



FEMA

Training and Cadre Management Standard Operating Procedures

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Public Assistance Program

Mission

The mission of the Public Assistance Program is to assist communities in recovering from the devastating effects of disasters by providing technical assistance and financial grants in an efficient, effective, consistent and customer-friendly manner. We will accomplish the mission by having experienced, trained, knowledgeable and friendly staff; well-documented, easy-to-understand and accessible policies and procedures; timely and transparent decision-making; and a strong partnership with the states. We will continuously seek and identify opportunities to improve program delivery.

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Section I

Training

A. Four Primary Responsibilities

1. Manage Resident Courses at Emergency Management Institute (EMI)
2. Manage Field Courses conducted at Joint Field Offices and Regions
3. Manage Public Assistance Conference
4. Manage State/Public Assistance Conference

B. Manage Resident Courses at EMI

1. Coordinate with EMI counterpart annual class schedule for the following courses:
 - PA Operations
 - PAC Crew Leader Course
 - Task Force Leader Course
 - Group Supervisor Course
 - Debris Operations
 - Cost Estimating Format Course
 - Hazard Mitigation Course
 - *Grants Management Course*
 - *State Public Assistance Operations*
2. Recruit Trainers for each course.
 - PA Operations – Requires 3 trainers for 20 students
 - PAC Crew Leader Course – Requires 4 trainers for 20 students
 - Task Force Leader Course – Requires 2 trainers for 20 students
 - Group Supervisor Course – Requires 3 trainers for 20 students
 - Debris Operations – Requires 2 trainers for 20 students
 - Cost Estimating Format Course – Requires 2 Technical Assistance Contractor (TAC) instructors for 20 students
 - Hazard Mitigation Course – Requires 2 trainers for 20 students. Traditionally use 1 TAC trainer for this effort.
 - *State PA Operations Course – EMI counterpoint recruits trainers for this endeavor*
 - *Grants Management Course – EMI counterpoint recruits trainers for this endeavor*

Utilize Trainer Spreadsheet at R:\RRCOMMON\RECOVERY DIVISION\Public Assistance Branch\Cadre Management\Training\Instructors to recruit DAE trainers for each training endeavor.

Should no DAE trainers be available, coordinate with TAC Manager to acquire TAC trainers for courses.

- Create Travel Authorization for instructors

3. Recruit Students

- Regional nominations for courses are due to EMI six (6) weeks before the course begins
- Send out nomination request to Regional Cadre Managers and Regional Training Managers one (1) month prior to due date, copy EMI counterpart. This request should include:
 - a. Course EMI Number and Title
 - b. Dates, including travel dates
 - c. Student requirements including sending in completed 75-5s to EMI Administration
- Provide consolidated list of nominated students and alternates to EMI counterpart.
- EMI counterpart provides list to EMI Administration to ensure bed space is held.
- Each region will create Travel Authorization for students to attend.

EMI Counterpart recruits and manages students for Grants Management Course and State Public Assistance Operations Course.

4. Ensure Materials are available for students and instructors.

- EMI counterpart will provide instructor guides to instructors if they do not already have the most recent version.
- EMI counterpart will provide a student manual to students on day course begins.

5. Ensure Course Materials are current

- All courses updated 1/1/2008.

6. Provide Training Environment for course to be conducted

- Resident courses are held at either EMI in Maryland or the Noble Training Facility in Alabama.
- EMI counterpart provides food and lodging information.

** At times, resident courses will be offered in Region or offsite from EMI, regions are responsible for training environment in that case.*

C. Manage Field Courses at Joint Field Offices (JFO) and Regions

1. Coordinate with JFO counterpart and/or Disaster Field Training Officer (DFTO) class schedule for the following courses:

- PA Operations
- PAC Crew Leader Course
- Task Force Leader Course
- Group Supervisor Course
- Debris Operations or Debris Workshop (1 day course)
- Cost Estimating Format Course (for Estimators only) or Cost Estimating Format Workshop (1 day course)
- Hazard Mitigation Course

JFO Counterpart must provide completed Training Request Sheet (R:\RRCOMMON\RECOVERY DIVISION\Public Assistance Branch\Cadre Management\Training\Field Requests).

Determine student/instructor ratio before recruiting instructors.

2. Recruit Trainers for JFO or Region for each course.

- PA Operations – Requires 3 trainers for 20 students
- PAC Crew Leader Course – Requires 4 trainers for 20 students
- Task Force Leader Course – Requires 2 trainers for 20 students
- Group Supervisor Course – Requires 3 trainers for 20 students
- Debris Operations – Requires 2 trainers for 20 students
- Cost Estimating Format Course – Requires 2 Technical Assistance Contractor (TAC) instructors for 20 students
- Hazard Mitigation Course – Requires 2 trainers for 20 students. Traditionally use 1 TAC trainer for this effort.
- State PA Operations Course – EMI counterpoint recruits trainers for this endeavor
- Grants Management Course – EMI counterpoint recruits trainers for this endeavor

Utilize Trainer Spreadsheet at R:\RRCOMMON\RECOVERY DIVISION\Public Assistance Branch\Cadre Management\Training\Instructors to recruit DAE trainers for each training endeavor.

Designate a Lead Instructor to coordinate effort with JFO or Region.

Should not enough or no DAE trainers be available, coordinate with TAC Manager to acquire TAC trainers for courses. JFO counterpart or Region must coordinate with JFO to ensure Task Order is in place for TAC instructors and that an official request is made for TAC assistance.

- JFO counterpart or Region requests DAE instructors from instructors host region and completes Travel Authorization for instructors.

3. Recruit Students

- JFO Counterpart or Region recruits students.

4. Ensure Materials are available for students and instructors.

- EMI counterpart will provide instructor guides to instructors if they do not already have the most recent version.
- JFO counterpart or Region will make copies and provide a student manual to students on day course begins.

5. Ensure Course Materials are current

- All courses updated 1/1/2008.

6. Provide Training Environment for course to be conducted

- Field courses are held at JFO or Region. JFO counterpart or Region responsible for procuring appropriate training environment.

D. Instructors

1. Disaster Assistance Employee (DAE) Instructors

The least expensive method for procuring instructors is utilizing the DAE instructor pool found at R:\RRCOMMON\RECOVERY DIVISION\Public Assistance Branch\Cadre Management\Training\Instructors. However, DAE instructor availability is limited. Follow the following steps to procure a DAE instructor:

- Go to Instructor Sheet to procure contact information and check most recent availability
- Determine if DAE instructor is available for dates requested by JFO or Region
- Determine if DAE instructor is capable of training desired course
- If available and capable, after collecting appropriate number of trainers for the requested course, designate a lead.
- Provide contact information to team of instructors, request lead instructor coordinate with JFO or Region

Annually, the DAE instructor pool must be made current and augmented due to unavailability or attrition. Coordinate with Regions to administer a Train-the-Trainer offering to build and refresh the DAE instructor pool.

2. Technical Assistance Contractor (TAC) Instructors.

In certain cases, either not enough DAE instructors are available for a particular date or only TAC instructors are capable of instructing a particular course.

In these cases, coordinate with TAC Manager (Lorine Boardwine) to procure the appropriate TAC training staff for the JFO or Region.

In order for the JFO or Region to be able to utilize TAC instructors, the JFO or Regional counterpart must procure the appropriate Task Order for use of TAC assistance at the JFO or Region and make an official request for TAC assistance to the TAC Manager.

Should the effort be a TAC only endeavor:

- Designate a Lead Instructor to coordinate effort with JFO or Region.

Annually, the TAC instructor pool must be made current and augmented due to unavailability or attrition. Coordinate with the TAC Manager to administer a Train-the-Trainer offering to build and refresh the TAC instructor pool.

3. Grants Management and State Public Assistance Operations Course Instructors

- Both of these courses are conducted by a limited group of state instructors.
- EMI counterpart is responsible for identifying these instructors.

Since this pool of instructors is so limited, work with EMI counterpart and states to identify additional instructors and provide Train-the-trainer opportunity to augment the pool of instructors.

4. Ensure Materials are available for students and instructors.

- EMI counterpart will provide instructor guides to instructors if they do not already have the most recent version.
- JFO counterpart or Region will make copies and provide a student manual to students on day course begins.

5. Ensure Course Materials are current

- All courses updated 1/1/2008.

6. Provide Training Environment for course to be conducted

- Field courses are held at JFO or Region. JFO counterpart or Region responsible for procuring appropriate training environment.

E. Course Materials

Course materials must be reviewed annually for currency. The updating of course material is provided by Technical Assistance Contractors. Coordinate with TAC Manager (Lorine Boardwine) on course material updating.

F. Public Assistance Conference

The Public Assistance Conference is held annually (July/August). Its purpose is to bring representatives from each region and headquarters staff to a central location for three (3) days to discuss topical Public Assistance matters.

Training Manager responsibilities include:

- Requesting and procuring regional participant list
- Requesting and procuring speaker list
- Working with Executive Officer (Cliff Brown) to create Travel Authorization for Regional participants
- Developing Agenda (R:\RRCOMMON\RECOVERY DIVISION\Public Assistance Branch\Cadre Management\Training\PA Conference) including:
 - a. Requesting input from Regional participants
 - b. Requesting input from non-PA participants
 - c. Requesting input from PA participants

The agenda development process should begin three (3) months prior to the event (i.e., end of April). Final drafts should be submitted to Division Director for review three (3) times. The first draft should be provided at the end of the first month after inputs have been collected (i.e., June), the second draft should be provided at the end of the second month (i.e., July), and the final draft should be provided two (2) weeks prior to the event. This final agenda should be ready provided to participants immediately upon concurrence by the Division Director.

- Coordinate with Executive Officer on procurement of facility
- Ensure Conference room is adequate
- Coordinate with Executive Officer (Cliff Brown) to ensure Conference material is available at the Conference room
- At Conference, ensure the efficient movement of conversation among participants (i.e., carry hand held microphone throughout room and managing conversation flow)

G. FEMA/State Workshop

The FEMA/State Workshop is held annually (November/December). Its purpose is to bring representatives from each state, headquarters, and regional staff to a central location for three (3) days to discuss topical State Public Assistance matters.

Training Manager Responsibilities include:

- Requesting and procuring State and Regional participant list
- Requesting and procuring speaker list
- Working with Executive Officer to create Travel Authorization for Regional participants

- Working with EMI counterpart to ensure invitational travel is provided for State participants
- Developing Agenda (R:\RRCOMMON\RECOVERY DIVISION\Public Assistance Branch\Cadre Management\Training\FEMASStateWorkshop) including:
 - a. Requesting input from State participants
 - b. Requesting input from Regional participants
 - c. Requesting input from Headquarters participants

The agenda development process should begin three (3) months prior to the event (i.e., end of August). Final drafts should be submitted to Division Director for review three (3) times. The first draft should be provided at the end of the first month after inputs have been collected (i.e., September), the second draft should be provided at the end of the second month (i.e., October), and the final draft should be provided two (2) weeks prior to the event. This final agenda should be provided to participants immediately upon concurrence by the Division Director.

- Coordinate with EMI counterpart (Martin Digregory) on procurement of facility
- Coordinate with EMI counterpart (Martin Digregory) to ensure Conference material is available at the Conference room
- At Conference, ensure the efficient movement of conversation among participants (i.e., carry hand held microphone throughout room and managing conversation flow)

Section II

Cadre Management

A. Three Primary Responsibilities

1. Coordination with Regional PA Cadre Managers
2. Coordination with other FEMA Cadre Managers
3. Management of Organizational Infrastructure

B. Coordination with Regional PA Cadre Managers

1. Communicate frequently with Regional Cadre Managers on the following topics
 - Current disaster activities
 - Regional operations
 - Regional requirements
 - Regional constraints
 - DAE status
 - DAE training
 - DAE credentialing

The most important part of Cadre Management is staying informed of all things regional and communicating headquarters initiatives to the field.

2. Communicate frequently with Headquarters Management on the following topics

- Current disaster activities
- Regional operations
- Regional requirements
- Regional constraints

3. Problem Solve

The Cadre Manager's role as direct liaison to Headquarters management requires (to a great extent) that the Cadre Manager acts as advocate for regional concerns. As such, the Cadre Manager is provided a unique view of operations from both a headquarters and regional perspective.

Utilize this unique perspective and role to affect positive change in the Public Assistance organization. For example:

- If a region is having difficulty acquiring DAEs to an event; determine the constraint, identify a short-term solution by working with Headquarters and Regional management, develop a long term solution, ensure national agreement, and implement.
- If there is regional variance between position functions causing difficulty in transition for DAEs from one region to another; determine the variance, identify a short-term solution by working with both regions, develop a long-term solution, ensure national agreement, and implement.

The primary role of Cadre Manager in working with Regional counterparts is problem solving.

C. Coordination with other FEMA Cadre Managers

1. Attend periodic Cadre Management meetings. Topics usually include the following:

- DAE Cadre size and availability
- Deployment Database issues
- Organizational Problems
- Any national efforts occurring

Report back to PA management and Regions.

D. Management of Organizational Infrastructure

Throughout the year, based on communication with the field, headquarters management, other FEMA programs, and Public Assistance will engage in projects whose intent is to 1)

improve 2) bring into compliance or 3) develop concepts that affect the organization as a whole. The Cadre Manager is responsible for each of the projects start to finish. There are currently four (4) initiatives that include:

1. Task Books

Task Book initiative are Standards of Procedure for each position within Public Assistance. Previously, DAEs relied primarily upon job descriptions and regional mentoring to understand the parameters of their tasks. Consultations with both regional and other Cadre Managers yielded this identified constraint and a “Task Book” initiative was developed.

The Cadre Manager is responsible for updating task books annually to ensure taskers remain current and there is no need for additional task books. Current task books may be found at R:\RRCOMMON\RECOVERY DIVISION\Public Assistance Branch\Cadre Management\Task Books – 13.

2. Incident Command System (ICS) Sample Organization Charts

With the implementation of ICS, it was discovered that the regions varied greatly on their understanding of the organizational system and its deployment. Consultations with Regional Cadre Managers and headquarters yielded this identified constraint and a “ICS Sample Organization” initiative was developed.

ICS samples may be found at R:\RRCOMMON\RECOVERY DIVISION\Public Assistance Branch\Cadre Management\ICS 3 Samples.

3. Credentialing Standard of Procedure and Database

Through communication with Regional Cadre Managers, it was determined that DAEs do not have an effective credentialing mechanism to provide managers and subordinates alike the ability to map their progress toward greater responsibility. Development of the Standard of Procedure and the supporting database is ongoing.

4. Quality Assurance/Quality Control Plan

Through communication with Regional Cadre Managers, it was determined that quality assurance/quality control mechanisms varied greatly among regions. Development of the Standard of Procedure is currently ongoing.

Each of these efforts is unique and requires substantial coordination. Efforts begin by determining a need, conducting a focus group of pertinent stakeholders, developing recommendations for headquarters, and ultimately implementation of concept after concurrence. As initiatives are brought to fruition, the Cadre Manager is responsible for the concepts longevity and maintenance. New initiatives are brought to bear via constant communication with all stakeholders.