



FEMA Human Capital Strategic Plan

Fiscal Years
2016-2020



FEMA

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MESSAGE FROM THE ADMINISTRATOR



On behalf of the Federal Emergency Management Agency (FEMA), we are proud to provide our Human Capital Strategic Plan for fiscal years (FY) 2016-2020.

At its core, the plan focuses on FEMA's most valuable asset – our talented and dedicated workforce. Every day, FEMA employees report to work knowing that communities across this great Nation are working together to prepare for, protect against, respond to, recover from, and mitigate against all hazards. Through this Human Capital Strategic Plan, we are taking the necessary steps to address one of the greatest challenges in emergency management – catastrophic disaster – by enhancing the Agency's recruitment, development, and retention programs so that our workforce is poised to meet this important mission.



The Human Capital Strategic Plan embraces a new era of government management – one focused on the importance of cross-Agency collaboration. Therefore, we aligned our human capital goals, objectives, and strategies with key elements from the Department of Homeland Security (DHS) and FEMA strategic plans.

To solidify our connection to the DHS Strategic Plan, the FEMA Human Capital Strategic Plan integrates directly with the Department's Mission 5: Strengthen National Preparedness and Resilience. This vital connection pointing back to the DHS Strategic Plan reinforces our important role as the Department's all-hazards preparation, response, recovery, and mitigation agent.

At the Agency level, the Human Capital Strategic Plan aligns directly with all FEMA Strategic Priorities. This cascading framework allows the Office of the Chief Component Human Capital Officer (OCCHCO) to ensure FEMA's workforce is positioned to achieve the Agency's mission in the most efficient and effective manner.

However, it is important to underscore that OCCHCO's success as FEMA's human capital conduit depends upon the unwavering support from our program offices across the entire Agency. Therefore, throughout the development of the Human Capital Strategic Plan, OCCHCO made a concerted effort to partner with the Human Capital Governance Board and key stakeholders across all levels of the Agency. As we move forward with the elements of our plan, OCCHCO and our program and regional offices have a shared responsibility in the design, implementation, and evaluation of human capital goals and objectives.

Overall, the elements of this Human Capital Strategic Plan enhance all aspects of our mission performance, including our ability to maximize the unique capabilities of the whole disaster response community. Through this plan and associated strategies, we are committing to continue building upon the steady foundation of FEMA.

I look forward to working with all of you to ensure the success of our organization and to continue building a workforce capable of securing the American people in the event of any disaster.

W. Craig Fugate, FEMA Administrator

MESSAGE FROM THE CHIEF COMPONENT HUMAN CAPITAL OFFICER



FEMA's goal for the FY 2016-2020 Human Capital Strategic Plan is to ensure that the Agency's talented, committed, and survivor-centric workforce has the resources required to deliver our all-hazards focused mission support to the citizens and first responders of our Nation.

This Human Capital Strategic Plan provides a framework to enable the success of FEMA employees at every level of the Agency. This plan serves as a roadmap that, when followed, will strengthen the Agency in the areas where current activities do not exist or where significant improvement is warranted. Executives and managers will find unifying strategies to acquire, develop, sustain, and transition talent. At the same time, employees will gain a new perspective regarding the agency's direction towards their individual career development and to the organization's collective success.



Successful implementation of the goals and objectives in this plan will take close coordination across the entire Agency. As an Agency, we will work together to implement this plan and solidify our foundation to build an expeditionary, survivor-centric workforce, one that continually prepares for the greatest challenge in emergency management – a catastrophic disaster. Among our many tasks, we must build capacity to satisfy the future demands of our mission by:

- Ensuring the agency is structured and organized in a manner that matches the workforce and workload to support the mission
- Identifying the competencies the Agency needs and concentrating the workforce on those competencies
- Promoting a culture of innovation and continuous learning
- Holding leaders accountable for consistently applying management practices aligned with FEMA's core values

On behalf of the Office of Chief Component Human Capital Officer, we look forward to working with FEMA's entire workforce and stakeholders to implement the goals and objectives of the Human Capital Strategic Plan so that we may all continue protecting, strengthening, and solidifying our all-hazards approach to disaster preparedness, response, recovery, and mitigation.

Corey J. Coleman, Chief Component Human Capital Officer

EXECUTIVE SUMMARY



The FY 2016-2020 FEMA Human Capital Strategic Plan (HCSP) advances the Agency’s mission to support the Nation’s citizens and first responders by ensuring national capability to prepare for, protect against, respond to, recover from, and mitigate all hazards. Building upon the Agency’s goals and objectives, the HCSP focuses on five strategic goals for developing and cultivating a scalable, expeditionary workforce capable of providing an effective emergency response while maintaining mission-essential functions. The FEMA HCSP (as outlined in Figure 1) contains concrete strategies that emphasize all facets of the employee life cycle for executives and managers to acquire, develop, and sustain talent proactively while providing employees insight into training and career development opportunities and their roles as emergency managers.

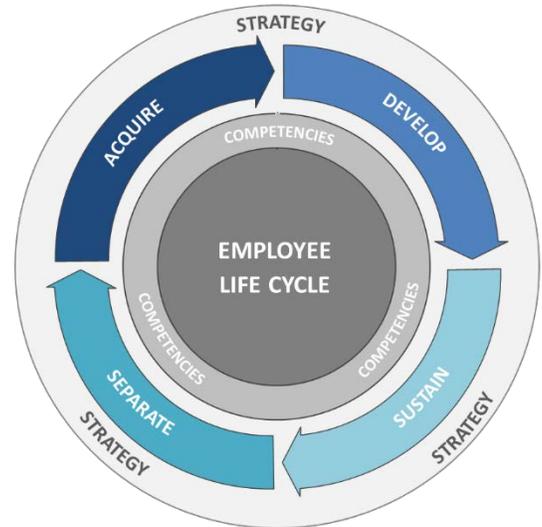


Figure 1: Employee Life Cycle

The five goals and associated objectives outlined in Table 1 below will demonstrate how the HCSP will strengthen FEMA’s organizational foundation and use human capital to accomplish the five strategic priorities set forth in the FEMA Strategic Plan. Accomplishing the goals set forth in this plan will ensure that FEMA is a survivor-centric, expeditionary organization that has built capability for catastrophic disasters and enables disaster risk reduction nationally. These efforts will further integrate a whole community approach to emergency management and a culture that fosters innovation and learning throughout Agency programs and operations.

Table 1: Goals, Objectives, and Metrics from the FEMA Human Capital Strategic Plan

Goals, Objectives, and Metrics		
Goals	Objectives	Metrics
<p>1: Strategy Align human capital solutions with current and emerging mission and programmatic goals</p>	<p>1.1: Identify, assess and develop individual assistance, public assistance and grants management competencies</p> <p>1.2: Ensure the workforce is appropriately sized, organized, and equipped to effectively transition from steady state to emergency state and back to steady state</p> <p>1.3: Strengthen response and recovery core capabilities through gap analysis to integrate existing training programs into an Agency employee development system.</p> <p>1.4: Expand Agency capacity to identify and address whole community gaps in understanding risk management actions.</p>	<ul style="list-style-type: none"> • Percent of mission critical competency gap closed • Availability rate during a category 1 event • Readiness measurement in the Cadre Operational Readiness Deployability Status Report (CORDS) • Percent of response and recovery core capability gap closures • Percent of internal trainings aligned to Agency employee development system. • Percent of gap closure strategies implemented and closed for risk management competencies.

Goals, Objectives, and Metrics

Goals	Objectives	Metrics
<p>2: Acquire Obtain a skilled and scalable workforce</p>	<p>2.1: Ensure FEMA employs a highly skilled workforce capable of meeting mission-essential requirements</p> <p>2.2: Apply an integrated approach to recruitment across the agency</p>	<ul style="list-style-type: none"> • Vacancy rate of mission-critical positions • Percent of funds executed for Full-Time Equivalent positions • Percent of time-to-hire targets that are met
<p>3: Develop Cultivate employee knowledge sharing, innovation, and growth opportunities</p>	<p>3.1: Develop competencies necessary to be survivor centric, become expeditionary, build capability for catastrophic disasters, and to enable disaster risk reduction across the Nation</p> <p>3.2: Develop targeted solutions to close identified competency gaps</p>	<ul style="list-style-type: none"> • Percent of mission-critical occupations with completed competencies • Percent of occupations with established career paths • Increase employee assessment rating for having the tools necessary to do their jobs effectively
<p>4: Sustain Strengthen an organizational culture of mission performance</p>	<p>4.1: Create a high-performance, results-oriented environment</p> <p>4.2: Strengthen employee engagement</p> <p>4.3: Build a work environment that promotes inclusion</p>	<ul style="list-style-type: none"> • Percent of FEMA employees on an established performance work plan within 30 days of joining the Agency, starting a new position, or at the beginning of a new performance cycle • Number of employees participating in special emphasis programs and/or employee resource/affinity groups • Percent of positive responses for the Inclusion Index in the Federal Employee Viewpoint Survey (FEVS)

Goals, Objectives, and Metrics

	Objectives	
<p>5: Separate Prepare for employee transitions so continuity of leadership is ensured and knowledge is shared across the organization</p>	<p>5.1: Implement succession planning activities for mission-critical leadership positions</p> <p>5.2: Formalize FEMA's off-boarding procedures</p> <p>5.3: Develop and implement a knowledge management strategy supported by appropriate investments in training and technology</p>	<ul style="list-style-type: none"> • Percent of Career Senior Executive Services (SES) positions with a pool of highly-qualified candidates in the pipeline • Percent of transitioning employees participating in exit surveys and interviews • Percent of graduates from leadership development programs that are promoted

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INTRODUCTION



FEMA Mission - To support our citizens and first responders to ensure that as a Nation we work together to build, sustain, and improve our capability to prepare for, protect against, respond to, recover from, and mitigate all hazards.

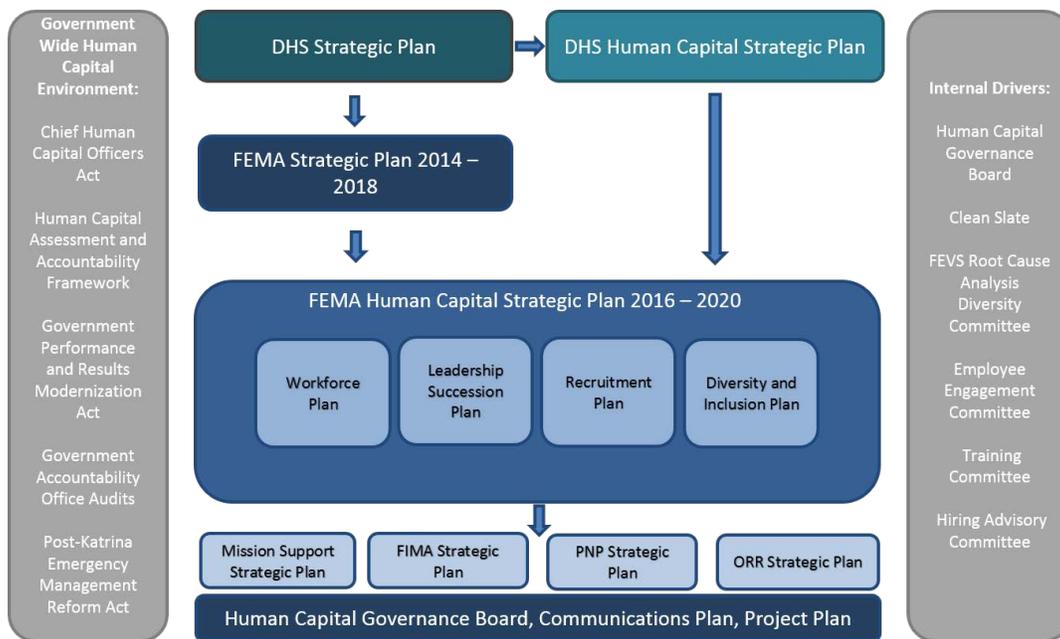
FEMA Ethos - To serve the Nation by helping its people and first responders, especially when they are most in need.

FEMA Values - Compassion, Fairness, Integrity, and Respect

It is becoming increasingly important to ensure that Federal Agency human capital programs are a strategic business function that enables executives, managers, and employees to accomplish mission imperatives. To achieve this vision, FEMA’s Office of the Chief Component Human Capital Officer (OCCHCO) designed a human capital program that links with Department and Component strategic planning documents.

The illustration below in Figure 2 outlines the cascading nature of FEMA’s HCSP, which descends from the Agency’s strategic plan and the Department of Homeland Security (DHS) Human Capital Strategic Plan. In addition, FEMA’s HCSP is informed by statute, regulation, and guidelines illustrated on the left side of the graphic and a series of internal drivers reflected on the right. Finally, the HCSP provides an overarching set of goals and objectives at the directorate and office levels across FEMA that aligns strategy, acquires talent, develops employees, sustains engagement, and transitions employees in a more uniform and consistent manner.

Figure 2: Outline of Cascading Nature of FEMA Human Capital Strategic Plan (HCSP)



The FEMA HCSP supports the entire FEMA strategic planning process and all of the corresponding goals and objectives in the five priority areas. It also closely follows and aligns with the goals, objectives, and organizing framework outlined by the Department’s Human Capital Strategic Plan. The most apparent and critical human capital planning linkage occurs with FEMA’s Strategic Priority 5: Strengthening FEMA’s Organizational Foundation.

FEMA's Human Capital Program Alignment

OCCHCO designed a suite of interrelated human capital planning documents to create a strategic line of sight from mission objectives to program performance. Figure 3 illustrates the relationship between the plans.

Figure 3: Summary of FEMA Strategic Plan Alignment



The **Human Capital Strategic Plan** provides a framework for FEMA to recruit, retain, and build their employees while also empowering FEMA employees at every level of the Agency to succeed. The HCSP provides a high-level perspective on the direction for Agency human capital over the next five years. The plan includes elements of workforce planning, recruitment, training, succession management, diversity, and inclusion to ensure overall Agency success.

The **Recruitment Plan** outlines strategies and techniques for Agency leadership and employees seeking to bring new talent into the workforce. The plan also provides guidance necessary to understand Agency-wide requirements by providing a uniform, effective approach to recruitment.

The **Diversity and Inclusion Plan** solidifies FEMA's strategies for recruiting, developing, and retaining a workforce with diverse backgrounds, perspectives, and ideas. The plan also recognizes that diversity fosters an inclusive culture that encourages communication and collaboration, is fair and provides equitable opportunities, and empowers employees with the resources and support they need to advance and support FEMA's vital mission.

The **Leadership Succession Plan** outlines concrete goals, objectives, and strategies that Agency leaders can use to prepare for anticipated leadership attrition and to identify, develop, and retain high-potential employees. The plan also provides insights and perspectives on the existing talent pool within FEMA and the leadership development programs and activities currently underway to cultivate talent within the Agency.

The **Workforce Plan** serves as an implementation guide for developing and cultivating a scalable, expeditionary workforce capable of providing an effective emergency response while maintaining mission essential functions. Executives and managers can use the plan to proactively staff, develop, and retain talent to meet our Nation's current and unfolding emergency response needs.

Concurrently, employees will gain invaluable insight into the training and career development opportunities available to them, and better understand their role as an emergency manager.

Together, this cascading framework ensures FEMA's workforce is positioned to achieve the Agency's mission in the most efficient and effective manner.

The **Human Capital Project Plan** ensures the HCSP will continue to strengthen the linkages between human capital management and strategic planning. Additionally, in order to ensure all levels of FEMA's workforce understand the impact that human capital programs have on the Agency's mission, the HCSP will include measures and metrics to capture operational and technical results. The Agency will make any necessary adjustments to human capital programs and initiatives to ensure continued progress. These measures and metrics are in Appendix D: Department and Component Goals.

By identifying measures and metrics through the FEMA Human Capital Project Plan, OCCHCO will be able to differentiate elements of strategic and operational importance. The FEMA HCSP will position FEMA to meet government-wide management and human capital planning requirements as established through the Government Performance and Results Act Modernization Act, the Chief Human Capital Officers Act, the Office of Personnel Management's Human Capital Assessment and Accountability Framework, and audit recommendations identified by key stakeholders including the Government Accountability Office and the DHS Office of Inspector General.



ABOUT FEMA



For more than 35 years, FEMA has played a crucial role in leading the Nation in preparing for, protecting against, responding to, recovering from, and mitigating all hazards. FEMA employees and leadership share an ethos of service to the Nation and a desire to help people when they are most in need. This service-driven commitment encompasses everything the Agency does – including day-to-day operations, employee relations, and interactions with the public before, during, and after disasters. No matter how difficult the mission, FEMA is ready to respond.

Current Environment

FEMA faces a complex and changing landscape as it aligns its workforce with future mission needs. Among other factors, shifting demographics and the rate of technological innovation challenge the way the Agency plans and communicates with the public. In addition, more frequent and intense storms present operational challenges and complexities. The combination of these and other emerging obstacles, therefore, require an innovative approach to recruit, hire, develop, and retain a workforce capable of balancing the needs of FEMA's steady state and emergency response requirements. Through a comprehensive analysis of available data, including leadership and subject matter expert interviews, workforce data, and relevant policy and planning documents, the Agency identified the following forces that define FEMA's operating environment.

Summary

Expanding and Complex Workload – Complexity has increased as a result of new and more frequent threats, sophisticated technologies, and ever-increasing public expectations. This combination created a vastly different landscape for risk assessment and operational planning compared with previous years and it requires incorporating new skills into the Agency workforce.

FEMA's complex workload also expanded in recent years. The effects of global climate change have driven an increasing rate of disaster declarations requiring the Agency to find new efficiencies in managing the workforce.

Shifting Populations – On average, Americans continue to move closer to large metropolitan areas and the Nation's coastlines. These growing population densities, especially when combined with increasing vulnerabilities, have significant implications for emergency management services and infrastructure. The urbanization of the United States affects not only how FEMA conducts its business but also the skills necessary to perform its mission.

Changing Workforce and Population Demographics – Ongoing changes in the Nation's workforce have deep implications for FEMA's human capital environment. First, the rising average age of employees and subsequent retirements will require adapting workforce policies to this new reality. And it will also require a concerted effort to recruit and develop the next generation of emergency managers. Second, as the racial and ethnic makeup of the United States continues to change, FEMA will face a very different community environment, and it will need to adapt to be able to address the needs of this more diverse population.

Changing Information Pathways – New communications technology and patterns of information consumption within the United States population are changing the emergency management operating environment. The rise of social media and non-traditional news sources, as well as the reduction in television news viewership, require FEMA to adapt its practices to better integrate with local partners and more effectively share information to prevent, prepare for, and manage disasters.

Key Mandates

The Robert T. Stafford Disaster Relief and Emergency Assistance Act, Public Law 93-288, as amended, provides the legal foundation by which the President may issue a major disaster or emergency declaration triggering FEMA financial and direct assistance. The Homeland Security Act, Public Law 107-296, as amended, establishes FEMA as a distinct entity within the Department of Homeland Security responsible for preparing for, protecting against, responding to, recovering from, or mitigating against natural disasters, acts of terrorism and other man-made disasters.

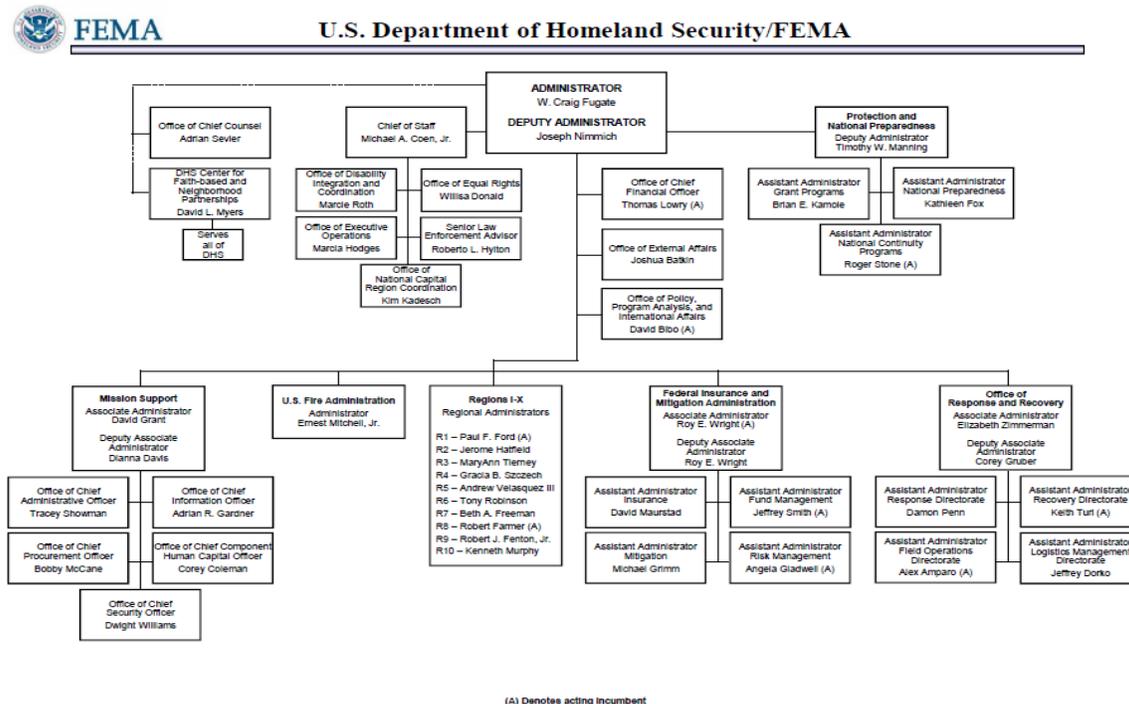
These Acts give FEMA the responsibility of coordinating government-wide relief efforts. They establish an orderly and continuing means of providing federal emergency and disaster assistance to state and local governments in carrying out their responsibilities to alleviate suffering and damage. They also promote comprehensive disaster preparedness activity, better whole community coordination, the use of insurance coverage, and the use of mitigation measures to reduce or eliminate risk.

These Acts constitute the primary statutory authority for FEMA's mission to support citizens and first responders to ensure that as a nation we work together to build, sustain, and improve our capability to prepare for, protect against, respond to, recover from, and mitigate all hazards.

Organizational Structure

FEMA's organization is made up of a headquarters (HQ) element and ten regional offices that cover the scope of FEMA's geographic responsibility. HQ and regional offices are further divided into programmatic and support offices that work hand in hand to accomplish the Agency's mission. Figure 4 shows a detailed breakdown of each of FEMA's major organizational units. Appendix A: FEMA Offices includes a detailed explanation of each unit's mission and responsibilities:

Figure 4: FEMA's Major Organizational Units



Workforce Overview

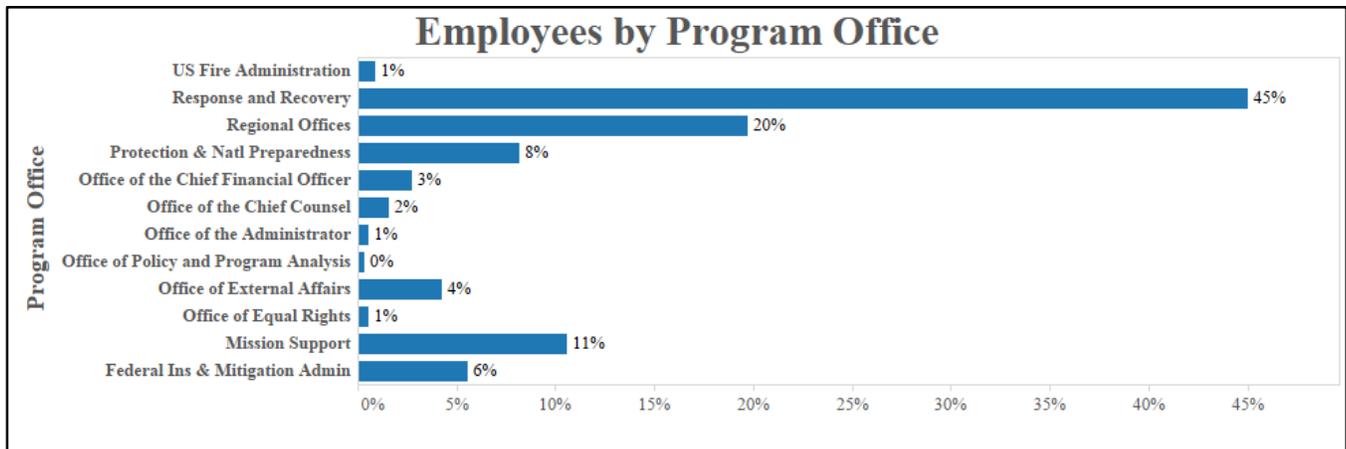
With nearly 14,000 employees, FEMA’s workforce – in which “every employee is an emergency manager” – is made up of expeditionary professionals with a diverse set of skills and a unique passion for service. FEMA continues to focus on certifying the workforce to support incident management and incident support positions. At the same time, the Agency aims to foster a talented, trained pool of emergency managers ready to meet the Nation’s needs by more clearly defining career paths within FEMA.

FEMA’s workforce supports two distinct and equally important operational tempos: steady state and emergency state. Chart 1 depicts FEMA’s workforce by primary organization and by organizational tempo. During steady state, employees support FEMA’s mission areas and operations on a daily basis and can be deployed to the field when an incident occurs. In an emergency state, identified members of the FEMA workforce are ready on a moment’s notice to mobilize, deploy, and engage in response, recovery, and mitigation mission areas. FEMA workforce categories include:

- **Permanent Full-Time (PFT) Employees:** These steady state employees are responsible for conducting the day-to-day business of the Agency but must also be prepared to deploy to the field in the event of an emergency.
- **Cadre of On-Call Response/Recovery Employment (CORE):** On temporary appointments, these steady state employees work full time alongside PFTs to conduct the business of the Agency.
- **Incident Management (IM) CORE:** These CORE employees provide emergency state support and can be deployed up to 300 days a year in mission areas.

- Incident Management Assistance Team (IMAT): The IMATs are full-time, rapid-response teams with dedicated staff able to deploy within two hours and arrive at an incident within 12 hours to support the local incident commander.
- Reservist: The Reservist Program builds and sustains a robust, well-trained, deployable, and available corps of Reservists who can focus on the needs of disaster survivors and their communities by performing FEMA mission functions effectively and efficiently in accordance with FEMA’s legal authorities, policies, and procedures. Reservists represent FEMA's frontline in working with survivors during and immediately after a disaster.
- Temporary Local Hires: These employees are local residents – who may be disaster survivors themselves – who help their fellow citizens in the recovery process.
- FEMA Corps: A unit of 1,600 service corps members within AmeriCorps National Civilian Community Corps (NCCC) solely devoted to disaster preparedness, response, and recovery. The FEMA Corps members serve for a 10-month term with an option to extend for a second year.

Chart 1: Workforce by Program Office



GOAL 1: STRATEGY



ALIGN HUMAN CAPITAL SOLUTIONS WITH CURRENT AND EMERGING MISSION AND PROGRAMMATIC GOALS

Key Outcomes

- FEMA is an expeditionary organization that is survivor centric in its mission and program delivery
- FEMA's human capital planning requirements are aligned with broader organizational planning
- FEMA human capital data is used consistently to make data-driven business decisions



Objective 1.1: Identify, assess and develop individual assistance, public assistance and grants management competencies

To improve survivor service during initial contact, FEMA will leverage the Multipurpose Occupational System Analysis Inventory - Close-Ended (MOSAIC) methodology, utilized by Office of Personnel Management, to identify competencies for individual assistance, public assistance and grants management positions. Developing competencies for these positions will heighten FEMA's ability to more accurately employ gap closure strategies where competency shortfalls are identified to maintain a survivor centric operational posture. By integrating this occupational analysis approach into the varied Human Resource management systems currently employed FEMA will be able to structure performance management, training, and career development in such a way that employees receive a consistent message about the factors on which they are selected, trained, and evaluated. This will enable optimization of FEMA human capital through increased alignment with the Agency's mission and strategic planning process.

Objective 1.2: Ensure the workforce is appropriately sized, organized, and equipped to effectively transition from steady state to emergency state and back to steady state

By analyzing current steady state and future emergency state workforce requirements, FEMA will translate strategic goals and priorities into operational workforce models. The identification of steady and emergency state workload will drive FEMA's workforce needs to facilitate a seamless transition between steady and emergency states. Further, maintaining an employee data warehouse and implementing business rules to govern data sharing requirements, as well as workload and workforce analysis tools, FEMA will create a standard workforce profile for the entire organization. FEMA will develop the necessary framework in order to meet staffing force structure requirements. In addition, we will streamline incident workforce performance evaluations thereby facilitating the individual and collective operational readiness required to perform incident-related duties.

Objective 1.3: Strengthen response and recovery core capabilities through gap analysis to integrate existing training programs into an Agency employee development system

To improve catastrophic disaster readiness, FEMA will build response and recovery scenarios, conduct exercises, and review after action reports. The after action reports will be used in a gap analysis to identify the delta between present and desired performance levels. Identified performance gaps will be assessed against workforce competencies. Training will then be developed to ensure Agency staff is adequately prepared to respond to and assist in recovery during emergencies. Complemented by a comprehensive employee development system, FEMA will be able to formally document and track internal training necessary to meet Agency response and recovery activities.

Objective 1.4: Expand Agency capacity to identify and address whole community gaps in understanding risk management actions

Enhancing risk management capabilities is at the core of FEMA's vision for the future. By focusing on current shortfalls in analytical capacity and simultaneously leveraging pre-existing capabilities FEMA will convert data into meaningful and actionable information to drive the operational decision-making process. In order to adequately expand and enhance Agency proficiency in risk assessment, FEMA will educate its workforce in risk management techniques and approaches. The integration of data analysis with a risk management perspective will enable the Agency to take a more risk-adverse operational posture, promoting long term success.

GOAL 2: ACQUIRE



OBTAIN A SKILLED AND SCALABLE WORKFORCE

Key Outcomes

- FEMA maintains a workforce capable of surging effectively to respond to emergencies while simultaneously delivering required mission functions
- FEMA uses innovative techniques to source and recruit a qualified and diverse workforce
- FEMA meets organizational metrics for hiring new employees



Objective 2.1: Ensure FEMA employs a highly skilled workforce capable of meeting mission-essential requirements

An Agency's ability to recruit and hire talent is an essential part of a human capital strategy. Having a workforce of high performing, appropriately skilled employees enables an organization to meet mission-critical needs. Achieving programmatic objectives in an efficient and effective manner is even more critical in the current Federal government budget situation. FEMA's approach to emergency management demands that the Agency recruits and hires a workforce that can adapt and evolve to an ever-changing environment.

The HCSP sets a foundation for FEMA to build, develop, and enhance recruitment and hiring activities. The ultimate goal is to create a comprehensive and integrated Agency-wide approach to talent acquisition. This includes making key decisions on overall strategies including where, when, and how FEMA needs to recruit talent. It also means deciding whether FEMA will expand applicant pools based on specific needs – such as closing gaps in mission-critical competency areas. FEMA will utilize workforce planning to not only drive hiring and resource allocation decisions but also to ensure adequate use of PFT funds. The measures to be used to drive this FEMA strategic priority include a decrease in attrition rate for PFTs over time, an increase in the Agency's percentage of PFT Full-Time Equivalent fill through improvements in the recruitment, onboarding, and retention of employees, as well as, an increase in the Agency's percentage of the Disaster Workforce fill through improvements in the recruitment, onboarding, and retention of incident management titled employees. This data-driven approach will ensure FEMA targets the right sources to fill vacancies with the best and most-qualified applicants.

Objective 2.2: Apply an integrated approach to recruitment across the agency

Designing and deploying a focused recruitment strategy will impact the hiring process in a positive and constructive way. In particular, FEMA anticipates that recruiting based on occupational and organizational-specific needs will enhance the quality of our applicant pool. Efforts are already underway to streamline and improve processes throughout the hiring lifecycle.

FEMA recruitment must address the significant number (approximately 30 percent) of FEMA employees who will be eligible to retire in the next five years, including a number of Senior Executive Service (SES) employees. By organization, retirement departures will significantly affect the Federal Insurance Mitigation Administration (FIMA), United States Fire Administration, Regional Offices, Office of Response and Recovery, and Office of Equal Rights. Charts 4 and 5 in Appendix B depict retirement eligibility by primary organization and by grade.

Recruiting a diverse, highly capable workforce is important for FEMA's recruitment strategy. FEMA needs innovative recruitment tactics to source and recruit talent. This approach to recruitment will guarantee that FEMA's workforce is diverse and reflects the composition of the available pools of exceptional talent in all fields and regions nationally. FEMA's workforce is below the civilian labor force average for the following groups: Asian females, Asian males, Hispanic females, Hispanic males, and Caucasian females.

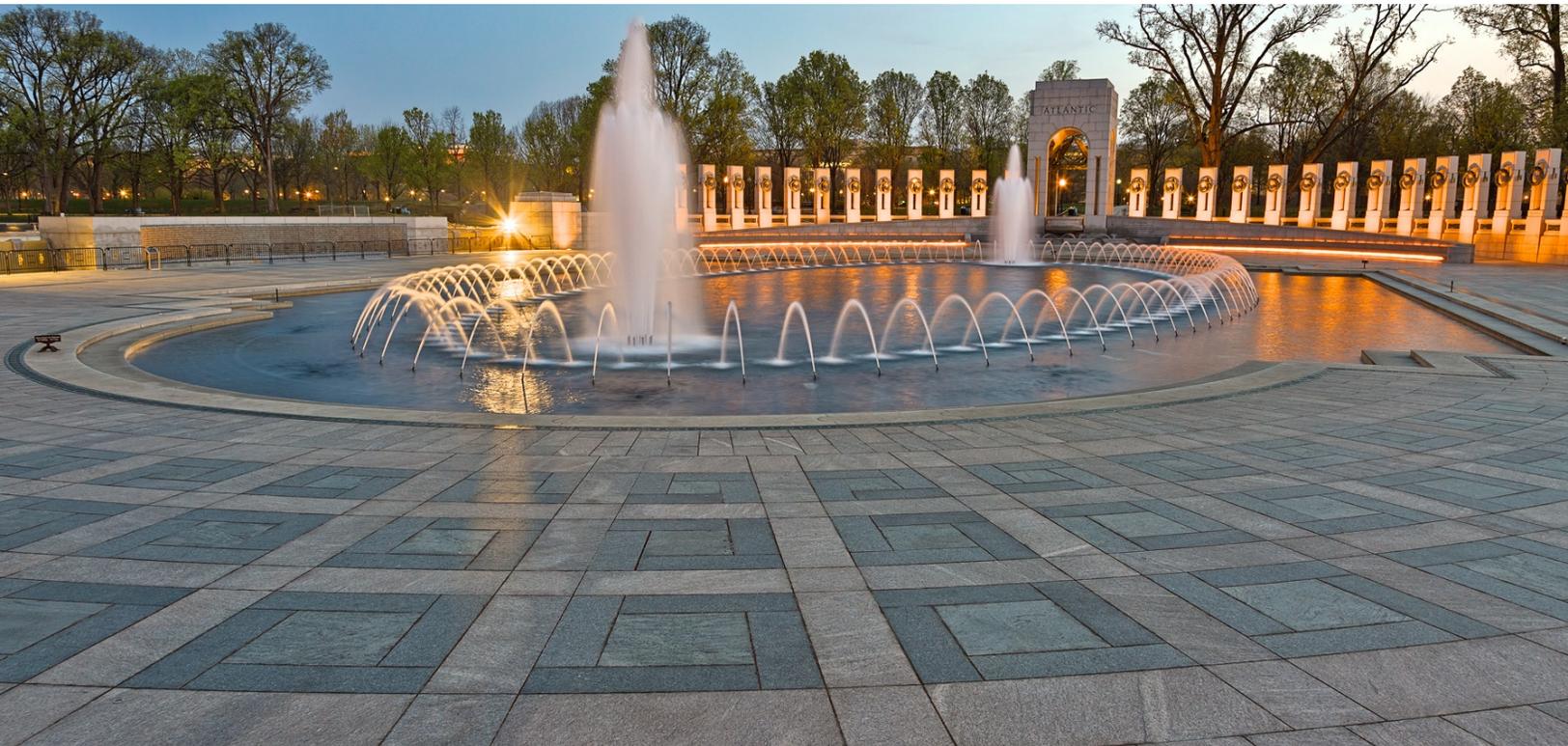
GOAL 3: DEVELOP



CULTIVATE EMPLOYEE KNOWLEDGE SHARING, INNOVATION, AND GROWTH OPPORTUNITIES

Key Outcomes

- FEMA uses specific competency assessment tools to provide a clear understanding of existing skill and competency gaps
- FEMA uses a centralized approach to assessing learning needs
- FEMA shows progression in developing a highly skilled and effective workforce capable of meeting mission-critical needs
- FEMA leverages developmental activities to cultivate the leadership pipeline



Objective 3.1: Develop competencies necessary to be survivor centric, become expeditionary, build capability for catastrophic disasters and to enable disaster risk reduction across the Nation

FEMA strives to cultivate quality personnel with mission-critical competencies. This intricate process requires an emphasis on employee development that begins in the workforce planning stage and continues through the employee life-cycle. To address competency and skills gaps, FEMA is taking steps to ensure that it supports all employees through a comprehensive knowledge management process. To strengthen FEMA's organizational foundation and ensure that FEMA has a qualified, effective, and engaged workforce recognized for its excellence, FEMA will identify and/or validate the competencies necessary for steady state and emergency state tempos. These competencies will complement FEMA's qualification system in order to maintain a scalable, well-distributed workforce capable of meeting the myriad of hazard response needs faced by the Agency while concurrently maintaining mission-essential functions. Employees will be engaged and knowledgeable with regard to their steady state, incident management, and support roles. Striving to close competency gaps through a tailored and repeatable process will ensure FEMA has a survivor-centric, expeditionary workforce.

Objective 3.2: Develop targeted solutions to close identified competency gaps

An environment of innovation and continuous learning requires a long-range view of knowledge management. FEMA is committed to creating specific learning opportunities for entry, mid, and senior level employees. To accomplish this, FEMA is developing a competency-based approach to identify learning and development opportunities in support of career paths. FEMA is developing a career path tool to help employees plan for a long, fulfilling career at FEMA. Targeted solutions to address competency gaps will help fill the knowledge loss of transitioning employees. FEMA will also develop methods to identify high potential succession candidates and to identify internal bench strength. This established repeatable methodology will help close identified competency gaps.

GOAL 4: SUSTAIN



STRENGTHEN AN ORGANIZATIONAL CULTURE OF MISSION PERFORMANCE

Key Outcomes

- FEMA differentiates between high and low levels of performance and links individual/team/unit performance to organizational goals and desired results effectively
- Awards and recognition scores on the FEVS are comparable to the Federal average
- Employee engagement scores on the FEVS are comparable to the Federal average



Objective 4.1: Create a high-performance, results-oriented environment

Maintaining an effective workforce requires accountability for Agency level results. Implementation of best practices from high-performance cultures, across FEMA, will require a constructive approach to achieve results across all levels, while maintaining a strong commitment to teamwork and ethics. Providing employees with the tools for success will enable FEMA to perform consistently and build momentum for organizational success. Addressing poor performance and rewarding consistent and high performers will improve morale and generate a positive work environment. FEMA's commitment to creating a results-oriented culture will sustain, motivate, and enforce standards of performance.

Objective 4.2: Strengthen employee engagement

To retain high-performing employees, FEMA will address areas of high attrition through employee engagement. In particular, FEMA must address retention challenges in the emergency state workforce and at the SES. For example, the GS-15 attrition rates ranged from 6 to 11.2 percent from 2010-2014, and the SES rates ranged from 8.1 to 17.1 percent as outlined in Chart 7 in Appendix B. The emergency state workforce's attrition rates were nearly double that of the steady state – approximately 20 percent compared to the steady state's 10 percent. FEMA will follow OPM guidance for engaging the workforce through continuous feedback mechanisms, root cause analyses, and other strategies to improve upon existing FEVS scores.

Objective 4.3: Build a work environment that promotes inclusion

FEMA will cultivate an inclusive environment that engages employees at all levels and plans for attrition at the highest levels. FEMA will build a work environment that maximizes individual and collective potential to increase engagement and inclusion efforts. Through inclusion efforts, FEMA will ensure that all employees have equal access to career development opportunities.

GOAL 5: SEPARATE



PREPARE FOR EMPLOYEE TRANSITIONS SO CONTINUITY OF LEADERSHIP IS ENSURED AND KNOWLEDGE IS SHARED ACROSS THE ORGANIZATION

Key Outcomes

- FEMA maintains a pool of highly-qualified potential candidates for all critical leadership positions
- FEMA implements a succession program that yields positive results and can be replicated throughout the agency
- FEMA identifies major drivers for employee separations from exit interview and survey results to address attrition
- FEMA systematically provides resources, programs, and tools for knowledge sharing across the organization in support of its mission accomplishment



Objective 5.1: Implement succession planning activities for mission-critical leadership positions

Although the anticipated loss of knowledge and experience through attrition causes uncertainty within an organization, it also generates opportunity for new and existing employees to take on increasing levels of responsibility. Whether an employee retires, departs Federal service, or transfers within the Agency or across government, FEMA must be ready to respond to the change as quickly as possible. FEMA will implement succession planning activities for mission-critical leadership positions. Succession planning will provide a framework to close identified skill gaps while ensuring the pipeline of high-potential employees is poised to assume executive-level responsibilities. The initial leadership succession planning process will enable replication for all of FEMA's entry, mid-career, and journey-level positions, creating a FEMA-wide talent pipeline.

Objective 5.2: Formalize FEMA's off-boarding procedures

Internal business processes at FEMA must be transparent and produce consistent, high quality results. To this end, FEMA will continue to build clear, concise processes for all separations within the Agency and will utilize business analytics to inform the decision-making process. Better separation data will aid in data-driven decision-making for human capital and broader organizational strategic planning.

Objective 5.3: Develop and implement a knowledge management strategy supported by appropriate investments in training and technology

By implementing the HCSP, FEMA will have a systematic strategy for human capital that is focused and holistic. FEMA will utilize training and technology to enhance the mission and streamline processes. Encouraging the cross-pollination of innovative ideas will assist in transferring knowledge and increase operational as well as mission support effectiveness. Utilizing the tactics identified by the HCSP, FEMA expects to anticipate customer needs and proactively address mission support challenges throughout the Agency.

ACHIEVING RESULTS



Implementing the HCSP vision requires breaking down a complex process into a manageable series of concrete steps. A detailed project plan will drive the process to provide clear metrics, define successful outcomes, and hold leadership accountable. Following the project plan, executives and managers will implement strategies identified to proactively acquire, develop, sustain, and separate talent to meet our Nation's current and unfolding emergency response needs. The end result will be the deployment of a human capital program informed by data-driven decisions that support mission-critical operations and result in the following throughout FEMA:

- A qualified, effective, and engaged workforce recognized for its excellence.
- Integrated analytics capabilities that support effective and efficient operations and greater consistency and transparency in decision-making.
- Aligned strategy, resources, and performance outcomes that maximize mission impact.
- Business processes that are transparent and produce consistent, high quality results.

To achieve results, this Human Capital Strategic Plan must inspire, guide, and cascade work efforts and activities at all levels of the Agency. Leadership, program managers, and individual employees are integral to actively aligning resources, managing performance, and evaluating the outcomes of FEMA's human capital strategic direction in day-to-day work.

The *Government Performance and Results Act (GPRA) Modernization Act of 2010* requires regular review of the performance goals and objectives of each Federal Agency as outlined in *OMB Circular A-11 Part 6*:

- "At least quarterly, Agency leaders should run data-driven performance reviews on their organization's priorities to drive progress toward achieving their goals." (270.2)
- "Annually, Agency leaders should review progress on each of the Agency's strategic objectives established by the agency Strategic Plan..." (270.2)

To align with these requirements and support accountability, the FEMA Human Capital Strategic Plan includes objectives and tactics. To clarify connections between the organization's strategy and ongoing efforts, the Deputy Administrator named executives accountable for each of the HCSP objectives. These executives are working with their colleagues and teams to complete the supporting tactics and ensure positive outcomes for each objective. Additionally, the workforce data in Appendix B: Workforce Data highlight data areas to support and assess the evaluation of FEMA's success in achieving its objectives and broader strategic goals.

APPENDIX A: FEMA OFFICES



The following table includes descriptions for all FEMA offices.

FEMA Offices	
Office	Description
Federal Insurance and Mitigation Administration	FIMA supports disaster mitigation efforts focused on breaking the cycle of disaster damage, reconstruction, and repeated damage. Additionally, FIMA manages the National Flood Insurance Program (NFIP) and a range of programs designed to reduce future losses to homes, businesses, schools, public buildings, and critical facilities from floods, earthquakes, tornadoes, and other natural disasters. Part of FIMA, the Office of Environmental Planning & Historic Preservation provides management and oversight to all FEMA programs in their compliance with environmental planning and historic preservation laws, executive orders and regulations.
Mission Support	Mission Support serves internal customers (all Agency offices and regions) and external customers (DHS, OPM, etc.) to deliver competence in technology, human capital, security, procurement, and administrative processes that strengthen FEMA's ability to perform its core mission.
Office of Chief Counsel	The Office of Chief Counsel supports FEMA's efforts by providing the Agency with high quality legal advice, counsel, risk, analysis, and dispute resolution services through a knowledgeable, accessible, responsive, and solution-oriented network of innovative and ethical legal professionals.
Office of Disability Integration and Coordination	The Office of Disability Integration and Coordination leads FEMA's commitment to achieving whole community emergency management and is inclusive of individuals with disabilities and others with access and functional needs by providing guidance, tools, methods, and strategies to establish equal physical, program, and effective communication access.
Office of Equal Rights	The Office of Equal Rights serves the Agency and the Nation by promoting affirmative employment, a discrimination-free workplace, and equal access to FEMA programs and benefits.

FEMA Offices

Office	Description
Office of External Affairs	The Office of External Affairs' mission is to engage, inform, and educate all FEMA stakeholders in support of the Agency's programs and initiatives to achieve its mission. The Office also serves as an advisor to FEMA program and support offices on decision-making, development, and maintenance of policies and programs to ensure that activities are responsive to stakeholder, media, congressional, and other audiences.
Office of National Capital Region Coordination	The Office of National Capital Region Coordination (NCRC) addresses challenges related to emergency management planning and incident response coordination that are unique to the National Capital Region (NCR) – this is due to the large number of Federal departments and agencies and numerous state and local jurisdictions within the Nation's Capital. The NCRC enhances preparedness and promotes resiliency by enabling better communication and planning between and among Federal, state, local, regional, nonprofit, and private sector stakeholders in the NCR.
Office of Policy and Program Analysis	The Office of Policy and Program Analysis (OPPA) supports the Agency by ensuring FEMA's strategic direction, informing sound decisions with independent analysis, facilitating cross-Agency interactions, and driving strategy, budget, execution, performance integration, and accountability.
Office of Regional Operations	FEMA's Office of Regional Operations coordinates all policy, managerial, resource, and administrative actions that affect or impact the Regions. The Office of Regional Operations also ensures that FEMA policies, programs, and administrative and management guidance are implemented in the regions in a manner consistent with the Agency's overall goals.
Office of Response and Recovery	The Office of Response and Recovery (ORR) provides leadership to build, sustain, and improve the coordination and delivery of support to citizens and state, local, tribal, and territorial governments to save lives, reduce suffering, protect property, and recover from all hazards.

FEMA Offices

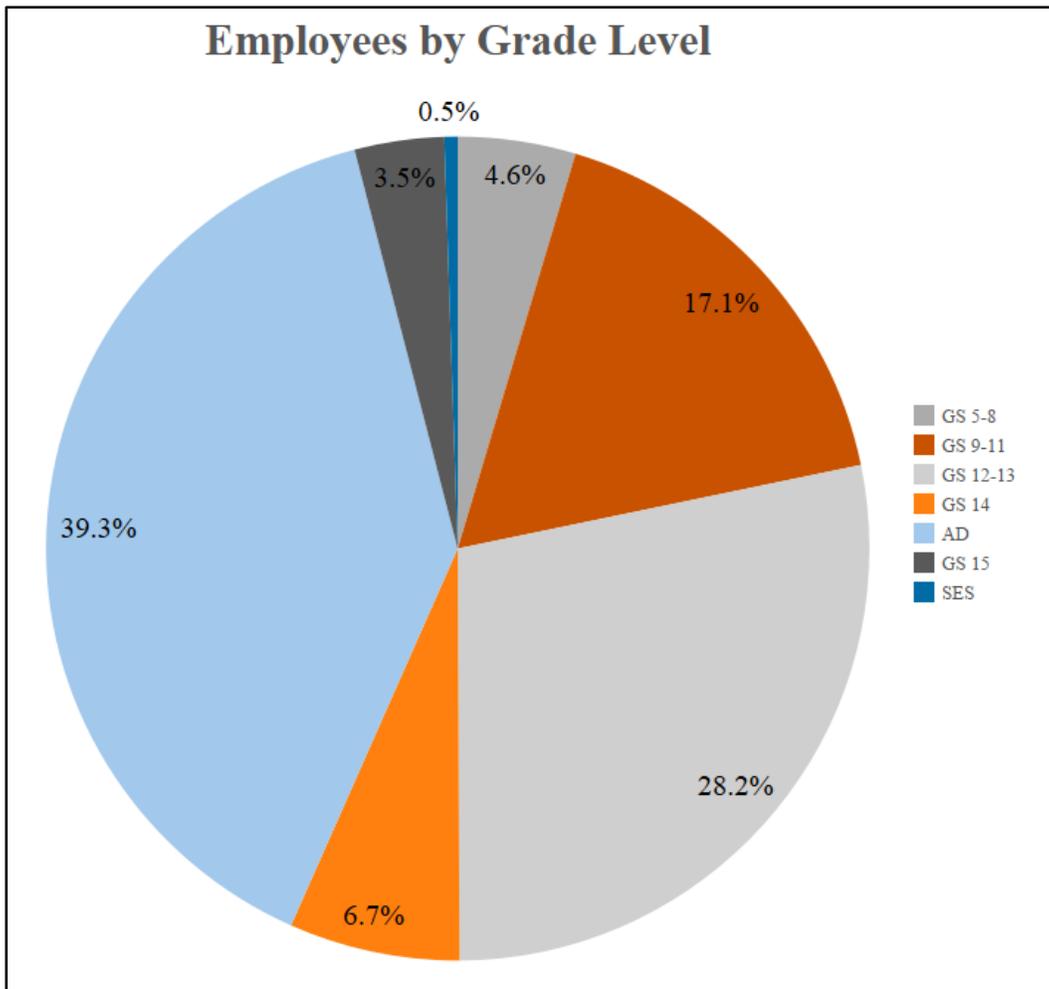
Office	Description
Office of the Senior Law Enforcement Advisor	The Office of the Senior Law Enforcement Advisor integrates the law enforcement, security, and emergency management communities by enhancing communication and coordination between FEMA, private security, and state, local, tribal, and territorial law enforcement.
Protection and National Preparedness	Protection and National Preparedness (PNP) is responsible for the coordination of preparedness and protection-related activities throughout FEMA – including grants, planning, training, exercises, individual and community preparedness, assessments, lessons learned, continuity of government, and NCR coordination.
Regional Offices	FEMA Regions work closely with state, local, and tribal emergency management partners to prepare for, protect against, respond to, and recover from all hazards. Regions work with the whole community to reduce the impact of natural disasters and to prepare communities, families, and individuals for all possible hazards – including supporting FEMA’s state, local, and tribal partners with grants for projects that reduce risks, improve public safety, and protect the environment.

APPENDIX B: WORKFORCE DATA



The FEMA Human Capital Strategic Plan goals, objectives, tactics, and metrics were devised after a thorough analysis of FEMA's human capital workforce information. The data analysis is illustrated below in charts and graphs.*

Chart 2: Employees by Grade Level



*In these charts, AD stands for Associate Director

Chart 3: Employee Grade by MCO

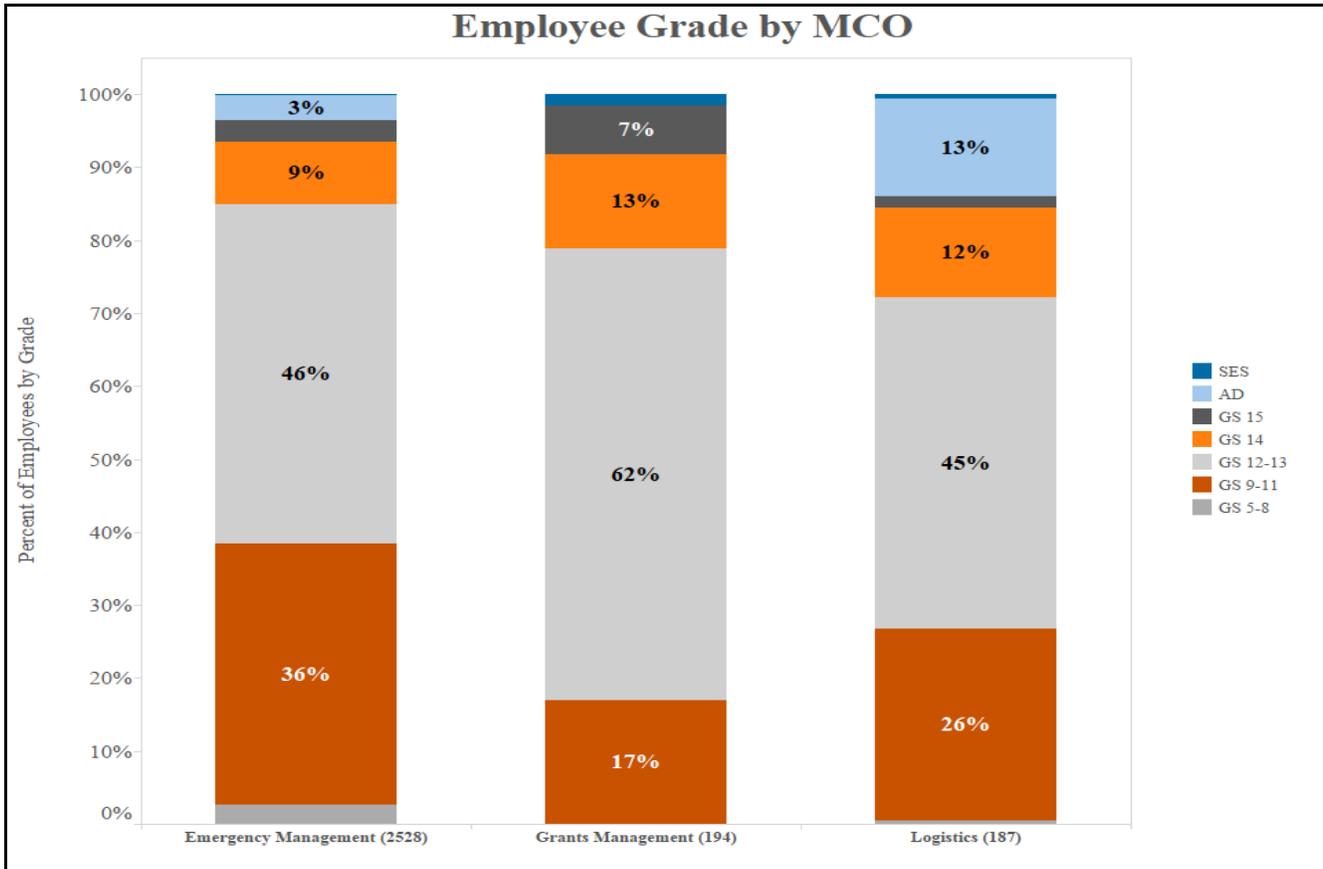


Chart 4: Eligible to Retire in 5 Years by Primary Organization

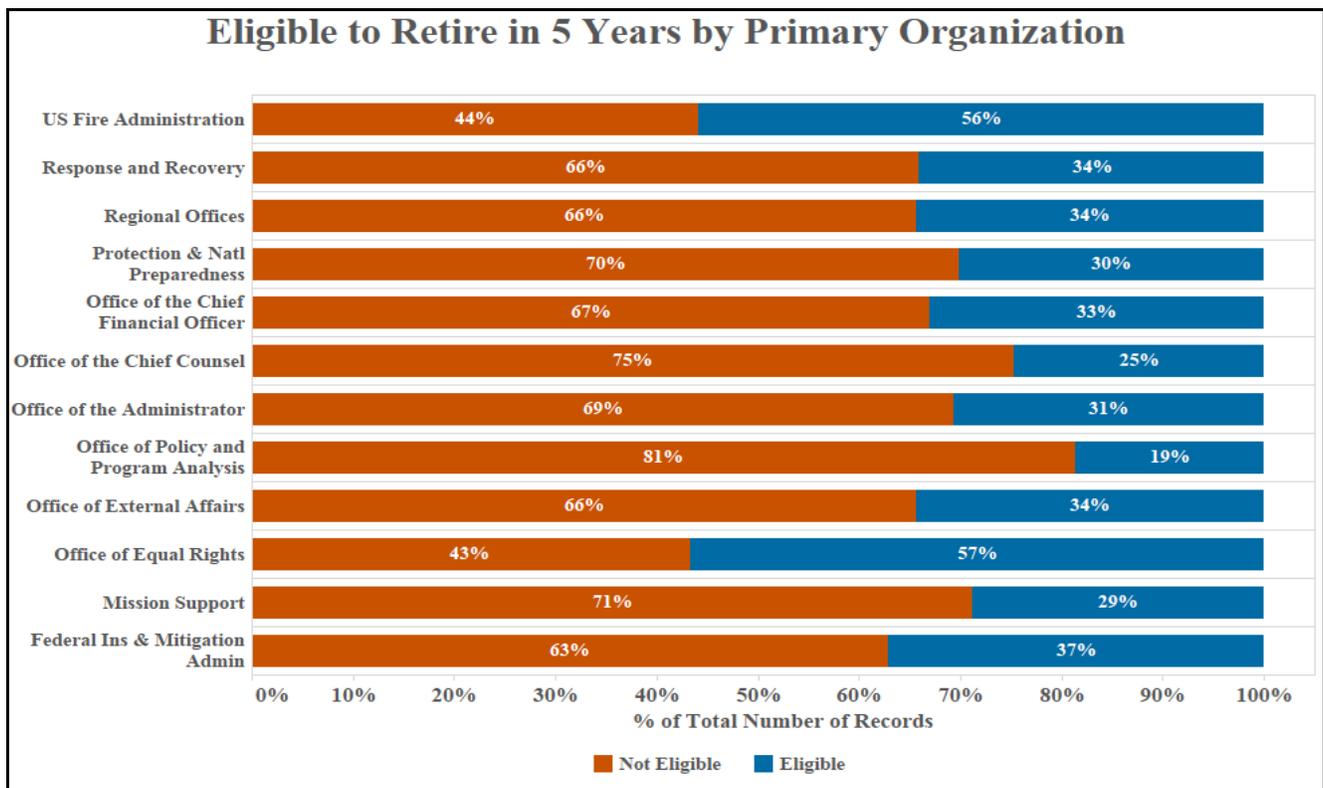


Chart 5: Eligible to Retire in 5 Years by Grade Grouping

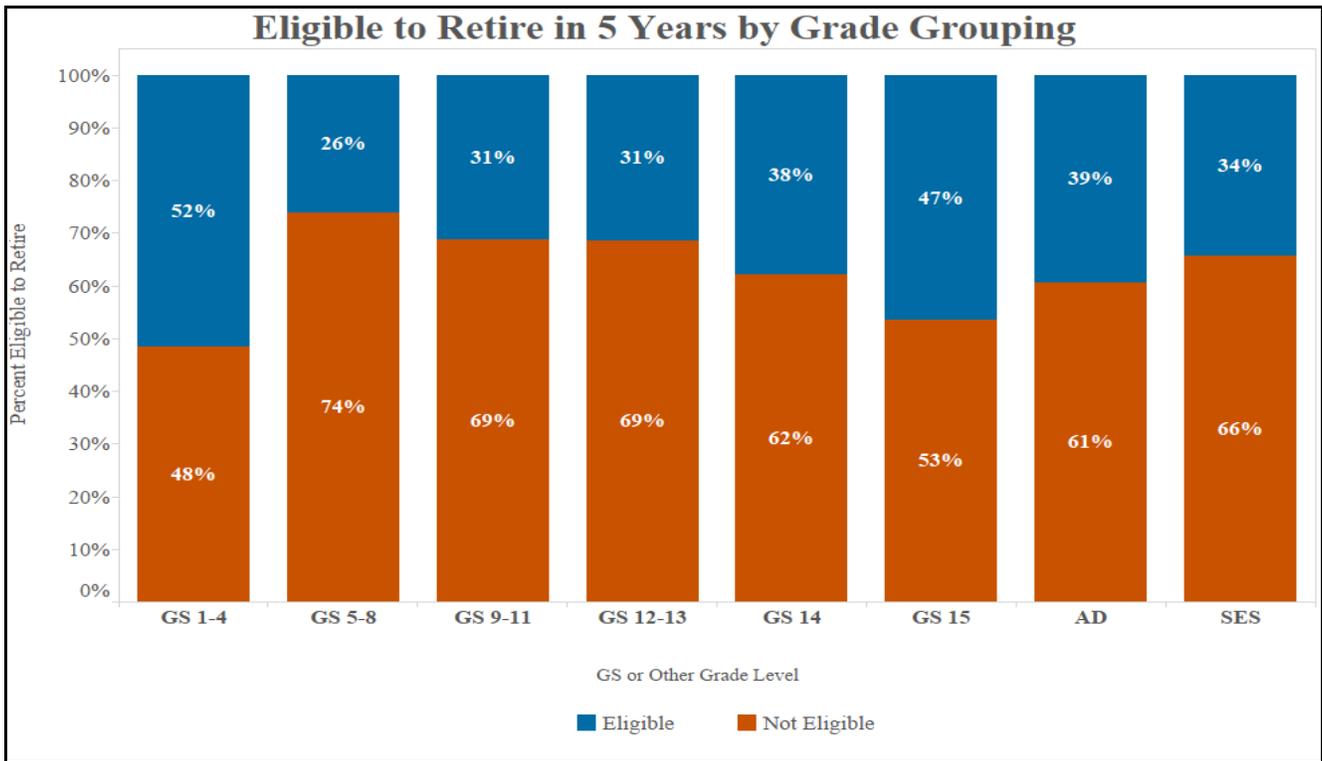


Chart 6: FEMA and Federal Government 2014 FEVS Scores

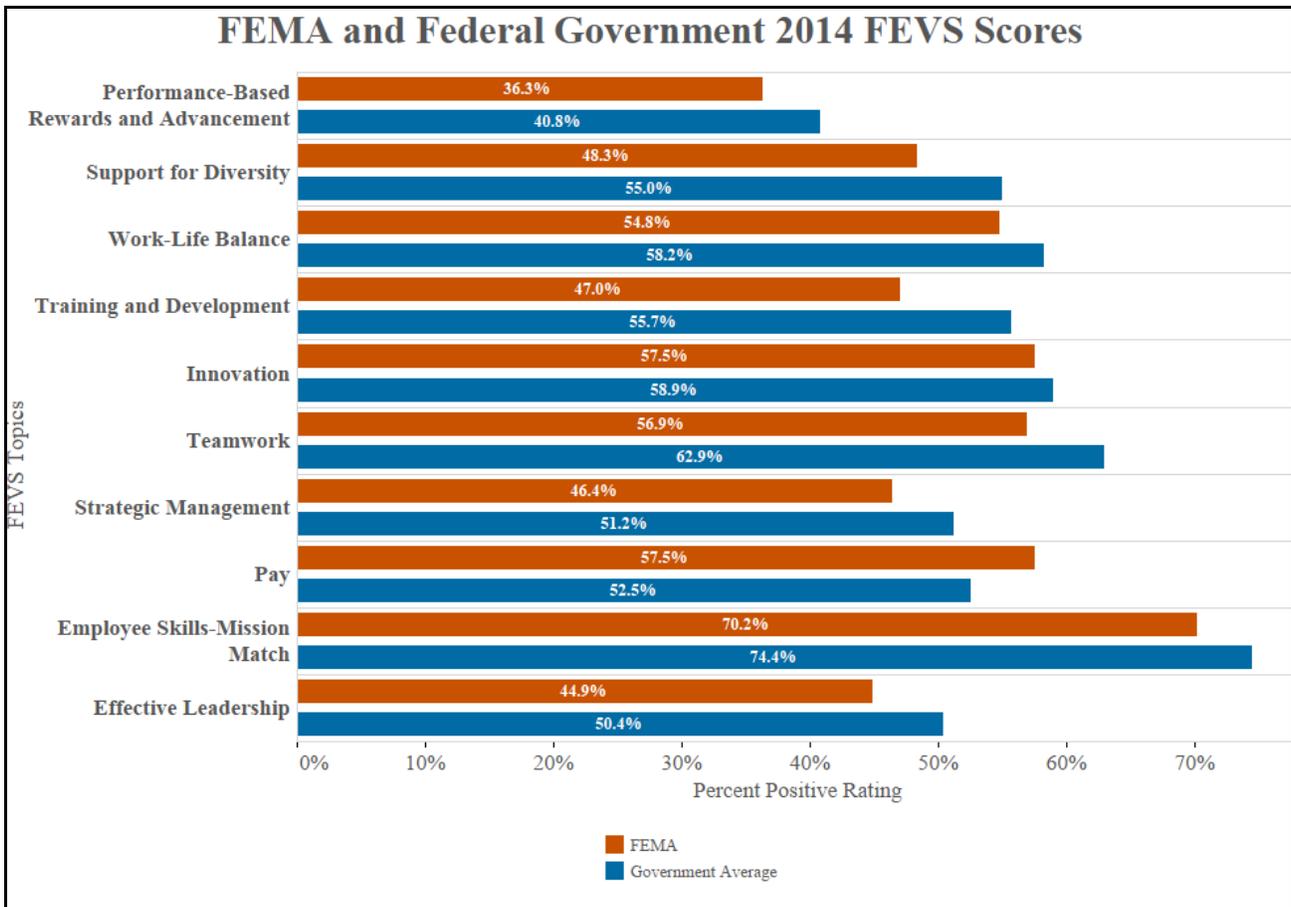
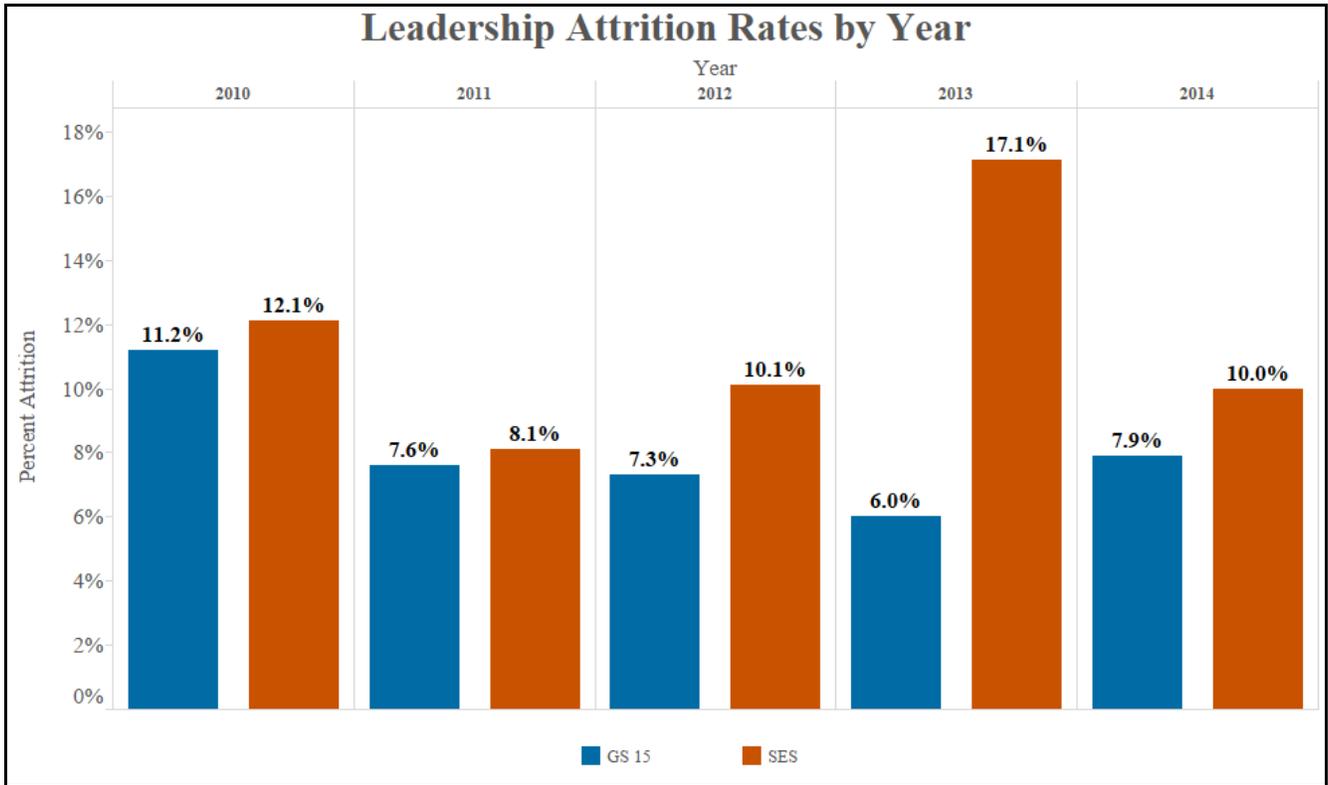


Chart 7: Leadership Attrition Rates by Year



APPENDIX C: KEY TERMS AND DEFINITIONS



Agency Performance Plan – A mandated annual plan that sets objective and quantifiable goals for each program activity set forth in the agency budget.

Agency Priority Goals – Strategic objectives may include Agency Priority Goals (APG). APGs are near-term result or achievement that the Department wants to accomplish within approximately 24 months. APGs are limited in number and reflect the top near-term performance improvement priorities of the Department.

Benchmarking – An organization change process directed toward continuous improvement. A benchmark is a comparative standard for evaluating accomplishments against known exemplars of excellence. It is a targeted goal beyond current capabilities, but for which the organization is striving. It is a search for best practices among recognized leaders who sustain superior performance and is focused on analyzing what the superior organization did to improve that could be applied in other places.

Best Practice – An innovative and creative human resource (HR) practice, project, activity, or program that facilitates achievement of the organization's mission. The relationship between the practice and its applicability to enhancing the mission is clear, and the practice is easily replicated by other organizations with similar circumstances. Best practices may be considered to be tested solutions to common business challenges.

Competency – An observable, measurable set of skills, knowledge, abilities, behaviors, and other characteristics an individual needs to successfully perform work roles or

occupational functions. Competencies are typically required at different levels of proficiency depending on the specific work role or occupational function. Competencies can help ensure individual and team performance aligns with the organization's mission and strategic direction

Competency Gap – The difference between the projected or actual availability of mission-critical competencies and the projected or actual demand for such competencies. Identification of current or future gaps typically addresses the size, composition, and competency proficiency levels of the workforce.

Competency Model – A framework that describes the full range of competencies required to be successful in a particular occupation. These models usually describe the required occupation-specific, or technical, competencies and general cross-occupational competencies (e.g., analytical competencies). Competency models are used to support key human capital programs such as selection, career development, training, and performance management.

Crosscutting – Across organizational (such as agency) boundaries.

Goal – A cross-cutting, enterprise desired future state that addresses the human capital environment challenges and helps DHS realize its human capital vision and fulfill its mission.

Human Capital Strategic Plan (HCSP) – A plan that sets forth how the agency's human capital management strategies will be aligned with the agency's mission, goals, and objectives through analysis, planning, investment, and management of human

capital programs. Broadly stated, the plan describes what the agency will do to ensure its employees have the mission-critical competencies required to carry out the agency's strategic goals. This includes workforce planning and deployment, including succession planning; recruiting and retaining talent; achieving performance goals; and addressing unique programmatic challenges.

Metrics – Measurements that provide a basis for comparison. Strategic human capital management requires a reliable and valid set of metrics that provides an accurate baseline against which individual agency progress can be assessed.

Milestone – A scheduled event signifying the completion of a major deliverable or a set of related deliverables or a phase of work.

Mission-Critical Occupations (MCOs) – Occupations agencies consider core to carrying out their missions. Such occupations usually reflect the primary mission of the organization without which mission-critical work cannot be completed.

Objective – A specific statement of desired outcomes. Objectives define what has to be done to meet the goal.

Performance Goal – A target level of performance expressed as a tangible, measurable objective against which actual performance can be compared, including a goal expressed as a quantitative standard, value, or rate.

Return on Investment (ROI) – A comparison of the monetary value of the business impact with the costs for a given human capital program. ROI is usually expressed as a percentage. ROI is part of a comprehensive measurement and evaluation system; there are various models to determine ROI.

Stakeholder – An individual, or group of individuals, who have a significant or vested

interest in the outcome of an undertaking, key decision, or venture. In human capital ventures, different individuals and groups often have a shared responsibility for the successful outcome of a program or initiative because they share in the benefits of the program. Congress, customers, managers, and employees are examples of potential stakeholders.

Strategic Human Capital Management – The active alignment of the talent, energy, knowledge and enthusiasm that people invest in their work, with the strategic objectives of the organization. Leaders and managers can maximize their human capital assets by leading from the perspective that human capital produces sustained advantage; and by actively advancing the relationships among strategy, organizational design, deployment of talent, and results.

Success Indicators – Evidence of successful execution of a tactic. A success indicator varies depending on the tactic—it can be a deliverable, milestone or quantification of change to demonstrate progress and completion.

Tactic – A discrete undertaking that contributes to accomplishing an objective. Tactics are specific, quantifiable, time-sensitive statements of what is going to be achieved and how it will be achieved.

APPENDIX D: DEPARTMENT AND COMPONENT GOALS



The DHS Strategic Plan 2012 – 2016 and the FEMA Strategic Plan 2014 – 2018 set the foundation for the development of the FEMA Human Capital Strategic Plan 2016 – 2020.

DHS Strategic Plan FY 2012-2016 Mission 5: Ensuring Resilience to Disasters	
Goal	Objective
<p>Goal 5.1: Mitigate Hazards</p> <p>Strengthen capacity at all levels of society to withstand threats and hazards</p>	<p>Objective 5.1.1: Reduce the vulnerability of individuals and families</p> <p>Objective 5.1.2: Mitigate risks to communities</p>
<p>Goal 5.2: Enhance National Preparedness through a Whole of Community Approach to Emergency Management</p> <p>Engage all levels and segments of society in improving preparedness</p>	<p>Objective 5.2.1: Improve individual, family, and community preparedness</p> <p>Objective 5.2.2: Strengthen core capabilities</p>
<p>Goal 5.3: Ensure Effective Emergency Response</p> <p>Strengthen nationwide response capacity to stabilize and recover from a catastrophic event</p>	<p>Objective 5.3.1: Provide timely and accurate information to the public</p> <p>Objective 5.3.2: Conduct effective disaster response operations</p> <p>Objective 5.3.3: Provide timely and appropriate disaster assistance</p>
<p>Goal 5.4: Rapidly Recover from a Catastrophic Event</p> <p>Improve the Nation’s ability to adapt and rapidly recover</p>	<p>Objective 5.4.1: Enhance recovery core capabilities</p> <p>Objective 5.4.2: Ensure continuity of essential services and functions</p>

FEMA Strategic Plan FY 2014-2018

Priority	Objective
<p>Priority 1: Be Survivor-Centric in Mission and Program Delivery</p>	<p>Objective 1.1: Streamline and simplify disaster services for individuals and communities</p> <p>Objective 1.2: Provide support to local leaders and tribal officials to strengthen recovery and mitigation core capabilities</p> <p>Objective 1.3: Increase disaster awareness and action by improving communication</p>
<p>Priority 2: Become and Expeditionary Organization</p>	<p>Objective 2.1: Improve alignment of FEMA incident operations with the needs of state, local ,tribal and territorial partners</p> <p>Objective 2.2: Improve the individual and collective readiness and capabilities of FEMA’s workforce</p> <p>Objective 2.3: Optimize the assignment of assets in support of incident operations</p>
<p>Priority 3: Posture and Build Capability for Catastrophic Disasters</p>	<p>Objective 3.1: Strengthen capabilities with the greatest potential to change outcomes on the ground in catastrophic disasters</p> <p>Objective 3.2: Operationalize resource-sharing opportunities for catastrophic disasters</p> <p>Objective 3.3: Lead the emergency management community in recognizing and supporting the immediate, independent actions of survivors, bystanders, and grassroots organizations in catastrophic events</p>
<p>Priority 4: Enable Disaster Risk Reduction Nationally</p>	<p>Objective 4.1: Provide credible and actionable data and tools to support risk-informed decision-making</p> <p>Objective 4.2: Incentivize and facilitate investments to manage current and future risk</p> <p>Objective 4.3: Enhance the effectiveness, financial stability, and affordability of the National Flood Insurance Program</p>

FEMA Strategic Plan FY 2014-2018

Priority	Objective
<p>Priority 5: Strengthen FEMA’s Organizational Foundation</p>	<p>Objective 5.1: Build, manage, and strengthen the FEMA workforce</p> <p>Objective 5.2: Work smarter through data analytics</p> <p>Objective 5.3: Strengthen the linkages among strategy, budget, execution, and performance through a comprehensive resource management system</p> <p>Objective 5.4: Streamline and strengthen FEMA’s business processes and systems</p>

APPENDIX E: FEMA STRATEGIC PLAN ALIGNMENT



The table below outlines how the FEMA Human Capital Strategic Plan aligns with the FEMA Strategic Plan to achieve FEMA’s overall mission.

FEMA Strategic Plan Alignment	
FEMA Strategic Priorities	Human Capital Strategic Plan Alignment
Be Survivor-Centric in Mission and Program Delivery	Goal 1; Objectives 1.2; Tactic 1.2.3; Associated Success Indicators Goal 2; Objectives 2.1; Tactic 2.1.1; Associated Success Indicators Goal 3; Objectives 3.1; Associated Success Indicators Goal 4; Objectives 4.1; Tactic 4.1.1; Associated Success Indicators
Become an Expeditionary Organization	Goal 1; Objectives 1.1; Tactic 1.1.1; Associated Success Indicators Goal 2; Objectives 2.1; Tactic 2.1.1; Associated Success Indicators Goal 3; Objectives 3.1; Associated Success Indicators
Posture and Build Capability for Catastrophic Disasters	Goal 1; Objectives 1.3; Tactic 1.3.1; Associated Success Indicators Goal 2; Objectives 2.1; Tactic 2.1.1; Associated Success Indicators Goal 3; Objectives 3.1; Associated Success Indicators Goal 4; Objectives 4.1; Tactic 4.1.1; Associated Success Indicators
Enable Disaster Risk Reduction Nationally	Goal 1; Objectives 1.4; Tactic 1.4.2; Associated Success Indicators Goal 3; Objectives 3.1; Associated Success Indicators Goal 4; Objectives 4.1; Tactic 4.1.1; Associated Success Indicators
Strengthen FEMA's Organizational Foundation	Goal 1; Objectives 1.1/1.2/1.3; Associated Tactics; Associated Success Indicators Goal 2; Objectives 2.1/2.2; Associated Tactics; Associated Success Indicators Goal 3; Objectives 3.1/3.2; Associated Tactics; Associated Success Indicators Goal 4; Objectives 4.1/4.2/4.3; Associated Tactics; Associated Success Indicators Goal 5; Objectives 5.1/5.2/5.3; Associated Tactics; Associated Success Indicators

APPENDIX F: GOALS, OBJECTIVES, AND TACTICS TABLES



Goal 1: Strategy – Align human capital solutions with current and emerging mission and programmatic goals

Objectives	Tactics
<p>1.1: Identify, assess and develop individual assistance, public assistance and grants management competencies</p>	<p>1.1.1: Develop a competency management system that defines competencies to improve survivor services</p> <p>1.1.2: Establish a periodic validation process for the competency management system</p> <p>1.1.3: Ensure identified competency requirements are linked to performance management</p>
<p>1.2: Ensure the workforce is appropriately sized, organized, and equipped to effectively transition from steady state to emergency state and back to steady state</p>	<p>1.2.1: Match Agency workforce and structure to workload to support its mission in a safe, effective, and efficient way</p> <p>1.2.2: Create a standard organizational profile to manage transitions</p> <p>1.2.3: Develop and implement an Agency-wide integrated workforce planning and analysis capability.</p>
<p>1.3: Strengthen response and recovery core capabilities through gap analysis to integrate existing training programs into an Agency employee development system</p>	<p>1.3.1: Establish clear processes and procedures for cadre management</p> <p>1.3.2: Establish an employee data warehouse and associated business rules to support quality data collection</p> <p>1.3.3: Embed human capital planning in the strategic planning, annual performance planning, and annual performance reporting processes</p>

**Goal 1: Strategy –
Align human capital solutions with current and emerging mission and
programmatic goals**

Objectives	Tactics
<p>1.4: Expand Agency capacity to identify and address whole community gaps in understanding risk management actions</p>	<p>1.4.1: Link human capital planning with Agency planning, programming, budget, and execution</p> <p>1.4.2: Enhance analytic capabilities to improve identification of risk in cross-cutting Agency activities</p> <p>1.4.3: Develop community communications to reduce duplication of effort and improve coordination of Agency initiatives</p> <p>1.4.4: Promote understanding Agency wide of risk management technics through training and information sharing</p>

**Goal 2: Acquire –
Obtain a skilled and scalable workforce**

Objectives	Tactics
<p>2.1: Ensure FEMA employs a highly skilled workforce capable of meeting mission-essential requirements</p>	<p>2.1.1: Develop a systematic process to assess and address competency gaps between current workforce and future organizational needs</p> <p>2.1.2: Strengthen hiring processes to reinforce recruitment and retention</p> <p>2.1.3: Utilize workforce planning to drive hiring and resource allocation decisions</p> <p>2.1.4: Monitor and maintain consistent use of appropriate staff types</p>
<p>2.2: Apply an integrated approach to recruitment across the agency</p>	<p>2.2.1: Set priorities and direction for recruitment initiatives</p> <p>2.2.2: Use innovative recruitment tactics to source and recruit high quality candidates</p> <p>2.2.3: Recruit a diverse, highly capable workforce</p> <p>2.2.4: Incorporate identified mission-critical skills into the recruitment function</p>

**Goal 3: Develop –
Cultivate employee knowledge sharing, innovation, and growth opportunities**

Objectives	Tactics
<p>3.1: Develop competencies necessary to be survivor centric, become expeditionary, build capability for catastrophic disasters and to enable disaster risk reduction across the Nation</p>	<p>3.1.1: Identify and/or validate the competencies necessary for steady state and disaster</p> <p>3.1.2: Define competencies by position</p> <p>3.1.3: Evaluate competencies</p>
<p>3.2: Develop targeted solutions to close identified competency gaps</p>	<p>3.2.1: Use training as an appropriate solution to address competency and skill gaps across the workforce</p> <p>3.2.2: Identify internal bench strength</p> <p>3.2.3: Develop methods to identify high potential succession candidates as part of the hiring and selection process</p> <p>3.2.4: Identify and develop training which enables a well-prepared emergency response workforce</p>

**Goal 4: Sustain –
Strengthen an organizational culture of mission performance**

Objectives	Tactics
4.1: Create a high-performance, results-oriented environment	<p>4.1.1: Ensure the rewards and recognition system acknowledges high-level performance and encourages the behaviors the Agency desires in individuals and groups</p> <p>4.1.2: Create a culture of recognition through consistent award and recognition mechanisms and programs</p> <p>4.1.3: Hold managers accountable for having effective performance discussions with their employees</p>
4.2: Strengthen employee engagement	<p>4.2.1: Utilize continuous feedback mechanisms such as focus groups, root cause analysis, pulse surveys, etc. to monitor and improve employee engagement strategies on a continual basis</p> <p>4.2.2: Disseminate FEVS reports and dashboards to managers, supervisors, and unions to facilitate data-driven reviews of engagement and performance</p> <p>4.2.3: Create an environment that promotes proactive and positive employee participation</p>
4.3: Build a work environment that promotes inclusion	<p>4.3.1: Build a work environment that maximizes individual and collective potential</p> <p>4.3.2: Ensure all employees have equal access to career development opportunities</p> <p>4.3.3: Establish a sustained leadership commitment to a diverse and inclusive FEMA</p>

**Goal 5: Separate –
Prepare for employee transitions so continuity of leadership is ensured and
knowledge is shared across the organization**

Objectives	Tactics
5.1: Implement succession planning activities for mission-critical leadership positions	<p>5.1.1: Ensure workforce planning continuity by executing office-specific succession plans</p> <p>5.1.2: Equip eligible employees with the leadership and emergency state competencies and requisite experience to assume executive positions</p> <p>5.1.3: Continually evaluate and update succession planning activities</p>
5.2: Formalize FEMA’s off-boarding procedures	<p>5.2.1: Streamline process for employee transitions</p> <p>5.2.2: Enable employees to transition in an efficient manner</p> <p>5.2.3: Conduct exit survey and offer exit interviews for transferring employees</p> <p>5.2.4: Capture important information from exit surveys and interviews to facilitate knowledge management</p>
5.3: Develop and implement a knowledge management strategy supported by appropriate investments in training and technology	<p>5.3.1: Capture, index, process, and easily retrieve data that may be composed of text, audio, video, and Web-based elements</p> <p>5.3.2: Establish and/or formalize mission-critical communities of practice at all levels</p> <p>5.3.3: Formalize the FEMA after-action process to facilitate the sharing of knowledge and best practices throughout the agency</p>



FEMA