



FEMA Qualification System Guide

September 2015



FEMA

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CHAPTER 1: INTRODUCTION

The Post-Katrina Emergency Management Reform Act of 2006 tasked the Federal Emergency Management Agency (FEMA) to set standards for credentialing all emergency managers, including the FEMA incident management workforce. The FEMA Qualification System (FQS) was established and implemented to fulfill this requirement.

FQS includes the process for qualification and certification of members of the incident management workforce. The purpose of the system is to:

- enhance interoperability by standardizing the qualifications with a credentialing system established to ensure consistency in training, skill identification, and deployable assets for positions across the Agency, and
- ensure that FEMA personnel are ready and able to fulfill their responsibilities immediately, competently, and professionally.

FQS lays out the position requirements and progression for Incident Management (IM) positions for the 23 FEMA cadres, ensures that employees are trained appropriately, provides duty specific experience, appropriate to the position, and defines clear expectations of roles and responsibilities.

FQS is a performance-based qualification system designed to be a fair and equitable system that gives employees the opportunity to gain knowledge and skills, ensures employees demonstrate and document their abilities to perform in a specific IM position, provides a clear progression path, and encourages every employee to achieve his or her own IM goals.

For the purpose of this document, the “FQS Program” is composed of the FQS Unit, the Data Management Team, and the Incident Workforce Management Division (IWMD). This group works in concert to support the IM workforce through FQS by answering questions related to individual progression; providing employees and cadre management access to records and data for Position Task Book (PTB) completion; lending support to employees, liaisons, and the Qualification Review Board (QRB) by reviewing and compiling complete packages for submission to obtain FQS Positions and Decision Letters; and assisting employees with general inquiries related to FQS.

Purpose

This guide is intended to assist employees in their understanding of their roles and the responsibilities of cadre management in the FQS qualification and certification processes and the steps required to maneuver through the system. This guide also provides definitions of employee statuses within the system and the support systems that will help to ensure that employees are successful in their IM positions.

This document is a user guide for FQS. It provides information on FQS overall and then walks the reader through each step of the FQS process, including required FQS experience, required training, demonstrated performance, the certification process, and becoming qualified. The document also provides other information that is relevant to employees once they have become qualified.

Applicability and Scope

This document applies to FEMA and FEMA Corps¹ personnel with an IM position, those responsible for executing and administering FQS, those who verify FQS processes, those who monitor and track the qualification status, and those assisting personnel with their role in the FQS process.

This guide does not apply to personnel other than FEMA employees. Individuals who supplement FEMA's workforce but do not require FQS qualification or certification are as follows: FEMA Local Hires, Surge Capacity Force, and Technical Specialists.

Foundational Documents and Authorities

The following foundational documents guide FQS:

- Robert T. Stafford Disaster Relief and Emergency Assistance Act, Pub. L. No. 93- 288, as amended, 42 U.S.C. Section 5121-5207
- Homeland Security Act of 2002 section 510, 6 U.S.C. section 320
- Post-Katrina Emergency Management Reform Act (PKEMRA) of 2006, Pub. L. No. 109-295
- Code of Federal Regulations (CFR), Title 44, Emergency Management and Assistance (2009)
- Homeland Security Presidential Directive 5, Management of Domestic Incidents
- Presidential Policy Directive 8: National Preparedness (2011)
- National Response Framework, May 2013
- National Disaster Recovery Framework, September 2011
- National Incident Management System, December 2008
- FEMA Publication 1, November 2010
- FEMA Strategic Plan—Fiscal Years 2014-2018
- Incident Workforce Cadre Management - FEMA Directive 010-9
- FEMA Deployment Directive – FEMA Directive 010-8
- FEMA Incident Management and Support Keystone, January 2011
- FEMA National Credentialing and Resource Typing Program Charter

¹ FEMA Corps is a robust force multiplier for FEMA and all tenets and requirements of FQS apply to FEMA Corps. FEMA Corps personnel are issued PTBs and receive FQS titles, but do not count against cadre force structure numbers.

- FEMA Cadre Management Guide, October 2014

Review and Revision

The *FQS Guide* will be reviewed, at a minimum, every three years. Progression flow charts, qualification sheets, and PTBs may be reviewed annually; see appendix A for more information. The Incident Workforce Executive Steering Committee (IWESC) will maintain oversight and approval authority on all revisions.

Employee Types

FEMA's workforce is comprised of several employee types:

- Cadre of On-call Response and Recovery Employees (CORE)
- Incident Management CORE (IM CORE)
- Permanent Full-Time (PFT)
- Reservist
- Temporary Full-Time (TFT)

For the purposes of this guide, the term Full-Time Equivalent (FTE) includes PFT, TFT, and CORE employees.

Position Categories

In accordance with the FEMA Administrator's vision where every employee is an emergency manager, every FEMA employee will be assigned to one of four position categories: Incident Management, Incident Support, Ancillary Support, or Mission Essential. These position categories are defined as:

- Incident Management (IM) – disaster field operations staff
- Incident Support (IS) – National or Regional Response Coordination Center staff
- Ancillary Support (AS) – staff deployed in place at normal duty station to support disaster operation (may be deployed if mission dictates)
- Mission Essential (ME) – staff required to maintain mission essential functions

This guide focuses only on obtaining and maintaining an IM position title.

Incident and Position Typing

In accordance with the *FEMA Incident Management and Support Keystone*, incidents are categorized into three levels based on impact, size, and complexity. Level III is the least complex, while level I is the most complex. Typically, Federal Coordinating Officers and Command and General Staff positions are typed I, II, or III, which corresponds to the incident levels to which they are qualified to be assigned. Individuals occupying typed positions must meet all required qualifications and demonstrate the ability to manage at the commensurate

incident level. An employee certified as qualified under FQS for a typed position may work in any incident at or below his or her type level. For example, employees qualified for Type III positions may serve only on level III incidents, while Type I staff members may serve on level I, II, or III incidents.

CHAPTER 2: OVERVIEW OF THE FEMA QUALIFICATION SYSTEM

FQS establishes the system for qualification and certification for the FEMA IM workforce through experience, training, and demonstrated performance. FQS requires FEMA employees who work in IM positions to be certified by FEMA. Qualification and certification processes provide consistent standards for every IM position at FEMA while also professionalizing the entire IM workforce. By establishing qualification standards that are consistent across the Agency, FQS helps to ensure that FEMA employees have the knowledge, training, skills, and experience to perform in their IM positions. FQS also helps employees by providing a pathway for IM development. Figure 1 shows the steps of the FQS process from required experience through qualification. This guide provides details on each of these steps.

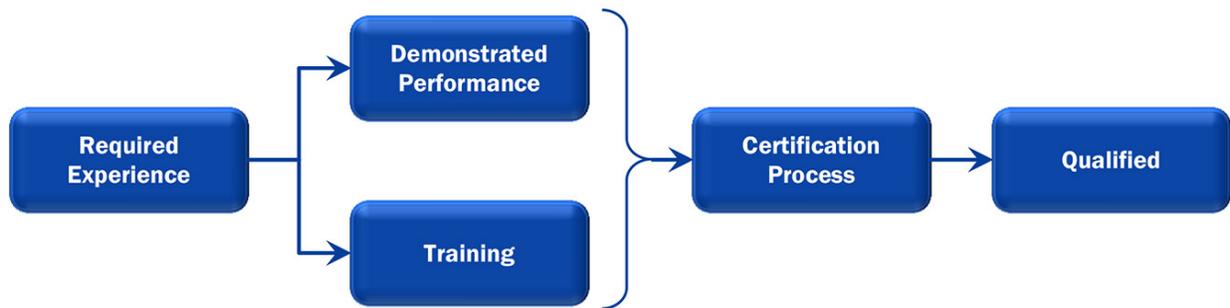


Figure 1: A diagram presenting the FEMA Qualification System

Foundations of FQS

As introduced earlier, the three foundational elements of FQS are required FQS experience, FQS training, and demonstrated performance. This chapter will provide an overview of the qualification process by describing each of these and introducing the main components of FQS.

- Required FQS experience refers to any FQS position(s) at which an individual must be qualified prior to being issued a PTB for their primary position.
- FQS training requirements refer to training courses that are generally relevant to FEMA IM work or specifically needed to perform in a specific cadre or position.
- Demonstrated performance refers to a trainee/candidate's ability to successfully perform his or her duties in a specific IM position independently. The trainee/candidate learns during a coaching phase and is then evaluated performing the actions required by the position.

Incident Management Position Status

Certification is the process that formally qualifies an employee for a specific IM position. Qualifications are based on standards established for the position and documented in the PTB and the position qualification sheet.

Every employee with an IM position title is classified in one of the following three proficiency levels:

- **Trainee:** an individual who has been issued a PTB for the first time. A trainee does not hold any FQS qualification.
- **Qualified:** an individual who has completed the process for qualification and has received a certification letter from his or her Certifying Authority (CA).
- **Candidate:** an individual who holds an FQS qualification and who also has been selected by the Certifying Official (CO) to pursue an additional FQS title. The individual is both qualified at the currently held position(s) and a candidate for another.

As shown in figure 2, an employee who enters FQS as a trainee for a specific position works toward qualification at that position. Once qualified, the employee may become a candidate for an additional FQS position. The candidate retains the original primary qualification until achieving qualification in the next position.

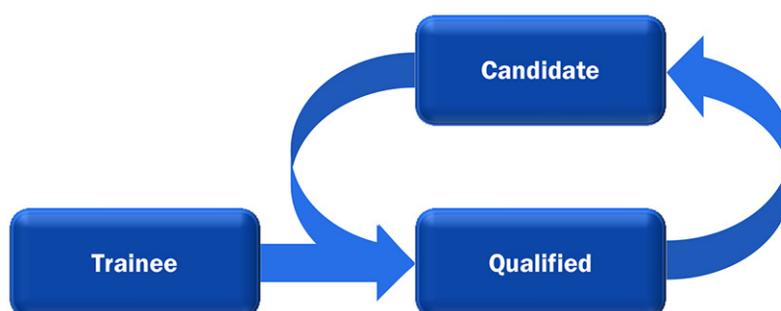


Figure 2: FQS status types

Selecting an FQS Position Title

As mentioned in chapter 1, every FEMA employee is an emergency manager and must be categorized as IM, IS, AS, or ME. While IS, AS, and ME positions are generally closely related, if not directly related, to a steady-state position, IM positions are available in all 23 cadres and for some FTE employees their IM position may not necessarily align with their regular duty position.

Individuals should consider their personal interests, experience, and goals before applying for an FQS IM position. Cadre progression flow charts, qualification sheets, and the PTBs can provide information on the duties and the progression opportunities for each position. The process for being assigned an IM position title varies depending on employment type.

Progression Flow Charts

Progression flow charts provide an overall picture of all the cadre positions and the path to leadership positions. Each cadre has an IM progression path so employees may progress from the specialist level up to the highest-level position within that cadre. Once an employee achieves the qualifications for a given position and is certified, he or she may request consideration to advance to other levels along his or her IM progression path.

Advancement to higher levels within FQS is not automatic, and employees should evaluate their interests, values, work styles, and skills and coordinate with their supervisor of record to develop a path of advancement that is appropriate for them. They may decide to remain at their current level or request consideration for advancement. Progression is also dependent on cadre needs within the defined force structure. Some positions do not lead to higher positions. (See chapter 4 for more information on progression flow charts.)

Qualification Sheets

Trainees/candidates should review the qualification sheets for the position they are pursuing, as well as the sheets for the positions lower in their progression, to ensure that they have completed all required courses. FEMA has other training and educational requirements not included in the qualification sheets, such as Agency mandatory training, which must be performed as well. (See chapter 5 for more information on qualification sheets.)

The qualification sheet for each IM position lists the following information, as applicable:

- Required FQS Experience
- Required Training
- Professional Certifications
- Other Positions That Will Maintain Currency (Provided the individual is already qualified in that position)
- Other Training That Supports Development of Knowledge and Skills

Position Task Books

PTBs are the portion of the system that tracks demonstrated performance. A PTB must be officially issued to an employee by a CO in order for progress to be recorded. Each PTB is specific to a single IM position. Each PTB contains multiple tasks which must be successfully demonstrated to a designated Coach-Evaluator. Each task must be signed off on by a Coach-Evaluator who is qualified in the position that he or she is coaching-evaluating as either a

primary or subordinate title. The Coach-Evaluator also has to complete the required course-work and be approved by the cadre. It is the employee's responsibility to keep up with his or her individual progress in the officially issued PTB. All officially issued PTBs will have a tracking number on the front cover. (See chapter 6 for more information on PTBs and Coach-Evaluators.)

Certification Process that Leads to Qualification

Once completed and reviewed by the final evaluator, the PTB is sent by the trainee/candidate to the FQS program to begin the certification process. Each cadre reviews employee qualification packages individually for certification. This review is conducted in the context of all other eligible trainee/candidate packages and force structure to qualify the best individual. Successful completion of a PTB does not guarantee that a trainee/candidate will be certified for a position. Employee qualification packages are reviewed individually, but they are also reviewed against the packages of other eligible trainee/candidates to select and qualify the best individual to fill available force structure. (See chapter 7 for more information on the certification process.)

CHAPTER 3: OBTAINING AN INITIAL POSITION TITLE

Requesting an Initial Position Title

The process of selecting and assigning an initial FQS position title depends on the individual's employment status. The processes differ because Reservist and some FTE employees are hired for a specific IM position that is known from the onset. Other FTE employees are hired for a steady-state position and may hold an IM title as a collateral duty. Usually an employee will be initially assigned as a trainee, and the appropriate PTB will be issued for the identified position title. Occasionally, an employee will be considered qualified when hired; this will be handled by his or her cadre on a case-by-case and based upon a variety of factors including: education, prior experience, familiarity with FEMA, etc.

Reservist and FTEs hired for IM

As stated above, Reservists and some FTEs are hired to fill a specific IM position.² Upon hiring, initial qualifications will be determined by the cadre based on the employee's prior job experience, education, and competencies.

For employees entering directly into supervisory positions, their certification package must be reviewed by the QRB prior to qualification, even if initially hired as qualified for the position by the hiring authority. More information on the certification process can be found in chapter 7, and appendix B has a full listing of positions that require QRB approval.

Other FTEs

FTEs hired for a steady-state position and not for a specific IM position will not be assigned an IM position and should discuss their goals, strengths, and interests with their supervisor of record in order to pursue cadres and initial FQS positions. To determine which IM position to pursue, prior to the discussion with their supervisor of record:

- Headquarters FTE employees should contact FEMA-FQS-Program@fema.dhs.gov to get:
 - an overall view of the available positions
 - the requirements associated with the various positions
- Regional FTE employees should contact their Regional IWMD Liaison / IWMD Team Lead to get:
 - an overall view of the available positions
 - positions that align with regional needs
 - the requirements associated with the various positions

² IM COREs are hired into a specific IM position title, therefore in order to progress must be *hired* into the next higher position.

Once the employee selects an IM position, he or she should submit a completed Employee Request Form that includes the signature of his or her supervisor of record to FEMA-FQS-Program@fema.dhs.gov. The signature of the supervisor of record ensures that the FTE's day-to-day supervisor is aware of the FTE's intent, understands the FTE will be deployed to incidents, and knows the FTE will be required to attend IM position specific training.

The completed Employee Request Form is reviewed by the FQS Program and forwarded to the Cadre Coordinator. The Cadre Coordinator reviews the documents and forwards to the CO who also reviews the document and elects to issue a trainee PTB or to decline the request. If the employee has demonstrated that he or she is already qualified for the position based on previous experience that is documented in the request package, the CO forwards the package to the CA with a certification recommendation.

In some cases, employees may request middle or upper-level position titles as their initial position. These requests must be substantiated by documented education, experience, and performance included with their Employee Request Form. Additionally, requests for supervisory positions must be reviewed by the QRB (see Appendix B: Positions that Require QRB Review for more information.)

Receipt of a PTB

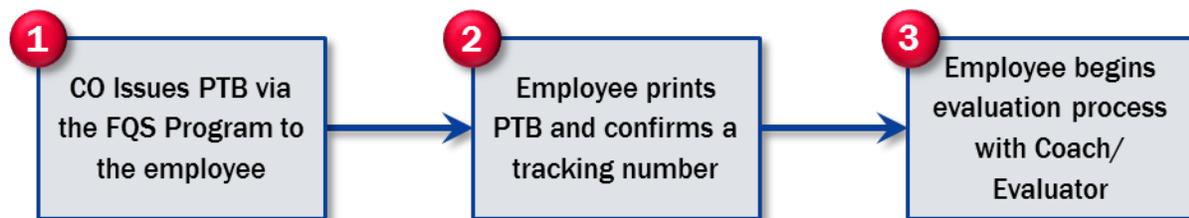


Figure 3: Issuance of PTB

Regardless of how the initial IM position title is assigned or the employee type, the process for issuance and receipt of a PTB is the same. Figure 3 shows the process for issuance and receipt of a PTB.

The CO of each cadre is responsible for issuing PTBs. When an employee is selected to receive a PTB, the CO completes an FQS PTB Issuance Request Form and sends it to the FEMA-FQS-Program@fema.dhs.gov. The FQS Program will assign each new PTB a tracking number with an initiated date, which will then be distributed to the employee. The Program will mail a hard copy of the PTB and/or e-mail a soft copy to the trainee/candidate. Figure 4 shows where the tracking number and initiated date can be found on the PTB. This tracking number is required for the PTB to be accepted as completed. If the employee does not see a tracking number and the initiated date on the PTB, he or she should contact the FQS Program to request that the PTB be sent again with these items included.

PUBLICATION DATE: March 2014

Trainee PTB#: PLN-PLSP-COR-15-03



FEMA INCIDENT MANAGEMENT POSITION TASK BOOK

PLAN Planning Specialist (PLSP)

<p>POSITION TASK BOOK (PTB) ASSIGNED TO:</p> <p style="text-align: center;">Jane Doe Individual's Name, HQ/Region</p> <hr/> <p>POSITION TASK BOOK (PTB) INITIATED BY:</p> <p style="text-align: center;">John Doe, Certifying Official, PLN Cadre, HQ Official's Name, Title, HQ/Region</p> <hr/> <p style="text-align: center;">JUNE 30, 2015 Date PTB Initiated</p>
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Figure 4: Example PTB with the PTB number and date issued indicated in red

CHAPTER 4: PROGRESSION FLOW CHARTS AND REQUIRED FQS EXPERIENCE

This chapter introduces the FQS progression flow charts, which demonstrate the natural flow of employee development for each of the 23 cadres. They establish a transparent building block approach for employee development regarding proficiency, training, and leadership requirements for all IM positions. IWMD’s focus will be to plan for training requirements and deployment opportunities to facilitate upward movement as an employee progresses. Additionally, this approach to defining employee roles and responsibilities assists the cadres as they determine the force structure and resources necessary to deliver the Agency’s mission.

Positions have different progression potential, and not all titles will lead to leadership positions. The required FQS experience for each position is also provided in the qualification sheets (see chapter 5 for more information on qualification sheets).

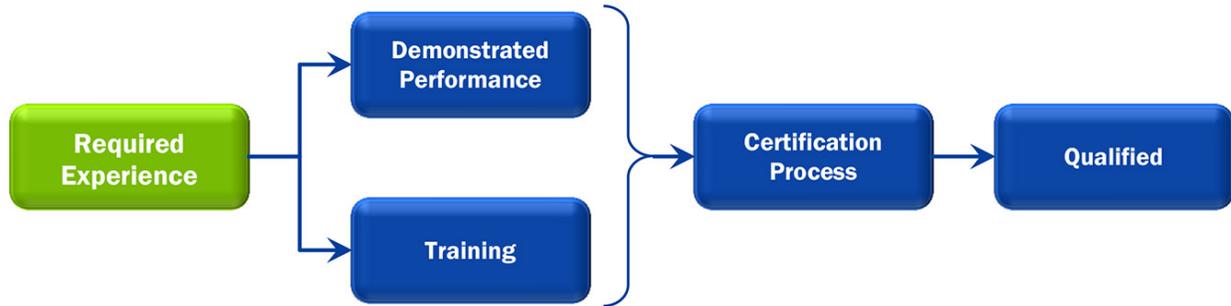


Figure 5: Required FQS Experience portion of FEMA Qualification System

Progression flow charts are similar in appearance to organization charts; however, they serve a different function. The organization of the incident will be based on the functional needs of the incident and will be populated with FQS position titles.

Most positions above the specialist level will require employees to have been previously qualified at one or more other FQS positions. This requirement will be depicted visually on the progression flow charts and listed on the qualification sheets as required FQS experience. Figure 5 shows where demonstrating required experience falls in the FQS process.

The progression flow charts for each cadre visually depict the prerequisite experience needed for non-entry-level positions. While the same information can be gathered by looking at qualification sheets one at a time, the progression flow charts provide a larger picture of how acquired experience accumulates towards higher-level IM positions. Some IM positions require that candidates be qualified in more than one specific position in order to meet the experience requirements.

Reading a Progression Flow Chart

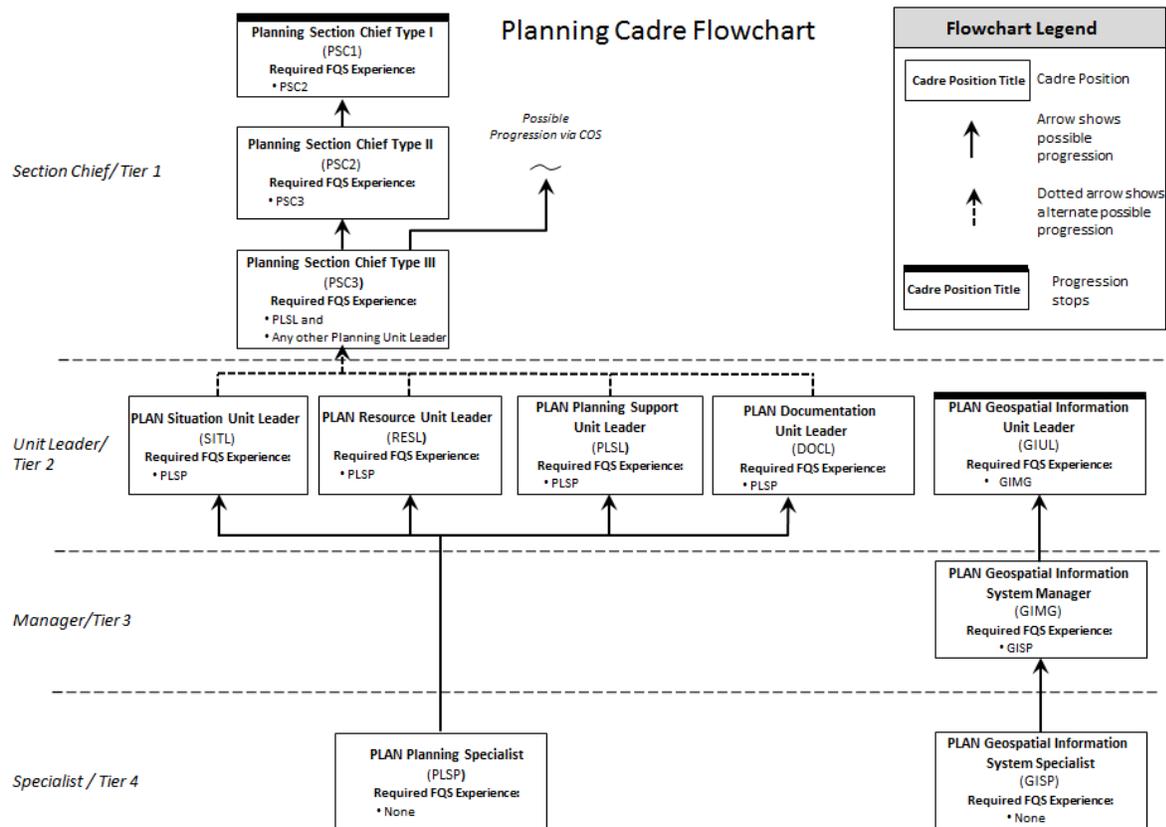


Figure 6: Planning Cadre progression flowchart

In the example shown in figure 6, there are two specialist-level positions that do not require previous FQS qualifications. A qualified Planning Specialist has the opportunity to progress to any of the four Planning Unit Leaders listed above it. Subsequently, to become a Planning Section Chief Type III, an employee would have to become qualified in both the Planning Support Unit Leader AND one of the other unit leader positions (except Geospatial Information Unit Leader) in the cadre. Once qualified as a Planning Section Chief Type III, an employee could continue to progress and become a Planning Section Chief Type II or pursue transferring to the Federal Coordinating Officer (FCO) Cadre in the position of Chief of Staff Type III. The progression to a Chief of Staff can lead to becoming a FCO.

The Geospatial Information Section (GIS) is also housed in the IM Planning Section and included in this example. There is one specialist-level position in GIS that does not require any previous FQS experience – the Geospatial Information System Specialist. Once qualified in this position, an employee may progress to the position of Geospatial Information System Manager. From there, progression leads to the Geospatial Information Unit Leader.

Once an employee reaches the stopping point for progression, opportunities for advancement should be discussed with his or her cadre management.

CHAPTER 5: QUALIFICATION SHEETS AND TRAINING

Qualification sheets list all the requirements for qualification and certification in a position except for the tasks listed in the PTB. Required training can be conducted concurrently with demonstrated performance. The qualification sheets reflect training that is specifically designed to build on previous experience and course work, avoiding unnecessary duplication.

Trainees/candidates should review the qualification sheets for the position they are pursuing as well as the sheets for the positions lower in their progression to ensure that they have completed all required courses. Figure 7 shows where the training piece falls in the FQS qualification process.

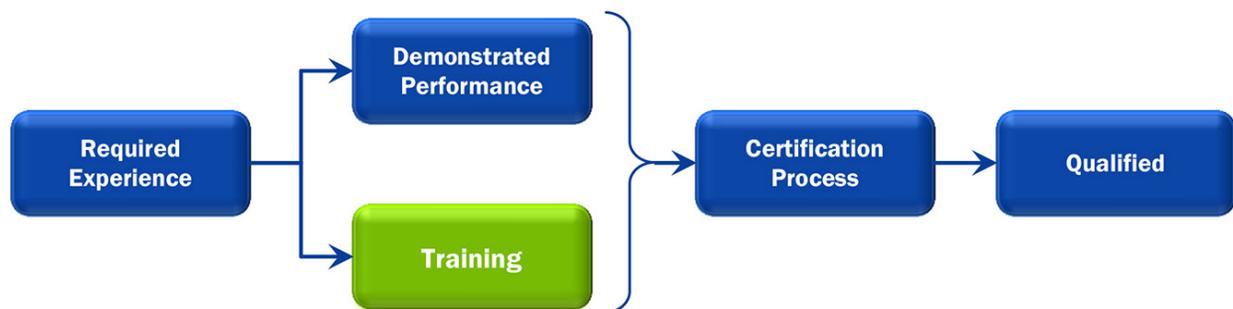


Figure 7: Required Training portion of FEMA Qualification System

Contents of the Qualification Sheet

Qualification sheets may contain some or all of the following information:

- **Required FQS experience:** This section provides the prerequisite FQS experience an employee must have before a PTB is issued. In the example in chapter 4, someone must be qualified in the position of Geospatial Information System Specialist in order to be eligible to receive a PTB for Geospatial Information System Manager. Not all positions have experience requirements and some positions require qualification in more than one FQS position. Qualification must be current at the required experience level, with the employee having performed successfully in the position(s) within the preceding four years.
- **Required training:** This section of the qualification sheet lists specific training courses a trainee/candidate must complete to be considered for certification. Only training identified in this section will be funded by IWMD/FQS.

- **Required professional certifications** (for specific positions): This refers to certification(s) awarded and governed by authorities outside of FQS that are required for the position. Examples include contracting officer’s representative certification, contracting warrants, professional acquisitions certifications, and commercial driver’s licenses. Some positions have a positive education³ requirement and/or a professional licensing requirement that must be fulfilled before an FQS PTB can be issued. IWMD/FQS will not be responsible for the costs of any positive education (or professional licensing requirements).

- **Other positions that will maintain currency:** Qualified employees must work in the position they are qualified in at least once every four years to maintain currency in their certification. This section lists other positions an employee can work in to fulfill this requirement. For example, in figure 8, a Geospatial Information System Manager can maintain that qualification by working in the primary position of Geospatial Information System Manager or by working in a subordinate position of Geospatial Information System Specialist.

- **Other training that supports development of knowledge and skills:** This section lists additional training that supports the development of knowledge and skills. This training is not required to qualify for the position. However, the courses may provide knowledge or skills that could improve the employee’s performance of the PTB tasks. Training identified in this section will not be funded by IWMD/FQS. The example lists additional GIS-specific courses but another example is training on agency-standard productivity software such as Microsoft Office programs.

Required Training Section

The required training section on the Qualification Sheet has information broken out by course number, title, and source.

The number includes a letter designation that provides information on how the course is delivered, along with the course number. The letter designations are:

- E/L/B are classroom courses sponsored by Emergency Management Institute (EMI)
 - E courses are held at EMI
 - L courses are held anywhere other than EMI
 - B courses are held at (Center for Domestic Preparedness (CDP) (these have all been changed to L courses)

- NFC stands for Non-FEMA Course
- IS - Independent Study

The title is the title of the course, and the source is the owner of the course (EMI, non-governmental agency, etc.)

³ The term “positive education requirement” refers to an Office of Personnel Management definition that states that duties of a scientific, technical, or professional position cannot be performed by an individual who does not have the prescribed minimum education.

Figure 8 includes a sample qualification sheet that contains all of the information listed above.

<p style="text-align: center;">PLAN Geospatial Information System Manager (GIMG)</p> <p style="text-align: center;">Incident Management Qualification Sheet</p>		
<p>Required FQS Experience</p> <ul style="list-style-type: none"> • PLAN Geospatial Information System Specialist (GISP) 		
<p>Required Training</p>		
Number	Title	Source
E/L/B 300	ICS 300, Intermediate Incident Command System for Expanding Incidents	EMI
E/L/B 563	Basic Management in Disaster Operations - Preparing the First-Line Supervisor	EMI
E/L/B 827	Geospatial Information System Managers and Unit Leaders	EMI
NFC 015	Introduction to Commercial Remote Sensing Specialist (Web) *	NGA
E/L/B 313	Basic Hazus-MH	EMI
IS 61	GeoCONOPS In-Depth - Homeland Security Geospatial Concept-of-Operations (GeoCONOPS)	EMI
IS 63	Introduction and Overview - DHS Geospatial Information Infrastructure (GII)	EMI
<p>* See https://www.agile.mil. Register under the "Intelligence" section. Search for (COURSE NGA-001-SET-105e)</p>		
<p>Professional Certifications</p> <ul style="list-style-type: none"> • Professional Certificate in Geographic Information Systems and • Technical Certification in Geographic Information Systems 		
<p>Other Positions That Will Maintain Currency (Provided the individual is already qualified in that position)</p> <ul style="list-style-type: none"> • PLAN Geospatial Information System Specialist (GISP) 		
<p>Other Training That Supports Development of Knowledge and Skills</p> <ul style="list-style-type: none"> • Esri: Distance Analysis Using ArcGIS • Esri: Building Models for GIS Analysis Using ArcGIS • Esri: Basics of Raster Data • Esri: Layout Design Essentials • Esri: Basics of Python • Esri: Capturing Data with Collector for ArcGIS 		

Figure 8: Example qualification sheet for the Geospatial Information System Manager

Updates to Qualification Sheets

The requirements listed on the qualification sheet may change depending on the needs of the cadre or updates to training courses. Employees should contact the FQS Program with any questions on the latest version of their qualification sheet. The CA for each cadre will make the decision regarding how to apply changes in requirements for current trainee/candidates who have officially been issued a PTB.

Completing Identified Training

Qualification sheets can be used as a checklist for employees to ensure they are accomplishing the items necessary to become qualified in any specific position.

FEMA Incident Workforce Academy Series

As stated earlier in this guide, FQS is a performance-based certification and qualification system that standardizes the qualifications for positions across the Agency so that an employee who is qualified to perform in a given IM position in one FEMA Region will be prepared to perform in the same position in another Region. As part of this standardization, FEMA developed the FEMA Incident Workforce Academy (FIWA).

FIWA is a multi-phased initiative designed to standardize common training for all FEMA employees, beginning with the Specialist Series followed by middle and upper-level management and leadership courses. All employees hired after October 2012 must attend the FIWA – Specialist Series. Subsequent FIWA courses will be required as IM personnel progress to each new management tier level. Appendix C has a list of the Command and General Staff management tiers.

How to Find Out about the FQS Required Training

EMI is the primary entity that manages, delivers, develops, and lends accreditation to FEMA trainings. Training courses are added to the EMI schedule based on cadre and employee needs. Once issued a PTB, the employee will receive course announcements relevant to his or her specific position as the training courses are scheduled. These announcements will primarily come directly from IWMD, in coordination with the Cadre Coordinator. Additional training opportunities can be found on the EMI Calendar.⁴

Registering for FQS Required Training

To attend FQS training, employees will need a FEMA Student Identification (SID) Number. The FEMA SID is a unique identifier used to maintain a record of the FEMA courses employees take and complete. Registration for a FEMA SID is a one-time process that enables an employee to attend and participate in any training opportunities administered by EMI. To register for a FEMA SID, employees should visit <https://cdp.dhs.gov/FEMASID/>.

⁴ Link to EMI Calendar: <http://training.fema.gov/emi.aspx>

Employees will need to complete a General Admissions Application FEMA Form 119-25-1⁵ for each course they attend. Employees should refer to the EMI [website](#) for further information. Employees should contact their Cadre Coordinator to inquire about training opportunities that may not be identified on the EMI website.

Additional Position-Specific FQS Training

If a professional certification is required on a qualification sheet, employees must coordinate with their cadre management to register and complete this training. An Authorization Agreement and Certification of Training SF-182 will need to be submitted in order to be approved for course selection.

- The employee must submit an SF-182 to the cadre management and copy it to IWMD at FEMA-IWMD-CurriculumDelivery@fema.dhs.gov.
- The employee will coordinate any courses required to obtain initial qualification in the position with IWMD. The employee will coordinate subsequent renewals for currency with their cadre management or immediate supervisor.
- Cadre management will monitor currency of professional certifications for each employee.

Additional Information

If employees are having problems or questions about training or filling out the forms, they should contact:

- **Regional FTEs:** Regional Training Manager/IWMD Liaison
- **Reservists:** Cadre Coordinator/Reservist Program Manager
- **IM COREs:** Cadre Coordinator or IM CORE Coordinator
- **Headquarters PFT, TFT, and CORE:** Cadre Coordinator or FTE Coordinator

⁵ Link to EMI application instructions and FEMA Form 119-25-1: <http://training.fema.gov/apply/>

CHAPTER 6: POSITION TASK BOOK PROCESS AND DEMONSTRATING PERFORMANCE

An employee’s primary responsibility is to support the mission and disaster survivors. Getting tasks signed off on is secondary and should be pursued as time and situations permit. Getting tasks signed off on will be contingent on the availability of a Coach-Evaluator, supervisor support, and the appropriate timing during incident operations. Demonstrated performance of the FQS process (figure 9) includes performing the tasks observed by the Coach-Evaluator to evaluate and determine if that particular task has been mastered.

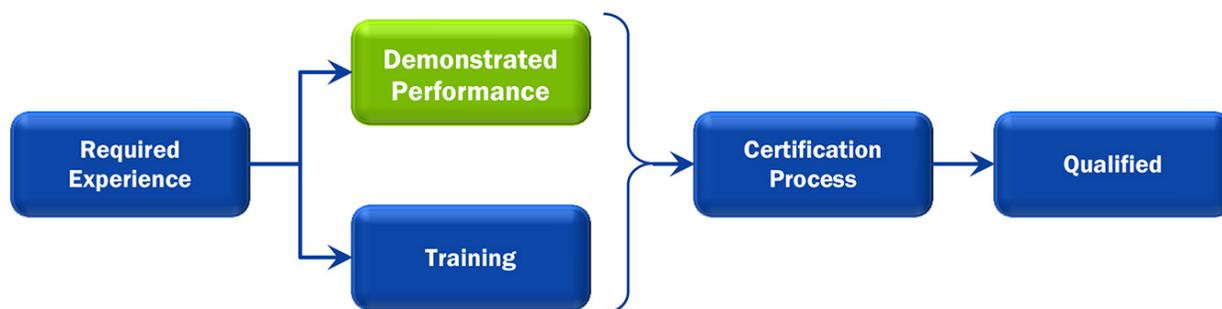


Figure 9: Demonstrated Performance portion of FEMA Qualification System

Gaining Familiarity with Position Task Books

The PTB is the employee’s vehicle to document proficiency in the competencies necessary to fulfill job requirements. Once an employee receives a PTB from the FQS Program, there are some questions he or she may have concerning the PTB. This section will answer the most common questions.

What Does It Mean to Have an Open PTB?

A common term used in the implementation of FQS is “open PTB.” An employee is considered to have an open PTB once it is officially issued by the cadre’s CO. At this point the employee has trainee or candidate status. Once the PTB has been completed and a Certification Letter has been issued by the CA, the trainee/candidate is qualified and the PTB is no longer open.

What Are My Responsibilities with an Open PTB?

When a PTB is issued, it is the employee’s responsibility to maintain the original copy, ensuring that it includes the assigned tracking number. The employee will bring his or her assigned PTB on all deployments. As tasks are signed off, it is also the employee’s responsibility to scan and send documentation of the completed tasks to the FQS Program. This will maintain an ongoing record of completed tasks in the event an employee loses their PTB.

How Do I Read a PTB?

The primary components of the PTB are Behavior/Activity, Competency, Task, and Indicators.

- **Behavior/Activity:** a description of an observable behavior (work activity) that allows the grouping of similar tasks necessary to perform the specific behavior. IM and program subject matter experts (SMEs) have developed behaviors for all IM positions.
- **Competency:** an observable, measurable pattern of knowledge, skill, ability, and/or other characteristics that an individual needs to perform the behavior/activity and associated tasks. A competency specifies what skill set the person needs to possess to do the task(s) successfully. A competency forms the basis for position specific training, PTBs, job aids, and other performance-based documents.
- **Task:** a specific description of a demonstrable action that is necessary for the successful performance in a position that must be demonstrated. Tasks within the PTB are numbered sequentially; however, the numbering does NOT indicate the order in which the tasks need to be performed or evaluated.
- **Indicators:** examples or indicators of items that may be seen in the performance of the task. The purpose of the bullets is to assist the evaluator in evaluating the trainee. The bullets are not all-inclusive, nor are they all required for successful performance of the task. The Coach-Evaluator will evaluate and initial ONLY the tasks, and NOT evaluate and initial each individual bullet. It is important to note that not all tasks have indicators.

For example, figure 10 shows an excerpt from a PTB. In this example, the Behavior/Activity is “Practice effective and appropriate interpersonal communication and team behavior.” The corresponding Competency is “Communication -Verbal (C4); Interpersonal Skills (C14).” The first task listed to be successful at the behavior is “Demonstrate professional and appropriate verbal communication consistently” with the event code of “I” – this task can be evaluated at any activation. The indicators below the task list some of the ways an employee can be successful at practicing effective and appropriate interpersonal communication.

Behavior/Activity: Practice effective and appropriate interpersonal communication and team behavior			
Competency: Communication-Verbal (C4); Interpersonal Skills (C14)			
TASK	CODE	RECORD NUMBER	EVALUATOR INITIALS
1. Demonstrate professional and appropriate verbal communication consistently.	I		
<ul style="list-style-type: none"> • Use common terminology • Avoid slang or other confusing terminology • Choose respectful words • Be clear and concise • Minimize use of acronyms 			
2. Demonstrate professional and appropriate non-verbal communication consistently.	I		
<ul style="list-style-type: none"> • Practice active listening • Eye contact • Appropriate body language 			
3. Ask clarifying questions to ensure accurate understanding of directions.	I		
<ul style="list-style-type: none"> • Specificity of clarifying questions • Briefly repeat understanding of directions 			
4. Share current information with co-workers and immediate supervisor.	D-3		
5. Be an effective team player.	D-3		
<ul style="list-style-type: none"> • Be open to other points of view • Generate alternative solutions or strategies to address problems/issues • Support team members by being helpful and encouraging • Know and do your part • Support the mission • Create open communication channels • Identify common interests 			



Figure 10: PTB excerpt example

Codes have been developed to identify the required environment in which a specific task must be successfully demonstrated. The code represents the lowest place in the hierarchy of environments at which the task can be signed off as successfully completed. Table 1 below shows the hierarchy for how these codes are arranged.

Table 1: Codes for task completion

Hierarchy	Code	Definition
Highest ↓	D – 1 D – 2 D – 3	Declared Disaster (Stafford Act incident that includes Major Disaster and Emergency Declarations). This can include a physical or virtual deployment. (Virtual deployment evaluations are authorized only in D-3 events.)
	I	A Non-Stafford Act Incident (i.e., Federal to Federal Support; FEMA is not the lead Federal agency). This includes pre-declaration surge activities.
	E	An event, such as a National Special Security Event OR an organized, pre-planned exercise or simulation approved by the CO or higher authority.
Lowest	S	Task(s) performed in a steady state environment, which are identical to those performed in support of an applicable disaster.

Disasters are classified as level I, II, or III, with level I representing the largest and most complex. In the PTB excerpt example in figure 10, these levels are associated with the “D” in the code column. Each task has one of the above codes listed in the code column associated with the task.

Time Limits for Completion of PTBs

A trainee or candidate must complete an assigned PTB within four years of the initiated date noted on cover of the PTB. If the trainee or candidate does not complete the PTB within four years cadre management will review the incomplete PTB, on a case-by-case basis, to determine any new requirements. This could result in starting a new PTB.

Demonstrating Performance with Your PTB

Steps for Progressing with PTB when at an Incident or Exercise

Once a trainee/candidate is deployed to an incident or exercise, the steps toward completing an open PTB are simple:

- Identify a valid Coach-Evaluator with whom to be paired.
- Perform tasks with the Coach-Evaluator to build knowledge and skills.
- Perform tasks for final evaluation and obtain the Coach-Evaluator’s signature.

However, coordination and approval by the temporary duty supervisor is required, as the mission always comes first.

Working with a Coach-Evaluator

What is a Coach-Evaluator?

In order to become a Coach-Evaluator, an individual must:

- Complete Coach-Evaluator training, “FEMA Qualification System (FQS) Coach-Evaluator (E0823)” and “Overview of the FEMA Qualification System and Qualification Review Boards (IS-207).
- Be approved by the cadre leadership.
- Sign a Code of Ethics.

Coach-Evaluators must hold a qualified IM title as either a primary or subordinate title, successfully complete the Coach-Evaluator Course, be approved by the cadre, and qualified in the position being evaluated. Coach-Evaluators should verify that they hold the appropriate qualified titles as either a primary or subordinate in the deployment tracking system, failure to do so could result in an invalid sign off of tasks.

A Coach-Evaluator is assigned to coach and/or evaluate a trainee's/candidate's performance during an incident, exercise, or steady state environment. Coach-Evaluators will coach, evaluate, and sign off on tasks in PTBs for positions they hold as a FQS-qualified as a primary or subordinate title. They can evaluate up to five trainees/candidates at a time.

While generally performed by the same person, there are two distinct parts to the Coach-Evaluator role. The first is to serve as a coach who assists the trainee/candidate with learning how to complete the tasks in the PTB. The second is to serve as an evaluator who signs off on tasks in the PTB when the trainee/candidate has demonstrated proficiency of the task successfully and independently.

Finding a Coach-Evaluator

A list of individuals who hold the Coach-Evaluator specialty can be generated using the deployment tracking system.

Coach-Evaluators are assigned trainee/candidates in several ways, depending on the cadre:

- Cadres use the existing deployed staff and assign trainees/candidates to Coach-Evaluators.
- The temporary duty supervisor can pair trainees/candidates and Coach-Evaluators.
- The incident Training Unit can assist with pairing trainees/candidates to Coach-Evaluators.
- The incident Human Resources Unit can assist in deploying a Coach-Evaluator.
- The Region IWMD Liaison can assist in identifying and deploying a Coach-Evaluator.
- The Cadre Coordinator can assist in assigning a Coach-Evaluator.

Expectations of Trainee/Candidate and Coach-Evaluator Relationship

Preliminary Meeting

The Coach-Evaluator should hold a preliminary meeting with the trainee/candidate. At this meeting, the following should be discussed:

- Explain purpose and process of completing the PTB.
- Explain responsibilities of the trainee and Coach-Evaluator.
- Determine past experiences and current qualifications.
- Review PTB behaviors and discuss steps to complete PTB tasks.
- Develop evaluation expectations and a timeline.

Coaching

The trainee/candidate can expect the Coach-Evaluator to assist with the following during coaching:

- Communicate expectations for successful task completion.
- Demonstrate correct task completion.
- Provide opportunities to demonstrate tasks.
- Correct ongoing deficiencies.

There are many benefits from the Coach-Evaluator process for the trainee/candidate:

- Learn and ask questions from someone who is experienced and qualified.
- Learn by performing a task with the guidance of a coach.
- Identify your strengths and weaknesses.

Evaluating

The trainee/candidate can expect the following to occur during evaluation from his or her Coach-Evaluator:

- Set the environment to allow successful demonstration of tasks within acceptable parameters in an independent manner.
- Provide guidance and oversight to ensure the mission is not affected by the evaluation process
- Provide positive and constructive feedback during task execution.
- Accurately record results in the Evaluation Record in a timely manner.

Debriefing

The Coach-Evaluator should hold a debriefing with his or her trainee/candidate at the end of each assignment. At the debriefing, the following should be discussed:

- Identification of both areas of success and areas that need improvement

- Positive, constructive feedback
- Next steps and concrete actions to take
- Collaborative generation of ideas and identification of resources to promote continuing skill development

Completing Tasks

It is important that all tasks listed in the PTB be evaluated objectively and recorded by each Coach-Evaluator. The Coach-Evaluator will evaluate performance and sign off on each task completed successfully and independently by the trainee/candidate. The Coach-Evaluator uses the behavioral performance indicators listed in the PTB as a guide when determining if an employee has successfully performed specific tasks. The lists of behavioral performance indicators in the PTBs are not all-inclusive – they are intended to provide a consistent framework that reflects examples of successful performance of each task.

If a task can't be completed on a single deployment, it can be completed through multiple deployments. All tasks must be completed for the Coach-Evaluator to sign off on a PTB. The nature of PTB completion is flexible to allow the trainee/candidate time to accomplish all tasks, whether on a single deployment or multiple deployments.

If a Coach-Evaluator refuses to sign off on a completed task or there are other issues, the trainee/candidate should notify and discuss the issues with his or her temporary duty supervisor and follow the chain of command before contacting the Cadre Coordinator.

Actions at the End of Deployment/Exercise

At the end of an employee's deployment, when the PTB is completed or partially completed, the employee should make a copy of the PTB for his or her own records. This copy should include a scan of the entire PTB; the PTB Evaluation Record(s); the Final Evaluator Page (if complete); recommendation letters (if applicable); and any credentialing updates (if applicable). The employee should also forward a copy of his or her completed or partially completed PTB at the end of deployment to the FQS Program for records tracking. Submit the PTB by e-mail to FEMA-FQS-Program@fema.dhs.gov. The FQS Team then reviews the PTB and forwards the FQS Package to the cadre management when complete.

FQS Program Support

The FQS Program provides support and information to all employees with an IM title, those in cadre management roles, and IWMD liaisons. It also maintains a timeline for communication between cadre management and employees. It provides subject matter expertise during creation and revision of PTBs, qualification sheets, etc. Also, in case of missing PTBs, if the employee has provided a recent and accurate copy of the PTB, the FQS Program maintains copies of all PTBs received and can help with recovery.

The FQS Program can be reached via e-mail at FEMA-FQS-Program@fema.dhs.gov or by phone at 855-377-3362. Hours of operation are 0900-1800 Eastern Time, Monday through Friday.

CHAPTER 7: CERTIFICATION PROCESS

The content and structure of this guide have been organized to lead employees to the culmination of the FQS process – qualification. Qualification is determined by going through the certification process as shown in figure 11.

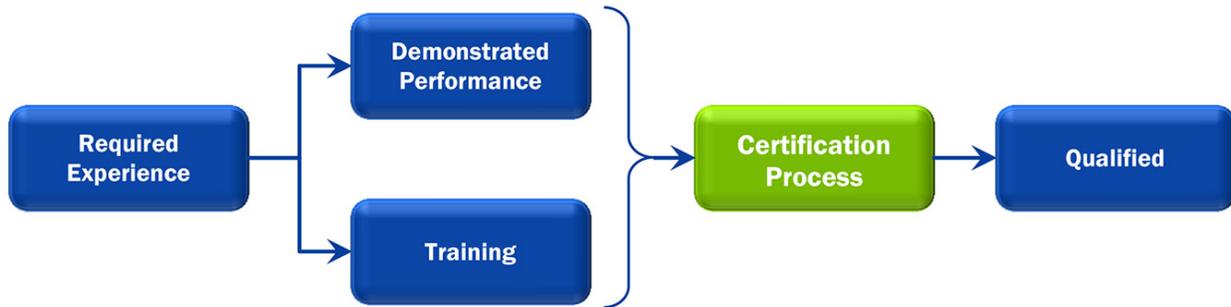


Figure 11: Certification Process portion of FEMA Qualification System

Now that an employee has obtained a title and PTB, completed requisite training (identified in qualification sheet), and successfully demonstrated the performance of tasks, he or she is ready to engage in the certification steps to become “Qualified” in an IM position title. This chapter will introduce employees to cadre leadership and discuss their roles as they pertain to the finalization of this process. Additionally, the certification process will be described in detail, including package preparation, package validation, supervisory and entry-level review, and issuance of qualification letter. These steps of the certification process are outlined in figure 12.

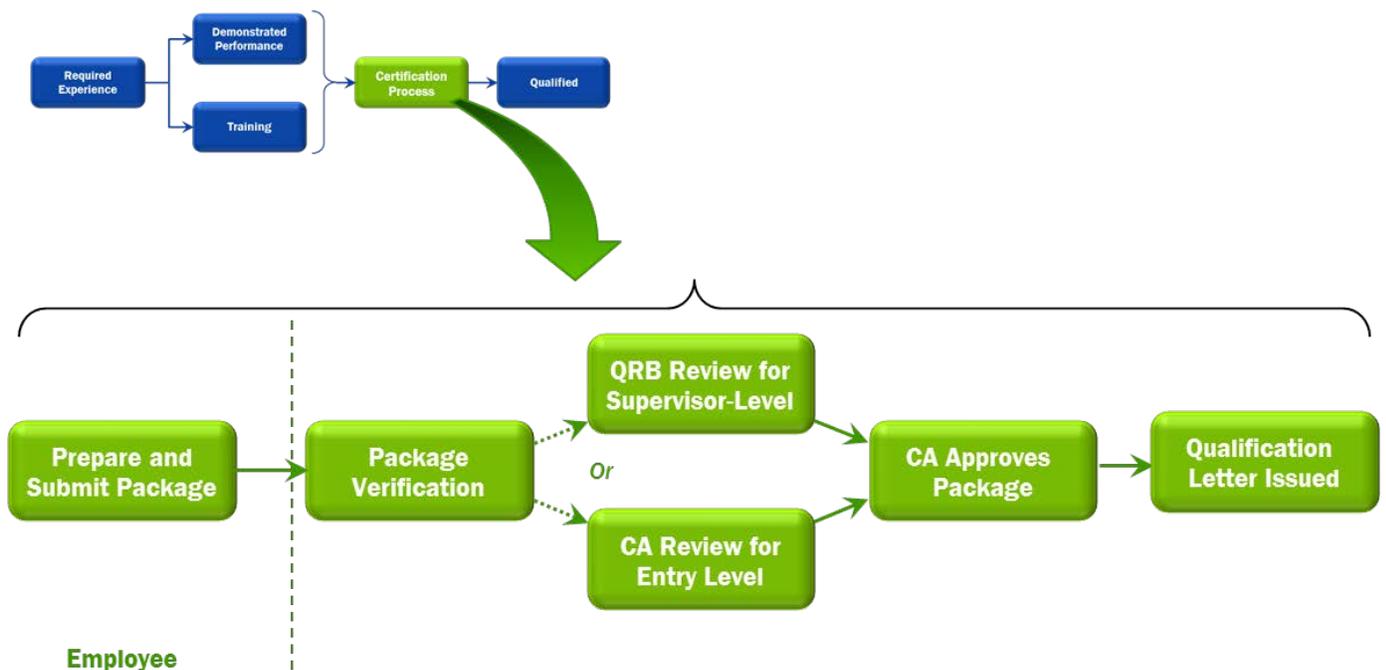


Figure 12: Steps in the certification process

Cadre Management

A cadre's senior leaders have very defined roles within FQS. This section explains the roles and responsibilities of these leaders: CA, CO, and Cadre Coordinator (and supporting staff for larger cadres). In addition, the QRB is discussed as a group accessed by cadre management for certification of supervisory positions.

Certifying Authority

A CA serves as the highest-ranking FEMA official for each of the IM cadres and is an Assistant Administrator equivalent or higher. The CA certifies that employees are qualified for FQS positions within the cadre in accordance with this guide. A signed qualification letter from the CA is required to change any IM primary title.

Certifying Official

A CO is designated by the CA to manage FQS for a specific incident workforce cadre. The CO administers FQS for all cadre members in accordance with the *FQS Guide* and is responsible for cadre force structure. Force structure management can entail:

- controlling PTB issuance,
- recommending certification, and
 - recommending entry-level qualification to CA
 - referring a candidate to the QRB for management-level job titles
- recommending decertification.

Cadre Coordinator

A Cadre Coordinator manages each IM cadre. This individual has delegated authority from the CA and CO to oversee all aspects of day-to-day cadre coordination including staffing, equipping, training, qualifying, and performance of the cadre and its members. The Cadre Coordinator recommends candidates for FQS progression and qualification to the CO.

In addition to the CA, CO, and Cadre Coordinator, cadre management may include:

- **Reservist Program Manager:** reports to the Cadre Coordinator and serves as the supervisor of record for the cadre's Reservist population.
- **IM CORE Program Manager:** reports to the Cadre Coordinator and serves as the supervisor of record for IM CORE cadre members.
- **FTE Coordinator:** reports to the Cadre Coordinator and facilitates cadre requirements for headquarters FTE cadre members and their supervisors of record, and coordinates regional FTE requirements with Regional Incident Workforce Management Liaison Teams. This position may also serve as the IM CORE Program Manager for smaller cadres.

- **Training Manager:** reports to the Cadre Coordinator, serves as the cadre’s primary point of contact for the development and delivery of all FQS related training, and oversees the prioritization of all training within the cadre.
- **Regional Incident Workforce Management Liaison Team:** Supports regional readiness through the implementation and maintenance of incident workforce initiatives for regional incident operations including regional implementation of FQS.

Qualification Review Board

A QRB is convened to evaluate certification packages of supervisory employees.⁶ This review is designed to ensure standardization for qualifications across the 23 cadres that are appropriate to each level of management. The QRB makes certification recommendations to the CA.

Preparing the Certification Package

FEMA IM personnel are responsible for compiling and submitting their own certification package. This section explains what is required when submitting FQS materials and where the materials need to be submitted. Subsequent sections will explain the responsibilities of the trainee/candidate after the materials are submitted.

Requirements for Submitting a Certification Package

The employee will prepare and submit a certification package while retaining the original PTB for his or her records. The employee will compile a certification package, including:

- Employee Request Form
- Completed copy of PTB
- Certification of required training (certificates, training records)
- Relevant position-specific incident performance appraisal(s)
- Licenses and certifications (as required for the position)
- Letters of recommendation from other certified employees with equal or higher qualifications (optional)
- Training and experience record(s) of previous qualifications in an Incident Command System (ICS) organization(s) to include but not limited to:
 - training certificates
 - incident evaluations
 - letters from competent authorities
- Signature of Supervisor of Record

Once this package is compiled, the employee will e-mail it with the Employee Request Form to FEMA-FQS-Program@fema.dhs.gov. More detailed guidance on the employee’s responsibilities for submitting a PTB can be found in appendix D.

⁶ A list of employee types that must be reviewed by a QRB is listed in appendix B.

Validation of the Certification Package

When an employee submits a package for certification, the FQS Program conducts a validation process. This ensures the basic items are provided in the package but also includes examination of the aggregate package to validate that the progression path is being adhered to, that the PTB evaluations adhere to the Coach-Evaluator program requirements, and that all required courses have been completed. Besides validating the submission for consideration, this function acts as a quality assurance check on behalf of the candidate and allows the FQS Program to provide feedback to the employee or request clarification or correction to the submission. The process provides clarity to the QRB members/cadre management staff and results in standardized inputs for the basis of any qualification decision. It is important to note this paragraph describes the process the package undergoes, it does not take into account cadre force structure limits and whether or not an opening is available in which the candidate may be deemed qualified. If a force structure opening does not exist, the candidate awaits a position opening/ SME panel review in order to select the most qualified candidate.

Incomplete Submission

If the certification package submitted is incomplete, the FQS Program will send the package back to the employee copying the Cadre Coordinator. The package will include a detailed explanation of why the package was incomplete, along with a request for additional information.

PTB Issuance and Force Structure Considerations

FEMA applies force structure metrics to ensure that staffing levels in the various positions in FEMA's IM workforce are appropriate to meet anticipated requirements. This includes the potential for FEMA to respond to multiple simultaneous incidents. The force structure initiative is not part of the FQS per se, but by specifying the number of personnel required for every FQS position, it affects the qualification/certification process as follows:

- When the number of personnel qualified for a given FQS position is below the force structure target, cadre management officials work to recruit/promote employees for the position and assist them in becoming qualified.
- When the number of employees qualified for a given position meets or exceeds the force structure target for that position, the CO may continue to issue PTBs to employees, and those employees may pursue the normal steps to become qualified. However, no certifications will be issued until there are force structure vacancies.
- When multiple employees have completed all the requirements for certification for the position, the CO may convene an SME panel to select the employee or employees who will be recommended for certification. The panel will forward its recommendation to the CO/QRB. Employees who are not selected during an iteration of this process will continue to be eligible for certification as long as they maintain qualification for their current primary position and meet any additional requirements that are established for the position they are pursuing.

Special Cases for Certification

In some cases, work experience or courses outside of what is specifically designated on the qualification sheet may be substituted as equivalent; this will be done at the discretion of the individual cadre's leadership.

Work Experience Equivalency for Initial FQS Titles

A trainee/candidate's past experience may be considered for initial title assignments. A CO/QRB will evaluate the past experience against the standards and requirements for the FQS position being sought. The trainee/candidate's past experience enables COs to equate experience gained in FEMA functional areas or from other agencies or organizations to the FEMA-based knowledge and skill requirements for a designated IM position. For example, personnel qualified by another agency or organization in an ICS position may receive immediate equivalency at a similar level within FQS without having to obtain the appropriate FEMA-equivalent experience. COs, with input from SMEs when required, review a trainee or candidate's experience to see whether it meets FQS experience requirements.

Course Equivalency

Likewise, the CO can consider non-FEMA coursework for equivalency. The learning objectives of non-FEMA courses are compared to the objectives of required FEMA courses when considering course equivalency from outside organizations. In collaboration with the Cadre Coordinator and with input from SMEs when required, the CO evaluates the training completed by trainees or candidates and determines the equivalency to training required for FQS positions.

The goal of the course equivalency review process is to minimize redundancy of training, expedite the qualification process, and avoid repetitive costs due to duplication of curriculum delivery. However, course equivalency may not be used to certify employees for Type I positions.

Review of Entry-Level Positions

Once the certification package has been validated to ensure completion of requisite training, PTB, and required FQS experience, the trainee can be reviewed by cadre management. After review, the CO recommends the certification action to the CA. This action is finalized when cadre management completes and submits a transmittal log⁷ to the FQS Program. A submitted transmittal log triggers the issuance of a qualification letter and status upgrade in the deployment tracking system to indicate the employee is now qualified. The employee is deemed qualified when the CA signs the qualification letter.

⁷ The transmittal log is an internal document intended for the routing of information between the FQS Program and cadre management. An example can be found in appendix E.

Qualification Review Board (QRB) for Supervisory Positions

The QRB's primary responsibility is standardization. It is important that procedures are in place so the qualification process is administered fairly and in the exact same manner for each cadre, regardless of employee type. The QRB is comprised of standing board members and is scheduled to convene quarterly. The QRB makes a recommendation for each required position in the 23 cadres. It is the function of the QRB to make sure the cadre adheres to its own derived standards. Likewise, each cadre has established a progression chart that defines the progression path of each position. The QRB ensures that the cadre's defined progression is followed.

A QRB, in accordance with the board's level of authority, reviews candidates' completed qualification packages and makes certification recommendations to the CA. The QRB membership is appointed from experienced IM personnel. Appendix F has a list of QRB membership. When regional staff is evaluated, the supervisor of record (preferred) or a senior member of that region is encouraged to participate in an advisory capacity on the QRB.

QRBs will adhere to the following general requirements:

- QRBs will be composed of PFT, TFT, and CORE employees qualified in IM positions.
- QRB members will serve an initial two-year term, which may be extended; every effort will be made to ensure continuity of membership.
- QRBs will, at a minimum, meet quarterly. The QRB may meet in a virtual mode (i.e., video teleconference, conference call, web meetings, etc.).
- During package reviews for typed positions, either a SME or a member of the board who is qualified at the position being reviewed or above must be present to answer position-specific questions if needed.

Issuance of Qualification Letter

Once the CA signs the transmittal log, the trainee/candidate is certified as "qualified" for the target position. He or she will receive a certification letter formally documenting that his or her status has been changed from "trainee" or "candidate" to "qualified" for the target position in the deployment tracking system. In the case of a candidate, once qualified in a new position the candidate's previous qualified position becomes "subordinate" in the deployment tracking system. As previously mentioned, each employee can be assigned one primary position title and can hold up to three subordinate IM titles. The employee is now qualified to be deployed in this new position. Figure 13 shows this progression to the last step in the FQS process.

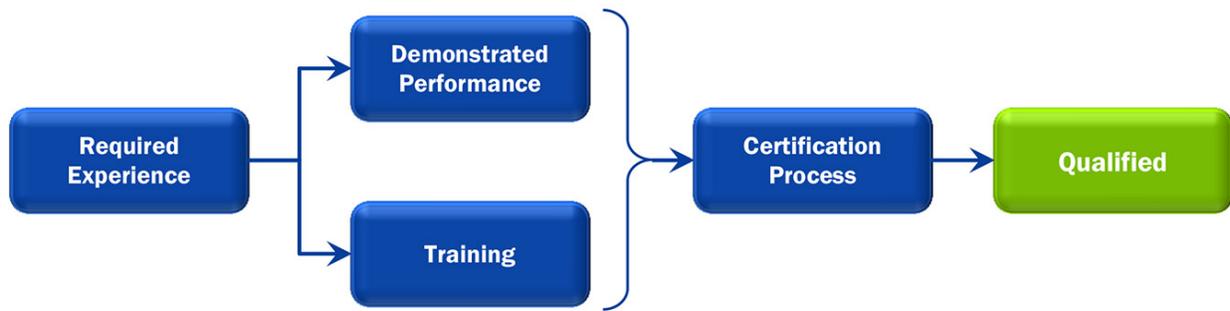


Figure 13: Qualified portion of FEMA Qualification System

Not Qualified/Reconsideration Process

If, after review, it is determined that the employee does not meet qualification standards, he or she will be notified of the decision and reasoning why (i.e. force structure, training requirements, field experience, etc.). The employee can request reconsideration of the decision by submitting a written request to the FQS Program within 60 days of the date of the notification. The request must include additional supporting documentation or corrections to documentation that clarify or amplify documents originally submitted and/or any new documentation that supports the employee’s claim of competency for the targeted position.

The CO or the QRB will review the request for reconsideration and make a recommendation to the CA. Employees will receive a response to their reconsideration request within 60 days of their request to the FQS Program. The CA’s decision is final.

CHAPTER 8: FQS FOR QUALIFIED EMPLOYEES

Once employees receive their certification letter, they are qualified. Figure 14 shows Qualification as the end of the process. However, there are some other aspects of their FQS qualification that qualified employees should be aware of, such as how to maintain that qualification, how they can progress, how they can become decertified, etc. This chapter will discuss those special topic areas.

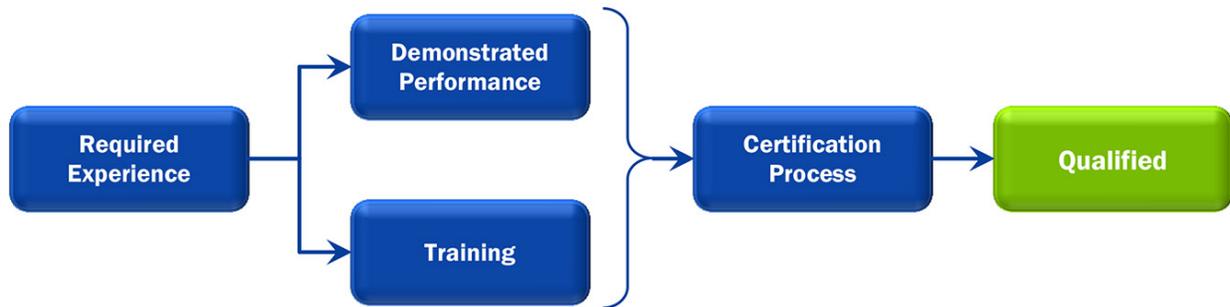


Figure 14: Qualified portion of FEMA Qualification System

Maintaining Qualification

Training and performance requirements define how recent an employee’s experience or task performance must be in order to retain the requisite knowledge and skills to perform in the target position. The FQS standard currency requirement is four years. A cadre may add further currency or certification requirements in addition to FQS requirements as needed. The CA has the authority to manage qualifications based on cadre and mission needs. Any additional requirements should be coordinated with the FQS Program for visibility to ensure fair and equitable standards.

Employees are considered current in their position if, in the last four years, they have successfully performed:

- in the position for which they are qualified, or
- in a position identified as “Other Positions That Will Maintain Currency” listed on the specific position qualification sheet.

Example: *Currency for a Resource Unit Leader can be maintained by successfully performing as a Resource Unit Leader or in any one of the following positions within the last four years, provided the individual was previously qualified in that position:*

- *Situation Unit Leader*
- *Planning Support Unit Leader*
- *Documentation Unit Leader*
- *Planning Specialist*

Subordinate Positions in FQS

In addition to the single primary qualification, an employee may maintain up to three subordinate IM positions in the deployment database. Subordinate IM titles are simply FQS qualifications other than the employee's single primary qualification. These will most often be the employee's highest previously qualified positions within his or her progression path but may also include other positions within or outside of the employee's cadre.

Qualifications for personnel who have transferred from a different cadre may be assigned subordinate titles based upon the new cadre's requirements. An employee can have a subordinate title in another cadre, but approval is required from both cadres. This approval acknowledges the possibility of deployments in both cadres. The currency requirements for subordinate titles are the same as for primary titles and determined by the cadre management.

FQS Business Rules for Subordinate Titles

- An individual may be assigned up to three subordinate IM titles.
- Subordinate titles should be the highest-ranking positions the individual is qualified to perform.
- A subordinate title proficiency level must always be "qualified."
- The employee's CO approves the subordinate titles if not identified on the Qualification Letter.
- Subordinate titles are subject to four-year recertification and are automatically renewed if the primary title is retained and if the subordinate title is within the employee's current IM progression pathway.
- Subordinate titles in a different cadre and not within an employee's current IM progression path are subject to four-year recertification.
- Subordinate titles do not count against a cadre's force structure numbers.

Lapse of Qualification and Decertification

A lapse of qualification occurs when an employee does not work in his or her position within four years, as defined above. A lapse of qualification could result in decertification.

Decertification is the act of revoking the certification of an employee and is not necessarily an adverse action. When decertified, an employee must be recertified before he or she can deploy in his or her primary position as qualified. **While decertification is a cadre decision** and not automatic, some examples of actions or events that could result in the decertification of an employee are:

- transfer between IM and IS positions.
- acquiring an ME or AS role.
- lack of current experience - not deploying in any position that maintains currency in the last four years.

- substandard performance or demonstrating a lack of competency.
- lapse in required professional training, certifications, or licenses.
- cadre management decisions.

Decertification Process

If a qualified employee fails to meet any of the requirements to maintain qualification, he or she can be decertified. The Cadre Coordinator will start the decertification process by forwarding an FQS Transmittal Log to the CO for decertification action. The CO will prepare and forward a notification letter for CA signature that includes:

- the reason the employee has been decertified in the position, and
- the items or actions required to recertify in the position.

The CA will review and sign the decertification letter⁸ and return the signed letter and transmittal log to the CO. The CO will return the signed letter and transmittal log to the Cadre Coordinator. The Cadre Coordinator will send the decertification letter and transmittal log to the FQS Program to notify the employee. The Cadre Coordinator will place the letter and FQS Transmittal Log in the employee's file for record keeping.

As stated above, decertification can occur for several reasons and is not necessarily an adverse action.

Recertification

The CA has the authority to recertify the employee. In the recertification process, the CO will forward the recertification package to the CA. Recertification requirements are determined on an individual basis. The length of time an employee was qualified in the position, the number of successful assignments in the past, and level and complexity of the position, as well as performance appraisals, if available, will be taken into consideration. It is the cadre's responsibility to maintain communication to their employees related to certification/decertification actions. The recertification review and decision will follow the FQS process in a fair and equitable manner. The final determination will be recorded into the Agency's deployment and qualification tracking systems.

Cadre Transfers

An employee that wants to transfer to another cadre will need to work with both the releasing and receiving cadre to complete the process. The employee will talk to the receiving cadre to determine if there is an opening and interest. The receiving cadre can request documentation to determine if the employee is an appropriate fit. This can include an Employee Request Form, deployment history, training records, recommendation letters, or resume.

⁸ Letter templates are maintained by the FQS Program

If the receiving cadre determines it is interested in accepting the employee, concurrence from the employee's current cadre to release the employee is required. Either the employee or the Cadre Coordinator can contact the releasing cadre for concurrence. This must be in writing, but an e-mail between the two Cadre Coordinators is sufficient. Additionally, the releasing cadre should keep the written concurrence in the employee's file.

Once there is an agreement to release the employee, the receiving cadre will determine into which position and qualification proficiency (trainee, candidate, or qualified) to accept the employee. Qualification proficiency is the decision of the receiving cadre if the new position is at the same or lower management level and within its authority. Moving to a higher position can be accepted, but all supervisory positions must be submitted to the QRB. For example, if an employee is in a qualified Task Force Leader position in the releasing cadre, the receiving cadre can choose to:

- laterally accept the qualified Task Force Leader as a qualified Task Force Leader in the new cadre.
- accept the employee as qualified in a lower position (i.e., Crew Leader or Specialist).
- accept the employee as a candidate Task Force Leader.
- submit the employee to the QRB for a higher position, if experience and training in the receiving cadre's program support consideration at that position.

If the employee is a Reservist, the receiving cadre is responsible for creating the SF-52 to hire the employee into their cadre.

For any employee type, the receiving cadre is also responsible for creating a transmittal log and qualification letter, both signed by the CA, which lists the new position, proficiency, and any subordinate titles. These are sent to FEMA-FQS-Program@fema.dhs.gov.

Maintaining position titles from the releasing cadre as subordinate titles is allowed. However, approval from both the receiving and releasing cadres is required due to the potential for deployments outside of the employee's primary (receiving) cadre.

Once received, the FQS Program will send the qualification letter and supporting FQS documents to the employee informing him or her of the new cadre and position. The FQS Program will also make the changes in the deployment system. An employee will not be able to deploy in the new position until this process has been completed.

ANNEX 1: ACRONYMS

AS	Ancillary Support
CA	Certifying Authority
CCWG	Cadre Coordinators Working Group
CDP	Center for Domestic Preparedness
CO	Certifying Official
CORE	Cadre of On-call Response and Recovery Employees
EMI	Emergency Management Institute
FEMA	Federal Emergency Management Agency
FIWA	FEMA Incident Workforce Academy
FQS	FEMA Qualification System
FTE	Full-Time Equivalent
GIS	Geospatial Information System
ICS	Incident Command System
IM	Incident Management
IS	Incident Support
IWESC	Incident Workforce Executive Steering Committee
IWMD	Incident Workforce Management Division
ME	Mission Essential
PFT	Permanent Full-Time
PTB	Position Task Book
QRB	Qualification Review Board
SID	Student Identification
SME	Subject Matter Expert
TFT	Temporary Full-Time

ANNEX 2: GLOSSARY

Behavior/Activity: a description of an observable behavior (work activity) that allows the grouping of similar tasks necessary to perform the specific behavior.

Cadre: organizational grouping of FEMA employees by operational function for position management, recruitment, and readiness activities.

Cadre Coordinator: FEMA employee who is responsible for developing policies and procedures specific to cadres. Cadre Coordinators monitor the readiness of their cadre and provide assistance to FEMA Regions, as needed. (Formerly Reservist Program Manager)

Cadre Coordinators Working Group (CCWG): supports the development, implementation, and maintenance of incident workforce initiatives; discusses and addresses challenges associated with staffing, equipping, training, qualifying, and managing the performance of the incident workforce; and develops consistent processes for recruiting and appointing new members into cadre vacancies. The CCWG replaces the National Working Group.

Cadre Training Manager: assists the Cadre Coordinator focusing on cadre training. Not all cadres will have a Cadre Training Manager.

Candidate: an FQS-qualified individual who has been selected by the CO to open a new PTB for an additional FQS title.

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

Certification Letter: the official letter signed by the CA acknowledging an individual is “Qualified” in an IM position.

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

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

Coach-Evaluator: an individual designated by the cadre who is qualified in the position being evaluated and is assigned at an incident to mentor and/or evaluate a trainee’s/candidate’s performance. A Coach-Evaluator is assigned the “Coach-Evaluator” specialty in the deployment database.

Competency: an observable, measurable pattern of knowledge, skill, ability, behavior, and/or other characteristic that an individual needs to perform the behavior/activity and associated tasks.

Decertification: the process of revoking the certification of an employee's IM position.

Decision Letter: the official notification to an employee who is no longer deemed qualified for a specific IM position.

Disaster Workforce: individuals assigned to perform disaster-related duties in FEMA disaster operations.

Employee Request Form: the form used by an FTE to request an initial FQS position title or any qualified employee requesting to become a candidate in a new position.

FEMA Incident Workforce Academy (FIWA): a multi-phased initiative designed to standardize common training for all FEMA employees.

FEMA Local Hires: temporary FEMA employees hired at incident locations to support FEMA field operations.

FEMA Qualification System (FQS): a performance-based credentialing and qualification system that certifies FEMA employees as qualified for specific IM positions.

Final Evaluator: the Coach-Evaluator of the trainee or candidate when the final tasks in the PTB are completed. The final evaluator is responsible for ensuring that all tasks have been initialed for completing the Final Evaluator's Verification Statement.

First-Line Supervisor: the supervisor of an FTE employee when he or she is not deployed.

Force Structure: a systematic determination of the organization and human assets required to perform a given mission or function.

FTE Coordinator: assists the Cadre Coordinator focusing on the FTE employees in the cadre. Not all cadres will have an FTE Coordinator.

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

IM CORE Program Manager: assists the Cadre Coordinator focusing IM COREs and serves as the Supervisor of Record for IM COREs. Not all cadres will have an IM CORE Program Manager.

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

Incident Workforce Executive Steering Committee: establishes the framework, prioritizes criteria for, and resolves conflicts related to budgeting for the incident workforce; and maintains oversight of the CCWG. The IWESC replaces the Executive Oversight Committee.

Indicators: the bullets under each numbered task in the PTB. The bullets are examples or indicators of items or actions related to the task.

Position of Record (or OPM Position of Record): the position for which FTE employees were hired.

Position Task Book (PTB): a document that lists the tasks that must be demonstrated by the employee and observed by a Coach-Evaluator for the employee to become certified for a given IM position.

Progression Charts: a graphical diagram that outlines the positions and IM progression paths for each cadre.

Qualification Review Board (QRB): a group of experienced personnel appointed to review individual qualification recommendations prior to approval by the CA.

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

Qualified: a status given to employees certified for specific IM positions. Individuals are considered qualified when they receive a certification letter from their CA.

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

Reconsideration: a process of reviewing a negative decision by a CA, based on a trainee's/candidate's request and additional supporting documentation that corrects, clarifies, or supplements the original submission.

Subordinate Job Title: a position an employee can be deployed in other than his or her primary position title. The employee must have been previously qualified in the subordinate position. Up to three subordinate positions are allowed for each individual.

Surge Capacity Force: employees designated by any Federal department or agency to augment the FEMA disaster workforce when responding to a major disaster or catastrophic incident that exceeds the capacity of the FEMA disaster workforce to execute its missions.

Task: a specific description of a behavior/activity listed in the PTB that is necessary for the successful performance in a position which must be demonstrated.

Technical Specialists: individuals with specialized skills that can be used anywhere within the ICS organization. They normally perform the same duties during an incident that they perform in their everyday jobs and are typically certified in the field or professions (e.g., structural engineers, architects, plumbers, electricians).

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

Trainee: an individual who has an open PTB for an incident management position and holds no other FQS qualifications.

APPENDIX A: FQS REVISION CYCLE

Over time, the components of FQS will require update, as such there will be an annual review and revision period for FQS documents, specifically progression flow charts, qualification sheets, and PTBs. This appendix covers the cycle and requirements for updating the components of FQS.

Table 2: Document Revision Cycle

Document	Review Cycle
FQS Guide	1 year, then 3 years
Progression Flow Charts	1 year
Qualification Sheets	1 year
Position Task Books	1 year

Table 3: Dates for Ongoing Document Revision

Document	Submitted to FQS Program	Published	Date Changes Effective
FQS Guide (Initial)	March 31, 2016	July 1, 2016	Upon Publication
FQS Guide (Subsequent)	Every three years		
Progression Flow Charts	Annually by March 31	Annually July 1	Upon Publication
Qualification Sheets	Annually by March 31	Annually July 1	Upon Publication
Position Task Books	Annually by March 31	Annually July 1	Upon Publication

Changes to all these documents should be approved by the cadre CA/CO prior to submission to the FQS Implementation Team. The CCWG and the IWESC must approve these changes prior to implementation. These revisions will be implemented upon publication.

Any changes to FQS itself will need to undergo review by the CCWG and the IWESC prior to approval.

APPENDIX B: POSITIONS THAT REQUIRE QRB REVIEW

The QRB will recommend the certification, decertification, and recertification of employees in the following positions within General Staff Sections to the appropriate CA for final determination:

- Type I positions
- Type II positions
- Type III positions
- Division Supervisor
- Group Supervisor
- Task Force Leader
- Unit Leader
- Coordinators
- Advisors

The QRB will recommend the certification, decertification, and recertification of employees in the following Command Staff positions to the appropriate CA for final determination:

- Type I positions
- Type II positions
- Type III positions
- Officers
- Lead Advisors
- Advisors
- Coordinators

APPENDIX C: COMMAND AND GENERAL STAFF

MANAGEMENT TIERS

Under FQS, all positions are categorized into one of four tiers. The tiers are based on the level of management and responsibility required for each position. At each tier level, IM personnel are required to complete specific courses that focus on incident management as well as supervision, management, and leadership.

Tier 1 Staff Positions

- All Section Chiefs Type I, II, III
- Branch Directors Type I, II
- All Officers Type I, II

Tier 2 Staff Positions

- All Officers Type III
- All Titled Group Supervisors
- Division Supervisors
- All Unit Leaders
- Coordinators
- All Assistants
- All Lead Advisors

Tier 3 Staff Positions

- All Task Force Leaders
- All Crew Leaders
- All Managers
- All Assistant Managers
- Advisors

Tier 4 Staff Positions

- All Specialists

APPENDIX D: EMPLOYEE RESPONSIBILITIES FOR SUBMITTING A POSITION TASK BOOK

When an employee has a partial or a completed PTB, he or she must:

1. Copy the PTB for his or her records.
2. Scan the partial or completed PTB, PTB Evaluation forms, recommendation letters (if applicable), and any credentialing updates (if applicable).
3. Forward a copy to FQS for record management tracking at FEMA-FQS-Program@fema.dhs.gov
 - The subject line of the email should follow this example:
“For PTB entry/Employee Last Name, First Name”

For a completed PTB:

1. Prepare and deliver a certification package to the FEMA-FQS-Program@fema.dhs.gov e-mail address.
2. A certification package should include:
 - completed copy of PTB
 - certification of required training (certificates, training records)
 - relevant position-specific incident performance appraisal(s)
 - letter(s) of recommendation from other certified employee(s) with equal or higher qualifications (optional)
 - training and experience record(s) of previous qualifications in an ICS organization(s), including but not limited to:
 - training certificate(s)
 - incident evaluation(s)
 - letter(s) from competent authority(s)

Once received the FQS Program reviews the package for completeness and sends it to the cadre. The Cadre Coordinator will review certification package for completeness and forward the certification package along with a transmittal log to the CO for QRB submission (unless it is an entry-level position).

APPENDIX E: TRANSMITTAL LOG FORM

FQS Transmittal Log

<<To be filled out by the Cadre Management Team>>

Review reason:		
<input type="checkbox"/> Certification	<input type="checkbox"/> Decertification	<input type="checkbox"/> Transfer
Section A. Employee Information		
Employee Name:		Employee PID #:
Employee Type: <input type="checkbox"/> RSV <input type="checkbox"/> CORE <input type="checkbox"/> PFT <input type="checkbox"/> TFT <input type="checkbox"/> IM CORE <input type="checkbox"/> Other (specify):		
Current FQS Title:	FQS Identifier:	Proficiency: <input type="checkbox"/> Trainee <input type="checkbox"/> Qualified
Title for Qualification Review:	FQS Identifier:	Proficiency: <input type="checkbox"/> Trainee <input type="checkbox"/> Qualified
Section B. Documentation Received in Support of Request		
Verification of Disaster Experience: <input type="checkbox"/> Completed Trainee or Candidate PTB#: <i>One per deployment:</i> <input type="checkbox"/> Incident Action Plan (IAP) <input type="checkbox"/> JFO Organization Chart <input type="checkbox"/> ICS 204 form with assignment indicated <input type="checkbox"/> Incident Performance Appraisal(s) relevant to requested FQS title <input type="checkbox"/> Verification letter from section chief or senior leadership <input type="checkbox"/> ADD F2 Record or Employee Assignment History or DTS Deployment History (required) <input type="checkbox"/> TIAS Record(s) (required) <input type="checkbox"/> FEKC Record(s) (required) <input type="checkbox"/> Non-FEMA disaster operations training and experience <input type="checkbox"/> FQS Qualification Sheet for position title <input type="checkbox"/> Other (Resume, Professional Certification, training certificates, etc.) specify:		
Notes:		
Recommendation to Certifying Official to Certify: <input type="checkbox"/> Yes <input type="checkbox"/> No* <input type="checkbox"/> Recommend alternate Title and Proficiency** <input type="checkbox"/> Issue Candidate PTB		
** Alternate Title:	FQS Identifier:	Proficiency: <input type="checkbox"/> Trainee <input type="checkbox"/> Qualified
PTB Title:	FQS Identifier:	PTB# Issued:
*If no, indicate rationale & recommended actions: <input type="checkbox"/> Incomplete package <input type="checkbox"/> Force Structure # <input type="checkbox"/> Other (specify):		
If change in proficiency or title for program administrative purposes: <input type="checkbox"/> Administrative Error <input checked="" type="checkbox"/> Experience Justification <input type="checkbox"/> Other (include justification below):		
Subordinate Title(s):-If Primary title is <i>Qualified</i> , you may add up to 3 subordinate positions. <input type="checkbox"/> No subordinate title(s) Assign the following subordinate titles: (<i>Subordinate proficiency MUST be Qualified</i>) 1-FQS Title: _____ FQS Identifier: _____ Proficiency: Qualified 2-FQS Title: _____ FQS Identifier: _____ Proficiency: Qualified 3-FQS Title: _____ FQS Identifier: _____ Proficiency: Qualified		
Cadre Coordinator (Print):	(Sign):	Date:
Section C. Certifying Official		
<input type="checkbox"/> Non-Supervisory Position Recommendation: <input type="checkbox"/> Yes <input type="checkbox"/> No (include rationale & actions below)		<input type="checkbox"/> Supervisory Position Review package, sign, & forward to Qualification Review Board (QRB)
Certifying Official (Print):	(Sign):	Date:
Section D. Qualification Review Board (Supervisory Positions Only)		
Recommendation to Certify: <input type="checkbox"/> Yes <input type="checkbox"/> No (include rationale & actions below)		
QRB Chair (Print):	(Sign):	Date:
Section E. Certifying Authority		
Certify recommendation: <input type="checkbox"/> Yes <input type="checkbox"/> No (include justification below)		Decertification: <input type="checkbox"/> Yes (include justification below)
Justification: <i>Provide justification as displayed in subject line of letter to the employee. Attach additional justification as necessary.</i>		
Certifying Authority (Print):	(Sign):	Date:
Section F. Notification of Decision		
<input type="checkbox"/> Email Transmittal Log to- FEMA-FOS-Program@fema.dhs.gov		Date:

Updated FQS Transmittal Log Jan2015

APPENDIX F: EMPLOYEE REQUEST FORM

Employee Request Form for FQS Position Title

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

Employee Name	<input type="text"/>	Employee Email	<input type="text"/>
FQS Cadre Name	<input type="text"/>	Employee Phone #	<input type="text"/>
FQS Position Title for Consideration <input type="text"/> <p>Select the most appropriate FQS position title for which the applicant's qualifications best align. Applicants will automatically be considered for a subordinate FQS position title if not qualified in the selected title or if force structure will not permit. List more than one FQS position title if it is in a different technical progression within the same program.</p>			
Supervisor of Record (FTE only)	<input type="text"/>	Signature	<input type="text"/>
Supervisor of Record signature not required for submission of completed Trainee or Candidate PTB			
Date	<input type="text"/>		

Documentation in Support of Request. Check with your cadre for required documentation.	<input checked="" type="checkbox"/>
Verification of Disaster Experience <ul style="list-style-type: none"> ▪ Incident Action Plan (IAP) ▪ JFO Organization Chart ▪ ICS 204 form with assignment indicated ▪ Incident Performance Appraisal(s) relevant to requested FQS title (regular duty performance appraisal is not applicable) ▪ Verification letter from section chief or senior leadership ▪ Completed Trainee or Candidate PTB 	<input type="checkbox"/>
Automated Deployment Database (ADD) F2 Record and/or Employee Assignment History (required)	<input type="checkbox"/>
Training Information Access System (TIAS) AND FEMA Employee Knowledge Center (FEKC) Records	<input type="checkbox"/>
Equivalent experience applicable to experience or skills required by FQS and outlined in PTBs. (cadre specific)	<input type="checkbox"/>
Equivalency for training required for FQS position titles. (cadre specific)	<input type="checkbox"/>
Other (Resume, Professional Certification, training certificates, etc...)	<input type="checkbox"/>
Qualification Sheet for FQS position title	<input type="checkbox"/>

Required Training		
Reference FQS title specific required training from corresponding FQS title Qualification Sheet and the FQS Required Courses for Command and General Staff Qualification Sheet: www.fema.gov/fema-qualification-system : FQS Qualification Sheets		
FQS position specific Training (Required)	Course #	Date Complete
1		
2		
Command and General Staff Training (Required)	Course #	Date Complete
1		
2		
Training Equivalent to FQS position title requirements	Course #	Date Complete
1		
2		

Subordinate Titles
List up to three (3) FQS position titles subordinate to the selected title that align with the applicant's qualifications. See FQS Cadre flow charts and associated position progression at www.fema.gov/fema-qualification-system : FQS Flow Charts
1.
2.
3.

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

APPENDIX G: QUALIFICATION REVIEW BOARD MEMBERSHIP

Voting Members:

Disability Integration
External Affairs
Federal Coordinating Officer
Finance
IMAT
Mitigation
Recovery
Response
Seven Regional Representatives from diverse cadres

Advisory Members:

Office of Equal Rights (EA)
National Integration Center (NIC)
Office of Chief Counsel (OCC)
Office of the Chief Component Human Capital Officer (OCCHCO)
QRB Chair (FQS Unit Chief, IWMD, Response Directorate)

APPENDIX H: LINKS TO FQS INFORMATION

The subsequent links have been provided for access to FQS reference material:

- [FQS Website \(https://www.fema.gov/fema-qualification-system\)](https://www.fema.gov/fema-qualification-system)
 - FQS Guide
 - FQS Evaluators Guide
 - FQS QRB Guide
- [FQS Intranet Site \(https://intranet.fema.net/org/orr/response/IWM/Pages/FQSBranch.aspx\)](https://intranet.fema.net/org/orr/response/IWM/Pages/FQSBranch.aspx)
 - Coach-Evaluators FAQ
 - Coach-Evaluator Code of Ethics
 - FQS Trifold
 - FQS Guide
 - FQS Evaluators Guide
 - FQS QRB Guide
 - Link to FQS SharePoint/ESW
- [EMI Courses and Schedules \(https://training.fema.gov/emicourses/\)](https://training.fema.gov/emicourses/)
 - Schedules
 - Course Catalog
 - Enrollment Information
 - Application Timeline
 - Application Procedures and Forms
 - EMI Course Codes
 - EMI Course Listing
- [GSA Website \(http://www.gsa.gov/portal/forms/download/117002\)](http://www.gsa.gov/portal/forms/download/117002)
 - Form: SF182-06