMENT SPECIALIST (
	IC CORE	EMERGENCY MANAGEMENT SPECIALIST
	DC CORE	EMERGENCY MANAGEMENT SPECIALIST
	DC CORE	SUPERVISORY EMERGENCY MANAGEMENT SPEC.

[REDACTED]	DC CORE	SUPERVISORY EMERGENCY MANAGEMENT SPEC.
[REDACTED]	DC CORE	EMERGENCY MANAGEMENT SPECIALIST
[REDACTED]	IC CORE	SUPERVISORY EMERGENCY MANAGEMENT SPECI
[REDACTED]	IC CORE	EMERGENCY MANAGEMENT SPECIALIST (RECOV
[REDACTED]	IC CORE	EMERGENCY MANAGEMENT SPECIALIST
[REDACTED]	IC CORE	EMERGENCY MANAGEMENT SPECIALIST
[REDACTED]	IC CORE	EMERGENCY MANAGEMENT SPECIALIST
[REDACTED]	IC CORE	SUPERVISORY EMERGENCY MANAGEMENT SPECI
[REDACTED]	IC CORE	EMERGENCY MANAGEMENT SPECIALIST (RECOV
[REDACTED]	DC CORE	EMERGENCY MANAGEMENT SPECIALIST
[REDACTED]	DC CORE	EMERGENCY MANAGEMENT SPECIALIST
HUNTER, JODI E	DC CORE	SUPERVISORY EMERGENCY MANAGEMENT SPECI
[REDACTED]	IC CORE	EMERGENCY MANAGEMENT SPECIALIST
IN, ANTHONY T	DC CORE	SUPERVISORY EMERGENCY MANAGEMENT SPEC.
[REDACTED]	DC CORE	EMERGENCY MANAGEMENT SPECIALIST (RECOV
[REDACTED]	DC CORE	EMERGENCY MANAGEMENT SPECIALIST
[REDACTED]	DC CORE	EMERGENCY MANAGEMENT SPECIALIST
[REDACTED]	IC CORE	EMERGENCY MANAGEMENT SPECIALIST
[REDACTED] L	DC CORE	EMERGENCY MANAGEMENT SPECIALIST
[REDACTED]	IC CORE	EMERGENCY MANAGEMENT SPECIALIST
[REDACTED]	DC CORE	EMERGENCY MANAGEMENT SPECIALIST
[REDACTED]	IC CORE	EMERGENCY MANAGEMENT SPECIALIST
[REDACTED]	DC CORE	EMERGENCY MANAGEMENT SPECIALIST
[REDACTED]	IC CORE	EMERGENCY MANAGEMENT SPECIALIST
[REDACTED]	Perm FT	EMERGENCY MGMT SPEC LST (RECOVERY)
[REDACTED]	IC CORE	EMERGENCY MANAGEMENT SPECIALIST
[REDACTED]	IC CORE	CORE-ADMIN SUPPORT ASST
[REDACTED]	IC CORE	SUPV EMERGENCY MGMT SPEC(RECOVERY)
[REDACTED]	IC CORE	INSURANCE SPECIALIST
[REDACTED]	DC CORE	EMERGENCY MANAGEMENT SPECIALIST
[REDACTED]	IC CORE	ADMV SPEC LST
[REDACTED]	DC CORE	EMERGENCY MANAGEMENT SPECIALIST
[REDACTED]	DC CORE	EMERGENCY MANAGEMENT SPECIALIST

[REDACTED]	IC CORE	EMERGENCY MANAGEMENT SPECIALIST
[REDACTED]	IC CORE	EMERGENCY MANAGEMENT SPECIALIST
[REDACTED]	DC CORE	EMERGENCY MANAGEMENT SPECIALIST
[REDACTED]	IC CORE	EMERGENCY MANAGEMENT SPECIALIST
[REDACTED]	DC CORE	EMERGENCY MANAGEMENT SPECIALIST
[REDACTED]	Perm FT	CIVIL ENGINEER
[REDACTED] T	Perm FT	CIVIL ENGR
[REDACTED]	IC CORE	EMERGENCY MANAGEMENT SPECIALIST (RECOV
[REDACTED]	DC CORE	EMERGENCY MANAGEMENT SPECIALIST
[REDACTED]	DC CORE	EMERGENCY MANAGEMENT SPECIALIST
[REDACTED]	DC CORE	SUPERVISORY EMERGENCY MANAGEMENT SPEC.
MEINDL, MAX	DC CORE	EMERGENCY MANAGEMENT SPECIALIST
[REDACTED]	IC CORE	EMERGENCY MANAGEMENT SPECIALIST
[REDACTED]	DC CORE	EMERGENCY MANAGEMENT SPECIALIST
[REDACTED]	DC CORE	EMERGENCY MANAGEMENT SPECIALIST
[REDACTED]	IC CORE	EMERGENCY MANAGEMENT SPECIALIST
[REDACTED]	IC CORE	EMERGENCY MANAGEMENT SPECIALIST
[REDACTED]	IC CORE	EMERGENCY MANAGEMENT SPECIALIST
[REDACTED]	IC CORE	EMERGENCY MANAGEMENT SPECIALIST
[REDACTED]	IC CORE	EMERGENCY MANAGEMENT SPECIALIST
[REDACTED]	IC CORE	CORE PROGRAM SUPPORT ASSISTANT
[REDACTED]	IC CORE	EMERGENCY MANAGEMENT SPECIALIST
[REDACTED] E	IC CORE	EMERGENCY MANAGEMENT SPECIALIST
[REDACTED]	IC CORE	SUPERVISORY EMERGENCY MANAGEMENT SPECI
[REDACTED]	DC CORE	EMERGENCY MANAGEMENT SPECIALIST
[REDACTED]	DC CORE	EMERGENCY MANAGEMENT SPECIALIST
[REDACTED]	IC CORE	EMERGENCY MANAGEMENT SPECIALIST
[REDACTED]	IC CORE	EMERGENCY MANAGEMENT SPECIALIST
[REDACTED]	IC CORE	EMERGENCY MANAGEMENT SPECIALIST
POWELL [REDACTED]	IC CORE	EMERGENCY MGMT SPEC (RECOVERY)
[REDACTED]	DC CORE	EMERGENCY MANAGEMENT SPECIALIST
[REDACTED]	DC CORE	EMERGENCY MANAGEMENT SPECIALIST
[REDACTED]	DC CORE	EMERGENCY MANAGEMENT SPECIALIST
REYER [REDACTED]	Perm FT	SUPV EMS (RECOVERY)
[REDACTED]	IC CORE	EMERGENCY MANAGEMENT SPECIALIST

[REDACTED]	IC CORE	EMERGENCY MGMT SPEC (RECOVERY)
[REDACTED]	IC CORE	SUPV EMERGENCY MGMT SPEC(RECOVERY)
[REDACTED]	IC CORE	EMERGENCY MANAGEMENT SPECIALIST
[REDACTED]	IC CORE	EMERGENCY MGMT SPECIALIST (RECOVERY)
[REDACTED]	IC CORE	CORE-ADMIN SUPPORT ASST
SA [REDACTED]	Perm FT	SUPV EMS (RECOVERY)
[REDACTED] A	IC CORE	EMERGENCY MANAGEMENT SPECIALIST
[REDACTED]	IC CORE	EMERGENCY MANAGEMENT SPECIALIST
[REDACTED]	IC CORE	EMERGENCY MANAGEMENT SPECIALIST
[REDACTED]	IC CORE	SUPV EMERGENCY MGMT SPEC(RECOVERY)
[REDACTED]	DC CORE	EMERGENCY MANAGEMENT SPECIALIST
[REDACTED]	DC CORE	EMERGENCY MANAGEMENT SPECIALIST
[REDACTED] R	DC CORE	EMERGENCY MANAGEMENT SPECIALIST
SIMKO, DONALD	Perm FT	SUPERVISORY EMERGENCY MANAGEMENT SPECI
[REDACTED] D	IC CORE	CORE-EMERGENCY MANAGEMENT SPECIALIST (
[REDACTED]	DC CORE	EMERGENCY MANAGEMENT SPECIALIST
[REDACTED]	DC CORE	EMERGENCY MANAGEMENT SPECIALIST
[REDACTED]	DC CORE	EMERGENCY MANAGEMENT SPECIALIST
[REDACTED]	IC CORE	GEN ENGR
[REDACTED]	DC CORE	EMERGENCY MANAGEMENT SPECIALIST
[REDACTED]	IC CORE	EMERGENCY MANAGEMENT SPECIALIST
[REDACTED]	DC CORE	EMERGENCY MANAGEMENT SPECIALIST
[REDACTED]	DC CORE	EMERGENCY MANAGEMENT SPECIALIST (RECOV
[REDACTED]	DC CORE	SUPERVISORY EMERGENCY MANAGEMENT SPEC.
S [REDACTED]	DC CORE	EMERGENCY MANAGEMENT SPECIALIST
[REDACTED]	IC CORE	EMERGENCY MANAGEMENT SPECIALIST
[REDACTED]	IC CORE	EMERGENCY MANAGEMENT SPECIALIST
[REDACTED]	IC CORE	EMERGENCY MANAGEMENT SPECIALIST
[REDACTED]	IC CORE	EMERGENCY MANAGEMENT SPECIALIST
[REDACTED]	DC CORE	EMERGENCY MANAGEMENT SPECIALIST
[REDACTED] C	IC CORE	CORE-RECORDS MANAGEMENT TECHNICIAN (OA
[REDACTED]	DC CORE	EMERGENCY MANAGEMENT SPECIALIST
[REDACTED]	DC CORE	EMERGENCY MANAGEMENT SPECIALIST

[REDACTED]	IC CORE	EMERGENCY MANAGEMENT SPECIALIST (MITIG
[REDACTED]	IC CORE	EMERGENCY MANAGEMENT SPECIALIST
[REDACTED]	IC CORE	EMERGENCY MANAGEMENT SPECIALIST
[REDACTED]	IC CORE	EMERGENCY MGMT SPECIALIST (RECOVERY)
[REDACTED]	IC CORE	CORE-EMERGENCY MANAGEMENT SPECIALIST (
[REDACTED]	DC CORE	EMERGENCY MANAGEMENT SPECIALIST (RECOV
[REDACTED]	DC CORE	EMERGENCY MANAGEMENT SPECIALIST (RECOV
[REDACTED]	DC CORE	EMERGENCY MANAGEMENT SPECIALIST
[REDACTED] L	DC CORE	EMERGENCY MANAGEMENT SPECIALIST (RECOV
[REDACTED]	IC CORE	SUPERVISORY EMERGENCY MANAGEMENT SPECI
[REDACTED]	IC CORE	EMERGENCY MANAGEMENT SPECIALIST
[REDACTED]	DC CORE	EMERGENCY MANAGEMENT SPECIALIST (RECOV
[REDACTED]	IC CORE	CIVIL ENGR
[REDACTED]	IC CORE	SUPV EMERGENCY MGMT SPEC(RECOVERY)
[REDACTED]	DC CORE	EMERGENCY MANAGEMENT SPECIALIST (RECOV
[REDACTED]	Perm FT	EMERGENCY MGMT SPECLST (RECOVERY)
[REDACTED]	IC CORE	SUPV EMERGENCY MANAGEMENT SPECIALIST
[REDACTED]	IC CORE	SUPERVISORY EMERGENCY MANAGEMENT SPECI
[REDACTED]	IC CORE	EMERGENCY MANAGEMENT SPECIALIST

OCC_Series_Code_and_Descr	Age	Disability_Status	ORG_CODE	ORG_CODE_LEVEL_2_SHORT
0808-ARCHITECTURE	47	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	63	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	63	Non-Targeted Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	52	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	55	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	71	No Disability	CB9106000302000000	Regional Offices
0303-MISCELLANEOUS CLERK & ASSISTANT	62	Non-Targeted Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	55	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	55	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	68	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	48	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	64	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	35	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	41	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	67	Non-Targeted Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	58	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	36	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	36	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	71	Non-Targeted Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	45	Non-Targeted Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	66	No Disability	CB9106000302000000	Regional Offices
0301-MISCELLANEOUS ADMINISTRATION & PROGRAM	66	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	64	Not Identified	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	27	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	67	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	49	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	64	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	47	No Disability	CB9106000302000000	Regional Offices
0303-MISCELLANEOUS CLERK & ASSISTANT	53	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	62	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	62	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	34	No Disability	CB9106000302000000	Regional Offices

0089-EMERGENCY MANAGEMENT	34	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	55	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	55	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	60	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	43	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	85	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	85	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	40	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	58	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	58	Non-Targeted Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	53	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	53	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	54	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	54	Targeted Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	69	Targeted Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	47	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	57	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	63	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	63	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	46	No Disability	CB9106000302000000	Regional Offices
0303-MISCELLANEOUS CLERK & ASSISTANT	51	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	37	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	57	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	55	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	32	No Disability	CB9106000302000000	Regional Offices
0810-CIVIL ENGINEERING	44	No Disability	CB9106000302000000	Regional Offices
0810-CIVIL ENGINEERING	44	No Disability	CB9106000302000000	Regional Offices
0808-ARCHITECTURE	57	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	44	Not Identified	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	53	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	47	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	54	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	59	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	43	No Disability	CB9106000302000000	Regional Offices

0089-EMERGENCY MANAGEMENT	54	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	63	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	50	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	48	Non-Targeted Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	50	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	58	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	47	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	47	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	64	Non-Targeted Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	55	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	58	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	62	Not Identified	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	39	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	51	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	69	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	66	Non-Targeted Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	44	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	33	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	66	Non-Targeted Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	34	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	51	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	51	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	49	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	56	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	56	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	35	No Disability	CB9106000302000000	Regional Offices
0303-MISCELLANEOUS CLERK & ASSISTANT	43	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	33	Non-Targeted Disability	CB9106000302000000	Regional Offices
1101-GENERAL BUSINESS AND INDUSTRY	30	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	64	No Disability	CB9106000302000000	Regional Offices
0301-MISCELLANEOUS ADMINISTRATION & PROGRAM	55	Not Identified	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	44	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	60	No Disability	CB9106000302000000	Regional Offices

0089-EMERGENCY MANAGEMENT	61	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	44	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	64	Non-Targeted Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	62	Targeted Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	56	No Disability	CB9106000302000000	Regional Offices
0810-CIVIL ENGINEERING	55	No Disability	CB9106000302000000	Regional Offices
0810-CIVIL ENGINEERING	55	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	76	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	27	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	32	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	45	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	73	Non-Targeted Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	39	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	62	Non-Targeted Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	63	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	47	Not Identified	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	32	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	32	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	60	Non-Targeted Disability	CB9106000302000000	Regional Offices
0303-MISCELLANEOUS CLERK & ASSISTANT	64	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	64	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	57	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	57	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	56	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	56	Targeted Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	47	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	45	Targeted Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	62	Non-Targeted Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	62	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	37	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	63	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	28	Non-Targeted Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	50	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	61	No Disability	CB9106000302000000	Regional Offices

0089-EMERGENCY MANAGEMENT	55	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	57	Not Identified	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	29	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	29	No Disability	CB9106000302000000	Regional Offices
0303-MISCELLANEOUS CLERK & ASSISTANT	53	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	58	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	53	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	50	Non-Targeted Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	46	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	46	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	54	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	67	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	66	Non-Targeted Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	50	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	40	Non-Targeted Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	38	Non-Targeted Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	38	Not Identified	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	37	No Disability	CB9106000302000000	Regional Offices
0801-GENERAL ENGINEERING	52	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	40	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	37	Non-Targeted Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	41	Not Identified	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	64	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	64	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	52	Non-Targeted Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	52	Non-Targeted Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	57	Non-Targeted Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	43	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	31	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	64	No Disability	CB9106000302000000	Regional Offices
0303-MISCELLANEOUS CLERK & ASSISTANT	61	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	36	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	48	Non-Targeted Disability	CB9106000302000000	Regional Offices

0089-EMERGENCY MANAGEMENT	69	Non-Targeted Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	27	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	38	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	38	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	40	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	61	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	48	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	59	Non-Targeted Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	67	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	67	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	37	Non-Targeted Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	45	No Disability	CB9106000302000000	Regional Offices
0810-CIVIL ENGINEERING	53	Targeted Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	67	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	65	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	63	Not Identified	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	63	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	66	No Disability	CB9106000302000000	Regional Offices
0089-EMERGENCY MANAGEMENT	54	Non-Targeted Disability	CB9106000302000000	Regional Offices

Region Six	Recovery Division	Public Assistance Branch
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TAB G-6

Organizational Chart Field Ops

